

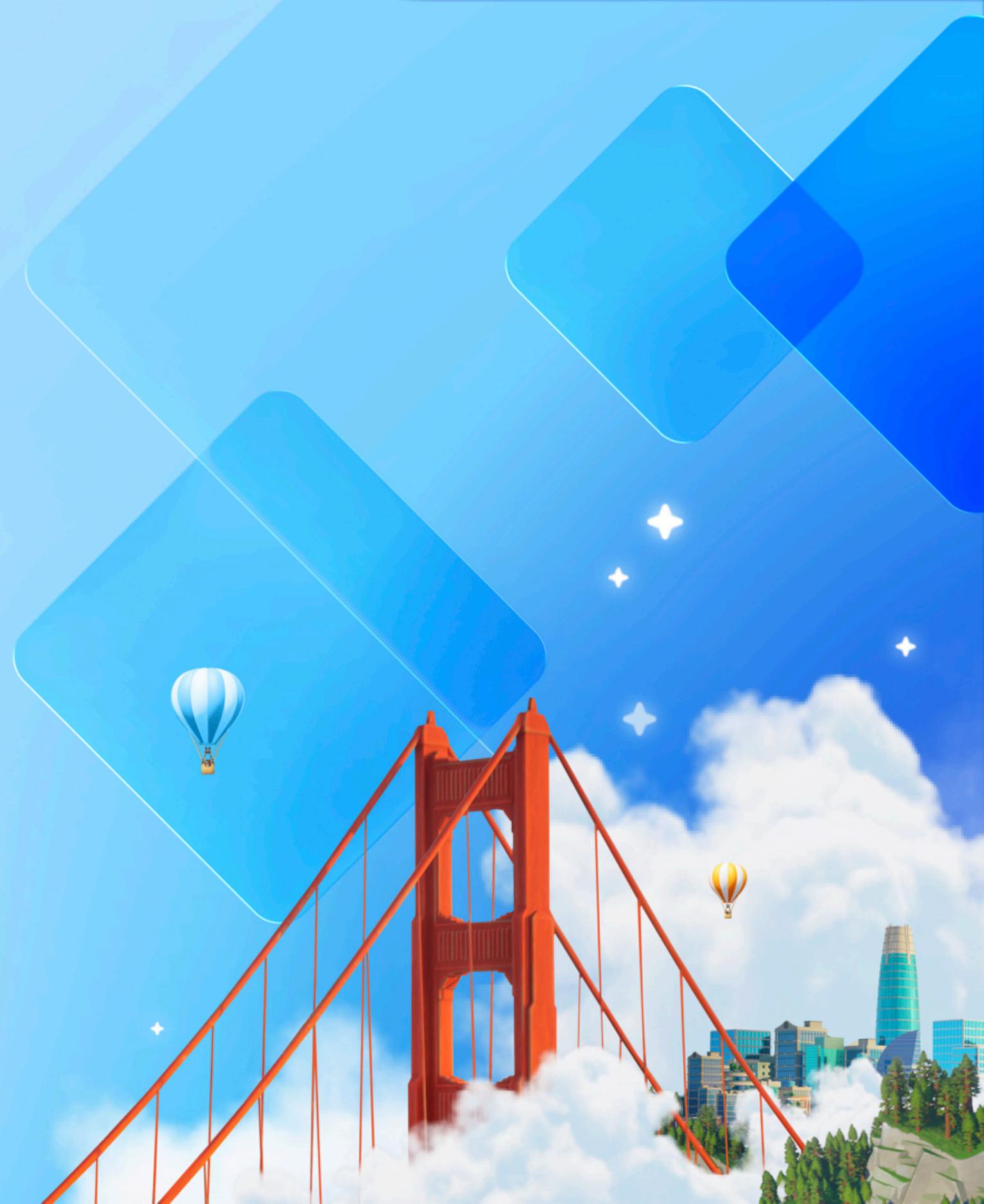


Welcome to Investor Day at Dreamforce 2025

Welcome and Introduction

Mike Spencer

Executive Vice President of Investor Relations





Thank you



Forward looking statements

“Safe harbor” statement under the Private Securities Litigation Reform Act of 1995: This presentation contains forward-looking statements about, among other things, trend analyses and statements regarding future financial performance and events, anticipated growth and industry prospects, and our strategies, expectation or plans regarding product releases and enhancements. The achievement or success of the matters covered by such forward-looking statements involves risks, uncertainties and assumptions. If any such risks or uncertainties materialize or if any of the assumptions prove incorrect, results or outcomes could differ materially from those expressed or implied by these forward-looking statements. The risks and uncertainties referred to above include those factors discussed in Salesforce's reports filed from time to time with the Securities and Exchange Commission, including, but not limited to our ability to consummate the pending acquisition of Informatika on a timely basis or at all; our ability to meet the expectations of our customers; uncertainties regarding AI technologies and their integration into our product offerings; the effect of evolving domestic and foreign government regulations; regulatory developments and regulatory investigations involving us or affecting our industry; our ability to successfully introduce new services and product features, including related to AI and Agentforce; our ability to execute our business plans; the pace of change and innovation and our ability to compete in the markets in which we participate; and our ability to maintain and enhance our brands.



salesforce

1:00 PM - 1:05 PM

Welcome

1:05 PM - 1:35 PM

Vision for the Agentic Enterprise

Steve Fisher

1:35 PM - 2:20 PM

Delivering Customer Success in the Agentic Era + Customer

Interviews

Miguel Milano

2:20 PM - 3:00 PM

The Lean Agentic Enterprise

Robin Washington

3:00 PM - 4:00 PM

Marc Closing Thoughts and Q&A Panel

Moderated by Mike Spencer

4:00 PM - 5:00 PM

Cocktail Reception + Product Demos



Agenda



The Agentic Enterprise



Industries

- Financial Services
- Healthcare & Life Sciences
- Public Sector
- Manufacturing
- Consumer Goods
- Communications

+10 more

Ecosystem & Success

- Trailhead
- Partners & ISVs
- Success Plans, Services & FDEs
- AppExchange & AgentExchange

Growth Investments



Capturing the unprecedented Agentic Enterprise opportunity



Investing wisely to be ready for this opportunity



Reimagining customer success for the Agentic era

Profitable Growth



Growth Drivers



Operational Excellence



Responsible Capital Allocation

Agentforce 360 Platform

Voice & Channels | Model Choice | Observability & Orchestration | A2A & MCP | Context Engineering

Trust & Security | Governance | Backup & Recover | Builders & Vibes | APIs & SDKs | DevOps | Heroku

Agentforce Trust Layer

*Subject to the closing of Salesforce's proposed acquisition of Informatica

Vision for the Agentic Enterprise



**Steve
Fisher**

CPO





 dreamforce®

Thank you

Product strategy evolution



Agentforce is trusted by thousands of customers



Learn more at
Agentforce City



Agentforce 360 unites humans, agents, apps, & data

AI alone is not enough

Disconnected from systems

Lacks context

No rules or permissions

Breaks trust

In the flow of work

Stays accurate with context

User & sharing models

Built-in governance

Helps in any channel



The next generation of Data Cloud



Data 360

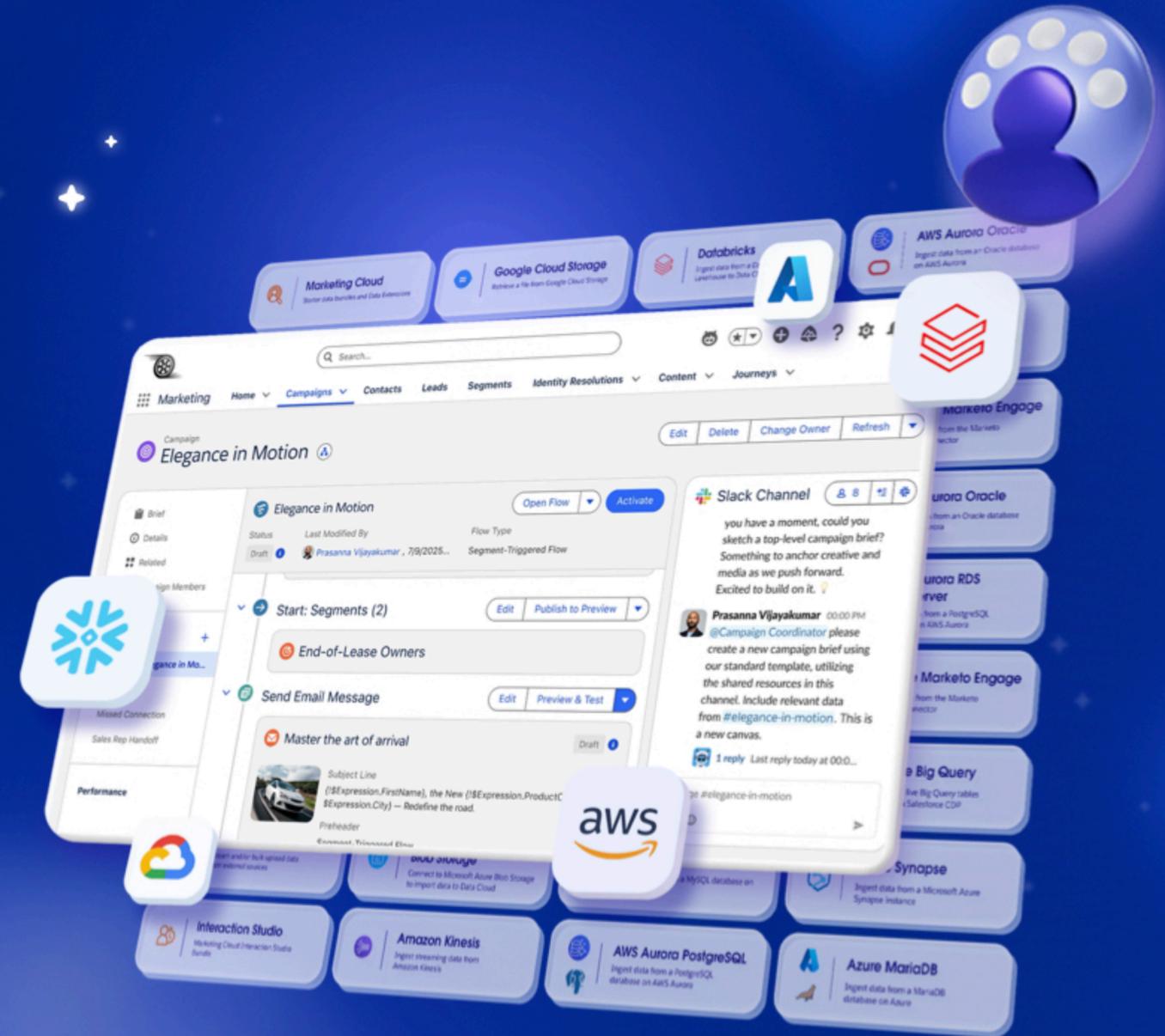
Delivering trusted context
to the Agentic Enterprise

Deeply integrated into the Salesforce platform.

Connect to any data with Zero Copy.

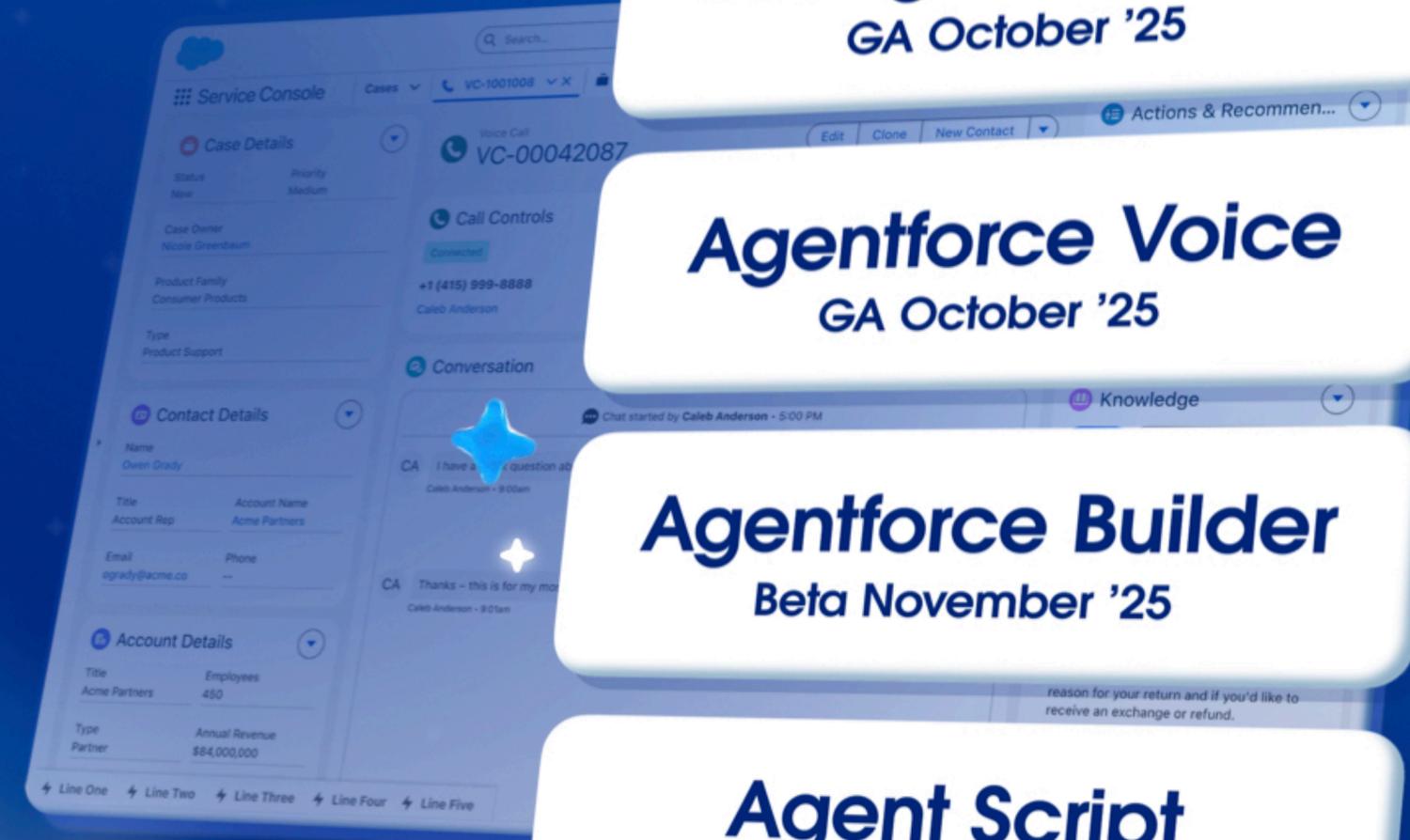
Personalization for every customer.

Context for every agent.





Agentforce 360 Platform



Intelligent Context
GA October '25

Agentforce Voice
GA October '25

Agentforce Builder
Beta November '25

Agent Script
Beta November '25



Agentforce orchestrates every app

Agentforce Sales



Account Planning
Pilot now

Sales Workspace
Pilot now

Prospecting
GA Feb '26



Agentforce Marketing



Journey Decisioning
GA now

Adaptive Websites
GA Dec '25

Two-Way Email
GA Feb '26



Agentforce Service

Service Portals
GA now

Service Console
GA now

Command Center for Service
GA now



Agentforce Commerce

Guided Shopping
GA Now

B2B Configurator
GA Now

Order Routing
GA Feb '26



Agentforce Field Service



Autonomous Scheduling
GA now

Salesforce Go
GA now

Dynamic Scaling
GA Feb '26



Agentforce Tableau

Data Q&A
GA now

Data Preparation
GA now

Data Alerts
Beta now



Agentforce IT Service NEW

AI Agents for Employees
GA Oct '25

IT Service Desk
GA Oct '25

CMDB & Service Graph
GA Oct '25



Agentforce Revenue Management

Consumption
GA now

Billing
GA now

Quoting
GA now





Agentforce 360

Connect with your customers, employees, operations & agents in a whole new way

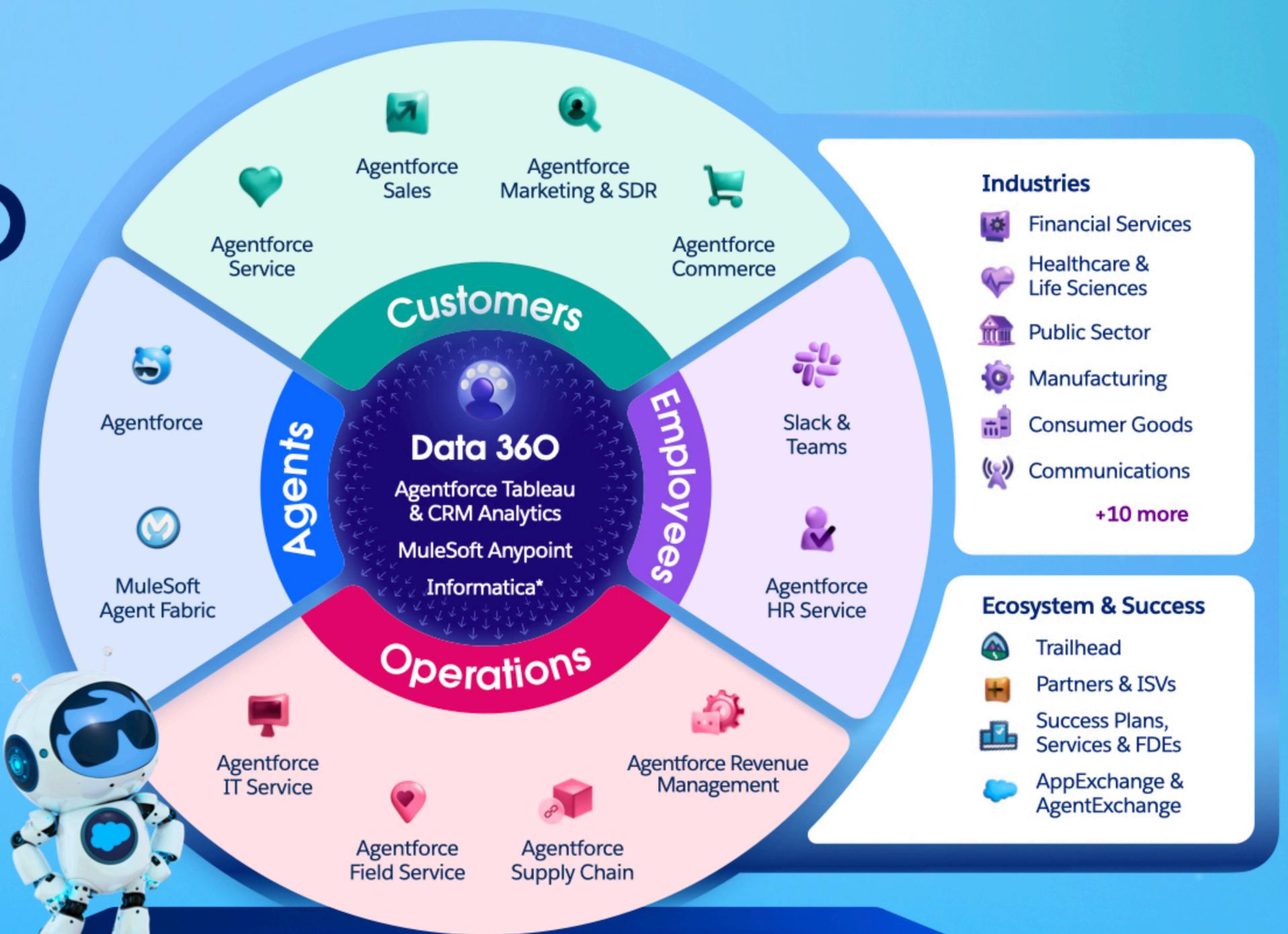
Trusted

Deeply unified platform

Easy to use

No code & vibe code

Orchestrated



Agentforce 360 Platform

Voice & Channels | Model Choice | Observability & Orchestration | A2A & MCP | Context Engineering
Trust & Security | Governance | Backup & Recover | Builders & Vibes | APIs & SDKs | DevOps | Heroku

Agentforce Trust Layer

*Subject to the closing of Salesforce's proposed acquisition of Informatica

Welcome to the Agentic Enterprise

Where humans & agents drive
customer success together

Customer loyalty grows

Trust deepens

Employees achieve more

Operations run leaner

Decisions get smarter

Elevated
employee

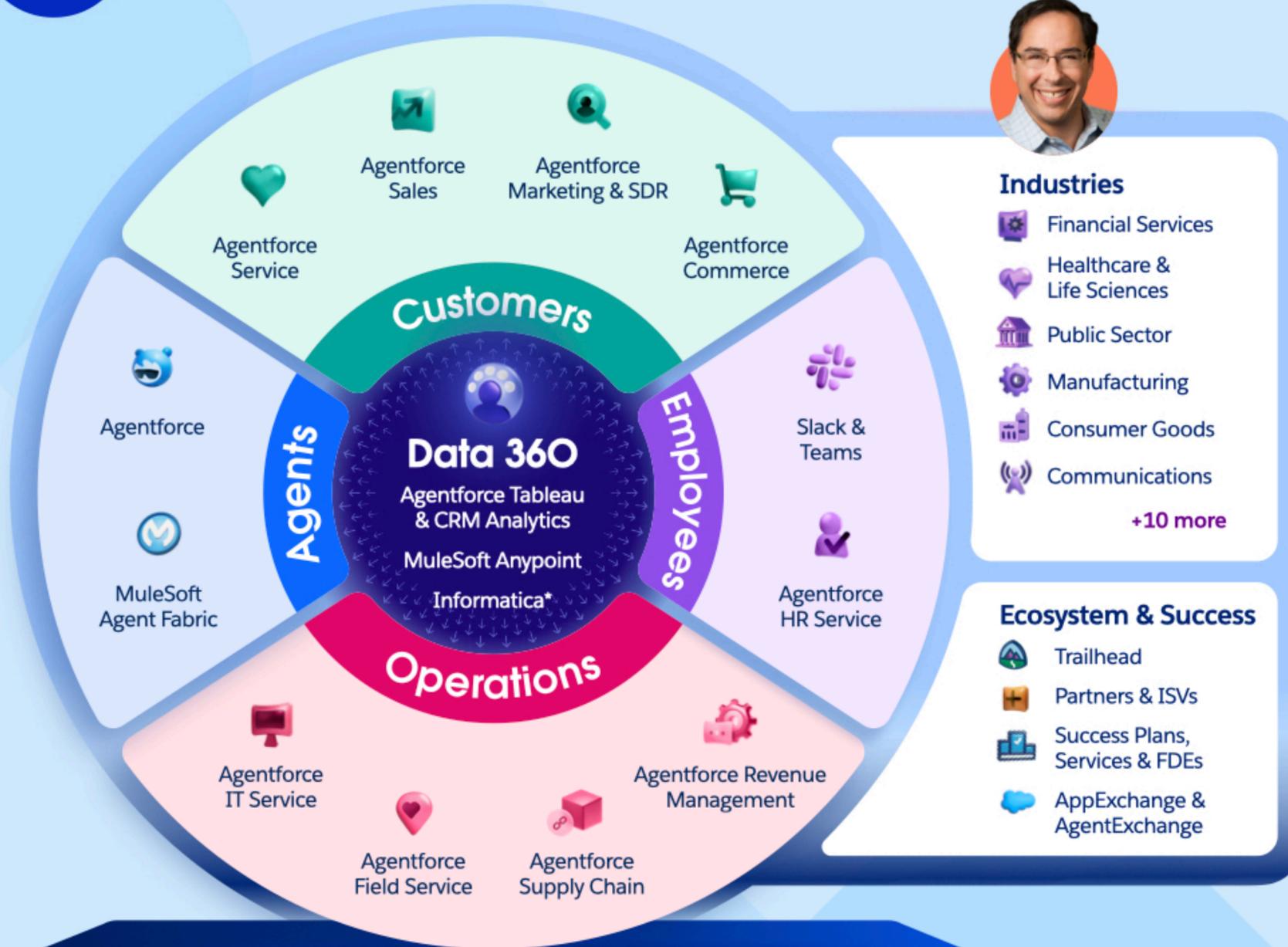
40%

of work at Fortune
1000 companies
will be elevated
by AI by 2029

**The time to
prepare is now**



The Agentic Enterprise



Industries

- Financial Services
- Healthcare & Life Sciences
- Public Sector
- Manufacturing
- Consumer Goods
- Communications
- +10 more

Ecosystem & Success

- Trailhead
- Partners & ISVs
- Success Plans, Services & FDEs
- AppExchange & AgentExchange

Growth Investments

- Capturing the unprecedented Agentic Enterprise opportunity
- Investing wisely to be ready for this opportunity
- Reimagining customer success for the Agentic era

Agentforce 360 Platform

Voice & Channels | Model Choice | Observability & Orchestration | A2A & MCP | Context Engineering
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Agentforce Trust Layer

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Customer Success in the Agentic Era



**Miguel
Milano**

CRO





 dreamforce®

Thank you

We are investing in growth



Foundational investments to capture the Agentic Enterprise opportunity

1

**Capturing the
unprecedented Agentic
Enterprise opportunity**

Agentic Enterprise Playbook

2

**Investing wisely to be
ready for this opportunity**

AE Capacity

3

**Reimagining customer
success for the Agentic era**

NNAOV





Every company wants to become an Agentic Enterprise

AI agents create new pathways to

- ✓ Growth
- ✓ Productivity
- ✓ Customer Success
- ✓ Employee Empowerment

Organizations that proactively pursue these opportunities become...



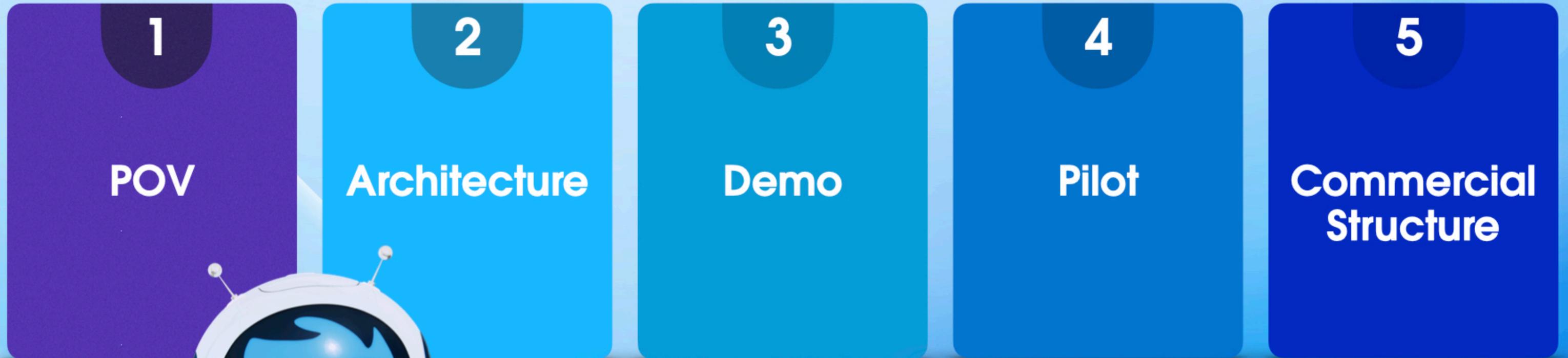
An Agentic Enterprise

- Brings a conversational UI to any channel
- Leverages a single source of truth
- Augments employees & operates autonomously
- Enables probabilistic & deterministic execution
- Orchestrates seamless multi-agent workflows
- Operates on a secure and open platform

This is our Agentic Enterprise Playbook



Our new sales motion to win CEO hearts and minds



We will develop an Agentic Enterprise POV for every industry



Agentic Telecom Enterprise with 80+ AI Agents

DISCOVER	JOIN-BUY	JOIN-ONBOARD	HELP	CHANGE	MAINTAIN, LEAVE or COLLABORATE
<ul style="list-style-type: none"> • Concierge Agent • SDR Lead Qualification Agent • Call Now or Scheduler Agent • Customer Insights Agent • Marketing Segmentation Agent • Marketing Campaign Agent • Image Generator Agent • Marketing Content Agent • AI-driven Marketing Personalization Offers • Marketing Reporting Agent • AI-driven Marketing Intelligence • Marketing Campaign Approvals Agent • Contact Reporting Agent • Marketing Campaign Designer • SMS Agent 	<ul style="list-style-type: none"> • Solution Recommendation Agent • Sales Coach • Slide Generator Agent • Post-sales Meeting Agent • Text Enhancer Agent • Lead to Opportunity Conversion Agent • Opportunity Management Agent • Preparation Agent • Resourcing and Assignment Agent • Pricing Agent • Inventory Check Agent • Contract Drafting Agent • Contract Upload Agent • Authentication Setup Agent • Buy Agent • Document Verification Agent • Hardware Dispatch Agent • Payment Agent • Wallet Payment Agent • Order Generator Agent • Quote Generation Agent • Future Order Agent • Order Tracking Agent • RFP Draft Response Agent 	<ul style="list-style-type: none"> • Manage Notification Prefer. Agent • Onboarding Agent • End-user Comms Support Agent • Installation & Setup Booking Agent • Device Setup Agent • Porting Agent • SIM Card Activation Agent <div style="text-align: center; background-color: #0056b3; color: white; padding: 5px; margin: 10px 0;">USE</div> <ul style="list-style-type: none"> • Onboarding Feedback Agent • Service Monitoring Agent • Usage & Consumption Agent • Proactive Account Management Agent • Billing Reconciliation Agent 	<ul style="list-style-type: none"> • Billing Agent • Troubleshooting Agent • Complaints Agent • Refunds Agent • Vulnerable Identification Agent • Retention Agent • Modify Account Details Agent • Knowledge Consultation Agent • Customer Service Insights Agent • Agent Escalation Assistant • Case Monitoring Agent • Service Coach • Expert Consultation Agent • Case Summary Agent • 3rd Party Financial Assurance Agent • Voicemail Help Agent • Password Management Agent • Roaming Agent • Price Change Agent • Contract & Legal Help Agent 	<ul style="list-style-type: none"> • Solution Upgrade/ Downgrade Agent • Contract Renewal Agent • Sim Swap Agent • Relocation Agent • Migration Agent • Account Permissions and Authority Agent 	<ul style="list-style-type: none"> • Competitive Insights Agent • Credit and Discounts Agent • Pause Agent • Customer Feedback Agent • Employee Feedback Agent • Cancel Agent • Membership Portal Concierge Agent • Involvement and Engagement Agent



Illustrative

Pricing that meets the customer where they are



New Editions

New Buying Models

New Offers

Seat-based editions

Pay-as-you-go

Pre-commit

Flex Agreement

New Agentic Enterprise License Agreement

Unlimited Employee Agents with Agentforce 1 Edition and Agentforce 4X

Flexibility for the customer to get started quickly, costs scale directly with usage

The more you commit, the more you save

Allows customers to accelerate consumption and flex licenses and credits

Unlimited access at a predictable cost to accelerate Agentic Enterprise transformations



What is an AELA?

Predictable and flexible pricing that meets customers where they are

150+
Target Accounts
in H2



Agentic Enterprise License Agreement

Unlimited Consumption

- Data Cloud
- Agentforce
- MuleSoft

Unlimited Licenses (when required)

User based SKU's

- 100% of Employees
- A1E and A4X
- Tableau Plus
- Slack Plus
- Revenue Cloud

Org based SKU's

- Security Center
- Privacy Center
- Shield and Data Mask
- Data Cloud encryption
- Full copy Sandboxes
- Own Backup
- Marketing Cloud Next

Signature Success

Success Resources

FDEs, Proserv, +more



We are investing in growth



Foundational investments to capture the Agentic Enterprise opportunity

1

Capturing the
unprecedented Agentic
Enterprise opportunity

Agentic Enterprise Playbook

2

Investing wisely to be
ready for this opportunity

AE Capacity

3

Reimagining customer
success for the Agentic era

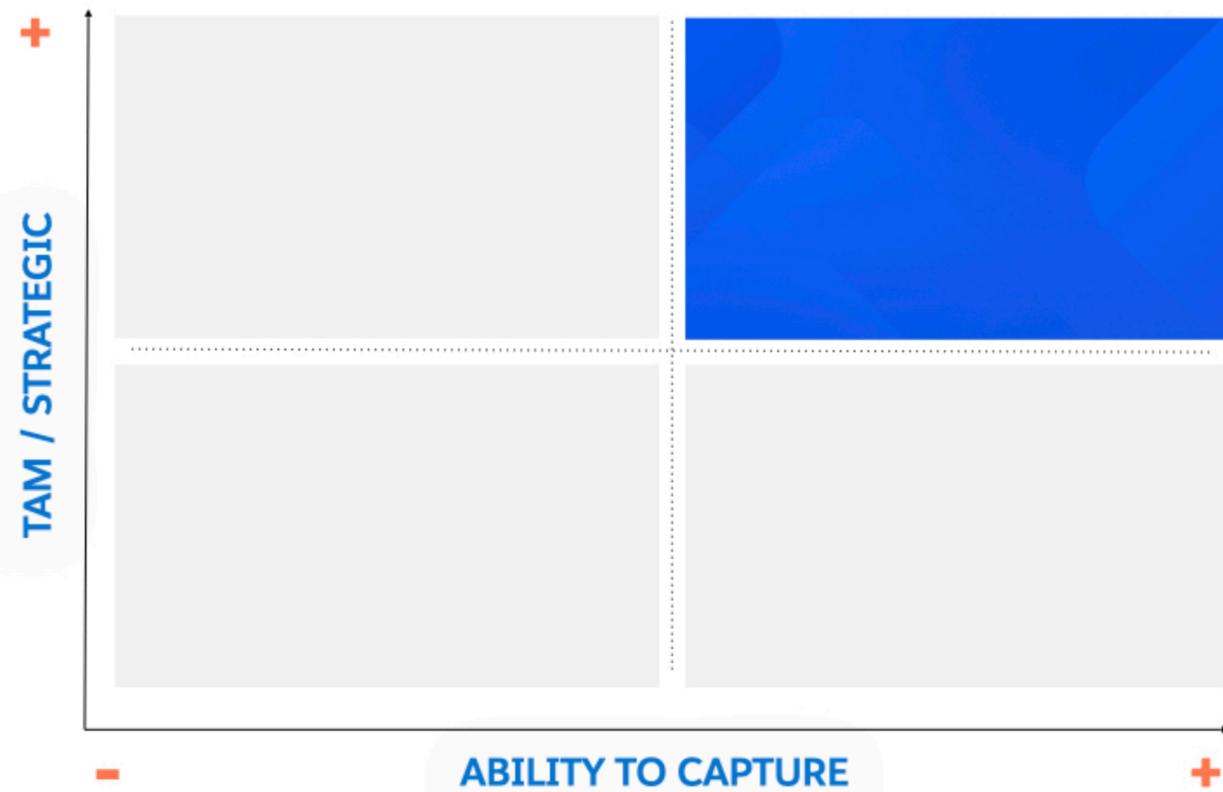
NNAOV



Resource allocation is a balancing act; we have been investing wisely to drive profitable growth



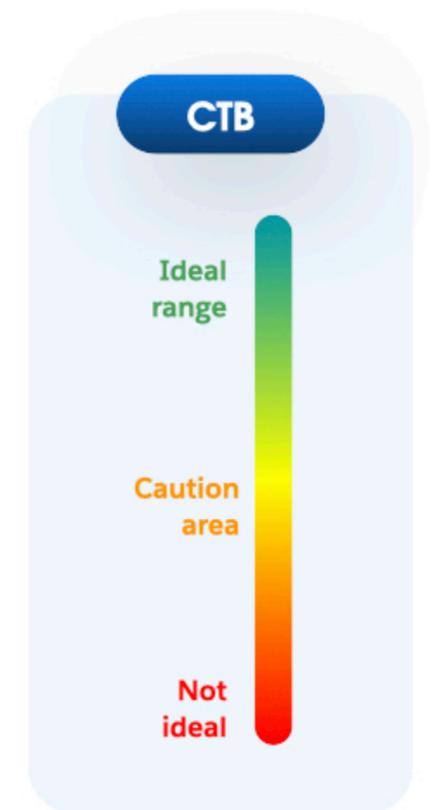
Prioritize where you can deliver, with maximum impact



Prioritize where there is growth and productivity



Cost to book

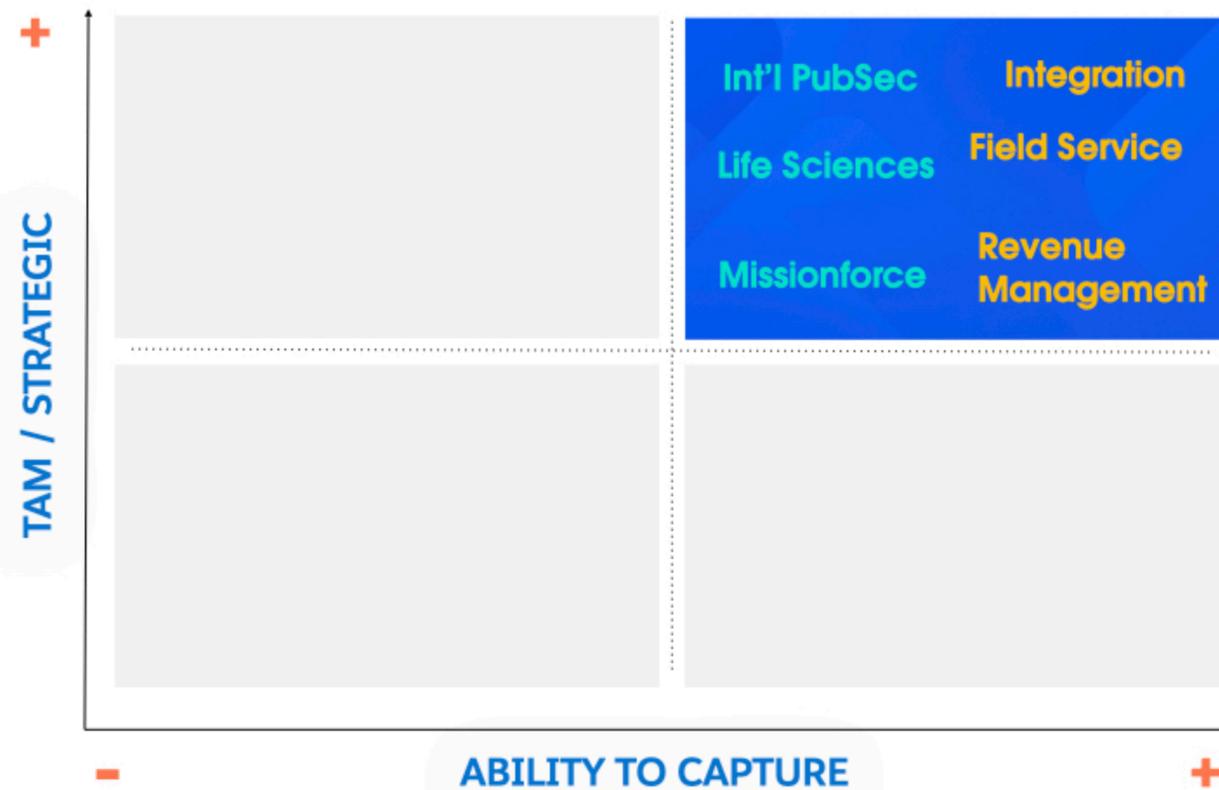


We've grown sales capacity +20% YoY

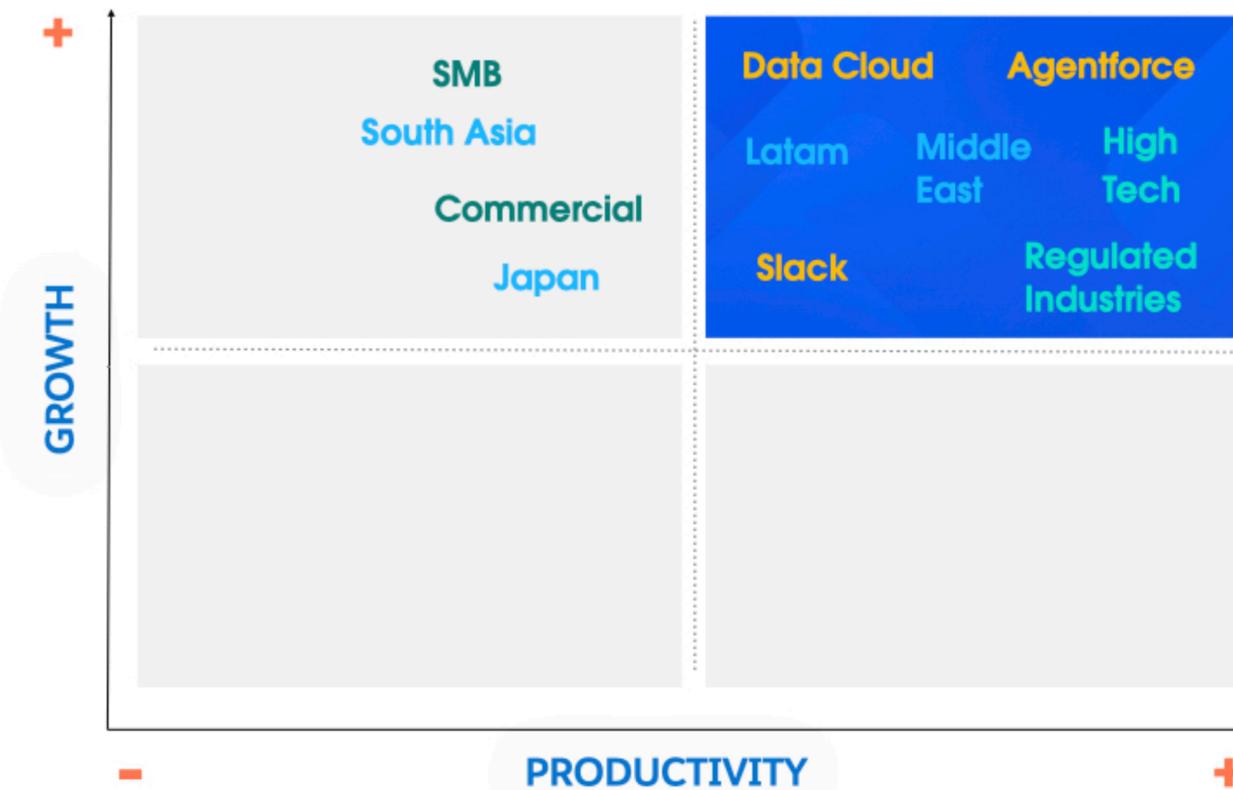


Illustrative

Prioritize where you can deliver, with maximum impact



Prioritize where there is growth and productivity



- Markets
- Segments
- Products
- Industries

While ensuring a steady increase in AE productivity

salesforce



Performance Culture

Rigorous performance management across the organization



Revamped Enablement

Accelerating onboarding while leveraging Agentforce, reducing time to first sale by 33%



Pricing & Packaging

Delivering high-value cross-cloud editions at a premium price



GTM Simplification

Streamlining roles to drive efficiency and a more customer focused sales motion



Consumption Flywheel

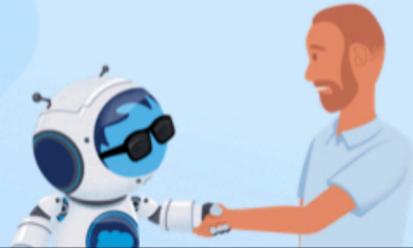
Accelerating the consumption flywheel as customers become agentic enterprises



Agentic Sales

Expanding pipeline and elevating sales productivity through Agentforce

We have agentified our sales cycle to drive productivity and growth



Phase 1
Generate & Nurture Leads



Lead Capture Lead Nurture Account Research Sales Coach

Phase 2
Work Deals



Sales Support Customer Stories Competitive Intelligence Exec Brief

Phase 3
Cross-Sell & Up-Sell



Deal Approval Deal Close

Sales Agent



19K Seller org	130K+ Sessions to Date	203K Hours Saved Annually
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success for the Agentic era

NNAOV



Reimagining customer success to enable the Agentic Enterprise and accelerate NNAOV



FDEs

Embedded technical resources: hands-on specialists to accelerate Agentforce and Data Cloud consumption

Customer feedback: Establishes a close feedback loop with Product to guide future Agentforce innovation

Ecosystem

Investing in our partners to drive Data Cloud and Agentforce consumption

Partner enablement through live coaching Trailhead and Agentblazer programs

NNAOV

Full alignment across the entire org on **customer health**

Proactive attrition prevention through product telemetry and investments in new programs

165K+ partner Agentforce certifications

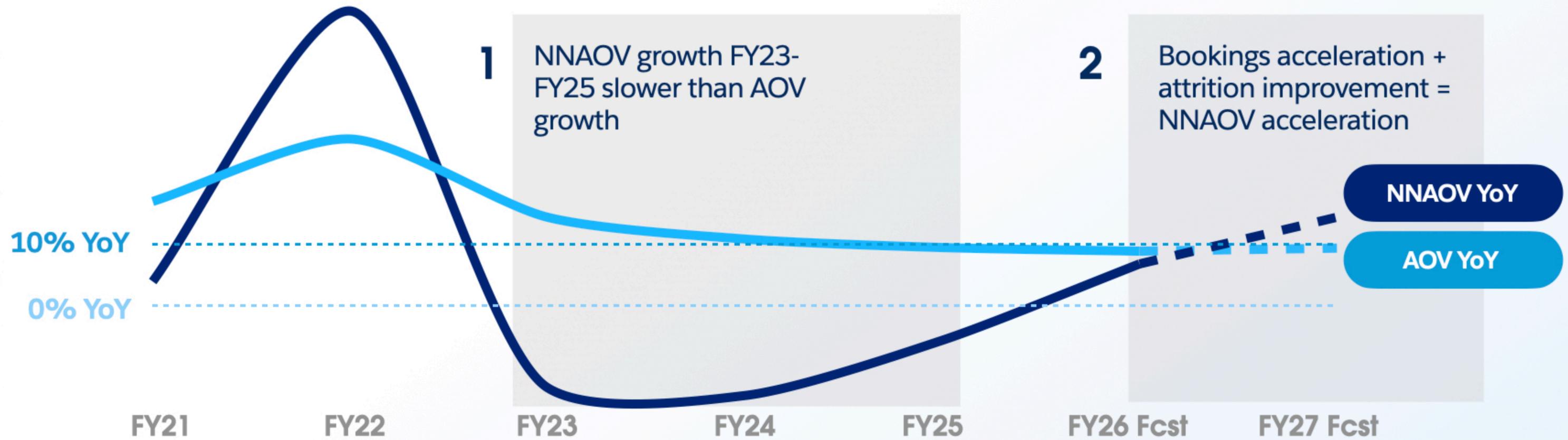


Seeing bookings reaccelerate



Inflection in NNAOV growth happening now

NNAOV = ACV - Attrition



Fueling our momentum

Capacity

Innovation

Agentic Enterprise

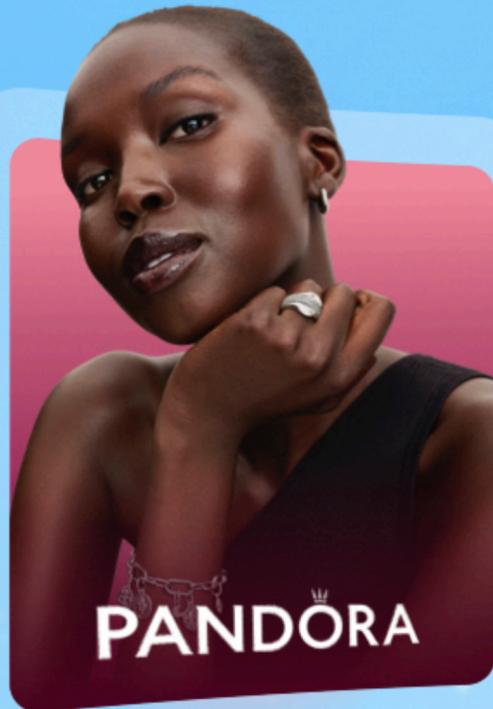
SMB & CMRCL

Consumption Flywheel

Missionforce

Welcome to the Agentic Enterprise

Humans with Agents drive customer success together



“... it’s only a small beginning on one brand. We have many brands, as you know. We’re looking forward to using different versions of this on our brands.”

Laura Alber, President & CEO, Williams-Sonoma Inc.

Welcome to the Agentic Enterprise

Humans with Agents drive customer success together

The Eaton logo is displayed in white on an orange background within a rounded rectangular frame.The Finnair logo is displayed in white on a purple-to-pink gradient background within a rounded rectangular frame.The one.nz logo, featuring a white circle above the text, is displayed on a green-to-teal gradient background within a rounded rectangular frame.The CaixaBank logo, featuring a white star icon and the text, is displayed on a teal-to-blue gradient background within a rounded rectangular frame.The vivint logo, featuring a white house icon, is displayed on a dark blue background within a rounded rectangular frame.

AI Spend

Top pure play LLM providers have
3X spend with us over the last year





elevates customer experience with Agentforce

Initial Use Cases

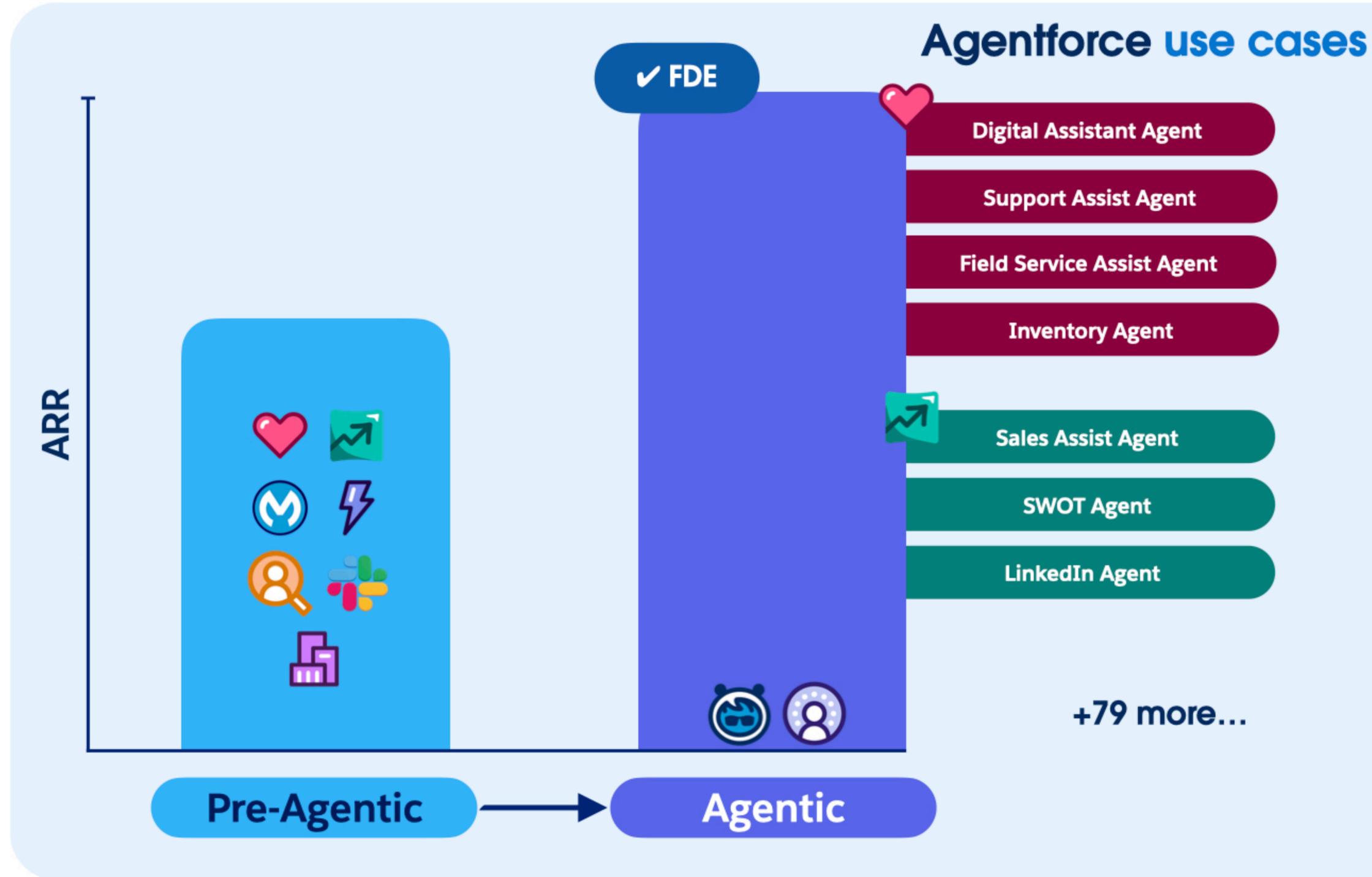
Internal Field Service Assist Agent: manages work orders from the Field Service Mobile app

Eaton Digital Assistant: FAQs, case management, order details, product info

Next Steps

Expanding Agentforce internally with Support Assist, Sales Assist, CEO Assist and expanding externally with Sales agents and Distributor Agent

Only with Customer 360 apps, Data 360 and Agentforce 360 can **Eaton** become an Agentic Enterprise



FINNAIR

elevates customer experience with Agentforce

Initial Use Cases

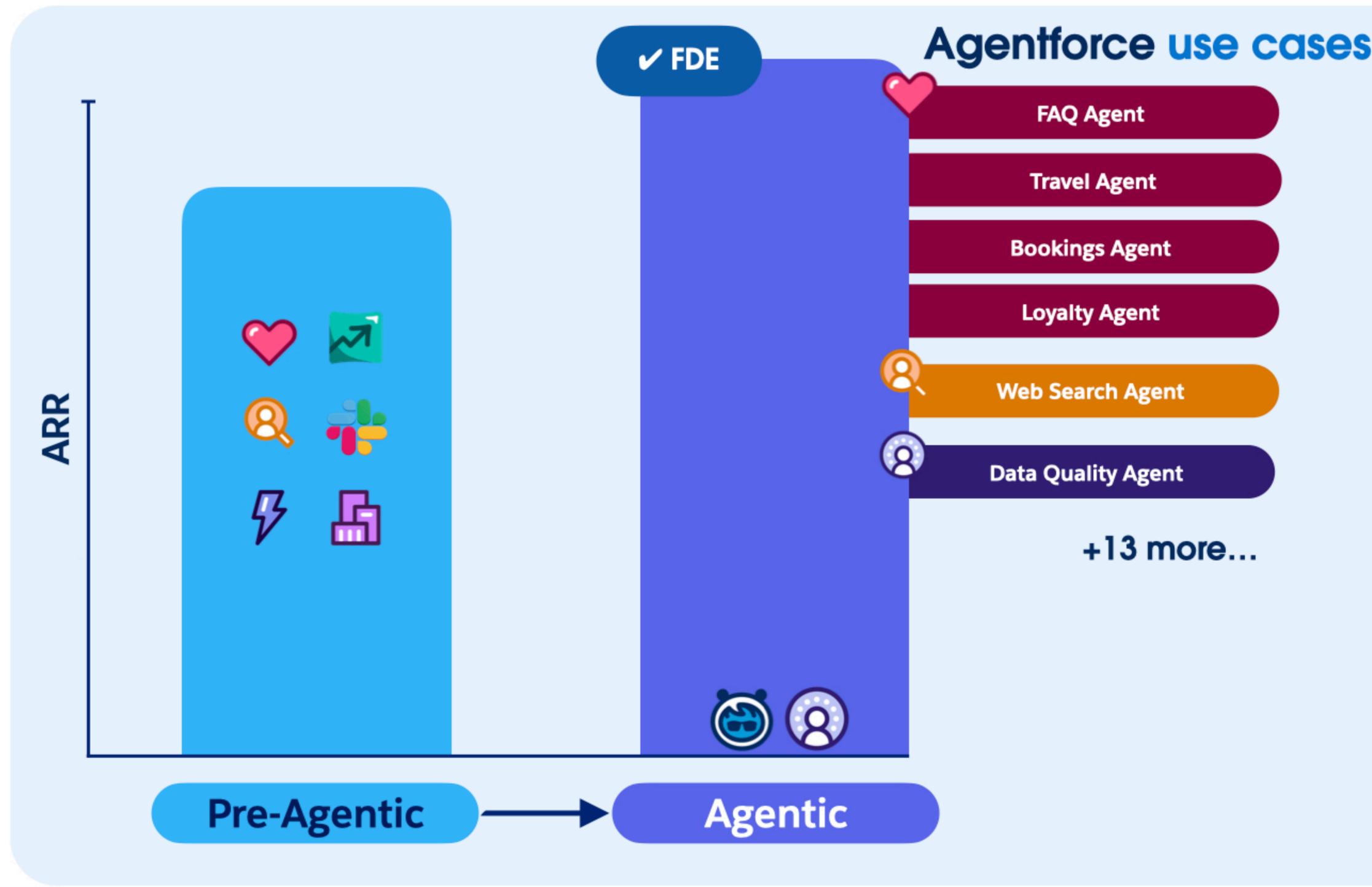
“Sisu” Service Agent: service agent on website and app

Integrating Amadeus (ERP) booking information

Next Steps

Expanding Agentforce customer facing and internal use cases

Only with Customer 360 apps, Data 360 and Agentforce 360 can Finnair become an Agentic Enterprise





elevates customer experience with Agentforce

Initial Use Cases

Consumer “One Assistant”: self-serve plan reviews and changes; 300% improvement in results

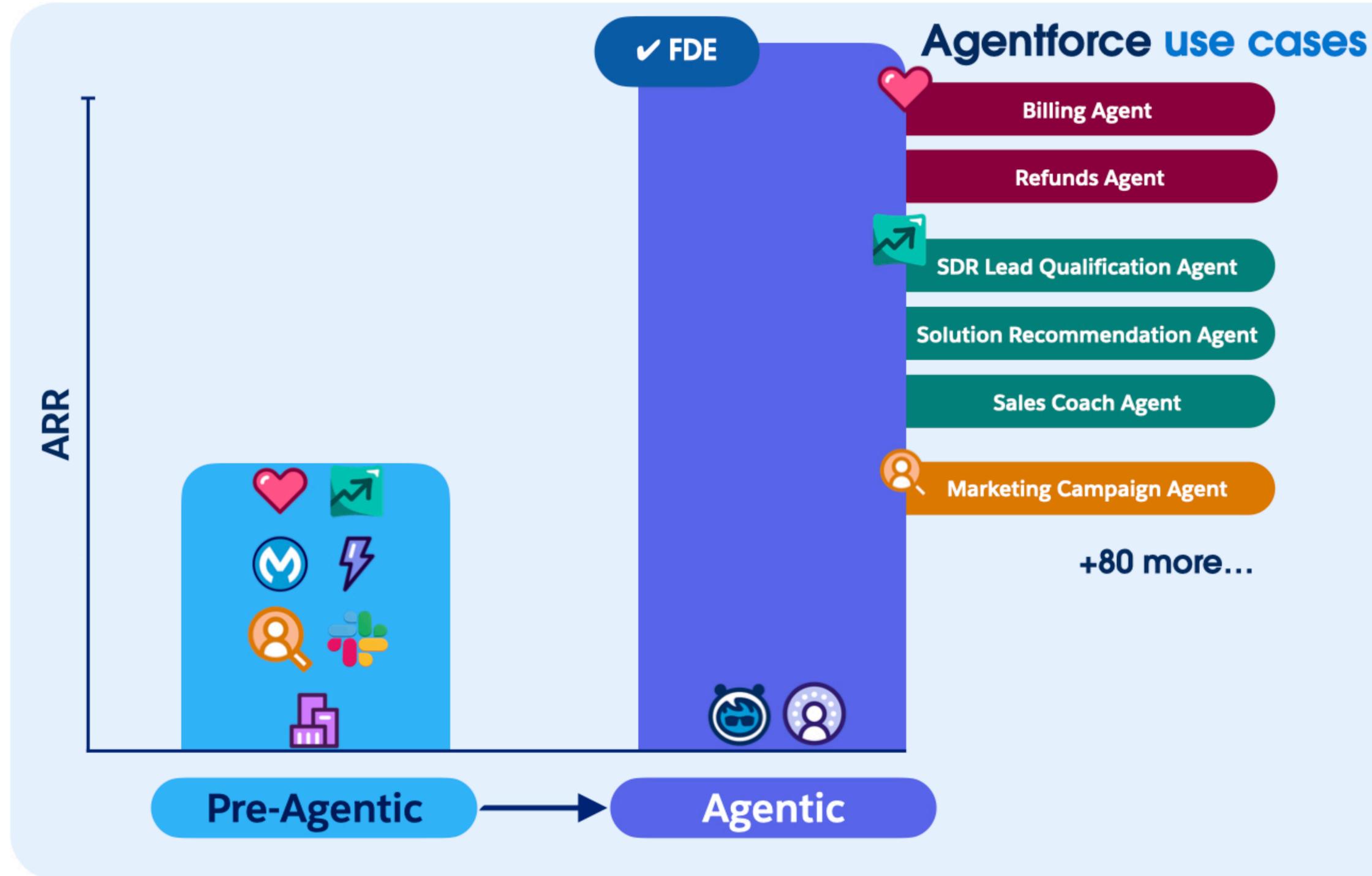
Enterprise “One Assistant”: FAQs, complaints, modify account details, customer insights

Internal Employee Agent: knowledge, modify account details, complaints

Next Steps

Expanding with internal, sales, customer-facing, and enterprise agents, plus voice and multilingual support.

Only with Customer 360 apps, Data 360 and Agentforce 360 can **one.nz** become an Agentic Enterprise





CaixaBank

is an **Agentic
Enterprise**



Luis Javier Blas Agüeros
COO

salesforce



CaixaBank

+



salesforce

vivint 
**is an Agentic
Enterprise**



Ryan Gee
SVP of Engineering

vivint 

+



salesforce

Welcome to the Agentic Enterprise

Humans with Agents drive customer success together

The Eaton logo is displayed in white text on an orange square background.The Finnair logo is displayed in white text on a purple-to-pink gradient square background.The one.nz logo features a white circle icon above the text "one.nz" on a green-to-blue gradient square background.The CaixaBank logo includes a white star icon and the text "CaixaBank" on a teal-to-blue gradient square background.The vivint logo features a white house icon and the text "vivint." on a dark blue square background.A central dark blue circle contains the text "+4X Opportunity" in white, with the "4X" being significantly larger than the other text.The Williams-Sonoma, Inc. logo is displayed in white text on a dark green square background.The Pandora logo features a white crown icon above the text "PANDORA" on a red-to-pink gradient square background.The Pepsico logo includes a white globe icon and the text "PEPSICO" on a dark blue square background.The FedEx logo features the text "FedEx" with a registered trademark symbol on a purple-to-pink gradient square background.The Dell Technologies logo includes the text "DELL" in a large font above "Technologies" on a blue square background.

1

Capturing the unprecedented Agentic Enterprise opportunity

Playbook and pricing structures to help customers become agentic enterprises wherever they are on their journey

2

Investing wisely to be ready for this opportunity

Prioritizing investments to maximize growth and productivity

3

Reimagining customer success for the Agentic era

Focusing on NNAOV and delivering the Agentic Enterprise already reaccelerating bookings

Only Salesforce has the Customer 360 apps, Data 360, and Agentforce 360 Platform to deliver the Agentic Enterprise



Delivering the **Lean Agentic Enterprise**



**Robin
Washington**

COFO





Thank you





The Agentic Enterprise



Industries

- Financial Services
- Healthcare & Life Sciences
- Public Sector
- Manufacturing
- Consumer Goods
- Communications

+10 more

Ecosystem & Success

- Trailhead
- Partners & ISVs
- Success Plans, Services & FDEs
- AppExchange & AgentExchange

Growth Investments



Capturing the unprecedented Agentic Enterprise opportunity



Investing wisely to be ready for this opportunity



Reimagining customer success for the Agentic era

Profitable Growth



Growth Drivers



Operational Excellence



Responsible Capital Allocation

Agentforce 360 Platform

Voice & Channels | Model Choice | Observability & Orchestration | A2A & MCP | Context Engineering

Trust & Security | Governance | Backup & Recover | Builders & Vibes | APIs & SDKs | DevOps | Heroku

Agentforce Trust Layer

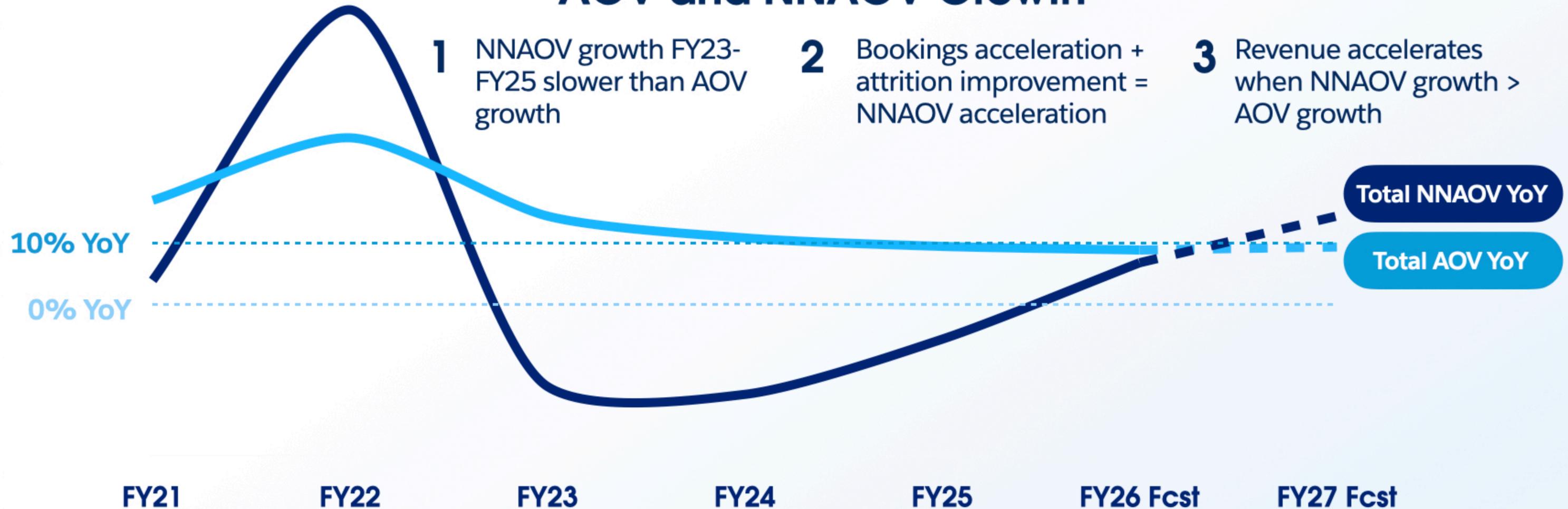
*Subject to the closing of Salesforce's proposed acquisition of Informatica

Seeing Bookings Reaccelerate



Expect a gradual revenue inflection in 12-18 months, committed to profitable growth

AOV and NNAOV Growth



$$\text{NNAOV} = \text{ACV} - \text{Attrition}$$

NNAOV = Net New Annual Order Value | ACV = Annual Contract Value | Attrition = Lost Annual Order Value

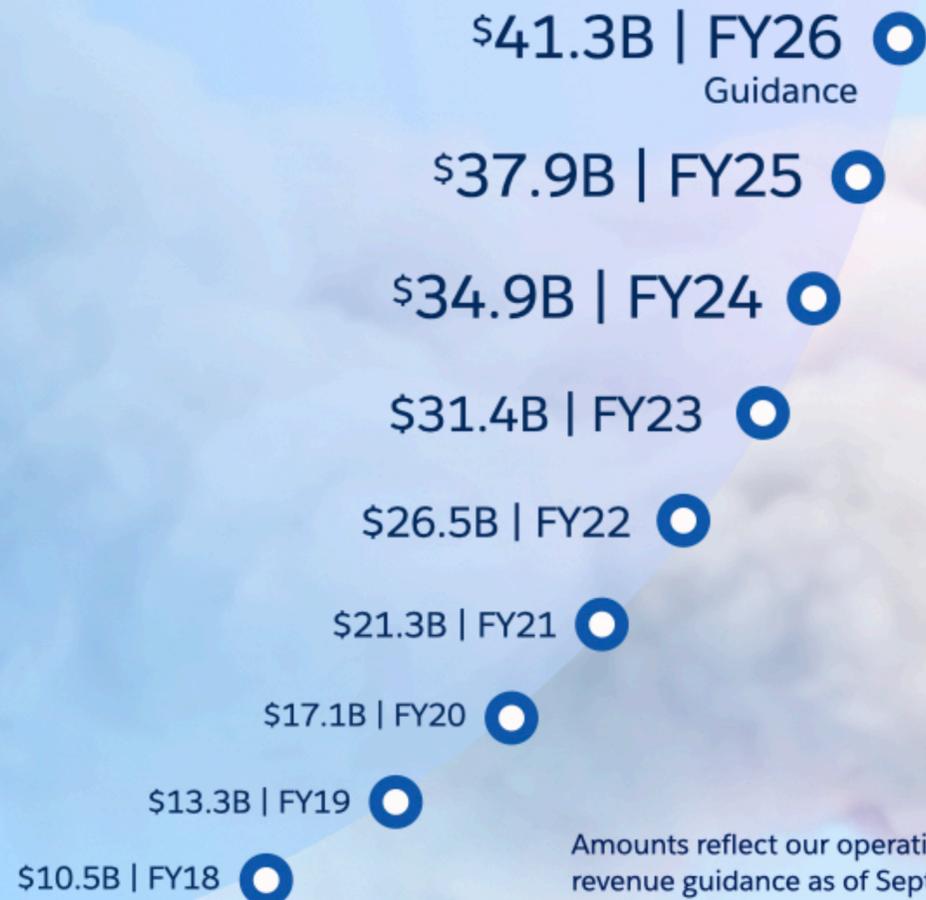
Confident in Reaccelerating Growth



New growth drivers will fuel a reacceleration and a return to double-digit growth

\$60B+

FY30 Revenue Target
Excluding Informatica



10%+

**Organic
FY26-FY30 CAGR**

Amounts reflect our operating priorities and are based on our current portfolio. FY26 Guidance reflects high-end of \$41.1B to \$41.3B full-year FY26 revenue guidance as of September 3, 2025.



Delivering the Lean Agentic Enterprise

Profitable Growth Framework

**Subs &
Support CC
Growth %**



+

**Non-GAAP
Operating
Margin**



=

50
by FY30



Amounts reflect our operating priorities and are based on our current portfolio. Subs & Support CC “Subscription and Support Constant Currency” growth and Non-GAAP Operating Margin are non-GAAP financial measures. Reconciliation to the nearest GAAP measures is unavailable without unreasonable efforts. Refer to the Appendix for an explanation of non-GAAP financial measures, and why we believe these measures can be useful.

Delivering the **Lean Agentic Enterprise**



Continued focus on profitable growth



Growth Drivers



Operational Excellence



Responsible Capital Allocation

Trust ✦ **Customer Success** ✦ **Innovation** ✦ **Equality** ✦ **Sustainability**

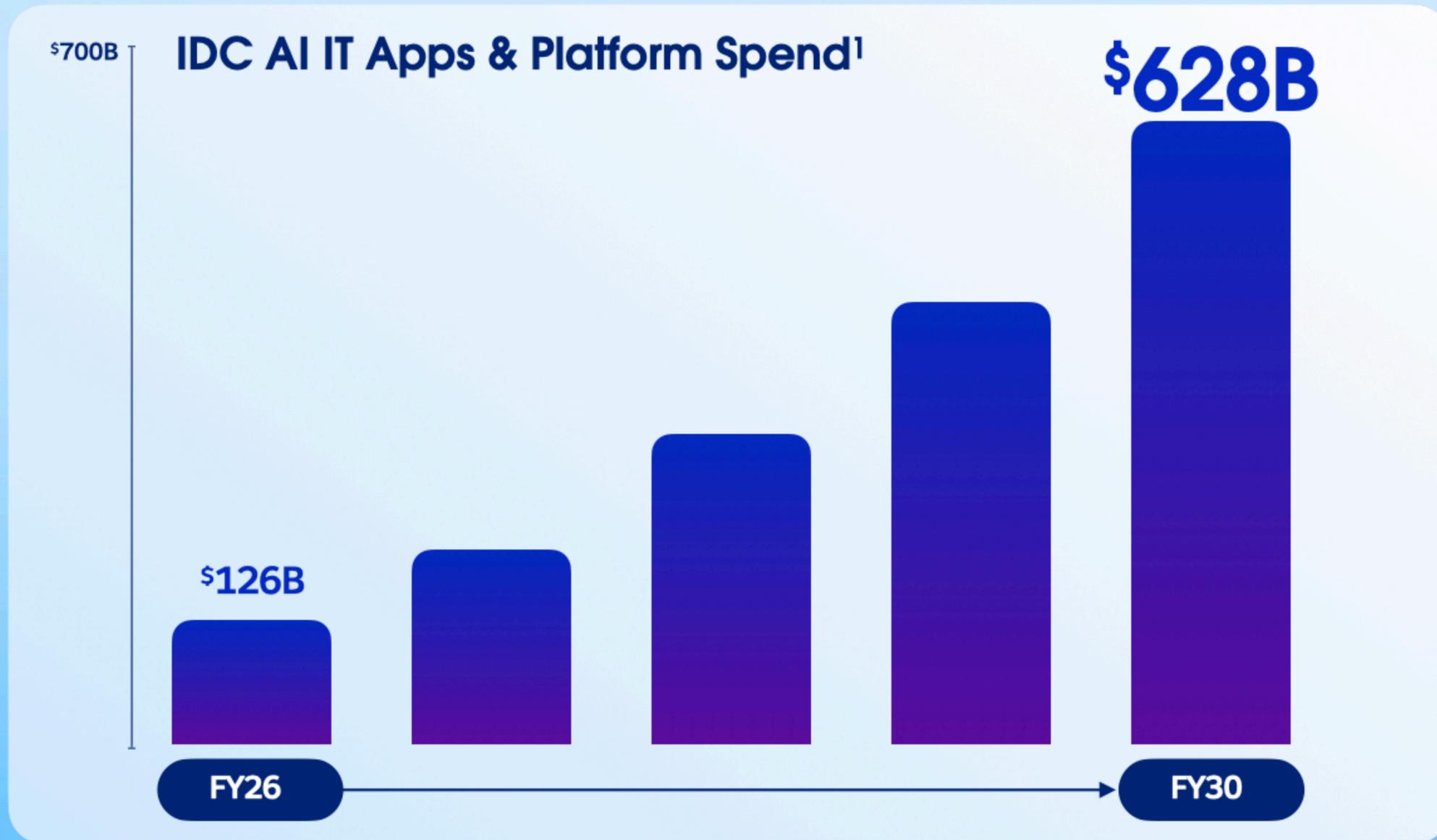


Growth Drivers in the Agentic Era

Massive Agentic Growth Opportunity



Well positioned to lead the Agentic Revolution

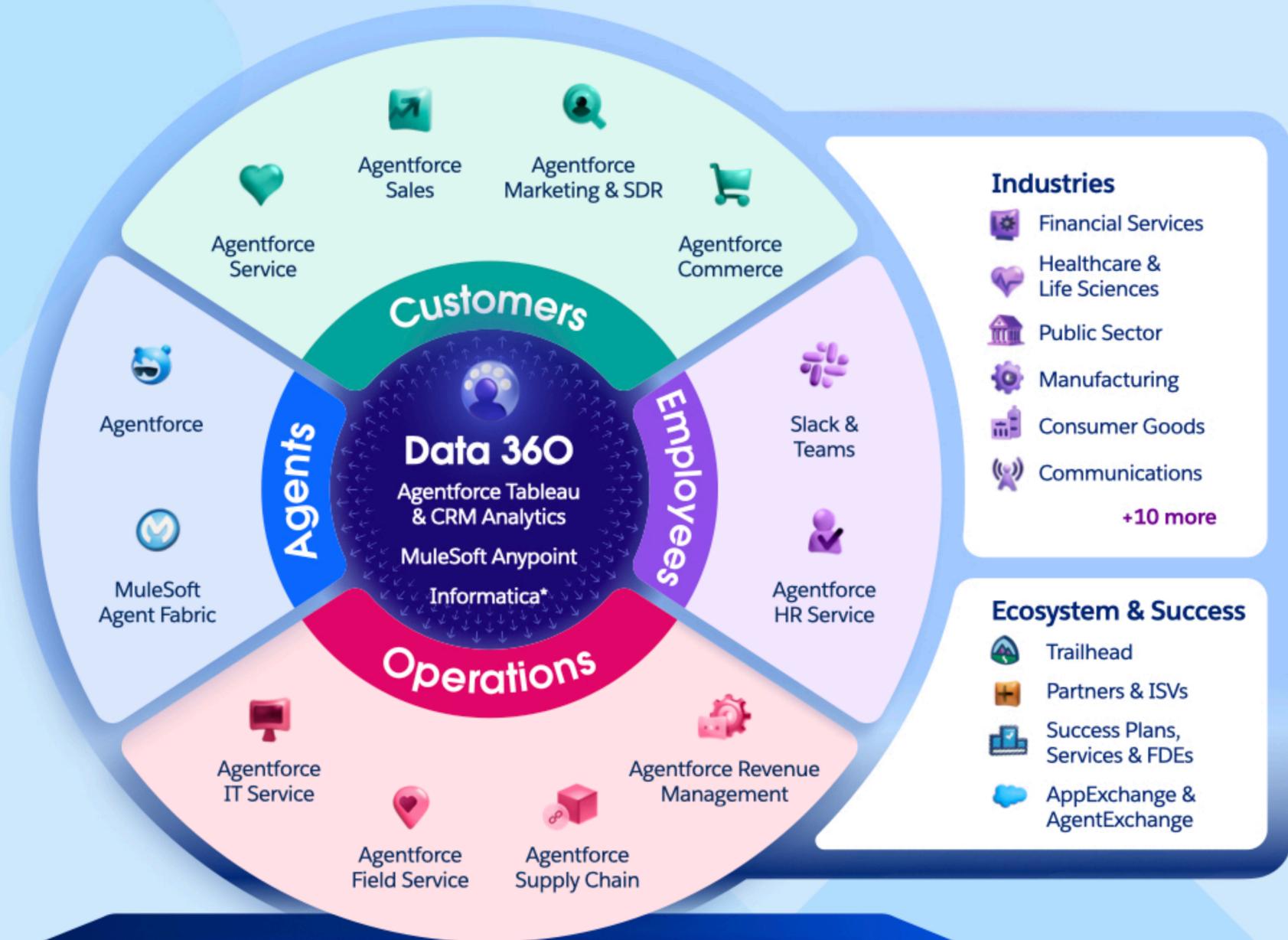


5x
AI App & Platform Spend
FY26-FY30¹

Fueling
\$13T
Cumulative Digital Labor
Economic Impact
CY25-CY30²

Sources:
¹ AI Spend per IDC, Worldwide Artificial Intelligence IT Spending Forecast, 2025–2029, Aug 2025. FY26 represents calendar 2025, FY27 represents calendar 2026, FY28 represents calendar 2027, FY29 represents calendar 2028 and FY30 represents calendar 2029, used as they represent the closest available periods to Salesforce FY “fiscal year” ended January 31.
² Digital Labor Impact per IDC InfoBrief, sponsored by Salesforce, The Digital Labor Economy: Powered by Agentic AI, Doc #US53817725, October 2025. IDC estimates that digital labor will generate a global cumulative economic impact of \$13 trillion by 2030.

Growth 360



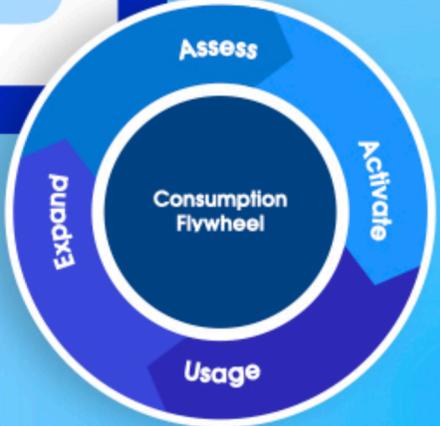
Growth 360

- Multi-Cloud
- Pricing & Packaging
- Balanced Portfolio
- Innovation

Agentforce 360 Platform

Voice & Channels | Model Choice | Observability & Orchestration | A2A & MCP | Context Engineering
Trust & Security | Governance | Backup & Recover | Builders & Vibes | APIs & SDKs | DevOps | Heroku

Agentforce Trust Layer



*Subject to the closing of Salesforce's proposed acquisition of Informativa.

Organic Innovation Across the Platform



\$10B+
organic R&D spend
FY24 - FY26 YTD

- Partner Cloud
- IT Service
- Scheduling
- Guided B2C
- Tableau Next
- Marketing Cloud Next
- Search & Channels
- Agentic Industries
- Agent Fabric
- Data 360
- Agentforce 360

10%+
Organic Revenue
FY26-FY30 CAGR

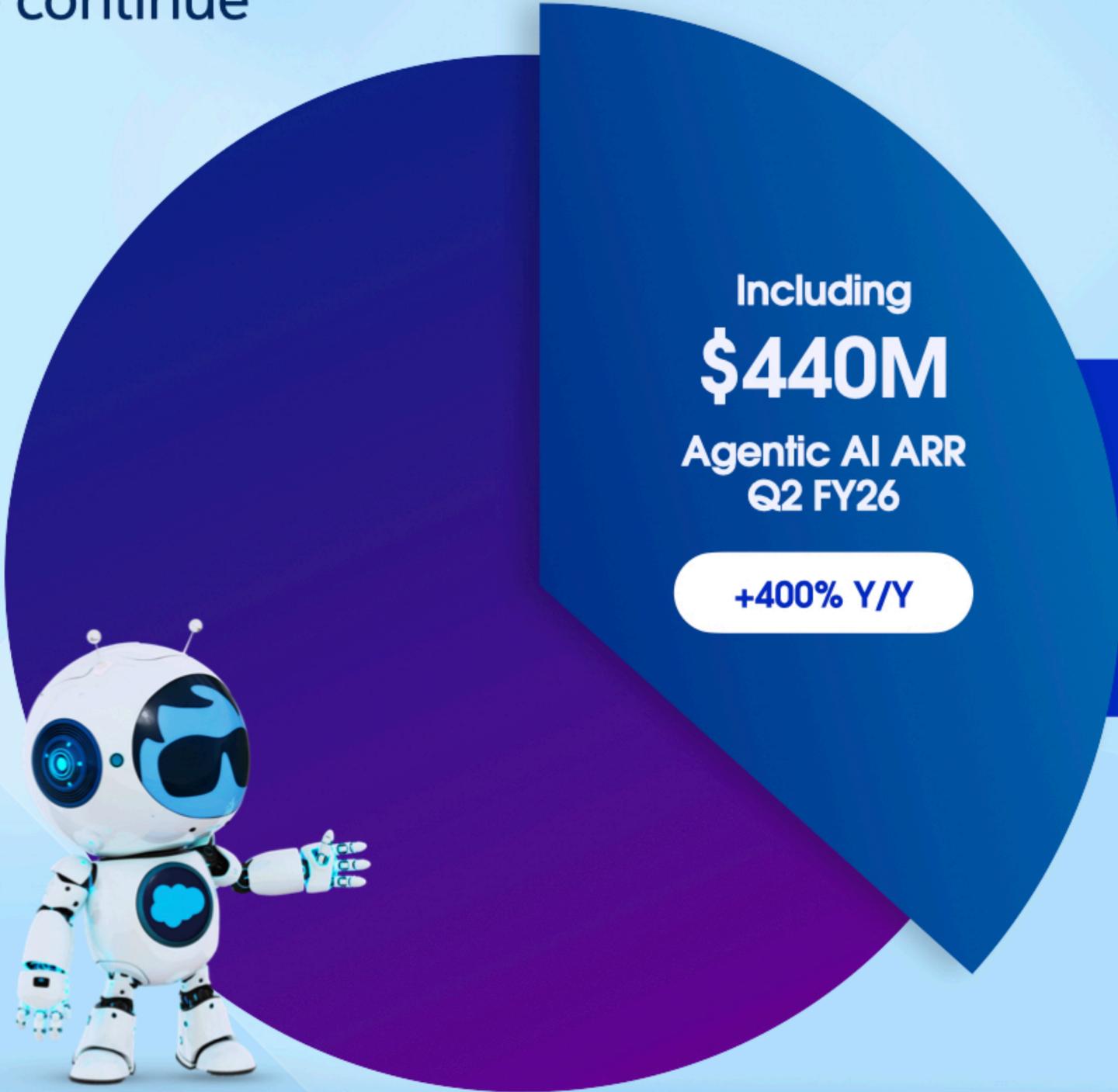
Organic Innovation Drives
Reacceleration to Double Digit
Growth

Data + AI Innovation Driving Growth



Momentum expected to continue

\$1.2B+
Data 360 + AI ARR
Q2 FY26
120% Y/Y



Including
\$440M
Agentic AI ARR
Q2 FY26
+400% Y/Y

**Gen AI &
Agentforce**

**Agentforce
360 platform**

Accelerating the Consumption Flywheel



Our deeply unified platform drives workflow & data gravity

Usage ramps as business processes become agentic

Answering Questions

Take Action

Be Proactive

...and use cases expand across the Customer 360

Agentic



Agentic Enterprise 

Accelerating the Consumption Flywheel



Our deeply unified platform drives workflow & data gravity

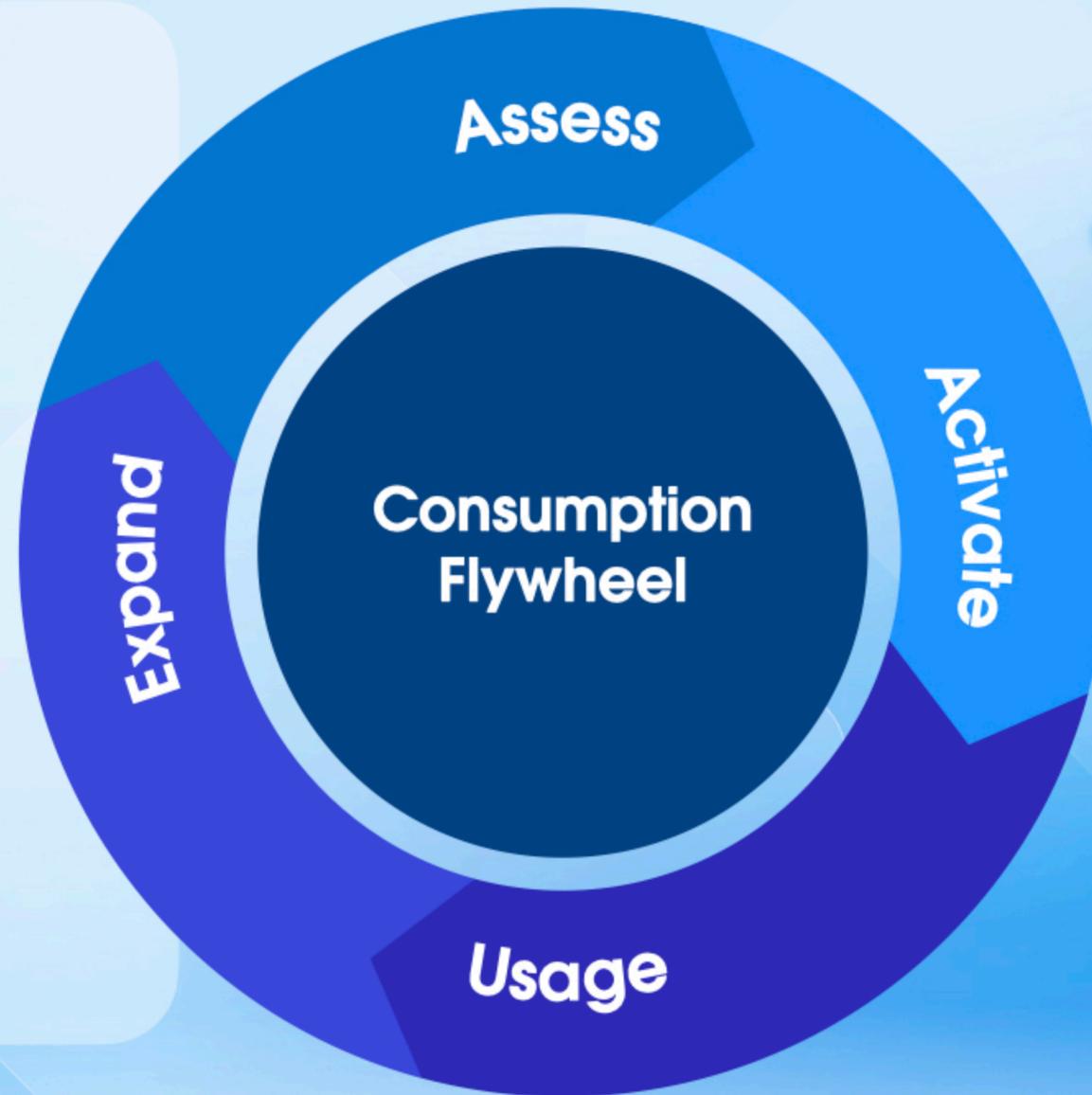
Usage ramps as business processes become agentic

Answering Questions

Take Action

Be Proactive

...and use cases expand across the Customer 360



Agentic

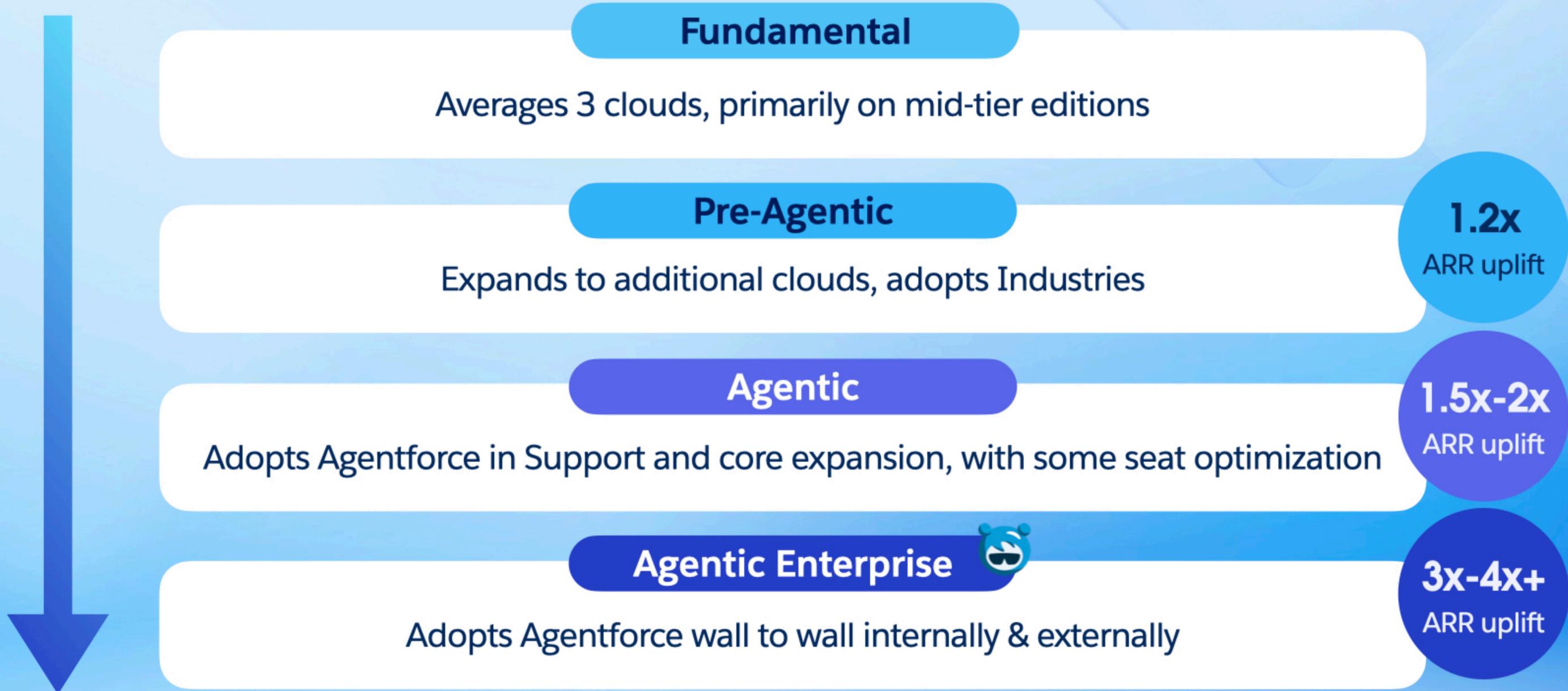


Agentic Enterprise

Monetization of the Agentic Enterprise



Significant ARR expansion when customers adopt the Agentic Enterprise



ARR "Annual recurring revenue" uplift based on compounding growth projections from cohort of customers in the Agentic scenario.

Early Adopters are Becoming Agentic



Telecom customer leading with Data Cloud

Agentic

ARR Expansion

1.4x
spend since
adopting
Agentforce



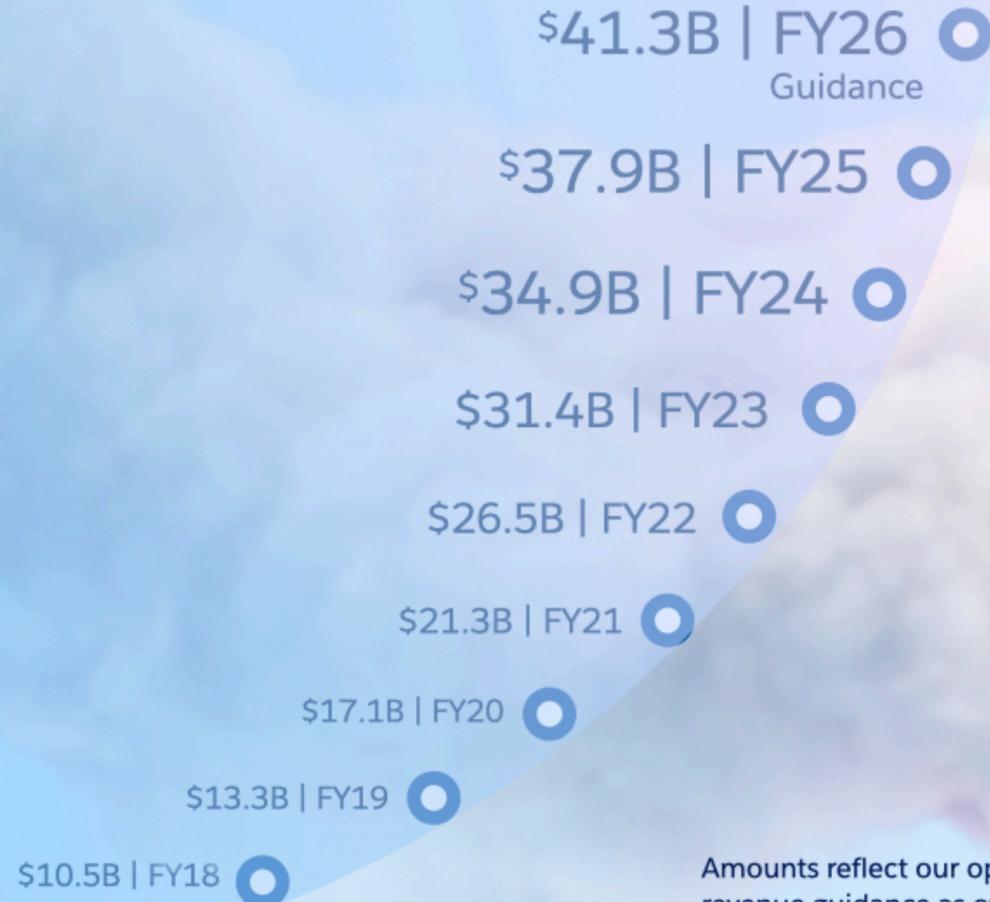
Data graphed represents actual ARR "annual recurring revenue" for each fiscal quarter FY24 through 8/1/25.

Growth 360 Fuels Reacceleration



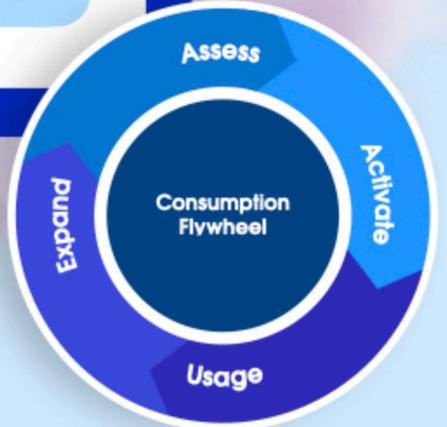
Reacceleration to 10%+ Revenue CAGR FY26-FY30

\$60B+
FY30 Revenue Target
Excluding Informatica



Growth 360

- Multi-Cloud
- Pricing & Packaging
- Balanced Portfolio
- Innovation



Amounts reflect our operating priorities and are based on our current portfolio. FY26 Guidance reflects high-end of \$41.1B to \$41.3B full-year FY26 revenue guidance as of September 3, 2025.



Operational Excellence

Profitable Growth in Action

Continued to drive profitable growth while investing in innovation

Lean Agentic Principles

Investing in high growth areas, **rebalancing headcount** across the business

Ruthlessly prioritizing, **driving discipline & efficiency** with a focus on Customer Zero

Operating Margin Expansion



FY26 Guide Non-GAAP Operating Margin and margin improvement based upon guidance provided September 3, 2025. Non-GAAP Operating Margin is a non-GAAP financial measure. Refer to the Appendix for an explanation of non-GAAP financial measures, and why we believe these measures can be useful.

Lean Agentic Enterprise Playbook



Robust opportunity to drive efficiency across the company



Customer Zero

Leading as Customer Zero



Critical to operating as a lean agentic enterprise

S&M Growth

SDR Agent

80K+ leads engaged

Website Agent

*250K+ conversations
influencing 4.5K
leads/month*

COGS/R&D Scale

Salesforce Help Agent

1.8M+ conversations

Engineering Agent

*300K+ hours saved
annually*

G&A Efficiency

Techforce Agent

40% IT resolution

Procurement Agent

80% deflection



AI Efficiency

Customer Zero as the Agentic Enterprise



Enabling a rebalancing of resources and reinvestment in key growth areas

We improve the Employee Experience

Employee

Streamlines employee knowledge access, routine tasks

Techforce

Issue support for IT Service requests

HR Support

Case resolution

Manager

Provides data & analyzes employee sentiment

We enable our Sellers

Sales

Streamlines lead to cash processes

SDR

Automates pipeline 24/7 meeting booking, and emails

Sales Coach

Role play, handling objections, and negotiation

Solutions

Enables SEs to search demo solutions & content platforms

We streamline our External Engagement

Salesforce Help

Accelerates 24/7 case resolution

salesforce.com

24/7 conversational product support, handing off to Sales

Events

Provides session ideas, agendas, venue navigation for events

Partner Community

24/7 Q&A, tailored responses, and Trial Org

We drive Operational Efficiency

Engineering

Proactive insights and actions to drive developer productivity

Procurement

Tracks PR status, supplier onboarding, & answering FAQs

Audit

Automates tasks, generates insights, & supports auditors

Data

Unified interface for all data, reporting, and analytics needs

~40
High Impact Agents live today





Responsible Capital Allocation

Profitable Growth drives Cash Flow

Significant cash flow to fuel responsible capital allocation strategy

Capital Allocation Framework

Organic Innovation

Inorganic innovation within our responsible M&A framework

Robust capital returns via share repurchases & dividends

Focused on reducing stock based compensation

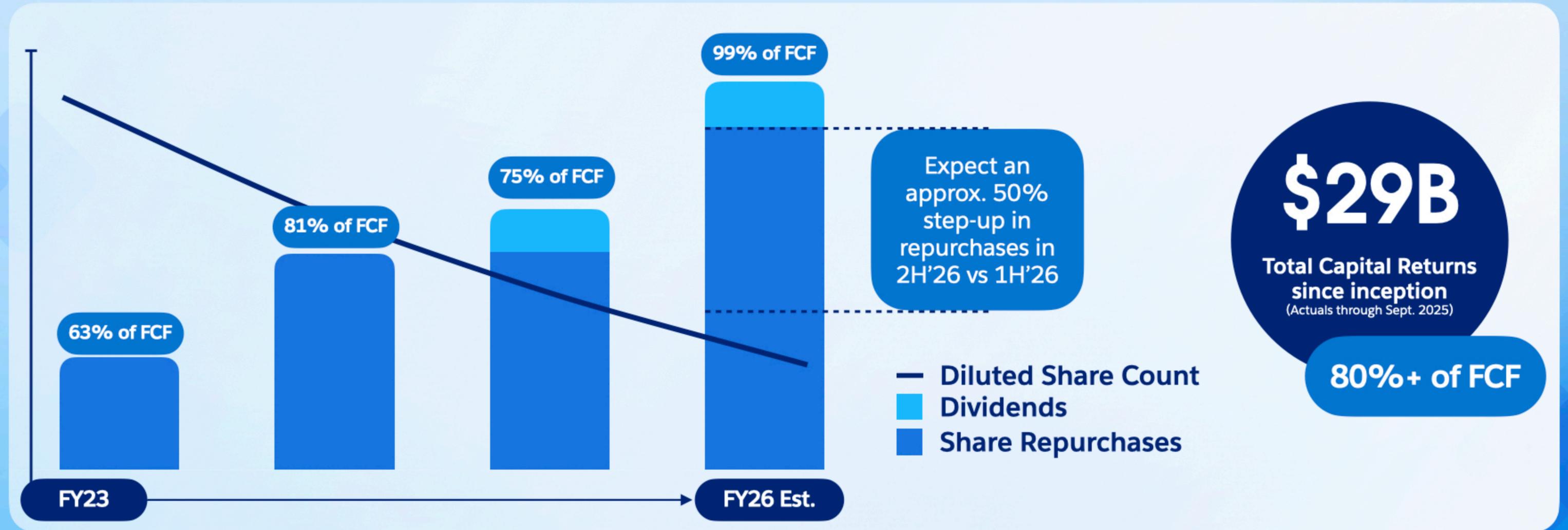
Free Cash Flow Expansion



Delivering Robust Capital Return



Diluted share count declining (1%) y/y on average since buyback program

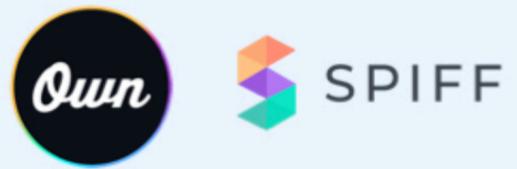


FY26 Free Cash Flow based upon operating cash flow growth guidance, capital expenditures as a % of revenue guidance, and free cash flow growth guidance provided on September 3 2025. Free cash flow is a non-GAAP financial measure. Reconciliation to the nearest GAAP measure is unavailable without unreasonable efforts. Refer to the Appendix for an explanation of non-GAAP financial measures, and why we believe these measures can be useful. Total returns to date representative of total cash used for share repurchases and dividends since the inception of our capital return program. Future returns based on forecasts and are subject to risks and uncertainties.

M&A Strategy Supports Innovation



Recent focus on Data and AI accelerators

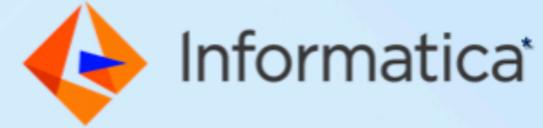
	Tech & Talent	Adjacencies	Strategic
Rationale	IP & Talent to augment innovation	Complementary products that accelerate product roadmap	Delivering scaled offerings for customer success
Financial Impact	Future product and innovation impact	Modest tailwind to growth, absorb P&L impact	Tailwind to growth, clear path to accretion
Recent Acquisitions	 Regrello, Waii, Bluebirds, Convergence.ai	 Own, SPIFF	 Informatica*

Guided by Our Responsible M&A Framework

*Subject to the closing of the proposed acquisition of Informatica.

Responsible M&A in Action

salesforce



Customer Success & Strategic Fit

Accelerates Salesforce product differentiation strategy
Best-in-class product with extensive ecosystem
Represents an attractive customer opportunity

Trusted, AI-ready data and unified metadata, accelerates our AI strategy



Acceleration

Strong ability to increase monetization
Cultural and organizational alignment
Opportunities to drive significant operational efficiencies

Cross sell, product synergies, leverage CRM's S&M and G&A structure



Value

Clear timeline for value accretion
Use of balance sheet / non-dilutive form of consideration
Appropriate valuation

NGAAP Op. Margin, EPS, FCF accretive within 2 years post close, cash/debt deal, no disruption to capital returns



Updated

NGAAP Op. Margin, EPS, FCF accretive within **1 year post close**

*Subject to the closing of the proposed acquisition of Informatica.

Delivering the Lean Agentic Enterprise



Profitable growth framework



Growth Drivers

FY30 Revenue

\$60B+

10%+ CAGR FY26-FY30
Excluding Informatica



Operational Excellence

Profitable
Growth Framework

50 by FY30

Subs & Support Revenue CC Growth +
Non-GAAP Operating Margin



Capital Allocation

Continued Free Cash
Flow Expansion

**Reducing SBC as a % of
Revenue going forward**

*Including Informatica**

Amounts reflect our operating priorities and are based on our current portfolio unless otherwise noted. Subs & Support CC "Subscription and Support Constant Currency", Non-GAAP Operating Margin, and free cash flow are non-GAAP financial measures. Reconciliation to the nearest GAAP measure is unavailable without unreasonable efforts. Refer to the Appendix for an explanation of non-GAAP financial measures, and why we believe these measures can be useful.

*Subject to the closing of the proposed acquisition of Informatica.



**Thank
you**

Closing thoughts



**Marc
Benioff**

CEO



Q&A

salesforce



Marc Benioff

Chair and
CEO



Robin Washington

Chief Operating and
Financial Officer



Miguel Milano

Chief Revenue
Officer



Steve Fisher

Chief Product
Officer



Srini Tallapragada

Chief Executive
Engineering and
Customer Success
Officer



Parker Harris

Co-founder and
Slack CTO



Appendix

Non-GAAP Financial Measures



This presentation includes information about non-GAAP operating margin, free cash flow, and constant currency revenue growth rates (collectively the “non-GAAP financial measures”). These non-GAAP financial measures are measurements of financial performance that are not prepared in accordance with U.S. generally accepted accounting principles and computational methods may differ from those used by other companies. Non-GAAP financial measures are not meant to be considered in isolation or as a substitute for comparable GAAP measures and should be read only in conjunction with the Company’s condensed consolidated financial statements prepared in accordance with GAAP. Management uses both GAAP and non-GAAP financial measures when planning, monitoring and evaluating the Company’s performance.

The primary purpose of using non-GAAP financial measures is to provide supplemental information that may prove useful to investors and to enable investors to evaluate the Company’s results in the same way management does. Management believes that supplementing GAAP disclosure with non-GAAP disclosure provides investors with a more complete view of the Company’s operational performance and allows for meaningful period-to-period comparisons and analysis of trends in the Company’s business. Further, to the extent that other companies use similar methods in calculating non-GAAP financial measures, the provision of supplemental non-GAAP information can allow for a comparison of the Company’s relative performance against other companies that also report non-GAAP operating results.

Non-GAAP operating margin is the proportion of non-GAAP income from operations as a percentage of GAAP revenue. Non-GAAP income from operations excludes the impact of the following items: stock-based compensation expense, amortization of acquisition-related intangibles and charges related to the restructuring initiatives.

The Company defines Data Cloud and AI annual recurring revenue (“ARR”) as the annualized recurring value of active Data Cloud and certain generative artificial intelligence (“AI”) subscription agreements, including those for Agentforce and standalone generative AI products, at the end of the reporting period.

The Company defines the non-GAAP measure free cash flow as GAAP net cash provided by operating activities, less capital expenditures.

Constant currency information is provided as a framework for assessing how our underlying business performed excluding the effect of foreign currency rate fluctuations. To present constant currency revenue, current and comparative prior period results for entities reporting in currencies other than United States dollars are converted into United States dollars at the weighted average exchange rate for the quarter being compared to for growth rate calculations presented, rather than the actual exchange rates in effect during that period.

GAAP to Non-GAAP Financial Reconciliation



(in millions)

Non-GAAP income from operations	FY24	FY25
GAAP income from operations	\$5,011	\$7,205
Plus:		
Amortization of purchased intangibles	\$1,869	\$1,651
Stock-based compensation expense	\$2,764	\$3,181
Restructuring	\$988	\$461
Non-GAAP income from operations	\$10,632	\$12,498
Revenue	\$34,857	\$37,895
Non-GAAP operating margin	30.5%	33.0%

	Full Year FY26 Guidance
GAAP Operating Margin	21.2%
Plus:	
Amortization of purchased intangibles	3.7%
Stock-based compensation expense	8.4%
Restructuring	0.8%
Non-GAAP operating margin	34.1%

