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Financial Update *Q3 FY21*

NYSE: CRM

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Safe Harbor



"Safe harbor" statement under the Private Securities Litigation Reform Act of 1995. This presentation contains forward-looking statements about the company's financial and operating results, which may include expected GAAP and non-GAAP financial and other operating and non-operating results, including revenue, net income, earnings per share, operating cash flow growth, operating margin improvement, expected revenue growth, expected current remaining performance obligation growth, expected tax rates, stock-based compensation expenses, amortization of purchased intangibles, shares outstanding, market growth, environmental, social and governance goals, expected capital allocation, including mergers and acquisitions (such as the proposed acquisition of Slack Technologies, Inc.), capital expenditures and other investments, expectations regarding closing contemplated acquisitions and contributions from acquired companies. 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, the company's results could differ materially from the results expressed or implied by the forward-looking statements it makes.

The risks and uncertainties referred to above include -- but are not limited to -- risks associated with our ability to consummate the proposed Slack Technologies, Inc. transaction on a timely basis or at all; the satisfaction of the conditions precedent to consummation of the proposed transaction; our ability to secure regulatory approvals on the terms expected, in a timely manner or at all; our ability to successfully integrate Slack Technologies, Inc.'s operations; our ability to implement its plans, forecasts and other expectations with respect to Slack Technologies, Inc.'s business after the completion of the transaction and realize expected synergies; our ability to realize the anticipated benefits of the proposed transaction, including the possibility that the expected benefits from the proposed transaction will not be realized or will not be realized within the expected time period; the impact of Slack Technologies, Inc.'s business model on our ability to forecast revenue results; disruption from the transaction making it more difficult to maintain business and operational relationships; the negative effects of the announcement or the consummation of the proposed transaction on the market price of our common stock or on our operating results; significant transaction costs; unknown liabilities; the risk of litigation or regulatory actions related to the proposed transaction; the effect of the announcement of the merger on the ability of Salesforce or Slack Technologies, Inc. to retain and hire key personnel and maintain relationships with customers, suppliers and others with whom we or Slack Technologies, Inc. do business, or on our or Slack Technologies, Inc.'s operating results and business generally; the impact of, and actions we may take in response to, the COVID-19 pandemic, related public health measures and resulting economic downturn and market volatility; our ability to maintain service performance and security levels meeting the expectations of our customers, and the resources and costs required to avoid unanticipated downtime and prevent, detect and remediate performance degradation and security breaches; the expenses associated with our data centers and third-party infrastructure providers; our ability to secure and costs related to additional data center capacity; our reliance on third-party hardware, software and platform providers; the effect of evolving domestic and foreign government regulations, including those related to the provision of services on the Internet, those related to accessing the Internet, and those addressing data privacy, cross-border data transfers and import and export controls; current and potential litigation involving us or our industry, including litigation involving acquired entities such as Tableau, and the resolution or settlement thereof; regulatory developments and regulatory investigations involving us or affecting our industry; our ability to successfully introduce new services and product features, including any efforts to expand our services beyond the CRM market; the success of our strategy of acquiring or making investments in complementary businesses, joint ventures, services, technologies and intellectual property rights; our ability to realize the benefits from strategic partnerships, joint ventures and investments; our ability to successfully integrate acquired businesses and technologies; our ability to compete in the market in which we participate; the success of our business strategy and our plan to build our business, including our strategy to be a leading provider of enterprise cloud computing applications and platforms; our ability to execute our business plans; our ability to continue to grow unearned revenue and remaining performance obligation; the pace of change and innovation in enterprise cloud computing services; the seasonal nature of our sales cycles; our ability to limit customer attrition and costs related to those efforts; the success of our international expansion strategy; the demands on our personnel and infrastructure resulting from significant growth in our customer base and operations, including as a result of acquisitions; our dependency on the development and maintenance of the infrastructure of the Internet; our real estate and office facilities strategy and related costs and uncertainties; fluctuations in, and our ability to predict, our operating results and cash flows; the variability in our results arising from the accounting for term license revenue products; the performance and fair value of our investments in complementary businesses through our strategic investment portfolio; the impact of future gains or losses from our strategic investment portfolio including gains or losses from overall market conditions that may affect the publicly traded companies within our strategic investment portfolio; our ability to protect our intellectual property rights; our ability to develop our brands; the impact of foreign currency exchange rate and interest rate fluctuations on our results; the valuation of our deferred tax assets and the release of related valuation allowances; the potential availability of additional tax assets in the future; the impact of new accounting pronouncements and tax laws; uncertainties affecting our ability to estimate our tax rate; uncertainties regarding our tax obligations in connection with potential jurisdictional transfers of intellectual property, including the tax rate, the timing of the transfer and the value of such transferred intellectual property; uncertainties regarding the effect of general economic and market conditions; the impact of geopolitical events; uncertainties regarding the impact of expensing stock options and other equity awards; the sufficiency of our capital resources; risks related to our 2023 and 2028 senior notes, revolving credit facility and loan associated with 50 Fremont; our ability to comply with our debt covenants and lease obligations; and the impact of climate change, natural disasters and actual or threatened public health emergencies, including the ongoing COVID-19 pandemic.

Further information on these and other factors that could affect the company's financial results is included in the reports on Forms 10-K, 10-Q and 8-K and in other filings it makes with the Securities and Exchange Commission from time to time. These documents are available on the SEC Filings section of the Investor Information section of the company's website at www.salesforce.com/investor.

The Investor Information section of the company's website at www.salesforce.com/investor contains a significant amount of information about Salesforce, including financial and other information for investors. Salesforce encourages investors to visit this website from time to time, as information is updated and new information is posted.

No Offer or Solicitation

This communication is not intended to and shall not constitute an offer to buy or sell or the solicitation of an offer to buy or sell any securities, or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction. No offering of securities shall be made, except by means of a prospectus meeting the requirements of Section 10 of the U.S. Securities Act of 1933, as amended.

Salesforce.com, inc. assumes no obligation and does not intend to update these forward-looking statements, except as required by law.

Additional Information and Where to Find It



In connection with the proposed transaction, the Company intends to file with the SEC a registration statement on Form S-4 that will include a proxy statement of Slack Technologies Inc. and that also constitutes a prospectus of the Company. Each of the Company and Slack Technologies Inc. may also file other relevant documents with the SEC regarding the proposed transaction. This document is not a substitute for the proxy statement/prospectus or registration statement or any other document that the Company or Slack Technologies Inc. may file with the SEC. The definitive proxy statement/prospectus (if and when available) will be mailed to stockholders of Slack Technologies Inc. INVESTORS AND SECURITY HOLDERS ARE URGED TO READ THE REGISTRATION STATEMENT, PROXY STATEMENT/PROSPECTUS AND ANY OTHER RELEVANT DOCUMENTS THAT MAY BE FILED WITH THE SEC, AS WELL AS ANY AMENDMENTS OR SUPPLEMENTS TO THESE DOCUMENTS, CAREFULLY AND IN THEIR ENTIRETY IF AND WHEN THEY BECOME AVAILABLE BECAUSE THEY CONTAIN OR WILL CONTAIN IMPORTANT INFORMATION ABOUT THE PROPOSED TRANSACTION. Investors and security holders will be able to obtain free copies of the registration statement and proxy statement/prospectus (if and when available) and other documents containing important information about the Company, Slack Technologies Inc. and the proposed transaction, once such documents are filed with the SEC through the website maintained by the SEC at <http://www.sec.gov>. Copies of the documents filed with the SEC by the Company will be available free of charge on the Company's website at www.salesforce.com/investor or by contacting the Company's Investor Relations department at investor@salesforce.com. Copies of the documents filed with the SEC by Slack Technologies Inc. will be available free of charge on Slack's website at investor.slackhq.com or by contacting Slack Technologies Inc.'s Investor Relations department at ir@slack.com.

Participants in the Solicitation

The Company, Slack Technologies Inc. and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies in respect of the proposed transaction. Information about the directors and executive officers of the Company, including a description of their direct or indirect interests, by security holdings or otherwise, is set forth in the Company's proxy statement for its 2020 Annual Meeting of Stockholders, which was filed with the SEC on May 1, 2020, and the Company's Annual Report on Form 10-K for the fiscal year ended January 31, 2020, which was filed with the SEC on March 5, 2020, as well as in a Form 8-K filed by the Company with the SEC on June 1, 2020. Information about the directors and executive officers of Slack Technologies Inc., including a description of their direct or indirect interests, by security holdings or otherwise, is set forth in Slack Technologies Inc.'s proxy statement for its 2020 Annual Meeting of Stockholders, which was filed with the SEC on May 5, 2020, and Slack's Annual Report on Form 10-K for the fiscal year ended January 31, 2020, which was filed with the SEC on March 12, 2020. Other information regarding the participants in the proxy solicitations and a description of their direct and indirect interests, by security holdings or otherwise, will be contained in the proxy statement/prospectus and other relevant materials to be filed with the SEC regarding the proposed transaction when such materials become available. Investors should read the proxy statement/prospectus carefully when it becomes available before making any voting or investment decisions. You may obtain free copies of these documents from the Company or Slack Technologies Inc. using the sources indicated above.



Company Overview

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Delivering durable growth at scale

- Salesforce is the **#1 CRM software provider worldwide** by revenue for 7 consecutive years¹
- **Consistently delivering durable revenue growth**, more than doubling from \$8.4 billion in FY17 to \$17.1 billion in FY20
- **Fastest growing top five enterprise** software company with \$17.1B in revenue in FY20 (~29% Y/Y)
- Uniquely positioned to help our customers **drive broad-based digital transformation**

Leader in **Philanthropy**



Leader in **Culture**



Leader in **Innovation**



¹Source: IDC, Worldwide Semiannual Software Tracker, April 2020. CRM market includes the following IDC-defined functional markets: Sales Force Productivity and Management, Marketing Campaign Management, Customer Service, Contact Center, Advertising, and Digital Commerce Applications.

Financial Overview

Quarterly Results



Q3 FY21 Results Highlights



Durable top-line growth

- **Revenue of \$5.42 Billion**, up 20% year-over-year, 19% in constant currency¹
- **Operating Cash Flow of \$0.34 Billion**, up 14% year-over-year
- **Current Remaining Performance Obligation of approximately \$15.3 Billion**, up 20% year-over-year, 19% in constant currency¹
- **Remaining Performance Obligation of approximately \$30.3 Billion**, up 17% year-over-year
- **Guidance²**
 - Initiates **FY22 Revenue** of approximately \$25.45 Billion to \$25.55 Billion, approximately 21% year-over-year growth which includes approximately \$600 Million related to the acquisition of Slack Technologies, Inc.
 - Initiates **Q1 FY22 Revenue** of approximately \$5.680 Billion to \$5.715 Billion, approximately 17% year-over-year growth
 - Raises **FY21 Revenue** to \$21.10 Billion to \$21.11 Billion, approximately 23% year-over-year growth
 - Initiates **Q4 FY21 Revenue** of \$5.665 Billion to \$5.675 Billion, approximately 17% year-over-year growth
 - Raises **FY21 GAAP EPS** to \$4.14 to \$4.15 and raises **FY21 Non-GAAP EPS** to \$4.62 to \$4.63
 - Initiates **Q4 FY21 Current Remaining Performance Obligation** growth of approximately 16% year-over-year

¹Refer to slides 9 and 10 for an explanation of non-GAAP constant currency ("CC") growth rates for revenue and current remaining performance obligation, respectively.

²Guidance provided for Q4 FY21 Revenue and Q4 FY21 Current Remaining Performance Obligation on December 1, 2020. Guidance provided for FY21 Revenue on December 3, 2019, updated on February 25, 2019, May 28, 2020, August 25, 2020 and again on December 1, 2020. All other guidance provided February 25, 2020, updated May 28, 2020, August 25, 2020 and again on December 1, 2020. Guidance provided for Q1 FY22 and FY22 Revenue on December 1, 2020. This guidance does not reflect any potential future gains or losses on our strategic investment portfolio resulting from the future impact of ASU 2016-01 as it is not possible to forecast future gains and losses, and is based on estimated GAAP tax rates that reflect the company's currently available information, and excludes forecasted discrete tax items such as excess tax benefits from stock-based compensation. The GAAP tax rates may fluctuate due to future acquisitions or other transactions.

³Non-GAAP EPS 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, as well as a reconciliation of non-GAAP financial measures to the most comparable GAAP measures, when applicable.



Q3 FY21 Financial Summary



	GAAP		Non-GAAP ¹	
	Quarterly Results	Increase (Decrease) Y/Y	Quarterly Results	Increase Y/Y
Revenue	\$5,419M	20%	\$5,373M	19%
Current Remaining Performance Obligation	\$15.3B	20%	N/A	19%
Total Remaining Performance Obligation	\$30.3B	17%	N/A	N/A
Operating Margin	4.1%	270 bps	19.8% ²	40 bps
Diluted Earnings Per Share ³	\$1.15	1058%	\$1.74	132%
Operating Cash Flow	\$339M	14%	N/A	N/A

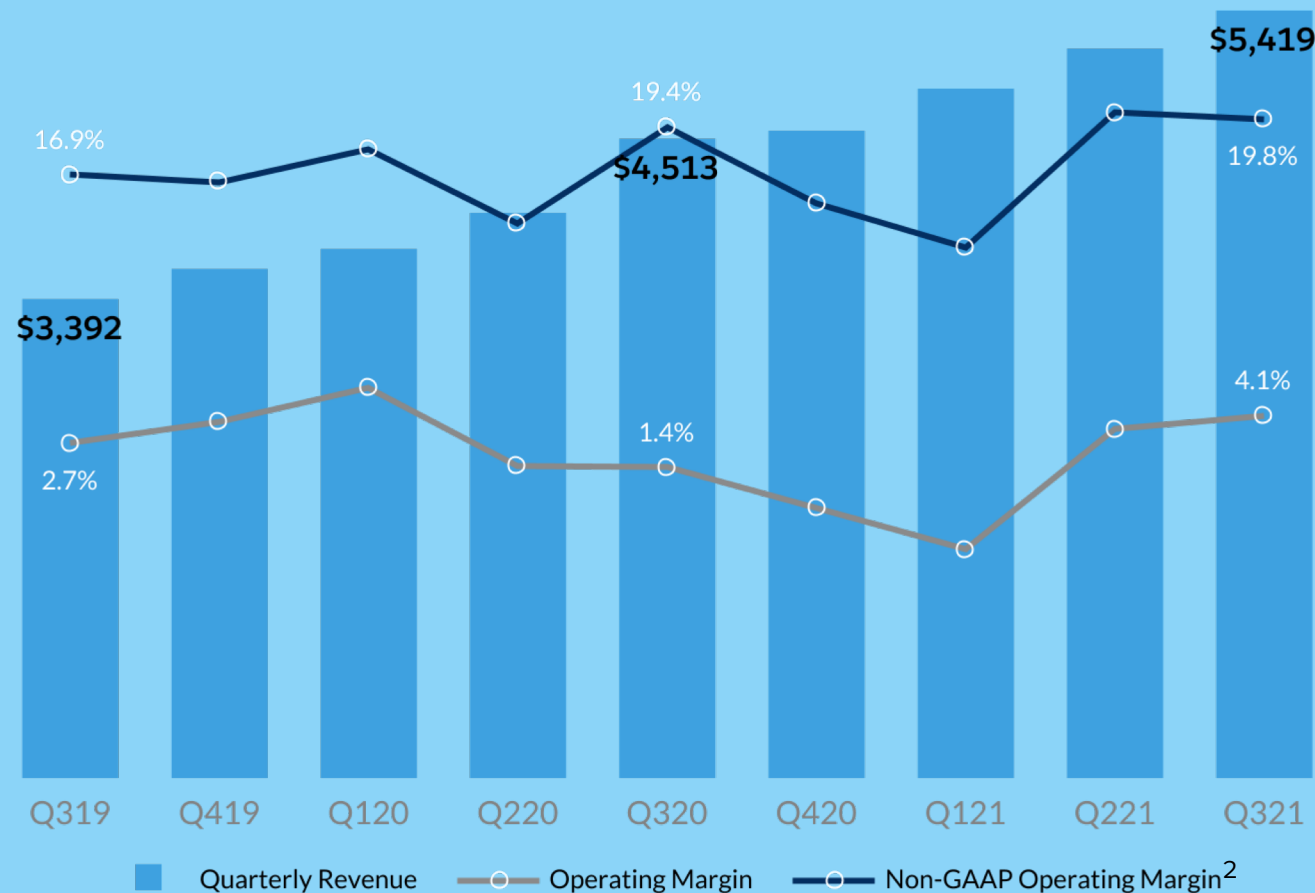
¹The Non-GAAP columns present non-GAAP financial metrics and the related non-GAAP growth rates as compared to prior periods. Non-GAAP revenue and non-GAAP current remaining performance obligation (CRPO) represent CC results. Refer to slides 9 and 10 for explanations of non-GAAP CC revenue growth and non-GAAP CC CRPO growth, respectively. Non-GAAP operating margin and non-GAAP EPS are non-GAAP financial measures. Refer to the Appendix for an explanation of non-GAAP financial measures and a reconciliation of non-GAAP financial measures to the most comparable GAAP measures, when applicable.

²Non-GAAP Operating Margin is the proportion of non-GAAP income from operations as a percentage of GAAP revenue.

³Diluted EPS is calculated using GAAP revenue.



Total Quarterly Revenue and Operating Margin



Q3 FY21
Y/Y Growth

+20% / +19% CC¹
Revenue

+270 bps
GAAP Operating Margin

+40 bps
Non-GAAP Operating Margin²

¹Refer to slide 9 for an explanation of non-GAAP revenue CC growth rate as compared to the comparable prior period.

²Non-GAAP Operating Margin is the proportion of non-GAAP income from operations as a percentage of GAAP revenue and is a non-GAAP financial measure. Refer to the Appendix for an explanation of which items are excluded from our non-GAAP financial measures, and why we believe these measures can be useful, as well as a reconciliation of non-GAAP financial measures to the most comparable GAAP measures, when applicable.

Q3 FY21 Disaggregation of Revenue

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Complete portfolio of CRM products

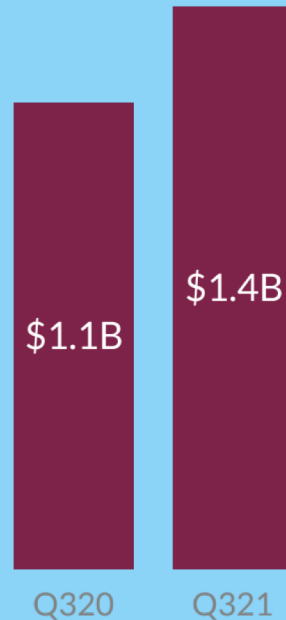
+12% Y/Y



Sales



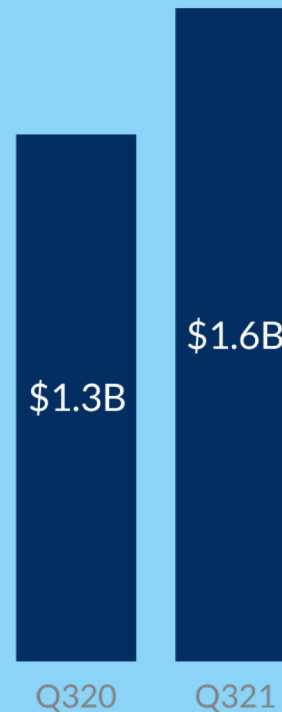
+21% Y/Y



Service



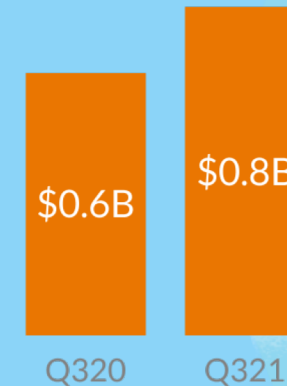
+24% Y/Y



Platform & Other



+25% Y/Y



Marketing & Commerce



Note: growth rates are based on non-rounded reported results in USD

Q3 FY21 Revenue by Region

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Incremental investments in international markets driving growth

AMERICAS



\$3,758M

+17% Y/Y

+17% Y/Y CC¹

EMEA



\$1,149M

+31% Y/Y

+26% Y/Y CC¹

APAC



\$512M

+23% Y/Y

+20% Y/Y CC¹

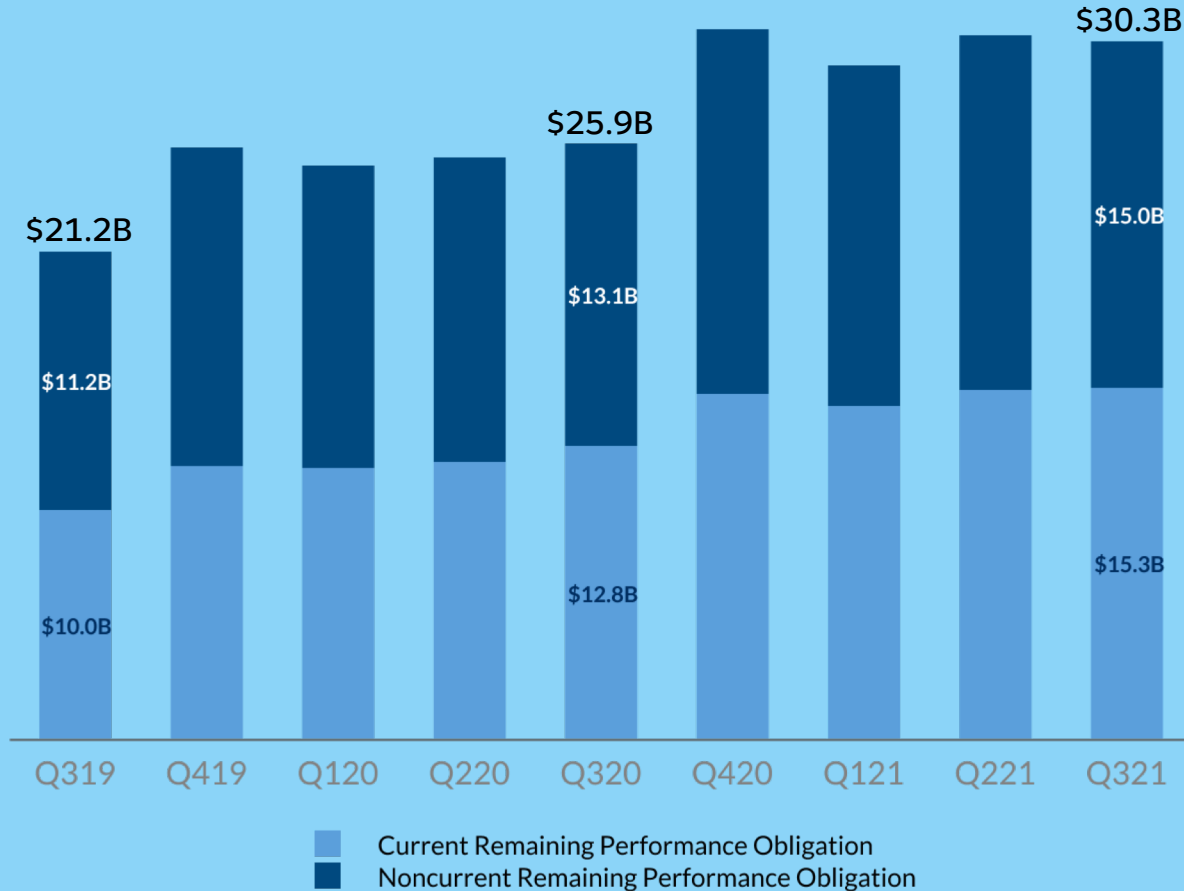
¹Non-GAAP revenue CC growth rates as compared to the comparable prior period. We present CC information for revenue to provide a framework for assessing how our underlying business performed excluding the effects of foreign currency rate fluctuations. To present CC revenue, current and comparative prior 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.



Remaining Performance Obligation

Represents future revenue under contract

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Q3 FY21
Y/Y Growth

+20% / +19% CC²
Current RPO (cRPO)

+17%
Total RPO

Remaining Performance Obligation (RPO) is a metric disclosed with the adoption of Topic 606¹. RPO represents all future revenue under contract that has not yet been recognized as revenue. Current RPO represents future revenue under contract that is expected to be recognized as revenue in the next 12 months. RPO is influenced by several factors, including seasonality, the timing of renewals, average contract terms, and foreign currency exchange rates.

¹Topic 606 introduced remaining transaction price, which is different than unbilled deferred revenue under previous accounting guidance. Transaction price allocated to the remaining performance obligations represents contracted revenue that has not yet been recognized, which includes unearned revenue and unbilled amounts that will be recognized as revenue in future periods. Transaction price allocated to the remaining performance obligation is influenced by several factors, including seasonality, the timing of renewals, average contract terms and foreign currency exchange rates. Unbilled portions of the remaining transaction price denominated in foreign currencies are revalued each period based on the period end exchange rates. As with unbilled deferred revenue under previous accounting guidance, the portion of the remaining transaction price that is unbilled is not recorded on the balance sheet.

²To present CC CRPO growth, CRPO balances in local currencies in previous comparable periods are converted using the United States dollar currency exchange rate as of the most recent balance sheet date.

Quarterly Operating Cash Flow

Delivered \$339 million in operating cash flow in Q3



Q3 FY21
Y/Y Growth

68%

FCF¹

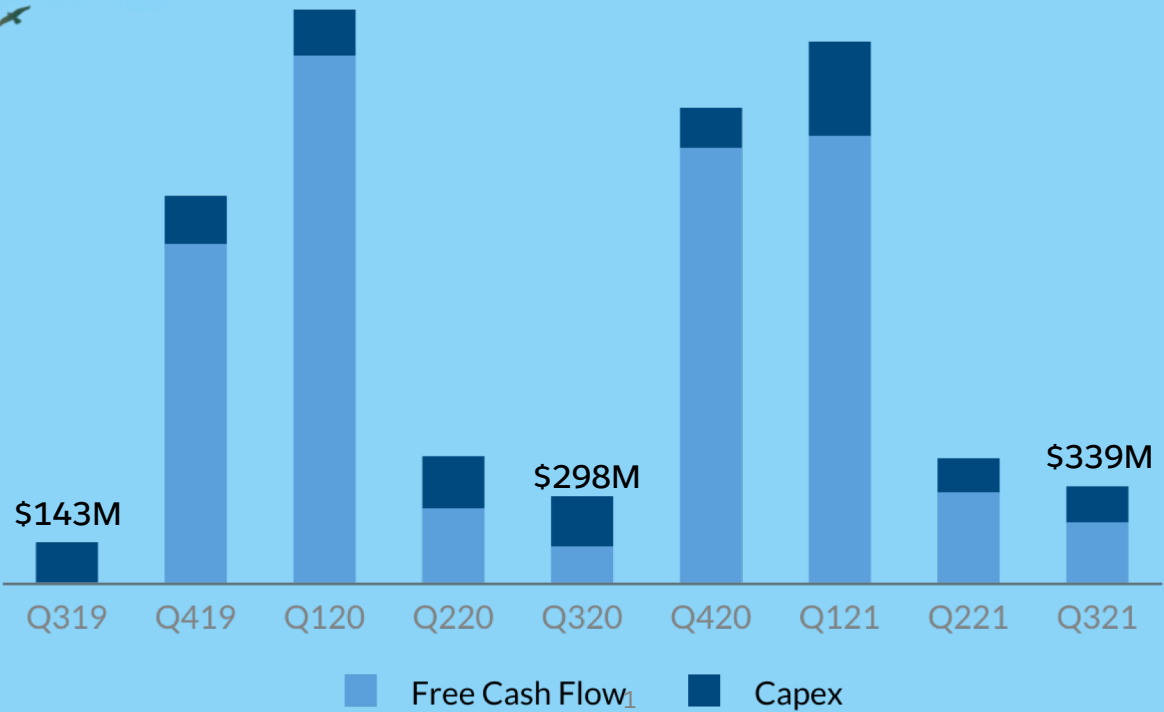
14%

OCF

Our fourth quarter has historically been our strongest quarter for new business and renewals and we generally invoice our customers annually.

As a result, our first quarter and, increasingly, our fourth quarter are our largest collections and operating cash flow quarters. Our second quarter and third quarter are seasonally smaller in regards to collections and operating cash flow.

The year-on-year compounding effect of this seasonality causes the value of invoices that we generate in the fourth quarter for both new business and renewals to increase as a portion of our total annual billings.



¹Free cash flow 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, as well as a table including the components of Free cash flow.



Cash, Cash Equivalents, and Marketable Securities



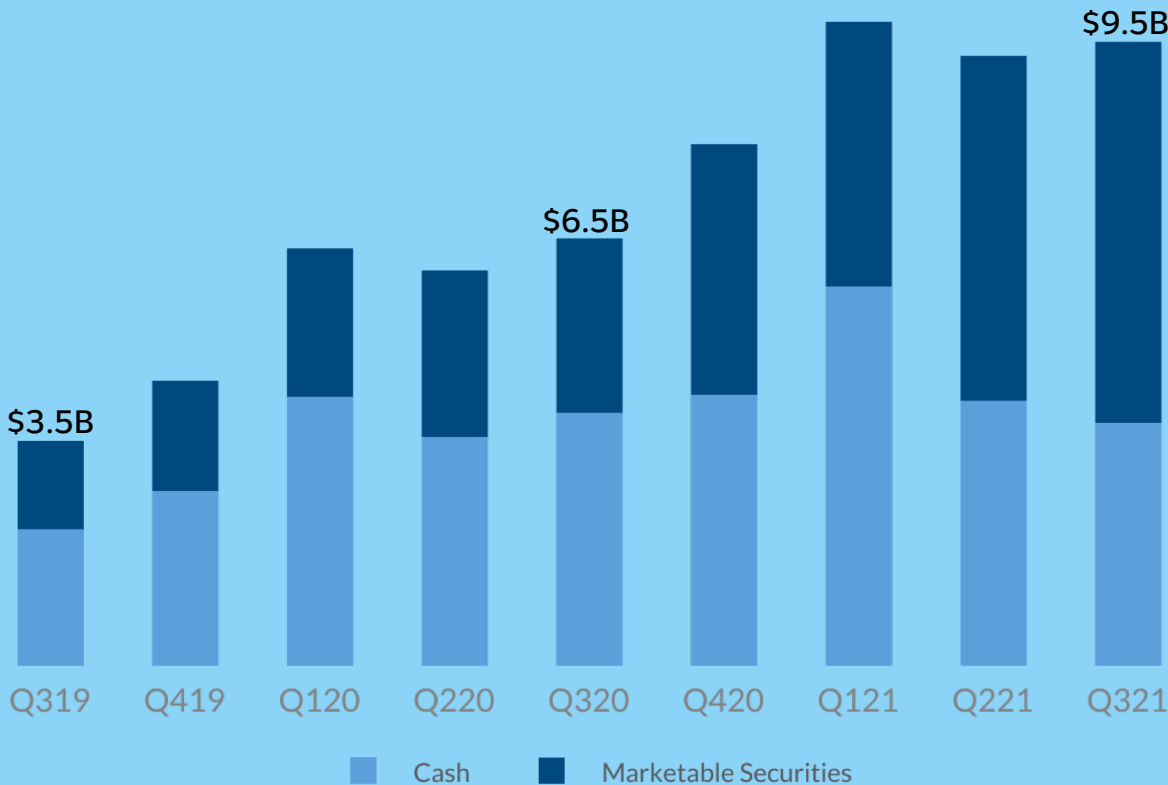
Strengthening Cash Balances



Q3 FY21
Y/Y Growth

45%

Total Cash and Marketable
Securities Y/Y Growth



Note: Growth rate based on reported actuals, not the rounded figures shown in the graph.



Appendix



Non-GAAP Financial Measures

This presentation includes information about non-GAAP diluted earnings per share, non-GAAP income from operations, non-GAAP operating margin, free cash flow, and constant currency revenue and constant currency current remaining performance obligation 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 consolidated financial statements prepared in accordance with GAAP. Management uses both GAAP and non-GAAP measures when planning, monitoring, and evaluating the company’s performance.

The primary purpose of using non-GAAP 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 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 diluted earnings per share excludes, to the extent applicable, the impact of the following items: stock-based compensation, amortization of purchased intangibles, and income tax adjustments. These items are excluded because the decisions that give rise to them are not made to increase revenue in a particular period, but instead for the company’s long-term benefit over multiple periods.

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, and amortization of acquisition-related intangibles.

The company defines the non-GAAP measure free cash flow as GAAP net cash provided by operating activities, less capital expenditures. For this purpose, capital expenditures does not include our strategic investments.

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. To present current remaining performance obligation on a constant currency basis, we convert the current remaining performance obligation balances in local currencies in previous comparable periods using the United States dollar currency exchange rate as of the most recent balance sheet date.



GAAP to Non-GAAP Financial Reconciliation



(in millions)

Non-GAAP income from operations ¹	Three Months Ended October 31,		
	2018	2019	2020
GAAP income from operations	\$ 92	\$ 65	\$ 224
Plus:			
Amortization of purchased intangibles	129	266	283
Stock-based expense	351	543	566
Non-GAAP income from operations	\$ 572	\$ 874	\$ 1,073

(in millions)

Components of free cash flow, a non-GAAP measure	Three Months Ended October 31,		
	2018	2019	2020
GAAP net cash provided by operating activities	\$ 143	\$ 298	\$ 339
(Capital expenditures)	(136)	(170)	(124)
Free cash flow	\$ 7	\$ 128	\$ 215

Non-GAAP diluted earnings per share	Three Months Ended October 31,			Fiscal 2021
	2018	2019	2020	FY21 Guidance
GAAP diluted net income (loss) per share	\$ 0.13	\$ (0.12)	\$ 1.15	\$4.14 - \$4.15
Plus:				
Amortization of purchased intangibles	0.17	0.30	0.30	1.20
Stock-based expense	0.45	0.60	0.60	2.34
(Income tax effects and adjustments)	(0.14)	(0.03)	(0.31)	(3.06)
Non-GAAP diluted earnings per share	\$ 0.61	\$ 0.75	\$ 1.74	\$4.62 - \$4.63
Shares used in computing Non-GAAP diluted net income per share (millions)	785	898	939	931

¹Used to calculate non-GAAP operating margin

Reported GAAP loss per share for the three months ended October 31, 2019 was calculated using the basic share count. Non-GAAP diluted earnings per share was calculated using the diluted share count which includes approximately 19 million shares of dilutive securities related to employee stock awards.

