

servicenow.
financial
analyst day 26

Information **safe harbor notice**

This presentation may contain “forward-looking” statements that are based on our beliefs and assumptions and on information currently available to us only as of the date of this presentation. Forward-looking statements involve known and unknown risks, uncertainties, and other factors that may cause actual results to differ materially from those expected or implied by the forward-looking statements. Further information on these and other factors that could cause or contribute to such differences include, but are not limited to, those discussed in the section titled “Risk Factors,” set forth in our most recent Annual Report on Form 10-K and Quarterly Report on Form 10-Q and in our other Securities and Exchange Commission filings. We cannot guarantee that we will achieve the plans, intentions, or expectations disclosed in our forward-looking statements, and you should not place undue reliance on our forward-looking statements. The information on new products, features, or functionality is intended to outline our general product direction and should not be relied upon in making a purchasing decision, is for informational purposes only, and shall not be incorporated into any contract, and is not a commitment, promise, or legal obligation to deliver any material, code, or functionality. The development, release, and timing of any features or functionality described for our products remains at our sole discretion. We undertake no obligation, and do not intend, to update the forward-looking statements.

Agenda

Opening

Darren Yip – SVP of Investor Relations & Market Insights

Vision and Opportunity

Bill McDermott – Chairman and Chief Executive Officer

Nick Tzitzon – Vice Chair

ServiceNow's Blueprint for Autonomous Work

Amit Zavery – President, CPO and COO

ServiceNow AI Platform

Jon Sigler – EVP and GM, AI Platform

Data & Analytics

Gaurav Rewari – EVP and GM, Data & Analytics

Employee Experience

Bhavin Shah – SVP and GM, Moveworks & AI

Autonomous IT

Pat Casey – Chief Technology Officer and EVP of Dev Ops

CRM

John Ball – EVP and GM, CRM & Industry Workflows

Security & Risk

John Aisien – SVP and GM, Central Prod. Management, Security & Risk

Break (10 min)

Driving Customer Value: GTM in the Autonomous AI Era | Customer Panel

Paul Fipps – President, Global Customer Operations

Financial Overview

Gina Mastantuono – President and Chief Financial Officer

Q&A

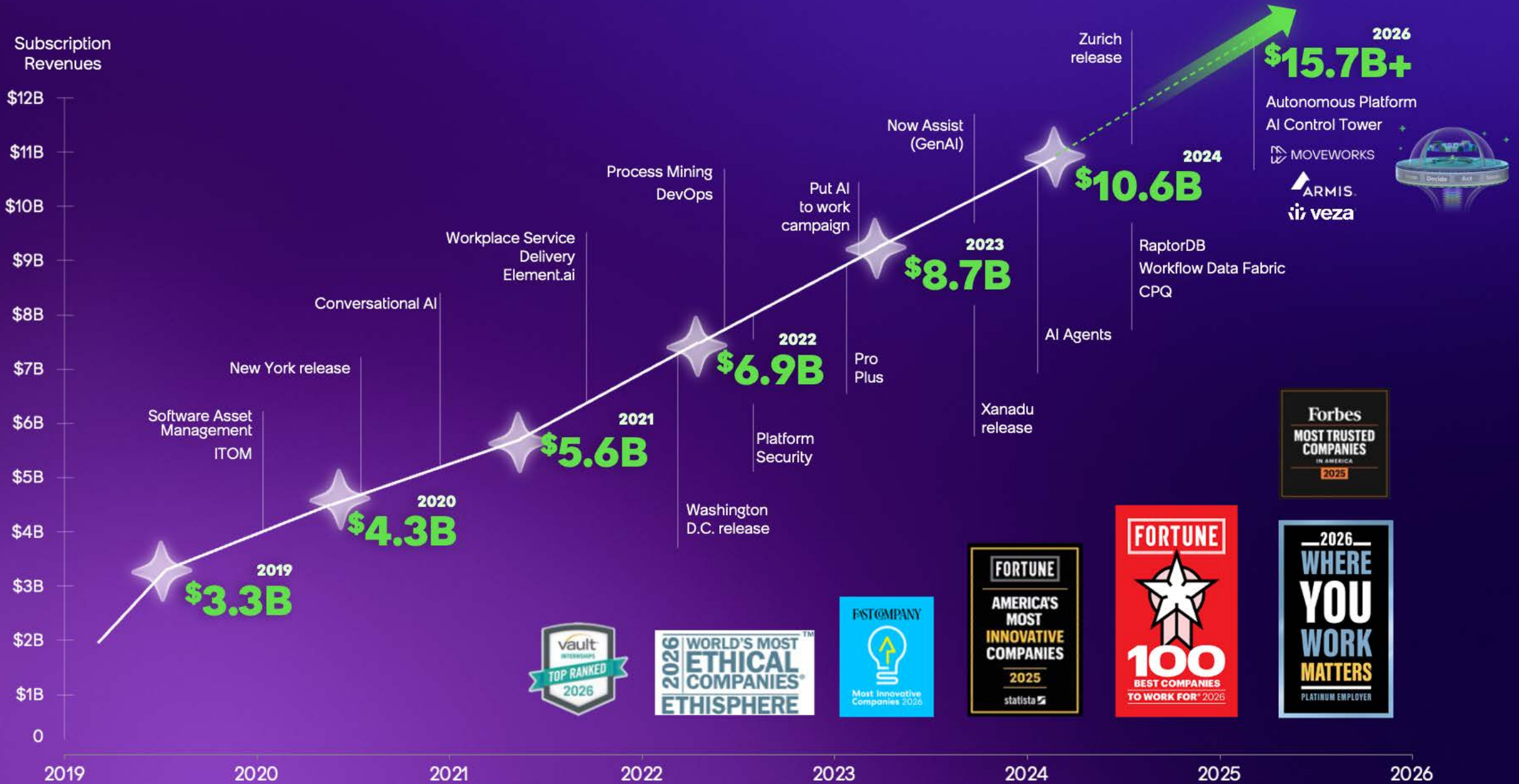
Vision and **Opportunity**

Bill McDermott

Chairman and Chief Executive Officer

Nick Tzitzon

Vice Chair



The AI control tower for business reinvention

Voice Enterprise Search Video **ServiceNow Otto** Chat Web Apps

      **ANY Industry**      



IT CRM Security & Risk **Autonomous Workflows** Employee Experience App Development

Sense

ANY Data

Workflow Data Fabric
Workflow Data Network
RaptorDB

MCP & A2A
Process Mining
CMDB

Decide

ANY AI Model

AI Skills
Knowledge Base
Knowledge Center
Analytics & BI

Context Engine
Knowledge Studio
Modular Agentic
Architecture

Act

ANY Workflow

AI Specialists
Action Fabric
App Engine
Build Agent

Agent Orchestrator
Agentic Playbooks
AI Agent Studio

Secure

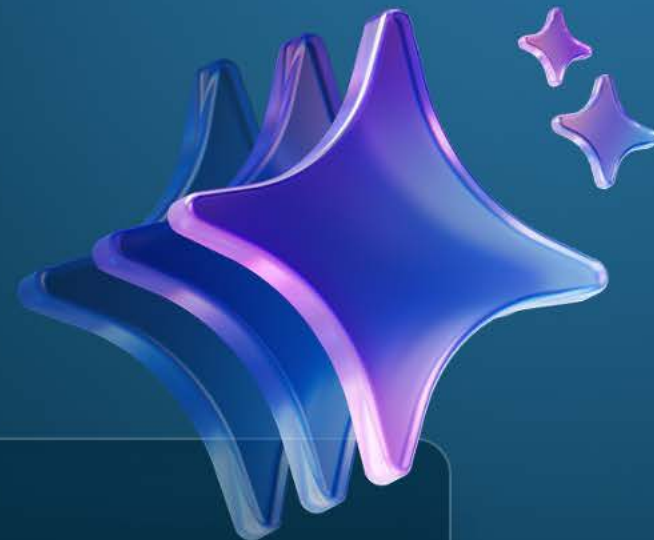
Identity & Discovery Risk Value Vault Guardian

AI Control Tower **ANY System, Identity, Asset** **Platform Security**

ANY Cloud    **servicenow.**     **ANY System of Record**

servicenow AI Platform

Trust is the ultimate human currency



AI Agent of the Agents

Workforce rewritten
any model, any cloud
any data source all
secure

AI <100 Day Guarantee

Predictable ROI

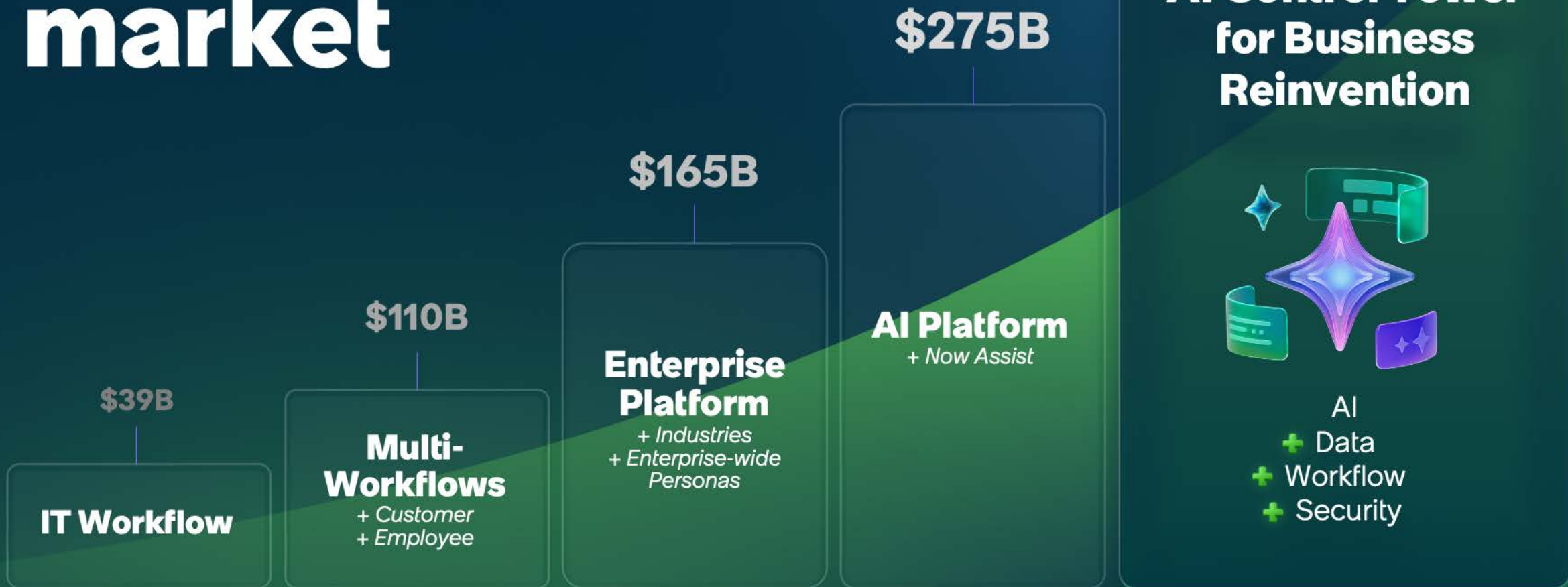
AI + Now on Now

\$1/2 billion+ (and counting)
of AI value within
ServiceNow*

Growing the addressable market

\$600B

(FORECASTED 2028)



**Rule of
60 +**
By FY30

\$30B +
Sub Revenues

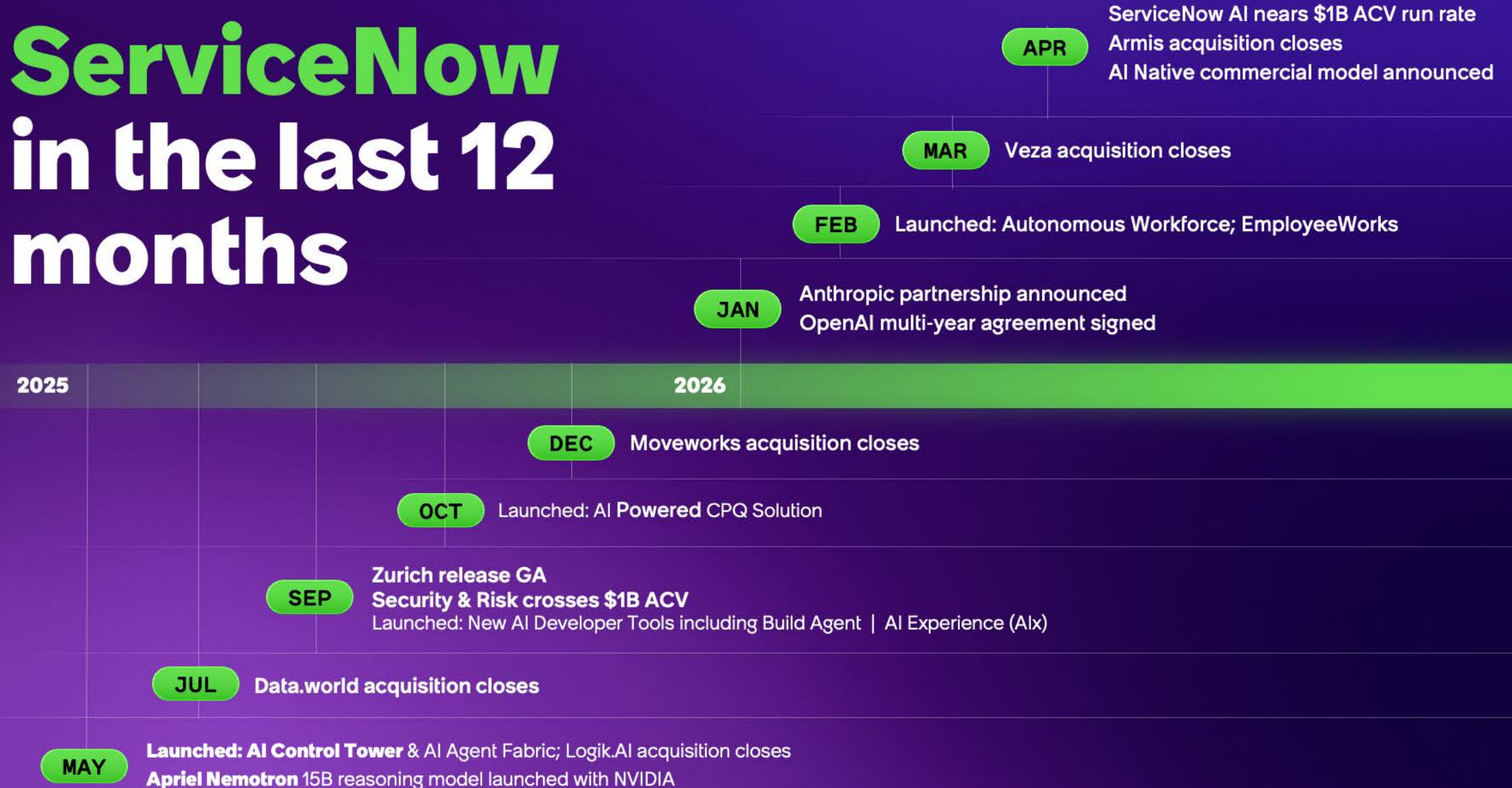
Note: Rule of 60 = Subscription revenue growth rate + Free cash flow margin; \$30B+ subscription revenues base case target for 2030.
Non-GAAP Free cash flow is defined as net cash provided by operating activities plus cash paid for legal settlements, repayments of convertible senior notes attributable to debt discount and business combination and other related costs including compensation expense, reduced by purchases of property and equipment. Free cash flow margin is calculated as free cash flow as a percentage of total revenues.
Numbers rounded for presentation purposes

ServiceNow's Blueprint for Autonomous Work

Amit Zavery

President, Chief Product Officer and Chief Operating Officer

ServiceNow in the last 12 months



Expanding our open platform

Apps



Platforms



AI Models



Infrastructure



! Billions of ephemeral agent identities

! Machine speed action

In the last year

Explosion of AI made enterprise technology ungovernable

! Decisions without audit trail

! Workflows multiplying

ServiceNow provides all layers required by the enterprise

Agentic

Employee and End customer

Probabilistic
where reasoning adds value

Agent + Service Desk

Deterministic where the business demands it

↳ Payroll adjustments

Human-in-the-loop by design for decisions not fully agenticified

↳ Major incident escalation

Purely human for high touch, high context, or sensitive work

↳ Workplace misconduct investigations

Outcome

ServiceNow provides all layers required by the enterprise

Agentic

Employee and End customer

Agent + Service Desk

Probabilistic
where reasoning adds value

Deterministic where the business demands it

↳ Payroll adjustments

Human-in-the-loop by design for decisions not fully agenticified

↳ Major incident escalation

Purely human for high touch, high context, or sensitive work

↳ Workplace misconduct investigations

Outcome

The build-it-yourself trap

- A model
- A prompt
- A demo that worked Tuesday

- Integration connectors
- Workflow orchestration
- Business process logic
- Approval chains
- Approval thresholds
- Escalation logic
- Process exception handling
- SLA enforcement
- CMDB
- Semantic layer
- Incident management
- System of record integrity
- Role-based access
- Org hierarchy mapping
- Segregation of duties
- Identity reconciliation
- SOC 2 and FedRAMP
- GDPR and HIPAA
- Data residency
- Reasoning trace logs
- Prompt injection guards

5-10x

total cost of ownership

AI Control Tower

ACLs & Permissions

Observability & Telemetry

AI Asset Inventory



Secure

ANY System, Identity, Asset

Act

ANY Workflow

Decide

ANY AI Model

Sense

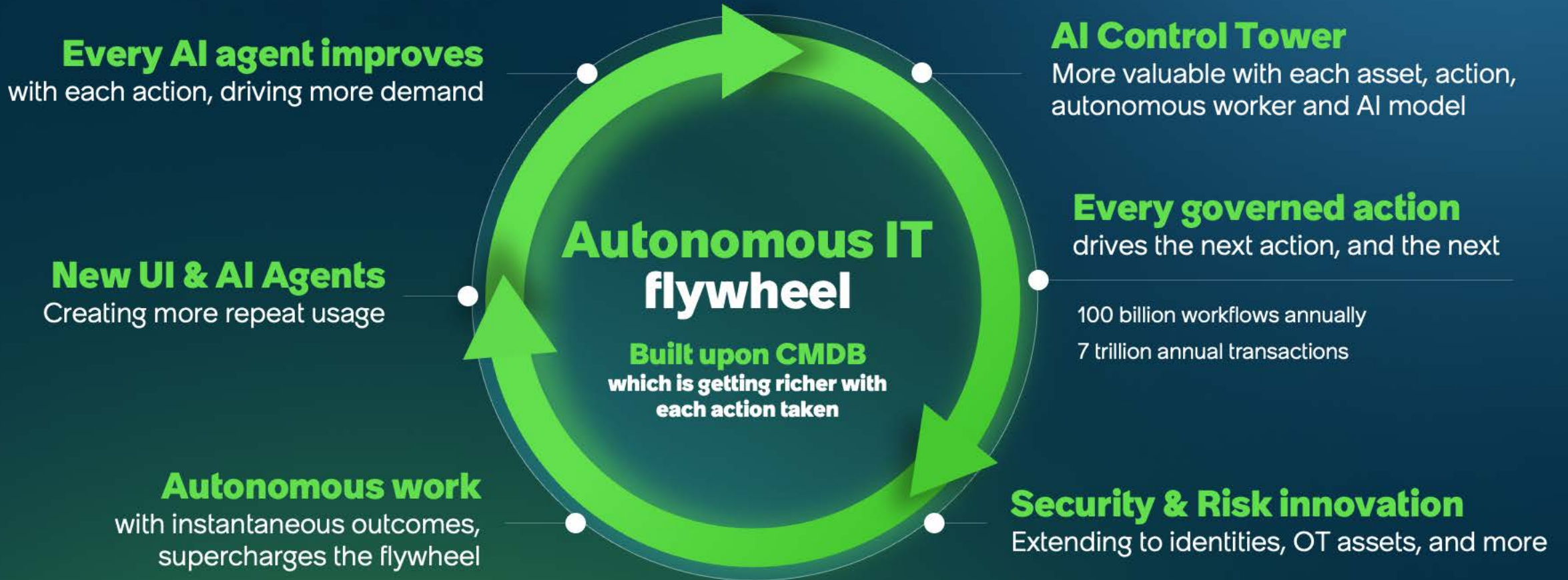
ANY Data

ANY Cloud | aws | SAP | servicenow | SAP | Oracle | Salesforce | workday | ANY System of Record

- App Development
- Employee Experience
- Core Business
- Autonomous Workflows
- Security & Risk
- CRM & Industry
- IT

ANY Industry

AI velocity drives core growth



The AI control tower for business reinvention

Voice Enterprise Search Video **ServiceNow Otto** Chat Web Apps

 **ANY Industry**


IT CRM Security & Risk **Autonomous Workflows** Employee Experience App Development

Sense

ANY Data

Workflow Data Fabric
Workflow Data Network
RaptorDB

MCP & A2A
Process Mining
CMDB



Decide

ANY AI Model

AI Skills
Knowledge Base
Knowledge Center
Analytics & BI

Context Engine
Knowledge Studio
Modular Agentic
Architecture



Act

ANY Workflow

AI Specialists
Action Fabric
App Engine
Build Agent

Agent Orchestrator
Agentic Playbooks
AI Agent Studio



Secure

Identity & Discovery Risk Value Vault Guardian

AI Control Tower **ANY System, Identity, Asset** **Platform Security**

ANY Cloud    **servicenow.**     **ANY System of Record**

servicenow AI Platform

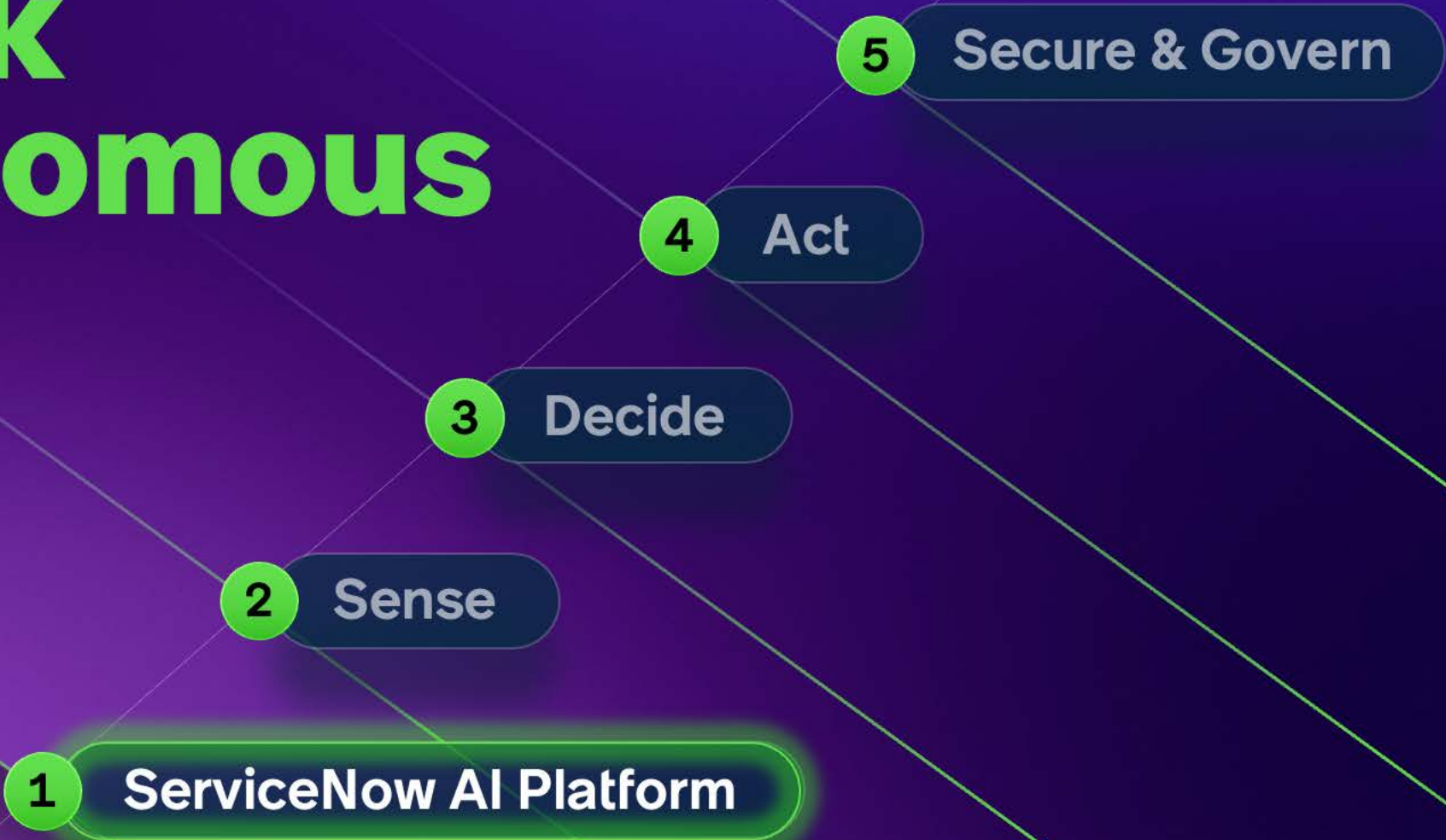
ServiceNow AI Platform

Jon Sigler

EVP and GM, AI Platform

Five steps to

Unlock Autonomous Work



ServiceNow AI Platform

Autonomous workers, AI Control Tower, AI-Native experiences

Reinvented for the agentic era from top to bottom

A system of action, evolved for emerging enterprise patterns

INTRODUCING

Action Fabric

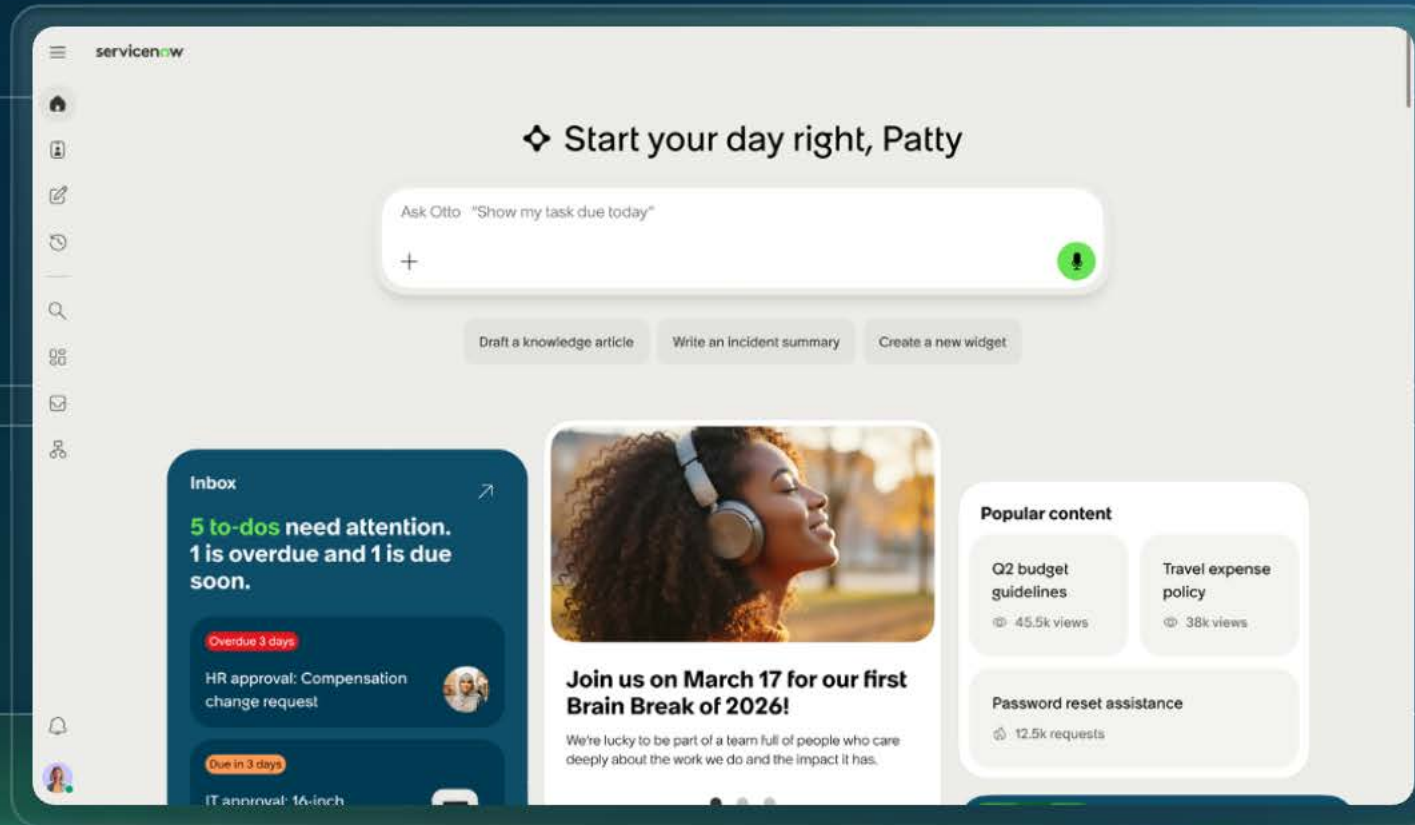
+

Evolved consumption and
monetization strategy

Platform reimaged from the ground up

Re-written AI
stack: built-in,
not bolted on

Multi-modal,
AI-native
experiences



Innovation
at the speed
of AI

Complete
enterprise
context

servicenow AI Platform

Context for Autonomous Work

From data to judgment and self-learning



Agentic & Generative AI

Powerful.
Flexible.
But unpredictable.

AI Specialists

AI Agents

Orchestration

Skills

**ServiceNow
AI Platform**
brings these
together in
harmony

Structured Workflows

Predictable.
Structured.
But rigid.

Flows & Actions

Approvals

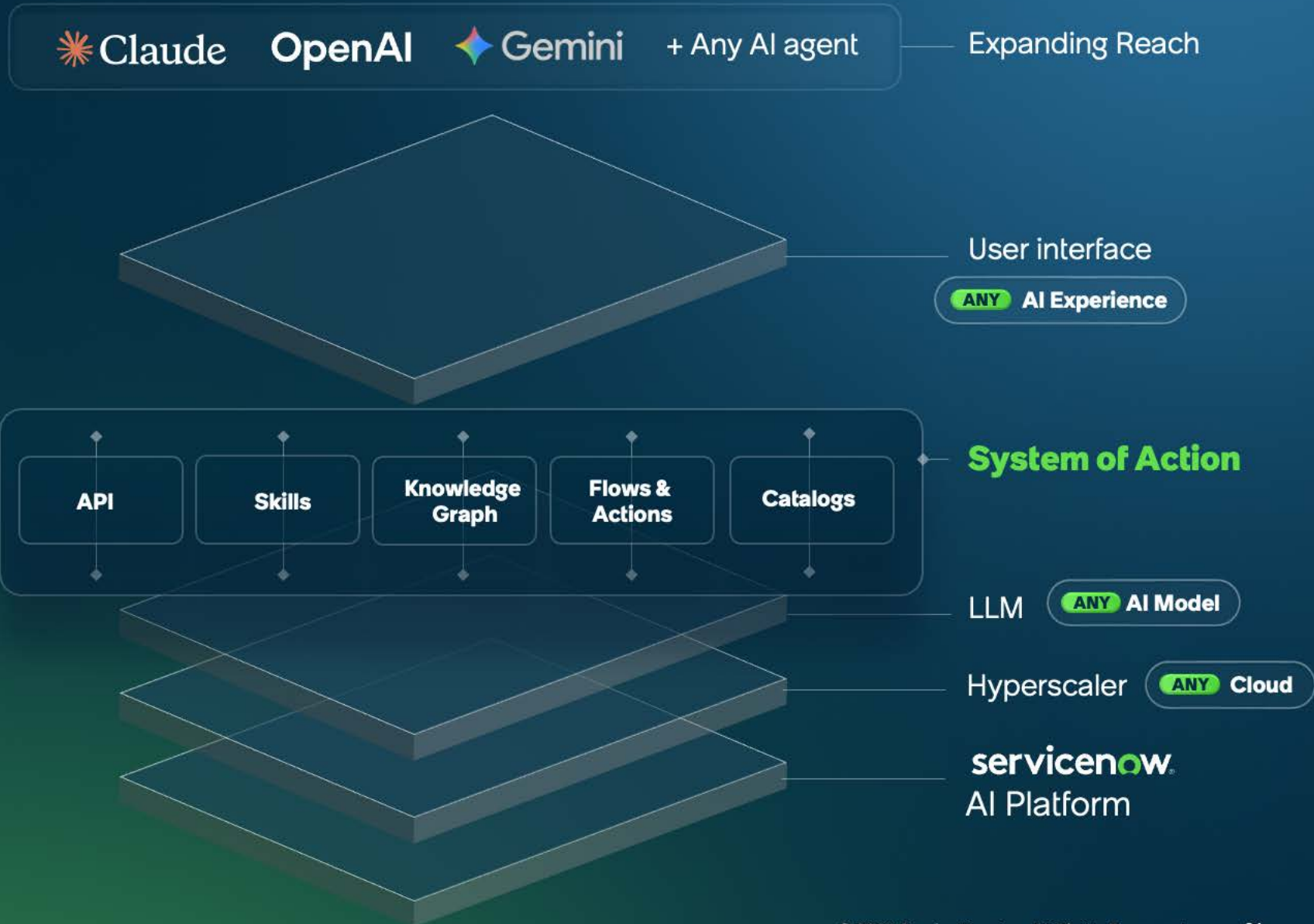
Compliance Events

Catalogs

Playbooks

The opportunity:

Customers want broad ServiceNow access

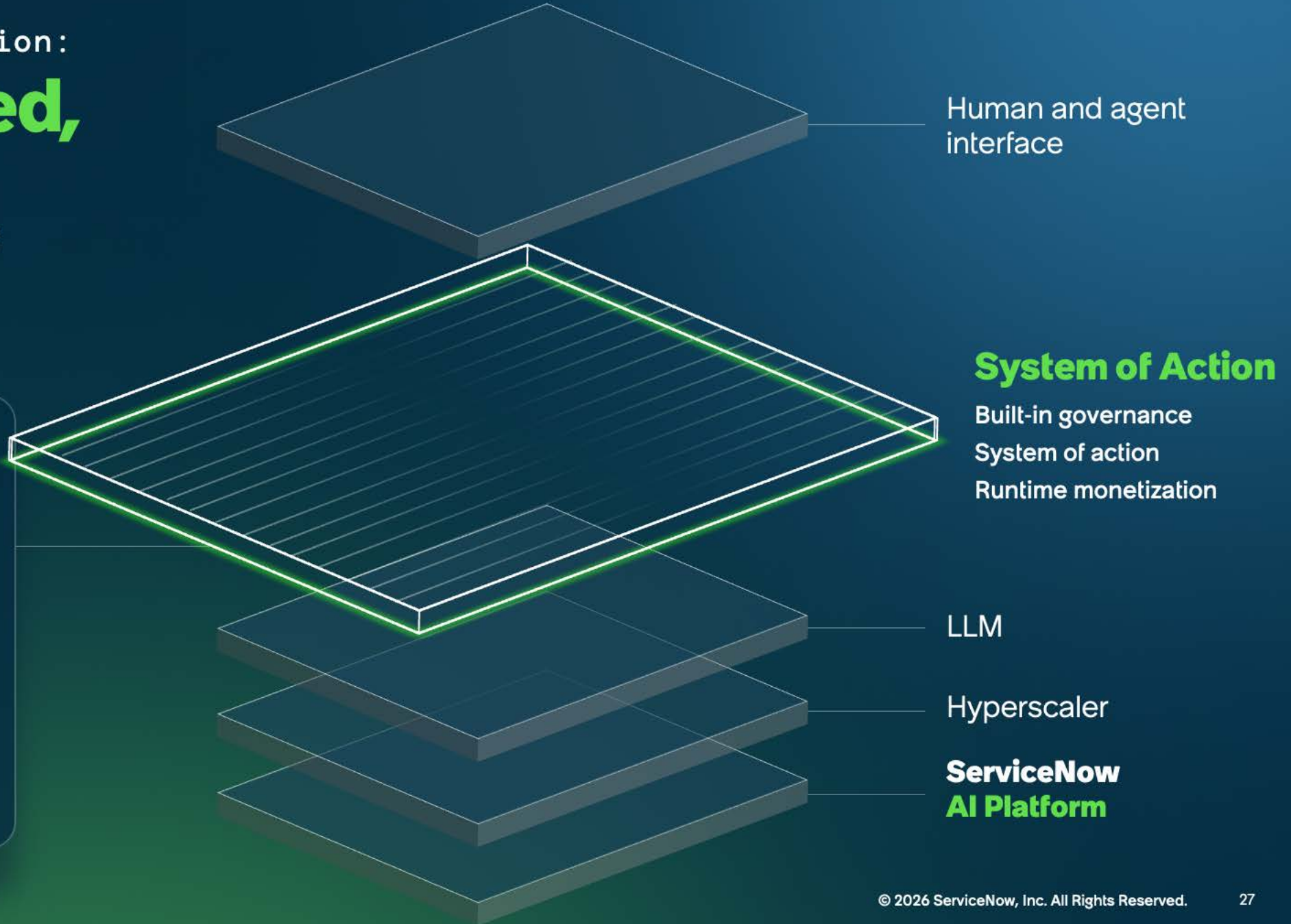


Our differentiation:

A governed, secured system of action

The rules and rails for enterprise AI

- Workflows
- Skills
- Context Engine
- Compliance Workflows
- Approvals
- Playbooks
- Catalogs
- APIs
- Work & Record Lifecycle



Our strategy:

Monetize the system of action, no matter how it's accessed



Action Fabric

LLM

Hyperscaler

ServiceNow
AI Platform

UNIVERSAL ACCESS

Any Protocol

MCP & A2A available today. REST, SOAP, GraphQL, and more to follow.

DIFFERENTIATION

Autonomous Work

Governed monetization layer
where work happens.

COMMERCIAL MODEL

Runtime on Assist

Any action spins the flywheel of
a unified consumption model.

EXPANDED REACH

Universal Action Layer

Work runs through the platform,
regardless of where it starts.

The enterprise harness for long-running self-evolving autonomous agents

SERVICENOW AI CONTROL TOWER - GOVERNANCE

NVIDIA OPENSHELL - SANDBOX BOUNDARY

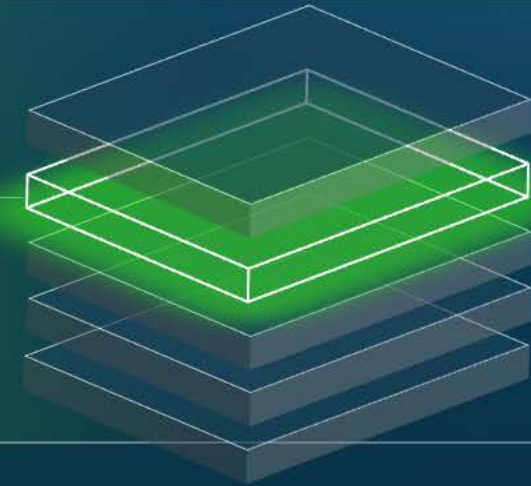
Autonomous Agent

Desktop - Terminal - AI Specialist

AI Control Tower + OpenShell is the trust layer for autonomous AI in the enterprise

Powered by
servicenow

Action Fabric



Build anywhere

Run on ServiceNow



Action
Fabric



Assist
flywheel

Enterprise system of action.

Expanded consumption opportunity.

Ecosystem drives network effects.

Build anywhere

Including



+ Any agent-first dev tools



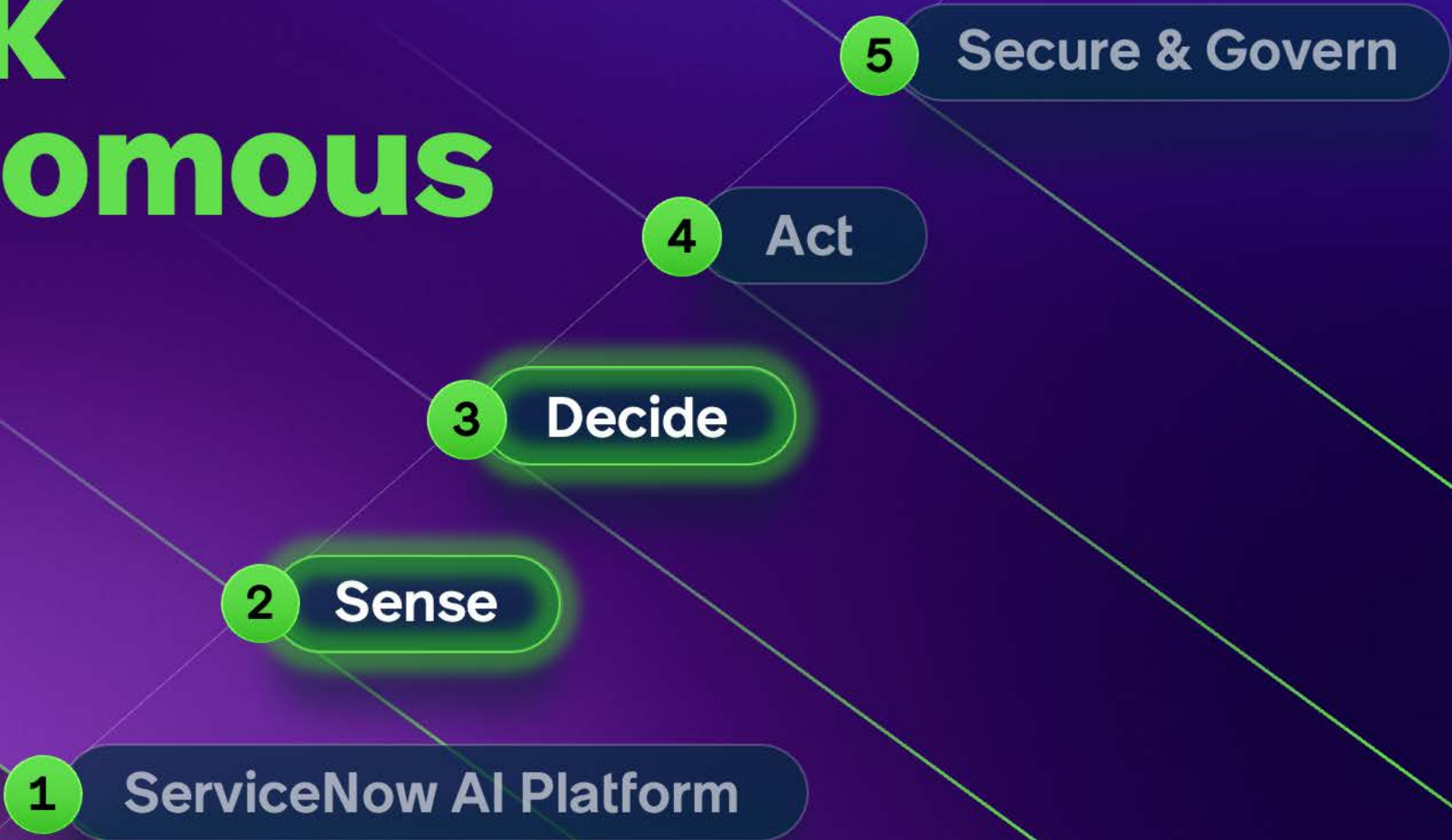
Data & Analytics

Gaurav Rewari

EVP and GM, Data & Analytics

Five steps to

Unlock Autonomous Work



Data and Analytics product strategy

1

Connect
your data

2

Control
your data

3

Contextualize
your data

4

Converge your workloads

Results of our strategy: Workflow Data Fabric and RaptorDB

Workflow Data Fabric

High growth at scale
Workflow Data Fabric

3B+ Txns/month
>60% Y/Y growth¹

4,000+
Customer count²

Highly successful
transition to
consumption pricing

500M+
Credits consumed on new SKUs²

RaptorDB Pro

Exceptional results
RaptorDB Pro

6 quarters
of consistent overachievement

\$100M+
First full year ACV

\$500K+
Average deal size



MINDSPRINT

amADEUS



SIEMENS



McKinsey
& Company

SCHAEFFLER

WPP



Lenovo

Connect

ANY

data with Workflow Data Fabric

Instantly connect any data

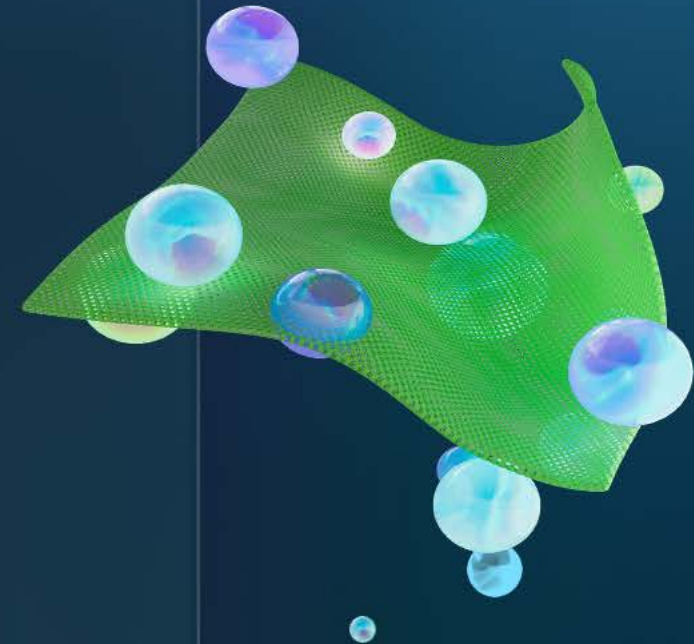
across systems with 250+ pre-built connectors

Expanded reach across the enterprise

- 100+ new zero copy connectors*
- MCP Clients and MCP Server Registry
- Otto for AI assisted integrations

Accelerate value & reduce costs

Integrate data and actions 3x faster and reduce costs by up to 70%



Control

Data Governance with Workflow Data Fabric

2

Stop playing data detective

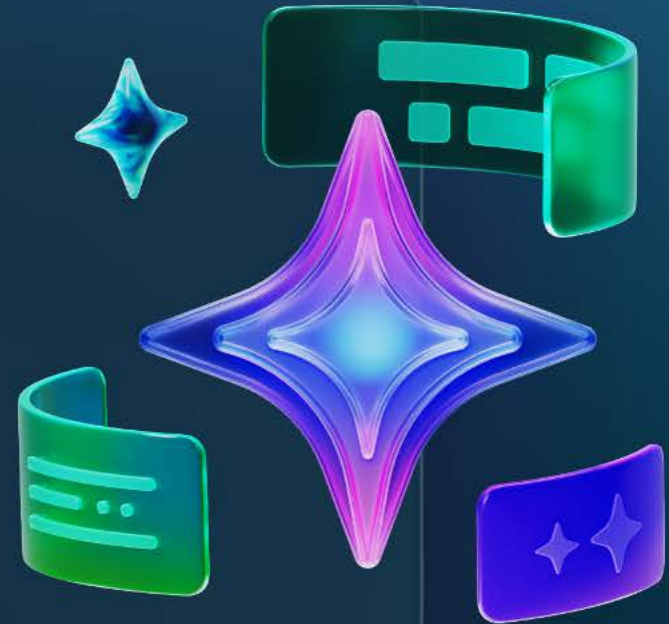
Your teams and AI agents spend more time finding and assembling data than using it. That ends here.

Trusted, ready-to-use data

Data assets with context, lineage, and access rules built-in. Ready when you need them.

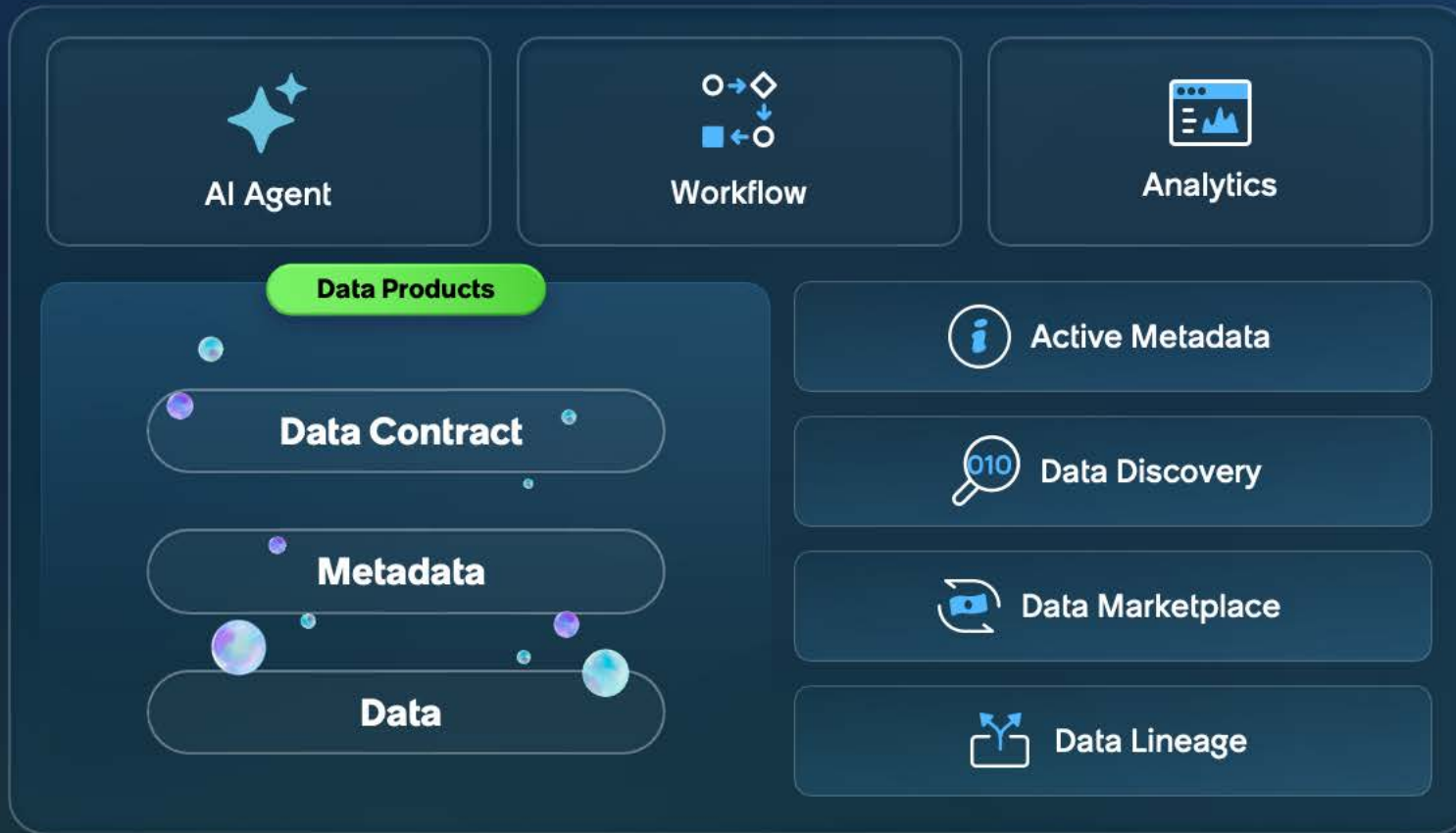
Built for AI. Not just data analysts.

When an AI agent needs to act, data it needs is pre-packaged and ready as governed data products.



Introducing ServiceNow Data Catalog

Discover and consume trusted, reusable data products



Enterprise-wide data catalog

Native metadata management, lineage, privacy, and trust

Define, monitor, remediate

Set governance policies centrally, continuously detect violations and quality anomalies in real time.

AI-ready data, always

Keep data trusted, governed, and consumption-ready with agentic workflows that automate stewardship at scale.

Introducing Autonomous Data Governance

Quality, Enrichment, and Policy Management for ANY Data



Data Quality

Automated profiling, scoring, & cleansing for AI reliability



Data Observability

Real-time pipeline monitoring & anomaly detection



Data Enrichment

Augment your agents with external & internal datasets



Data Harmonization

Single source of truth for your agents and workflows



Data Policy

Policy definition, management, and enforcement for data governance

ServiceNow Data Catalog

Data Discovery

Data Lineage

Active Metadata

Data Products and Marketplace

Reduce AI hallucinations • Cut data prep time • Continuous AI-readiness scoring • Full data lineage for compliance

Expanding Workflow Data Network

Announcing new partnerships and Partner Passport

Integration Hub - Spoke partners



Zero copy connector partners



Data Quality & Obs.



Partner Passport program



Announcing Workflow Data Network Partner Passport

Customers can procure and consume select partner solutions using Workflow Data Fabric consumption credits

External content connector partners



Enrichment



Integration



Data Security



Contextualize

Understand your business with Workflow Data Fabric & Data Analytics

Context: built one workflow at a time

Each decision, from people or AI, enriches the engine and compounds over time.

Context Engine: a graph of graphs

A living map of how your business actually works. A unified model including Knowledge, Action, Asset, Identity & Decision graphs.

Semantic data analytics layer turns data to understanding

One version of truth for business metrics that is consistent across the enterprise

AI steps

- Get user context for Sarah Johnson
- Identify her current and new roles
- Identify her current and new entitlements
- Build Sarah's current Finance profile across systems, access, and org

Here's what I found on Sarah Johnson and her role change. She is a Financial Analyst with 4 years in Finance, transferring to Business Operations. Her current entitlements include 14 systems including Workday financials, Coupa purchasing, and ADP payroll. Her incoming role needs 7 new systems including SAP for operational reporting, MS Teams for collaboration, and SharePoint for collaboration, and Box document management among others.

Sarah Johnson
4 years in Finance

Current role	New role
Financial Analyst	Business Operations Analyst

Current entitlements (14 systems)	New entitlements (7 systems)
Workday financials	SAP - Operational reporting
Coupa purchasing	MS Teams - Collaboration
ADP payroll reporting	SharePoint - Collaboration
+11 more	+3 more

User Graph

Department: Finance | Role: Financial Analyst | Tenure: 4 years

System entitlements = 14 total (Workday financials... +13)

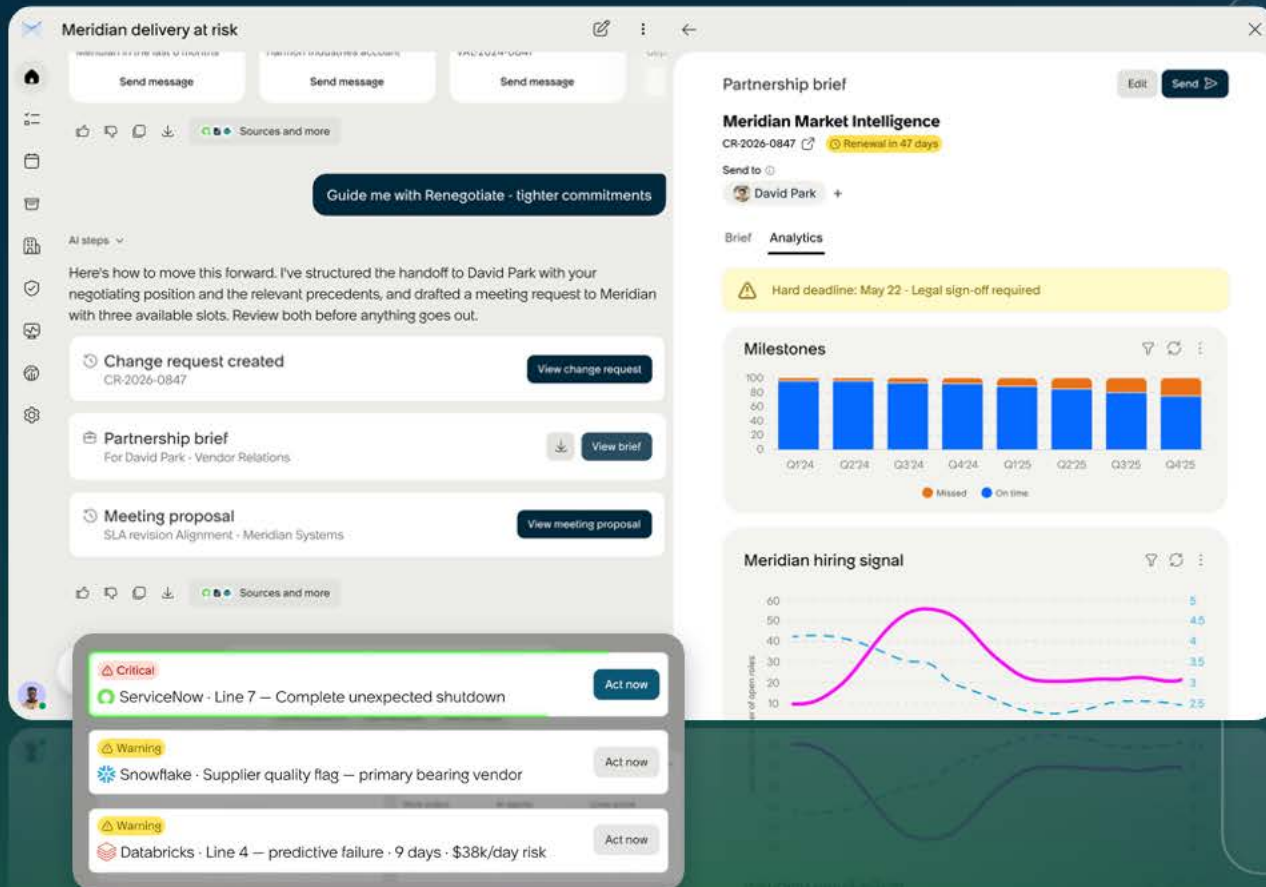
New department: Business Operations | New role: Business Operations Analyst

New system entitlement required = 7 total (SAP, SharePoint, Box... +4)

Graph nodes: Sarah Johnson, Department, Asset, Payroll reporting, Workday financials, Sarah Johnson (Transition state), Microsoft Teams, Required system, SharePoint, SAP operational planning.

+ Processing...

Introducing Autonomous Data Analytics



Best in class semantic layer to enrich our Context Engine and surface meaning, derive insights, and interpret data in context

Go beyond dashboards with natural language powered analytics – descriptive, predictive, and prescriptive

Autonomous AI-powered insights that trigger agentic actions

Autonomous data apps aligned with ServiceNow workflows for Insights to Action use cases

Converge

Workloads with RaptorDB

4

Operational + analytical. Together.

Handle both workloads – together. Available to all customers with RaptorDB Standard.

Premium Pro SKU for the most demanding workloads

- Live Perform – HTAP engine for higher performance and scalability
- Live Archive – cost optimized archive that's fully queryable
- Live Connect – analyze directly in RaptorDB Pro. No ETL. No Copies.

Performance for the AI era

100B workflows. Scale to support humans and AI.

RaptorDB Pro

One engine. ANY data type. Every workload.



Live Connect
SQL API



Live Archive
Data Archiving



Live Perform HTAP Engine



Operational



Analytical



Graph



Time-series

Data and Analytics product strategy

1

Connect
your data

2

Control
your data

3

Contextualize
your data

4

Converge your workloads

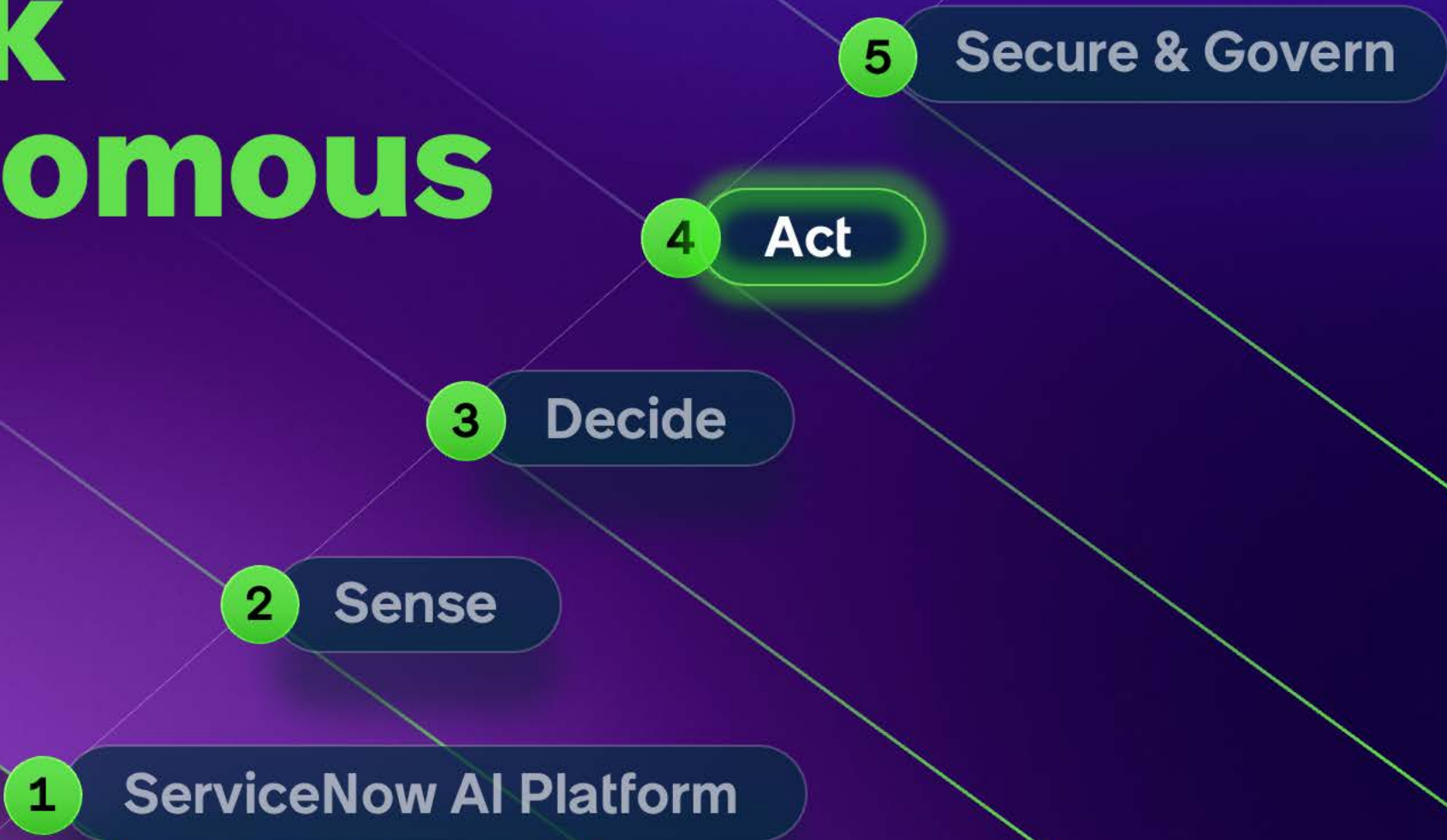


Employee Experience

Bhavin Shah

SVP and GM, Moveworks & AI

Five steps to Unlock Autonomous Work



servicenow®

 MOVEWORKS

**Unite to deliver one AI front door
where employees can get work done**

IntegrationMaxxing:

Strong progress since December

Dec 15, 2025
Deal Close

Jan 26
Moveworks for ServiceNow employees launches

20 days to implement

Feb 26
Market launch of ServiceNow EmployeeWorks

Showcased alongside ServiceNow Autonomous Workforce

April
HR Autonomous Workforce

Announce Case Resolver Specialist, an HRSD L1 AI Agent

Q1 FY26

Q2



Jan 20-23
ServiceNow EmployeeWorks announced @ SKO

Sales team activated

Feb 2
ServiceNow EmployeeWorks SKU GA

April 9
AI-native bundles launch

Moveworks included in all AI-native bundles

May 5-7
GA of ServiceNow EmployeeWorks

The new AI employee experience



Talk is easy.

Execution is hard.

Personal AI

for any users with generic, common tasks

Helps with coding and analysis

Answers questions & summarizes content

Functional AI

for specialist users within a domain or function

CRM AI scores leads

Ecosystem AI is optimized for one platform

Enterprise AI

for every employee in any function, in multiple systems

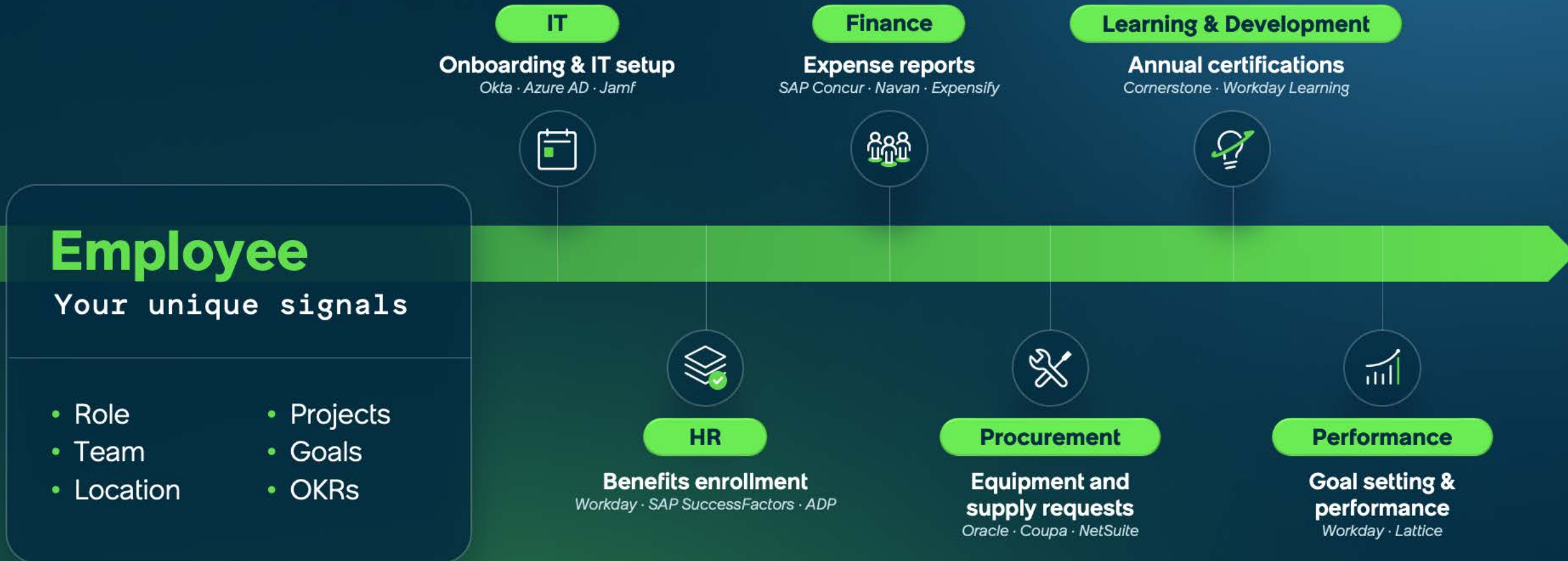
Manage onboarding, relocation, or promotions

Prepare for month-end close of financial statements

Analyze marketing campaign or website performance data

Employees aren't just users

A platform needs to understand your unique journey within the organization



ServiceNow provides all layers required by the enterprise

Agentic

Employee and End customer

Probabilistic
where reasoning adds value

Agent + Service Desk

Deterministic where the business demands it

↳ Payroll adjustments

Human-in-the-loop by design for decisions not fully agentified

↳ Major incident escalation

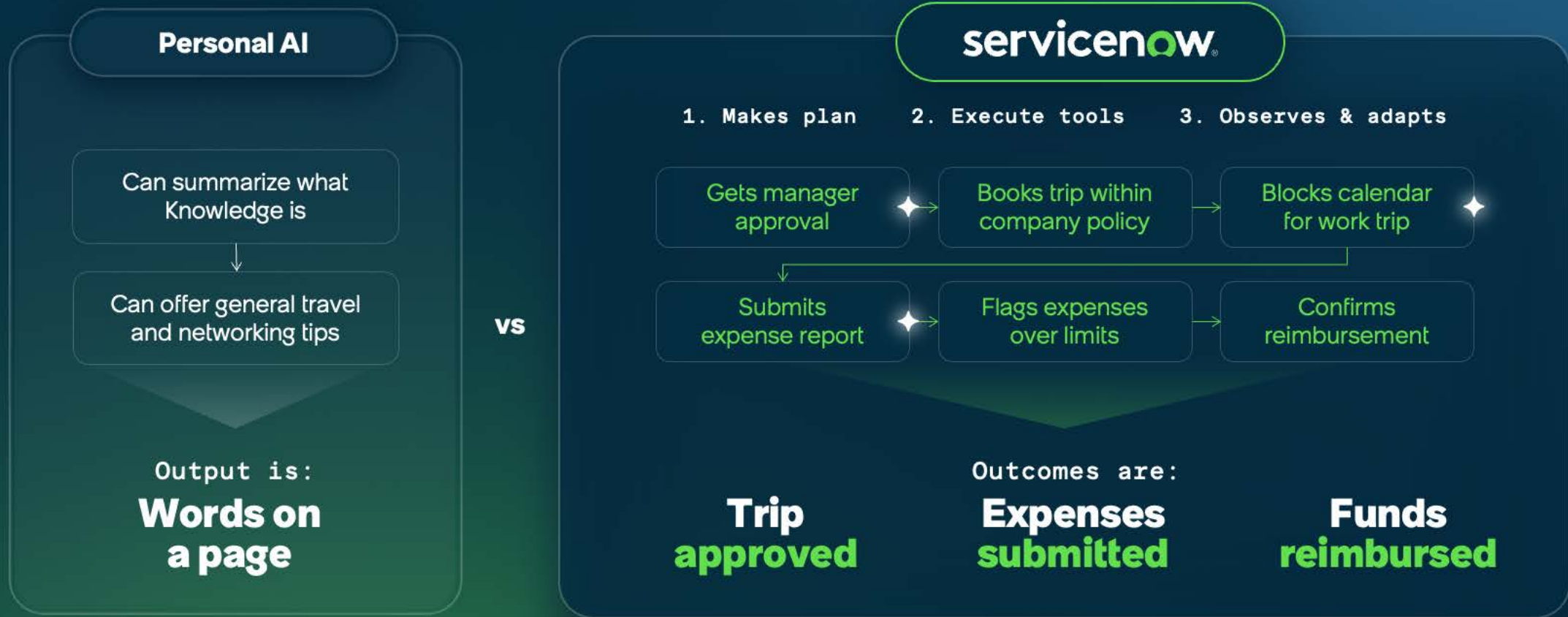
Purely human for high touch, high context, or sensitive work

↳ Workplace misconduct investigations

Outcome

ServiceNow is the enterprise harness powering outcomes, not just outputs

Preparing for Knowledge 2026



ServiceNow delivers a unified experience across the patchwork enterprise



Accelerate time to value with an AI Marketplace

Access hundreds of use cases for popular apps, including Workday, Salesforce, SAP, Microsoft, etc.

Vibe code custom experiences in minutes, reducing total cost of ownership





**When
CVS Health
works,
the world
works**

50%

**reduction in
live agent chats
in 30 days**



Honeywell
When
Honeywell
works,
the world
works


80%

**Reduction in
service desk
conversations**

servicenow® EmployeeWorks

📍 Good afternoon, Jason

Ask Otto, or search for anything


+ 

Draft a knowledge article Write an incident summary Create a new widget

Inbox


4 to-dos need attention. 1 is overdue and 1 is due soon.

Overdue 3 days

Travel approval: Josh's customer onsite 

Due in 3 days

Review Annual Goals: Q2 Check-In



Join us on June 19 for our next Brain Break of 2026!

We're lucky to be part of a team full of people who care deeply about the work we do and the impact it has.

May Upcoming holiday

25

Memorial Day

Monday, May 25, 2026

Popular content

Q2 budget Travel expense

Available now

servicenow® AI Platform

Autonomous IT

Pat Casey

Chief Technology Officer and EVP of Dev Ops

Since the beginning

workflow automation

has been our domain

AI brings a massive new tool to the tool box

It can create content, reason, and make decisions

The mechanism of automation **has evolved**

Used to be able digitizing an optimize workflows

Minimize the amount of human labor required to execute a business process

Paper files -> Digital storage

Data entry -> Machine/Machine integration

Ad-hoc processes -> Digital workflows

The conventional "Enterprise AI" narrative is horizontal

Enterprise AI Assistants



Initiate a process, check on status, pull information from one system and input into another



We believe the untapped value is in the verticals

This is where the FTEs are—and where the savings and ROI are

This means unlocking value in depth, not just workload volume

Horizontal

- Report your email isn't working properly and open a case
- Submit a travel request to go to Knowledge26
- Submit a purchase request for 10 tons of steel for your factory

Vertical

Research your email, unlock your mailbox, update the case, and **resolve it for you**

Check the travel policy, wait for your manager to approve the trip, then buy the tickets **on your behalf and send them back to you**

Check to see if you are authorized, get financial approval, cut a PO, route the PO to strategic sourcing, and **complete the task autonomously**

The challenge with

vertical workflows

Our industry has tried to work around this problem

with armies of FDEs, which have all the classic challenges of bespoke software buildouts—expensive, complex, and slow



Various steps in the process are human mediated or require internal transitions within the workflow

- 1 Submit a purchase request, a human approves it, it becomes a purchase request, send it to sourcing, etc.
- 2 Those steps are not conveniently exposed to external orchestration

We believe there's a better way:

Automate these existing flows in situ, within the vertical systems where they naturally live

Autonomous Workers deliver true value in the verticals



Out of the game of:

Being a personalized AI assistant that helps you find and orchestrate between enterprise systems

Saving 5 minutes here and there by drafting an email for you

Head of Tech Ops

300+

Unplanned service outages

Productivity

ROI



And into the game of:

0 Service outages

The real productivity play

Enabling customers to get the same amount of work done faster, with less people, using a simple black letter mechanism to prevent incidents and focus on high-value tasks

Productivity

ROI

The path to zero touch



Autonomous L1 Service Desk Specialist

You already manage a team of humans; now you have a new type of digital employee that you can add to your team

They have skills and can resolve work end-to-end

Just add them to your existing assignment groups and start giving them tickets

You can go live in days, not weeks, or months, and without an army of FDEs and process rework. Turn it on, and get the value.

They behave just like a human would within your existing flow



6

Live pilot customers

50+

Early adopters in-flight

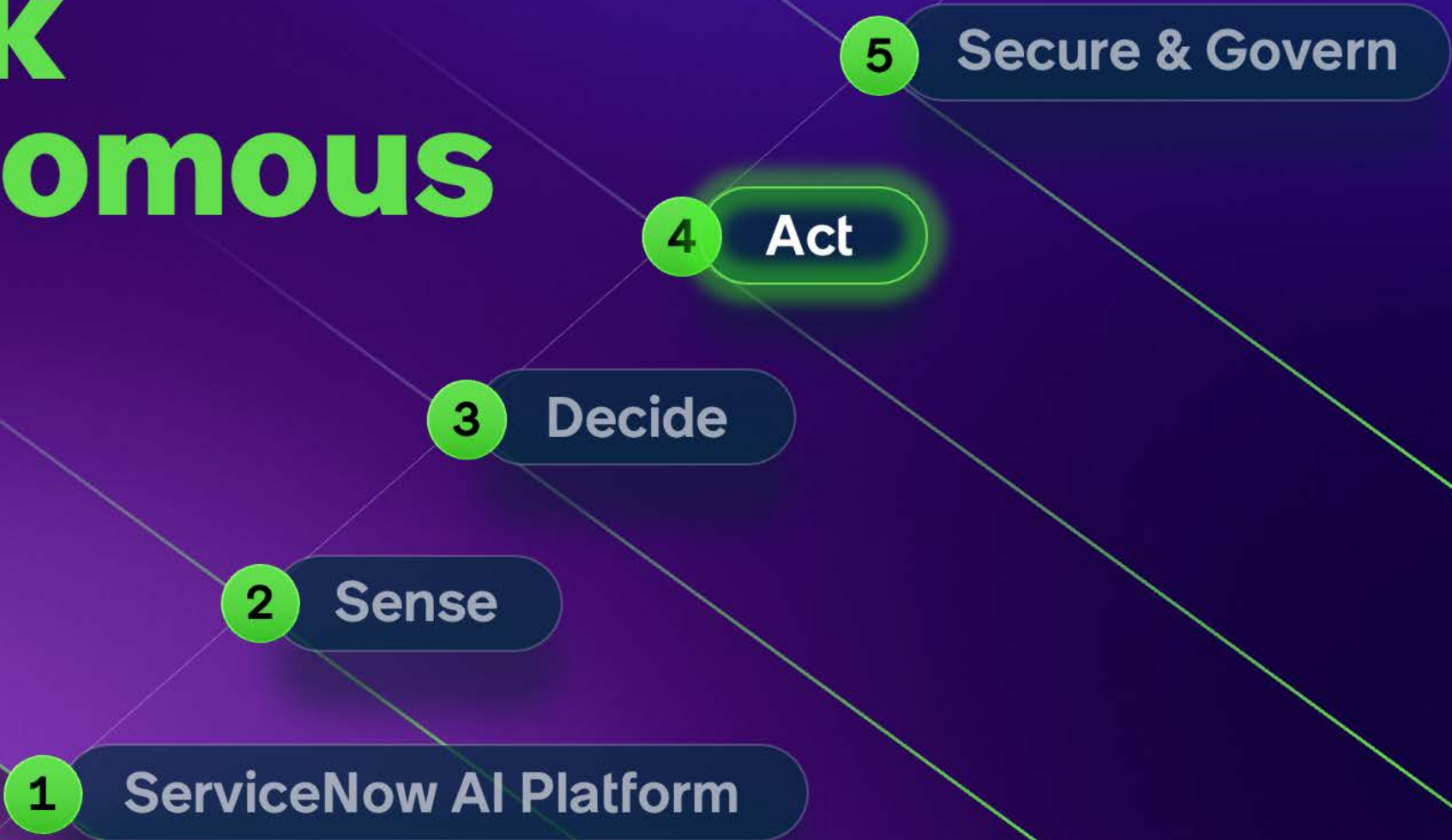
CRM

John Ball

EVP and GM, CRM & Industry Workflows

Five steps to

Unlock Autonomous Work



We have redefined CRM together



Sales Automation

Configure, Price, Quote

Field Service Management

Customer Service Management

Financial Services

Healthcare

Government

Manufacturing

Retail

Technology

Telecom



Fastest CRM to \$1B in history

Gartner does not endorse any company, vendor, product or service depicted in its publications, and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner publications consist of the opinions of Gartner's business and technology insights organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this publication, including any warranties of merchantability or fitness for a particular purpose.

Forrester does not endorse any company, product, brand, or service included in its research publications and does not advise any person to select the products or services of any company or brand based on the ratings included in such publications. Information is based on the best available resources. Opinions reflect judgment at the time and are subject to change. This report is part of a broader collection of Forrester resources, including interactive models, frameworks, tools, data, and access to analyst guidance. For more information, read about Forrester's objectivity here.



Sales



Operations



Customers told us legacy CRM didn't serve them



Customers



Service



Field Service



Your team



How AI changes service

System of record



Conversational AI service



Autonomous AI workers



Conversational AI service

Voice

Web

Chat

Autonomous service workflows

Triage and escalate cases

Resolve routine inquiries

Manage major cases

Optimize field tech scheduling

Proactively drive renewals

Systems of record

ERP

Billing

Fulfillment

Supply chain

Inventory

Finance

Your team



How AI changes sales

Conversational AI service



Autonomous AI workers



System of record



Conversational AI sales

Mobile

Chat

Web

Autonomous sales workflows

Provide insights and guidance

Update pipeline data

Configure complex solutions

Optimize pricing and quoting

Manage order exceptions

Systems of record

Fulfillment

Operations

Contracts

Invoicing

Legal

Supply chain

Inventory

Finance

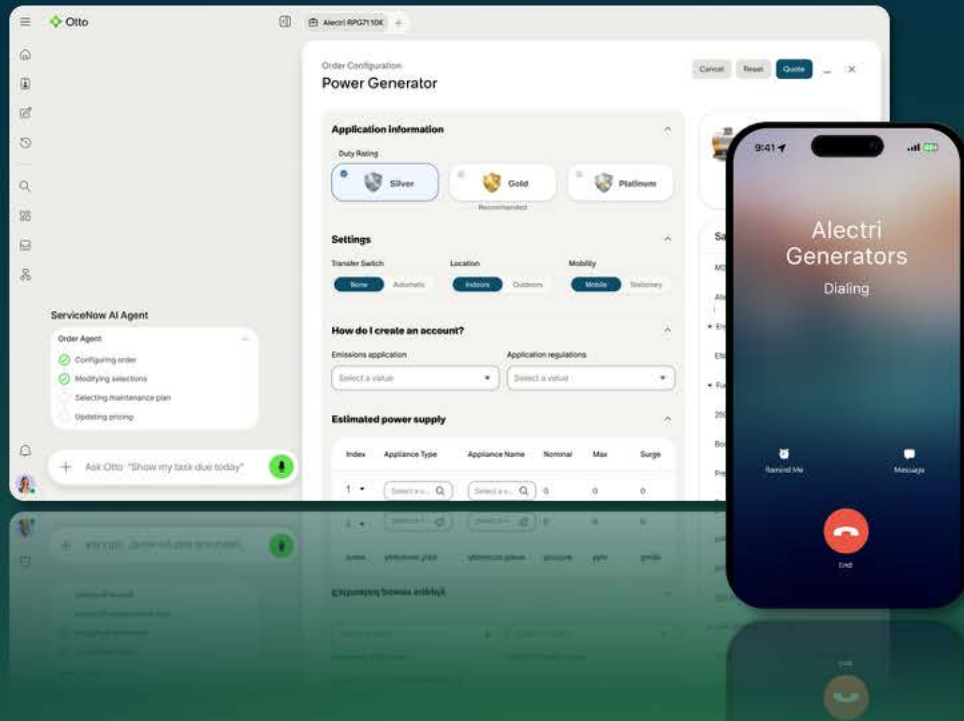


Mercedes-Benz



Customer Service & Sales Example with Autonomous Agents

Leveraging CPQ Sales and CSM Service systems of record to drive AI powered transactions



Problem

Marcus needs to change an existing order he has for a generator
He is unsure of options, cost, and timing

Investigation

Service AI Agent finds the order and confirms it with the customer
Sales AI Agent investigates what the customer needs for new requirements

Solution

CPQ AI Agent selects the correct options based on the customer requirements
Sales AI Agent determines the impact to cost and availability

Completion

Updated quote is sent to the customer autonomously
Customer receives and accepts the order, solving their customer service inquiry

Your team



Conversational user interface



This is Autonomous CRM

CRM built to finish the work

System of record



Autonomous AI workers

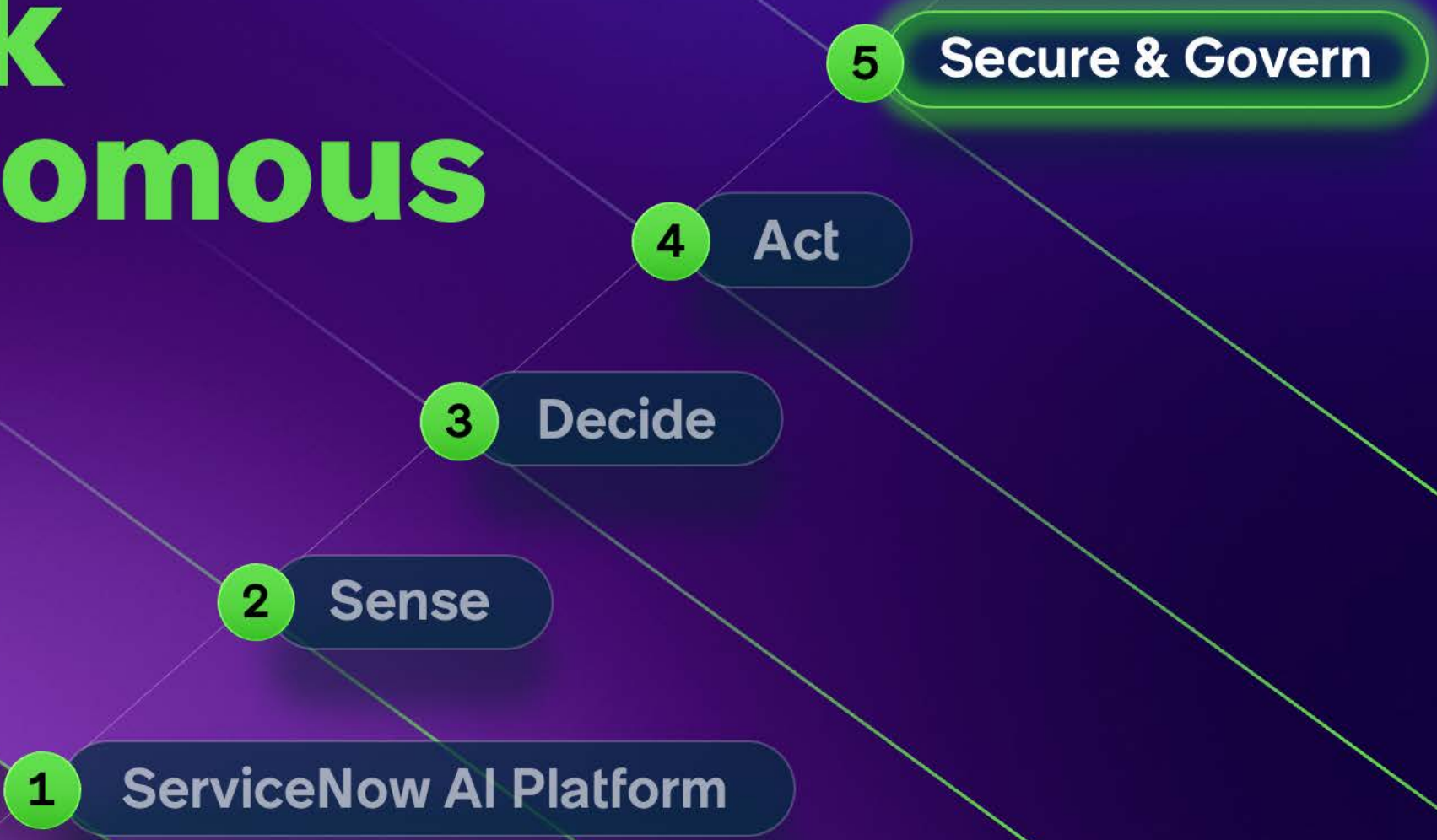


Security & Risk

John Aisien

SVP and GM, Central Product Management, Security & Risk

Five steps to Unlock Autonomous Work





ServiceNow is a Security Leader

Impact and outcomes

The business we've built

\$1B+

ACV by 3Q25

~40%

NNACV Y/Y growth¹

Representative Customers:



International financial services leader

Business Continuity Management
Integrated Risk Management
Armis OT/IoT Security
Veza Access Intelligence



International consumer packaged goods leader

Integrated Risk Management; Security Incident Mgmt
Armis OT/IoT Security
Veza Access Reviews, Non-human Identities

Current & future growth drivers

Today

Security & Risk value, delivered via AI Control Tower

Secular tailwinds

Identity security + cyber asset & exposure mgmt market expansion

GTM innovation: Land and drive S&R usage with AI Control Tower

Collective defense S&R via Action Fabric (custom agents, 3rd party ISVs)

Deliver Zero Privilege vision

Future



Autonomous Security & Risk outcomes via AI Control Tower



We have the right to win

1 Enterprise Data Intelligence and Action

2 Action Fabric

3 Zero Privilege Vision



ServiceNow is a Security Leader

Leading the market

Gartner

FORRESTER

IDC

ISG

OMDIA

Kuppingercoie

2019

6

Categories

2026

39
Categories

AI Agents / Generative AI

AI Applications in ITSM

AI Governance

AI Ops

Conversational AI

Customer Relationship Management

Customer Service Management

Digital Employee Experience

Enterprise Asset Management

Enterprise Low-Code Application Platforms

2026 product roadmap highlights

Employee Experience

EmployeeWorks: NextGen employee experience

Specialized Assistants (Pre-built & Builder)

Conversations API: MW AI Assistant in your own apps and tools

MCP Workspace to configure any MCP server and surface its tools in EmployeeWorks

Agent Architect: from natural language to product-ready tools in EmployeeWorks

Technology

- Zero Touch Service Desk (L1 Specialist)
- Proactive Outage Prevention (AIOps Specialist, SRE Specialist)
- SAM AI Specialist
- Demand Mgt AI Specialist

CRM & Industry

- Omnichannel Automated Self-Service & Native Voice AI Agents
- Agentic CPQ & Sales Intelligence and Opportunity Mgmt.
- Various Industry use-cases

Core Business

- AI HRBP Experience
- AI Manager Experience
- Autonomous Accounts Payable
- Spend and Savings Management
- AI Powered Workplace Concierge

Security & Risk

- Incident & Exposure Management AI Specialist
- Security for AI
- Vulnerabilities to Exposure
- Always-on Compliance
- 3P screening with Data Intelligence
- AI-enabled 3P assessment response

Secure & Govern

AI Control Tower Discoverability, Lifecycle, Performance & Evals, Risk & Compliance, Security, AI Native Exp.

Vault Agentic Security with insights in the Vault console, external key management for field-level encryption, and data classification for WDF

Autonomous Data Governance with agentic Data Catalog, Quality, Observability, and Security

Unified Admin Experience and Now Assist Center to simplify administration

Sense

ANY Data

Live Archive, Live Connect and multi-modality workloads of operational, analytical, time-series, and graph in a single database (RaptorDB Pro)

AI-native connectivity experiences in WDF

MCP Registry: instantly connect any data

servicenow.

Decide

ANY AI Model

Autonomous Data Analytics for natural language powered descriptive, and predictive and prescriptive analytics

Governed, model-agnostic AI at enterprise scale

Act

ANY Workflow

In-App Agents

App Engine Management Center
Freemium and Integrations

MCP Ecosystem (GA build agent MCP server, Metering foundation, ServiceNow MCP registry integration)

Our M&A accelerates our roadmap and makes our core stronger



Closed in Apr '26



Closed in Mar '26

Veza AI Agent Security integrated within AI Control Tower

Full packaging and pricing integration



Closed in Dec '25

Deployed internally for all employees

Full packaging and pricing integration

Launch of ServiceNow EmployeeWorks



data.world

Closed in Jul '25

Fully integrated into ServiceNow product

New ServiceNow Commercial Model

Put AI in the hands of every customer

No separate purchase. No add-on SKUs



Three tiers:

Foundation

Advanced

Prime

Each tier includes:

AI

Moveworks

Workflow Data Fabric

AI Control Tower

Process Mining

Predictability + flexibility:

Subscription commitments paired with usage-based meters

Preserves & extends the value of our highly successful hybrid value capture model

Seats and consumption

How others approach

1

Per-user

Predictable budget

Customer bears entire cost up-front before realizing value with AI. No commercial incentive to expand AI adoption.

2

Pure consumption

Scales with AI deployment

Makes multi-year AI planning difficult for CIOs/CFOs.

3

ServiceNow Model

Predictability + Flexibility

Subscription commitments paired with usage-based meters.

Customers get the predictability for budget planning and the flexibility to expand as they use more AI.

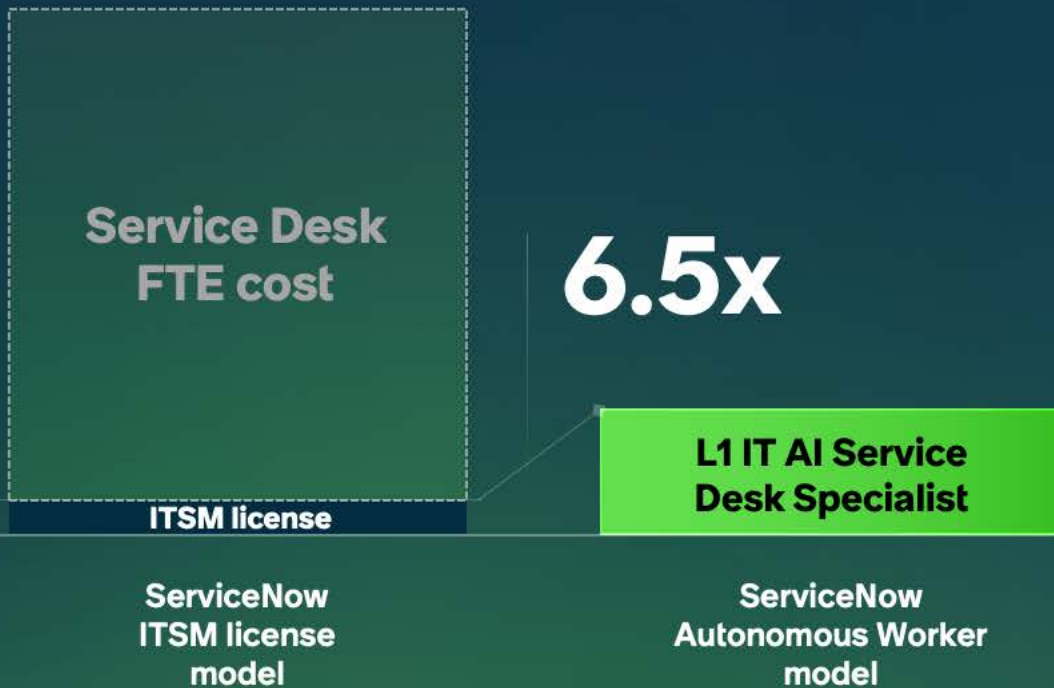
Already ~50% of NNACV

In FY25

Autonomous Workforce will further expand our opportunity



Value capture



ITSM Example

Replacing IT human agent with fully autonomous IT agent would expand value we capture by 6.5x while allowing our customers to save 80% of their cost

The world works with ServiceNow

Autonomous IT

AstraZeneca 

30K+
hours reclaimed
annually

Adobe

25%
faster outage
resolution

Autonomous CRM

 PURE STORAGE™

7x faster
case
resolution

Bell

90%
dispatch-related tasks
fully automated

Autonomous Employee Experience

SIEMENS

210K
tickets resolved
automatically per month

EAT•N

2X
caseload without
increased headcount

Autonomous Risk & Security

CNA

18x
increase in risk
assessment capacity

Avalara

800
hours saved
per month

The AI control tower for business reinvention

Voice Enterprise Search Video **ServiceNow Otto** Chat Web Apps

 **ANY Industry**


IT CRM Security & Risk **Autonomous Workflows** Employee Experience App Development

Sense

ANY Data

Workflow Data Fabric
Workflow Data Network
RaptorDB

MCP & A2A
Process Mining
CMDB



Decide

ANY AI Model

AI Skills
Knowledge Base
Knowledge Center
Analytics & BI

Context Engine
Knowledge Studio
Modular Agentic
Architecture



Act

ANY Workflow

AI Specialists
Action Fabric
App Engine
Build Agent

Agent Orchestrator
Agentic Playbooks
AI Agent Studio



Secure

Identity & Discovery Risk Value Vault Guardian

AI Control Tower **ANY System, Identity, Asset** **Platform Security**

ANY Cloud    **servicenow.**     **ANY System of Record**

servicenow AI Platform

AI Platform

Partner Ecosystem

The winning formula

AI Control Tower for Business Reinvention

Architecture

Speed & Scale

Leading the market through
a generational shift

Customer Relationships

Talent & Experience

Driving Customer Value:

GTM in the **Autonomous AI Era**

Paul Fipps

President, Global Customer Operations

Last time we spoke

AI + Data + Workflow on one enterprise platform drives results

AI	Data	Workflows
1,000+ Customers* today	350+ customers on WDF 27x faster analytics* with RaptorDB Pro	Accelerate our \$1.4B* CRM business
55+ Partners building 130+ Agentic AI workflows	AI Industry use cases	Solutions and Innovation to amplify our Core

servicenow AI Platform

servicenow | © 2025 ServiceNow, Inc. All Rights Reserved.

Our GTM engine is driving growth across Industries

Financial Services | Healthcare & Life Sciences | Manufacturing | Technology, Media & Telecom | Retail & Hospitality

Deepening sub industry focus

Banking | Insurance | Care Provider | Life Sciences | Consumer | Automotive | Technology | Telecom | Retail

90%+
Of the Top 20 companies in every priority industry*

servicenow | © 2025 ServiceNow, Inc. All Rights Reserved.

We are continuing to grow \$1B+ international market opportunities and investing to win!

Future \$1B+ market opportunities	Key market-making deals
<ul style="list-style-type: none"> UK Germany ANZ Canada Japan France India Brazil 	<ul style="list-style-type: none"> 35%+ Y/Y \$10M+ ACV customers* 20+ Deals At \$5M+ in FY24

servicenow | © 2025 ServiceNow, Inc. All Rights Reserved.

Platform Led

Public Sector & Industry

International Expansion



- Agentify workflows

- Accelerate time to value

- Orchestrate and secure our AI

What customers are saying

Today's focus

1



**Workflow
Agentification**

2



**Autonomous
Implementations**

3



**AI-Powered
Ecosystem**

4



**Strategic
Expansion**



Agentic-powered growth across the entire GTM lifecycle



Customer Workflow Agentification

Field Application Engineers

Manual troubleshooting

FAE Agent



Swift

Time to resolution:
minutes vs. hours

Configure, Price, Quote

Inefficient quoting

Agentic Quoting



Rapid

Quote time:
5 minutes vs. 5 days

Customer Success

Disconnected management

Inference Bot



Proactive

Engagement across
entire customer base

Knowledge Management

Fragmented assets

Authoring Agent



Agentic

Article creation,
management, & search

Now Next AI

Powered by forward deployed engineers

Challenges

Thousands of assets **managed manually**

Billing complexity **at scale**

Processing trillions of dollars in annual payment volume

\$325B assets managed across 27M customers

26% employee headcount growth Y/Y

Agentic Outcomes

70K+

Configuration items under full-scale compliance

2X

Faster payment processing

70%

Employee interactions deflected

Projected annualized results

Agentic implementations get customers live faster

Every implementation
accelerated with AI



Self-Implementation

★ AI agents
in platform



Services-Led

★ AI agents across
the delivery lifecycle

Go-live in 6 weeks



- ★ Streamlined employee self-service
- ★ Agentic incident resolution
- ★ Intelligent knowledge article creation

Driving growth with partners

1 Consulting & Implementation
AI-led implementation and adoption

34%
Y/Y sourced growth

2 Managed Services Providers
ServiceNow as the operating system

43%
Y/Y sourced growth

3 Resellers
Geographic and segment expansion

35%
Y/Y sales certifications growth

4 Hyperscalers
NNACV acceleration through joint programs



Partner of the Year



5 Tech Partners and Builders
ServiceNow as AI platform of choice

16%
Growth in apps on store

Delivering more for our customers

ServiceNow EmployeeWorks

Conversational
front door



Agentic
workflows

Risk & Security

SEE every asset

GOVERN every
identity

AUTOMATE the
response

AI-Native Pricing

Seat-based

Consumption-based

Customer panel



Vishal Talwar

EVP & CDIO, FedEx Corporation
and president, FedEx Dataworks

FedEx



Oliver de Wilde

Head of ServiceNow CoE

HITACHI

Financial **Overview**

Gina Mastantuono

President and Chief Financial Officer



servicenow®

The AI Control Tower for Business Reinvention

ServiceNow delivers

growth & profitability

1

Proven:
Trusted enterprise platform

2

Expanding:
AI is an accelerant to the core

3

Compounding:
Driving growth & profitability

ServiceNow delivers
growth &
profitability



Strong core drives sustainable growth

24%

Subscription revenues
2021 – 2025 CAGR (CC)¹

\$600M+

Now Assist ACV²

1. Y/Y Growth (CC) represents year on year constant currency subscription revenues growth. 2021-2025 constant currency subscription revenues CAGR is derived by applying the average foreign exchange rates in effect during the first year of the measurement period. See the tables included at the end of this presentation for a reconciliation of non-GAAP financial measures to the most comparable GAAP measures.

2. ACV values as of the end of Q4 2025

Note: Numbers rounded for presentation purposes.

Subscription Revenues
USD in millions



NOW ASSIST ACV as of 1Q26

\$750M+

Better together on one platform

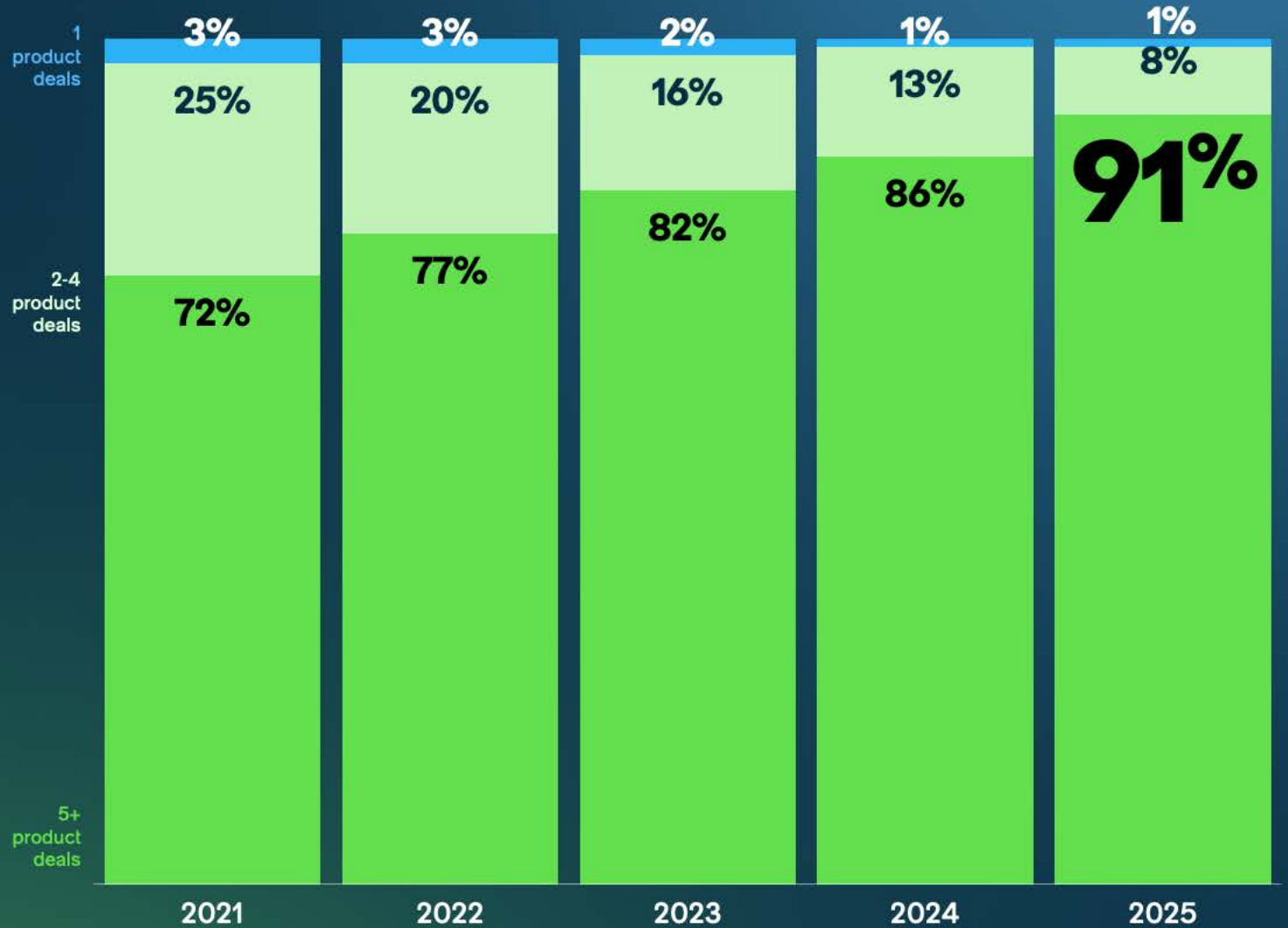
7.5x

Y/Y from 5+ Now Assist product deals

>50%

Y/Y growth in deals with 5+ Tech products

NNACV Mix by Product Counts



We have clear runways for the next phase of growth

Security & Risk

~40%

NNACV Y/Y growth¹

AI Control Tower

4x

ACV Y/Y growth³

CRM

>30%

\$5M+ Customers Y/Y²

Sales CRM

>2x

ACV Y/Y²

Data & Analytics

>2x

NNACV Y/Y growth¹

RaptorDB

\$100M+

First full year ACV

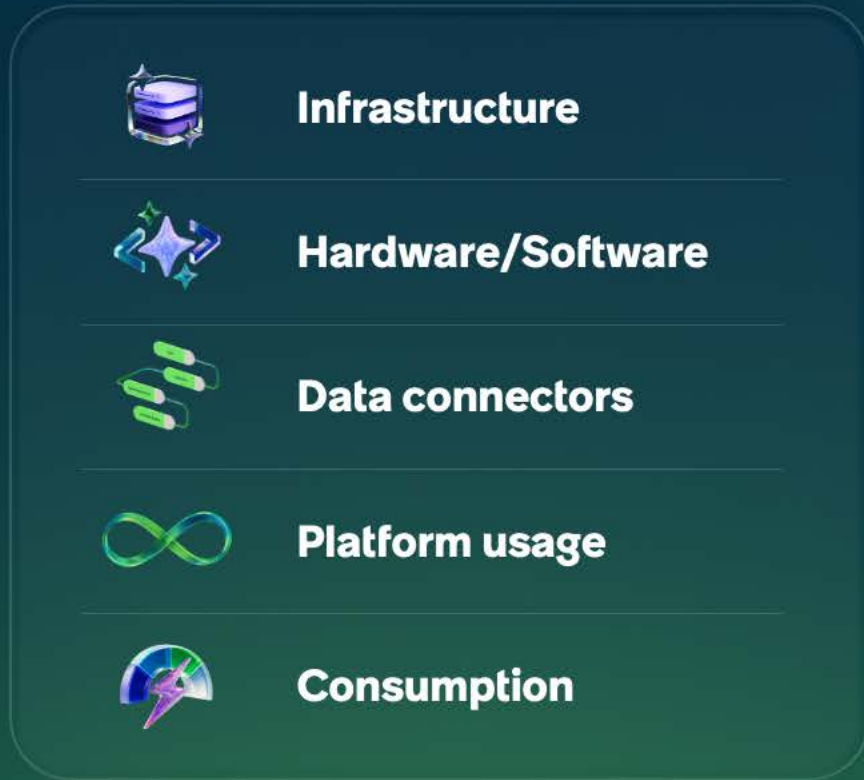
¹FY25 NNACV y/y growth

²Growth as of end of FY25

³ACV growth as of end of 1Q26 versus end of 2Q25

Note: Numbers rounded for presentation purposes.

Half of NNACV comes from non-seat growth



Bringing consumption to all SKUs

20% - 30%

Avg price uplift¹

AI-native bundles



¹Represents expected average uplift from current SKUs to AI Native packages. Actual uplifts will vary based on customer's existing product and SKU mix. WDF = Workflow Data Fabric, MW = MoveWorks, AICT = AI Control Tower
Note: Calculations are performed by ServiceNow and based on certain employee, product user base, and product pricing information. Chart not to scale. Numbers rounded for presentation purposes.

Incremental AI consumption shows up in multiple places

>3x

Expansion of ACV

From existing Now Assist customer renewals in FY25

Assist packs are only part of the story

Assist Pack

Assist Pack

Assist Pack

Assist Pack

+ SKUs cross-sold

+ Additional licenses

Baseline subscription

Incremental consumption

Labor Budget Unlock

With a typical support team

20 Analysts



20 Workstations



Full software stack



● Labor

● ServiceNow

● Other software

\$1M

~90%

Labor mix of budget

<2%

ServiceNow mix of budget

Same work, fraction of the cost

With agentic AI

5 Analysts



AI agents



Labor

ServiceNow AI

ServiceNow

Other software



>5x

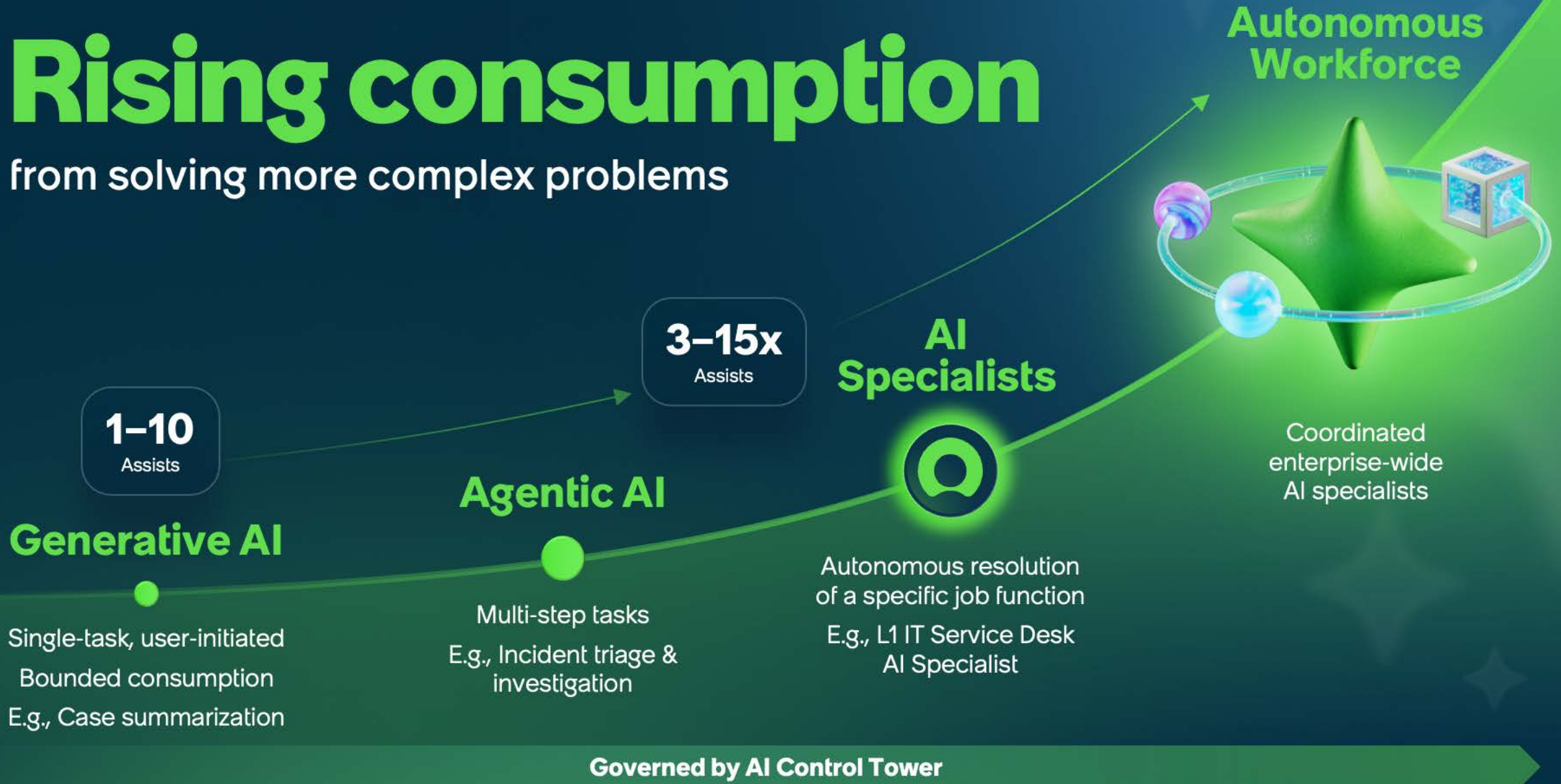
ServiceNow Spend Multiple

>65%

Customer Budget Savings

Rising consumption

from solving more complex problems



Note: Calculations are performed by ServiceNow and based on certain employee, product user base, and product pricing information. Chart not to scale. Numbers rounded for presentation purposes.

Journey to a fully Autonomous Service Desk



>90% automation target for IT Service Desk



Zero Touch Service Desk

Agent-to-agent orchestration across systems
Expanding beyond IT into enterprise-wide agent support

Transitioning to a fully autonomous zero touch service desk



First Agentic Use Case

Software provisioning agent
Conversational end-to-end workflow process from intent
→ catalog → eligibility → approvals → provisioning

Generative AI Foundation

Case summarization
Knowledge article generation
Incident Assist
Augmented existing IT workflows via Now Assist

Autonomous IT incident management opportunity at scale

Number	Severity	Description	Assignee
INC0010439	Low	Need help, laptop not working properly	Sharon W.
INC0010440	Low	Internet is slow and not loading implementation...	Bill G.
INC0010441	Critical	[ALERT] Malware detected. Automated isolation...	Lauren N.
INC0010442	Major	[ALERT] Message queue depth increasing. Consu...	Amelia I.
INC0010443	Low	Warnings about low disk space on the workstation	Bill G.
INC0010444	Major	[ALERT] Disk utilization >95% on prod volume	Lauren N.
INC0010445	Low	Help reset my password	Kylin F.
INC0010446	Medium	The ERP system is super slow compared to before	Alex Y.
INC0010447	Critical	[ALERT] Authentication failures spiking. IdP...	Savannah N.
INC0010448	High	The CRM app keeps crashing whenever I open...	Sofia V.
INC0010449	Critical	[ALERT] TLS certification expired for production...	Alex Y.
INC0010450	Low	Files aren't syncing between cloud and desktop	Diego R.
INC0010451	Major	[ALERT] Cyber threat actors target file vulnerabilities	Andrew L.

100M+

ITSM incidents per month
on ServiceNow AI Platform

+75%

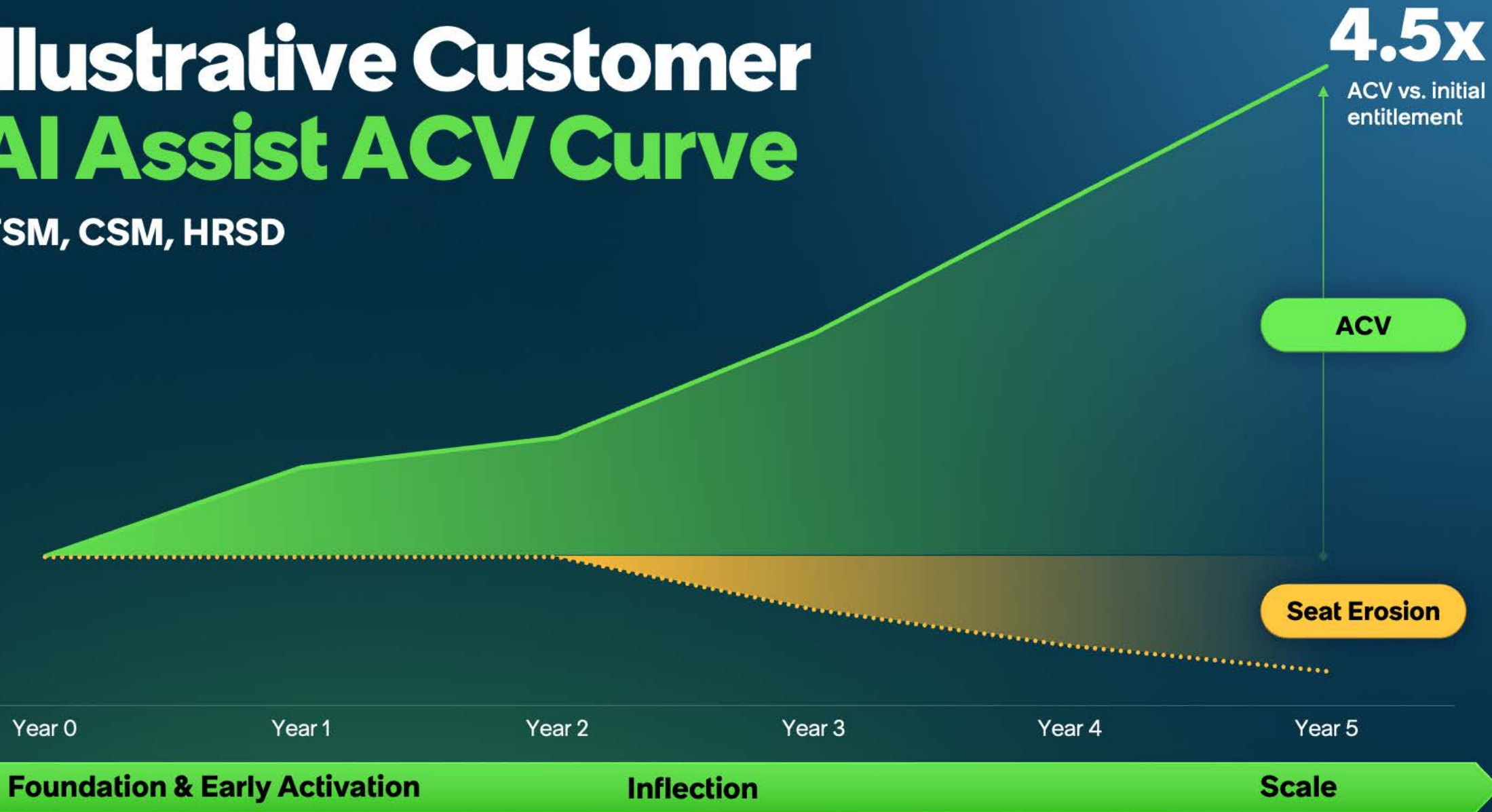
Incidents processed by
Autonomous Workforce

\$3.5B+

Autonomous IT
incident
management
ACV opportunity

Illustrative Customer AI Assist ACV Curve

ITSM, CSM, HRSD



Note: Based on an illustrative average multi-BU ServiceNow customer starting to use AI across ITSM, CSM, and HRSD with a steady adoption path. Calculations are performed by ServiceNow and based on certain employee, product user base, and product pricing information. Numbers rounded for presentation purposes.

ServiceNow AI Targets

 ServiceNow Otto

FY26 ACV

\$1.5B

FY30 % OF ACV

~30%

Note: ServiceNow AI refers to the company's Agentic AI capabilities, AI Control Tower, and integrated Moveworks functionality. Agentic AI capabilities are available as a premium uplift. ACV figures reflect the incremental subscription value associated with these capabilities. Numbers rounded for presentation purposes.

ServiceNow delivers
growth &
profitability



Value accrues to the full platform

AI Reasoning <math><10\%</math>

FULLY AI-NATIVE PLATFORM

Integrations & Connectors



CMDB & Data Model



Context & Business Rules



Actions & Orchestration



Governance & Compliance



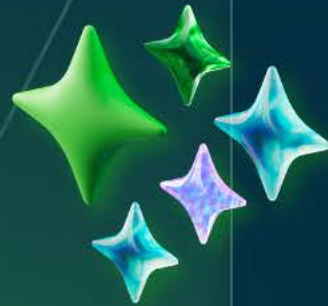
AI

servicenow AI Platform

**Subscription
gross margins
hold above
80% as
AI scales**



**Limited compression
from AI inferencing
costs**

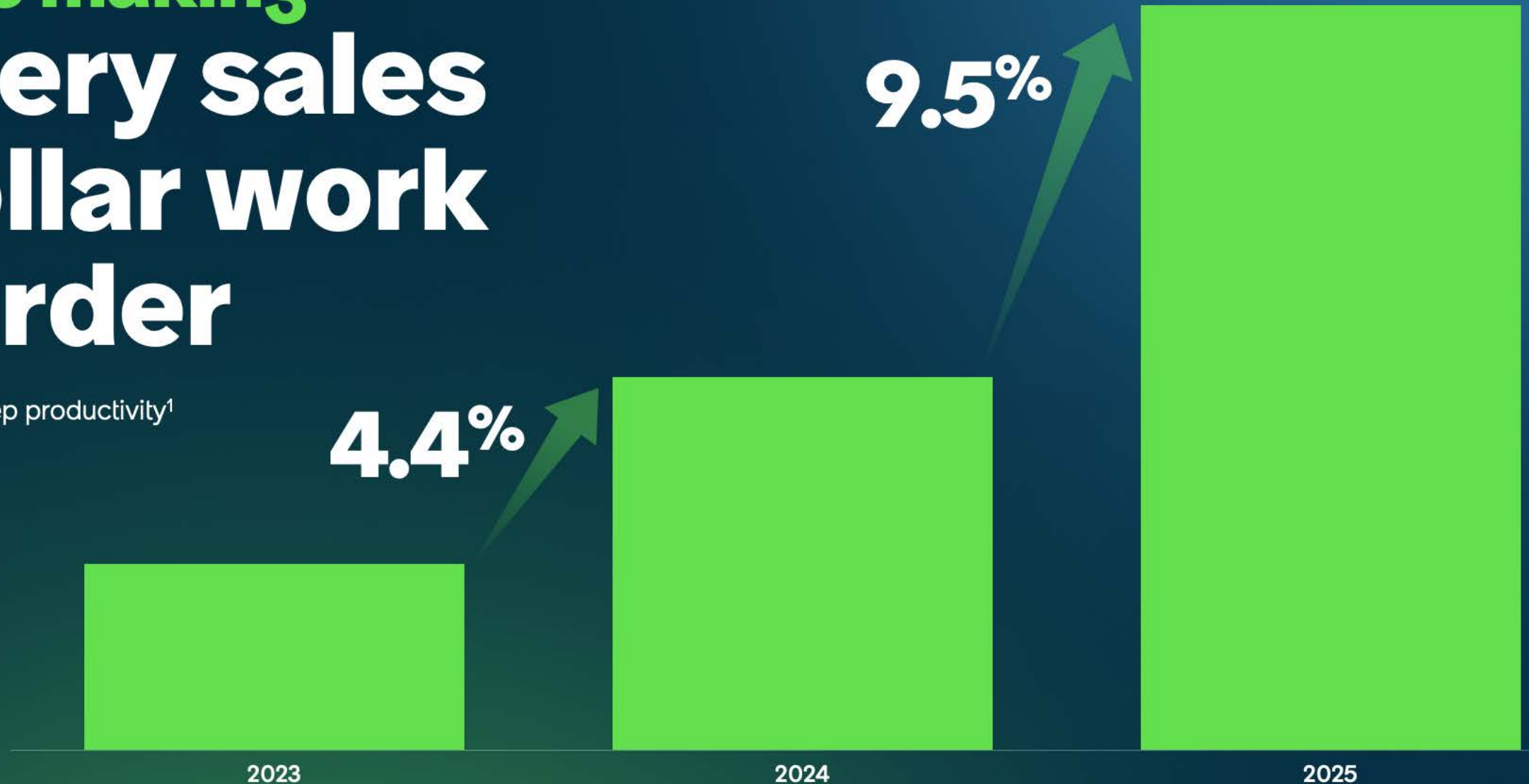


~3x
NNACV y/y
growth

**Hyperscaler
strategy**

AI is making every sales dollar work harder

Ramped rep productivity¹
Y/Y Growth



We are leveraging AI to flatten the hiring curve



Margin Expansion in 2027

**Non-GAAP
Operating
Margin**

100

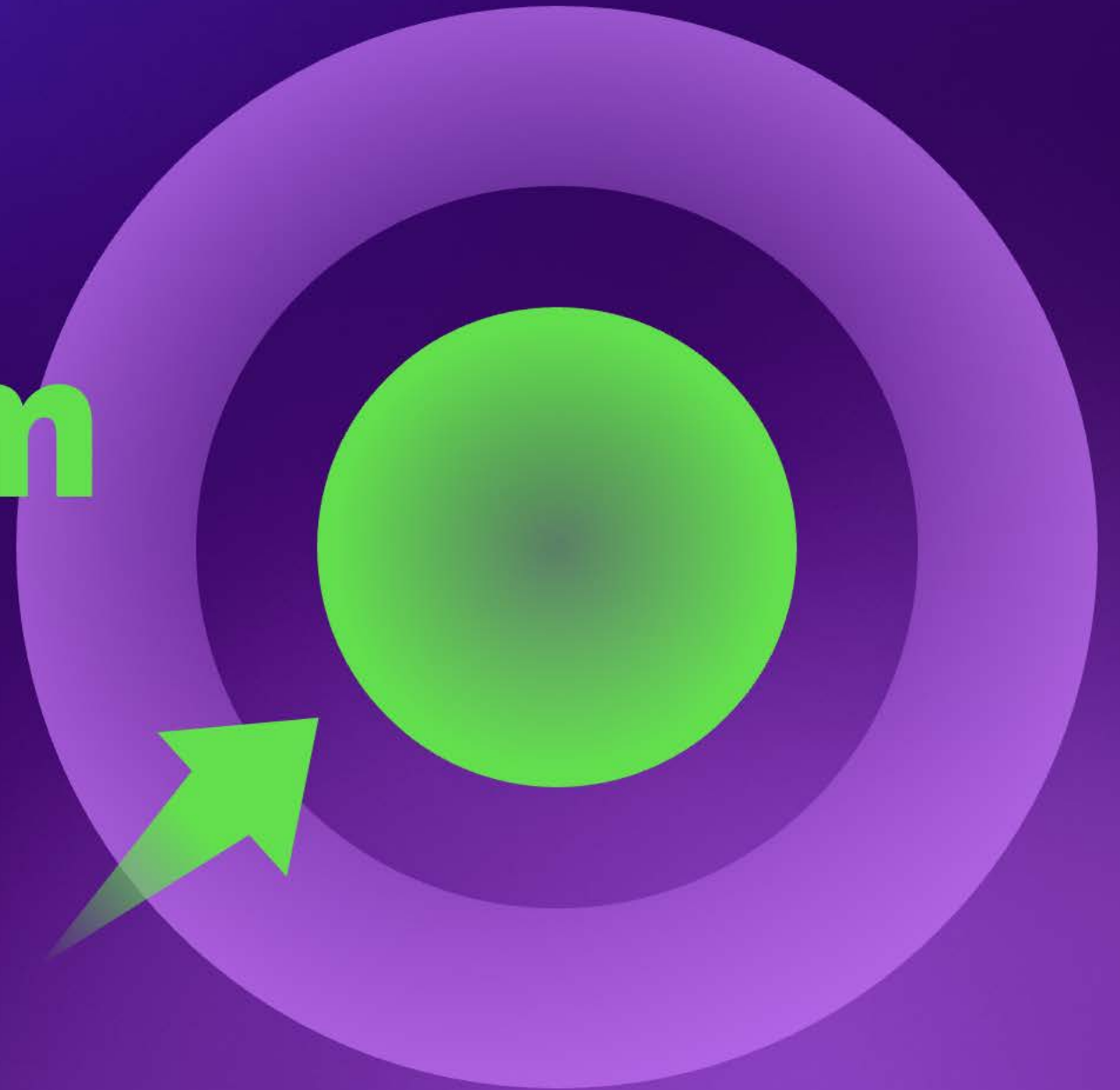
**Non-GAAP
Free Cash Flow
Margin**

BPS

INCLUDING RECENT ACQUISITIONS

Note: Operating margin expansion based on the 2026 guidance of 31.5% operating margin provided on 4/22/26. Free cash flow margin expansion based off the 2026 guidance of 35% free cash flow margin provided 4/22/26, with the assumption that professional services and other revenues grows in-line with the mid-point of our subscription revenue guidance. Non-GAAP Free cash flow is defined as net cash provided by operating activities plus cash paid for legal settlements, and business combination and other related costs including compensation expense, reduced by purchases of property and equipment. Free cash flow margin is calculated as free cash flow as a percentage of total revenues. See the tables included at the end of this presentation for a reconciliation of non-GAAP financial measures to the most comparable GAAP measures.

Long Term Targets



Base case target

Subscription Revenues



Upside opportunity

Subscription Revenues

\$15B+

FY26 Guidance

~20%

CAGR
through FY30

\$32B+

Opportunity

FY30

Path to overachieving Subscription Revenues



Durable rule of

60+

for FY30

at massive scale

Note: Rule of 60 = Subscription revenue growth rate + Free cash flow margin. Non-GAAP Free cash flow is defined as net cash provided by operating activities plus cash paid for legal settlements, repayments of convertible senior notes attributable to debt discount and business combination and other related costs including compensation expense, reduced by purchases of property and equipment. Free cash flow margin is calculated as free cash flow as a percentage of total revenues. Numbers rounded for presentation purposes

2023
18%

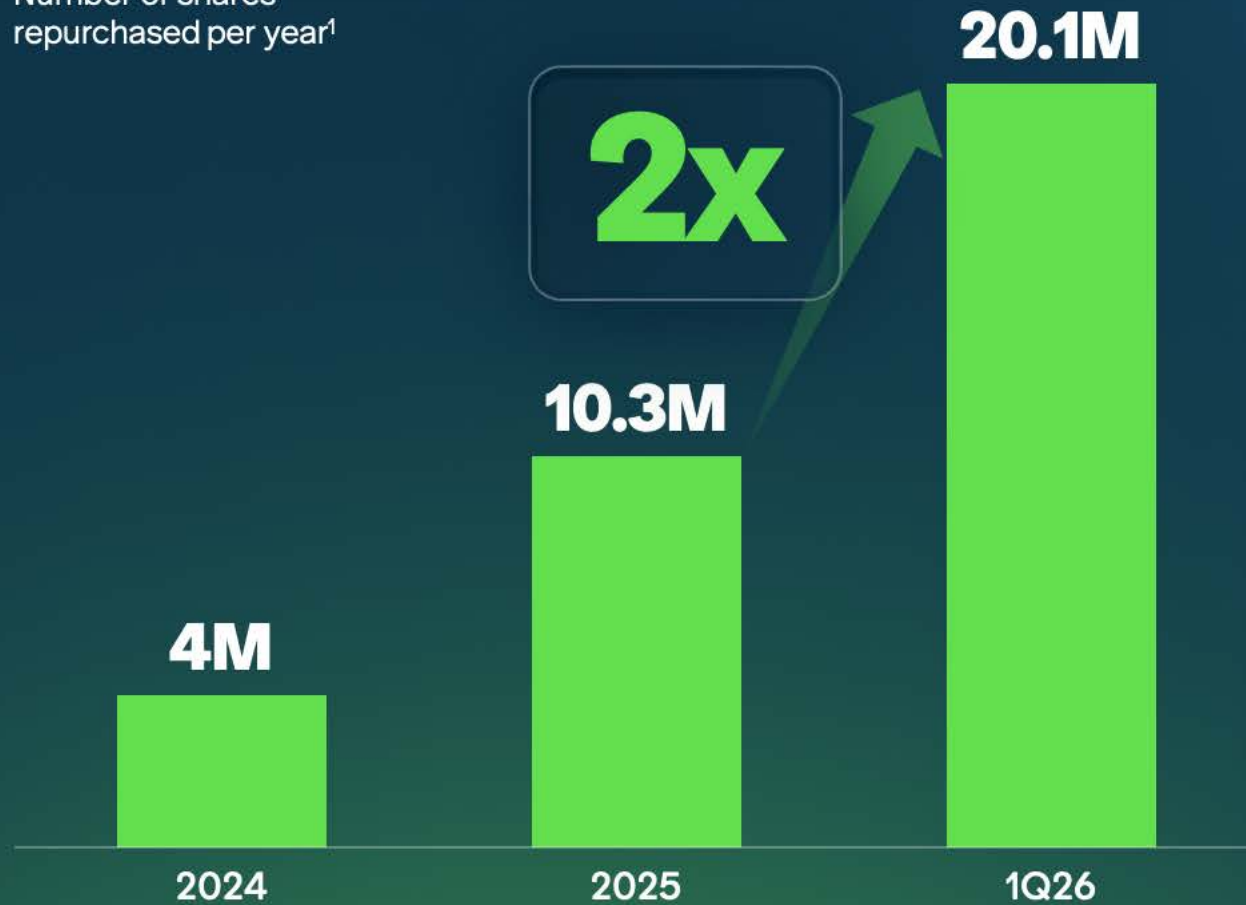
2025
15%

2029
<10%

**SBC % of Revenue
to reach
<10% by 2029**

Net Neutral Dilution in 2026

Number of shares repurchased per year¹



< 0%
Dilution for FY26

Our capital allocation framework maximizes shareholder value

Strengthen the
platform

1 Organic Reinvestment

Deepen customer
impact

2 Tuck-In M&A

Compound
long-term value

3 Capital Returns

Capital
discipline

ServiceNow delivers
**growth &
profitability**

1

Proven:
Trusted enterprise
platform

2

Expanding:
AI is an accelerant
to the core

3

Compounding:
Driving growth &
profitability



GAAP to Non-GAAP Reconciliation

Subscription Revenues

In millions (except %'s)	2021	2022	2023	2024	2025	2026E
GAAP Subscription Revenues	\$5,573	\$6,891	\$8,680	\$10,646	\$12,883	\$15,775
(+) Effects of Foreign Currency Rate Fluctuations	\$(77)	\$274	\$(33)	\$(7)	\$(86)	N/A
Non-GAAP Subscription Revenues ⁽¹⁾	\$5,496	\$7,165	\$8,647	\$10,639	\$12,797	N/A
YoY Non-GAAP Subscription Revenue Growth Rates ⁽¹⁾	28%	29%	25%	23%	20%	21%

(1) Non-GAAP revenues and the corresponding growth rates are derived by applying the average exchange rates in effect during the comparison period rather than the actual average exchange rates in effect during the current period or the exchange rates for the guidance period.
 Note: Numbers rounded for presentation purposes

GAAP to Non-GAAP Reconciliation

Operating Income and Operating Margin

In millions (except %'s)	2021	Margin	2022	Margin	2023	Margin	2024	Margin	2025	Margin	2026E Margin
GAAP Income from Operations	\$257	4%	\$355	5%	\$762	8%	\$1,364	12%	\$1,824	14%	11%
(-) SBC	\$1,131	19%	\$1,401	19%	\$1,604	18%	\$1,746	16%	\$1,955	15%	15%
(+) Amount of Purchased Intangibles	\$76	2%	\$80	1%	\$85	1%	\$94	1%	\$120	1%	4%
(+) Business Combination and Other Related Costs	\$18	0%	\$24	0%	\$38	0%	\$33	0%	\$109	1%	1%
(+) Impairment of Assets	-	0%	-	0%	-	0%	-	-	\$30	0%	-
(+) Severance Costs	-	0%	-	0%	-	0%	-	-	\$74	1%	0%
(+) Legal Settlements	-	0%	-	0%	-	0%	\$17	0%	-	-	-
(+) Contract Termination Costs	-	0%	-	0%	-	0%	-	-	\$37	0%	-
Non-GAAP Income from Operations	\$1,482	25%	\$1,860	26%	\$2,489	28%	\$3,254	30%	\$4,149	31%	31.5%

GAAP to Non-GAAP Reconciliation

Free Cash Flow and Free Cash Flow Margin

In millions (except %'s and per share data)	2021	Margin	2022	Margin	2023	Margin	2024	Margin	2025	Margin	2026E	Margin
GAAP Net Cash Provided by Operating Activities	\$2,191	37%	\$2,723	38%	\$3,398	38%	\$4,267	39%	\$5,444	41%	N/A	39%
(-) Purchases of Property and Equipment	\$(392)	(7%)	\$(550)	(8%)	\$(694)	(8%)	\$(852)	(8%)	\$(868)	(7%)	N/A	(5%)
(+) Cash Paid for Legal Settlements	-	0%	-	0%	-	0%	\$17	0%	-	0%	N/A	-
(+) Repayments of Convertible Senior Notes attributable to Debt Discount	15	0%	-	0%	-	0%	-	0%	-	0%	N/A	-
(+) Business combination and other related costs	53	1%	\$7	0%	\$24	0%	\$23	0%	\$60	0%	N/A	1%
Non-GAAP Free Cash Flow	\$1,867	32%	\$2,180	30%	\$2,728	30%	\$3,455	31%	\$4,636	35%	N/A	35%

Supplemental Information

ACV	2025
Creator Workflows	\$1.85B+
CRM & Industry Workflows	\$1.8B+
Core Business Workflows	\$1.45B+