

Financial Update Q3 FY19

NYSE: CRM

@Salesforce_ir

Safe Harbor



"Safe harbor" statement under the Private Securities Litigation Reform Act of 1995: This presentation contains forward-looking statements about our financial results, which may include expected GAAP and non-GAAP financial and other operating and non-operating results, including revenue, net income, diluted earnings per share, operating cash flow growth, operating margin improvement, unearned revenue (previously referred to as deferred revenue) and remaining performance obligation growth, expected revenue growth, expected tax rates, stock-based compensation expenses, amortization of purchased intangibles, amortization of debt discount and shares outstanding. 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 we make.

The risks and uncertainties referred to above include -- but are not limited to -- risks associated with the effect of general economic and market conditions; the impact of foreign currency exchange rate and interest rate fluctuations on our results; our business strategy and our plan to build our business, including our strategy to be the leading provider of enterprise cloud computing applications and platforms; the pace of change and innovation in enterprise cloud computing services; the competitive nature of the market in which we participate; our international expansion strategy; our service performance and security, including the resources and costs required to prevent, detect and remediate potential security breaches; the expenses associated with new data centers and third-party infrastructure providers; additional data center capacity; real estate and office facilities space; our operating results and cash flows; new services and product features; our strategy of acquiring or making investments in complementary businesses, joint ventures, services, technologies and intellectual property rights; the performance and fair value of our investments in complementary businesses through our strategic investment portfolio; our ability to realize the benefits from strategic partnerships and investments; our ability to successfully integrate acquired businesses and technologies, including the operations of MuleSoft, Inc.; our ability to continue to grow and maintain unearned revenue and remaining performance obligation; our ability to protect our intellectual property rights; our ability to develop our brands; our reliance on third-party hardware, software and platform providers; our dependency on the development and maintenance of the infrastructure of the Internet; 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 and import and export controls; the valuation of our deferred tax assets; the potential availability of additional tax assets in the future; the impact of new accounting pronouncements and tax laws, including the U.S. Tax Cuts and Jobs Act, and interpretations thereof; uncertainties affecting our ability to estimate our non-GAAP tax rate; the impact of future gains or losses from our strategic investment portfolio, including gains or losses resulting from overall market conditions which may affect the publicly traded companies within our strategic investment portfolio; the impact of expensing stock options and other equity awards; the sufficiency of our capital resources; factors related to our outstanding debt, revolving credit facility, term loans and loan associated with 50 Fremont; compliance with our debt covenants and capital lease obligations; current and potential litigation involving us; and the impact of climate change.

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 we make 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.

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

Company Overview

The global leader in CRM





#1 CRM provider for the sixth year in a row¹

Addressing the fastest growing segment in Enterprise Software²

Consistent track record delivering durable revenue growth CAGR of 25% over the past three years³

Driving towards a revenue goal of \$21 Billion to \$23 Billion in FY22

Uniquely positioned to help our customers drive broad-based digital transformation







HUMAN
RIGHTS
CAMPAIGN
Best Places to Work
for LGBTQ Equality



#1 Top 50 Companies that Care



¹Refer to slide 16 for additional information.

²Per Salesforce Investor Day presentation as of September 26th, 2018. This presentation is available on the SEC Filings section of the Investor Information section of the company's website at www.salesforce.com/investor.

³CAGR based on FY15 revenue of \$5.4 Billion and FY18 revenue of \$10.5 Billion.



Q3 FY19 Results Highlights

Durable top-line and bottom-line growth





- Revenue of \$3.39 Billion, up 26% Year-Over-Year, 26% in Constant Currency¹
- Unearned Revenue of \$5.38 Billion, up 25% Year-Over-Year, 26% in Constant Currency²
- Remaining Performance Obligation of Approximately \$21.2 Billion, up 34% Year-Over-Year³
- Operating Cash Flow of \$143 Million, up 14% Year-Over-Year
- Guidance⁴
 - o Initiates Fourth Quarter FY19 Revenue Guidance of \$3.551 Billion to \$3.561 Billion
 - o Raises **FY19 Revenue** Guidance to \$13.23 Billion to \$13.24 Billion
 - Raises FY19 GAAP EPS Guidance to \$1.06 to \$1.07
 - o Raises **FY19 Non-GAAP EPS** Guidance to \$2.60 to \$2.61⁵
 - o Initiates **FY20 Revenue** of \$15.9 to \$16.0 Billion

¹Refer to slide 9 for an explanation of non-GAAP revenue constant currency ("CC") growth rate.

²Unearned revenue was previously referred to as Deferred Revenue. We present CC information for unearned revenue to provide a framework for assessing how our underlying business performed excluding the effects of foreign currency rate fluctuations. To present a CC unearned revenue growth rate, we convert the unearned revenue balances in local currencies in previous comparable periods using the United States dollar currency exchange rate as of the most recent balance sheet date.

³Remaining Performance Obligation is a new disclosure effective Q1 FY19. Refer to slide 10 for additional discussion.

⁴Guidance provided November 27, 2018. 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 and is based on estimated GAAP tax rates that reflect currently available information, including the anticipated impact of the new Tax Act and interpretations thereof, as well as other factors and assumptions. The GAAP tax rates may fluctuate due to recent acquisitions.

⁵Non-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 reconciliation of non-GAAP financial measures to the most comparable GAAP measures, when applicable.



Q3 FY19 Financial Summary





	GA	AP	Non-G	ı-GAAP ¹		
	Quarterly Results	Increase Y/Y	Quarterly Results	Increase Y/Y		
Revenue	\$3,392M	26%	\$3,407M	26% CC		
Unearned Revenue	\$5,376M	25%	\$5,409 M ²	26% CC ²		
Current Remaining Performance Obligation ³	\$10.0B	27%	N/A	N/A		
Total Remaining Performance Obligation ³	\$21.2B	34%	N/A	N/A		
Operating Margin	2.7%	(303) bps	16.9%	(76) bps		
Diluted Earnings Per Share	\$0.13 ⁴	(7%)	\$0.614	45%		
Operating Cash Flow	\$143M	14%	N/A	N/A		

4Diluted EPS is calculated using GAAP revenue results.

¹The Non-GAAP columns present only non-GAAP financial metrics and the related non-GAAP growth rates as compared to prior periods. Non-GAAP revenue and non-GAAP unearned revenue (UR) represent CC results. Refer to slide 9 for an explanation of non-GAAP CC revenue growth and to footnote 2 for an explanation of 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.

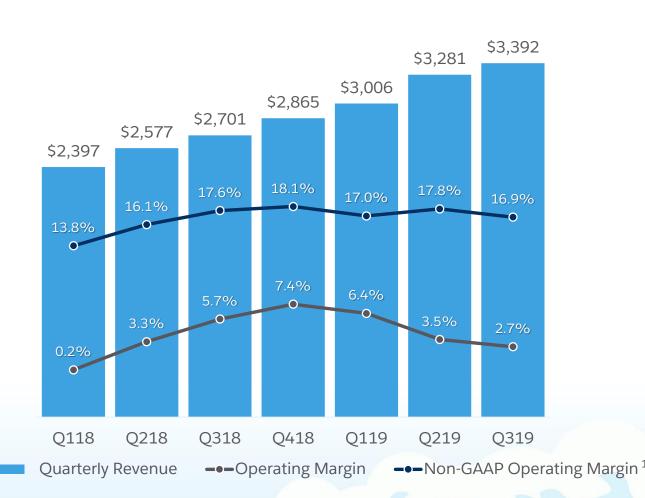
²To present CC UR, we convert the UR balances in local currencies in previous comparable periods using the United States dollar currency exchange rate as on the most recent balance sheet date.

³Remaining Performance Obligation is a new disclosure effective Q1 FY19. Refer to slide 10 for additional discussion.

Total Quarterly Revenue and Operating Margin



Balanced top-line and bottom-line growth





(76 bps)
Non-GAAP Operating Margin²

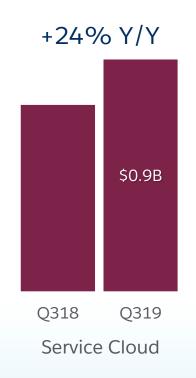


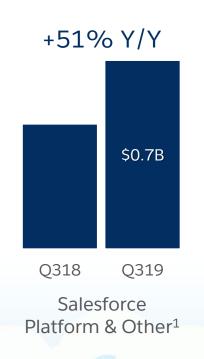
Quarterly Subscription and Support Revenue by Cloud

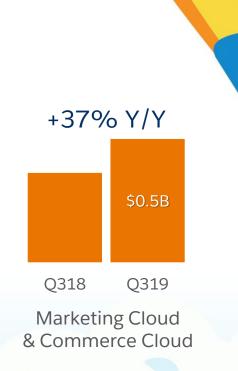


Complete portfolio of CRM products









Q3 FY19 Revenue by Region



Incremental investments in international markets driving growth







\$2,425_M

+25% Y/Y

+25% Y/Y CC1

\$641м

+29% Y/Y

+31% Y/Y CC1

\$326м

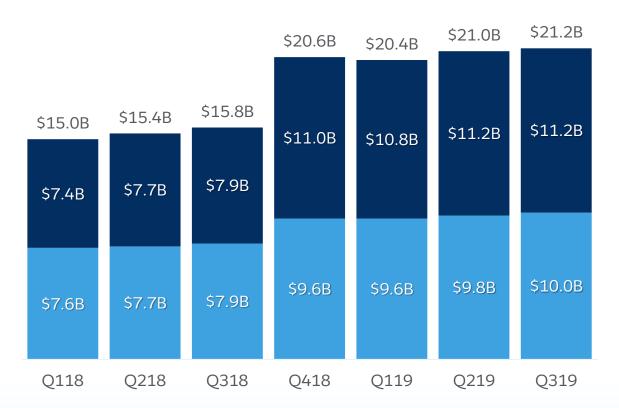
+25% Y/Y

+26% Y/Y CC1



Remaining Performance Obligation

Represents all future revenue under contract





Current Remaining Performance Obligation

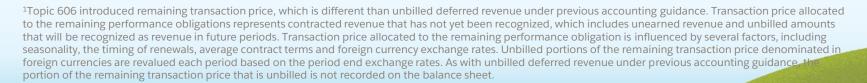






+34% +27%
Total RPO Current RPO

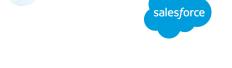
Remaining Performance Obligation (RPO) is a new metric disclosed with the adoption of Topic 606¹. RPO represents all future revenue under contract that has not yet been recognized as revenue. Current RPO represents future revenue under contract that is expected to be recognized as revenue in the next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

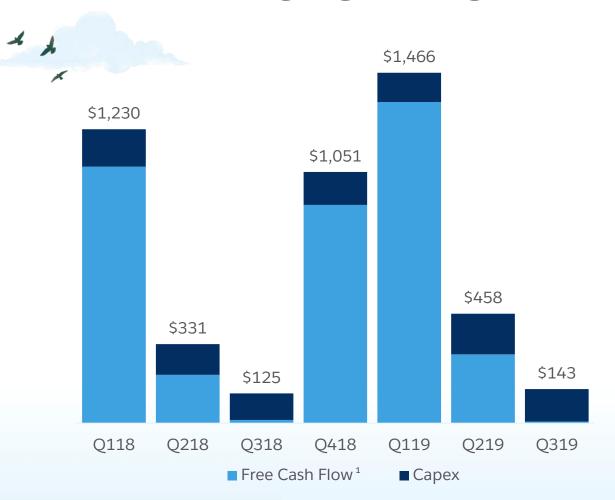




Quarterly Operating Cash Flow

Q3 OCF reflects ongoing invoicing/collections seasonality







+14%

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.



Cash, Cash Equivalents, and Marketable Securities



Lower cash balances reflect MuleSoft acquisition



Total Cash and Marketable Securities Y/Y Growth

MuleSoft Acquisition

In Q1, the increase in cash was primarily due to \$2.5 billion in debt raised in April 2018 (Q1 FY19) in contemplation of the acquisition of MuleSoft which closed in May 2018 (Q2 FY19).

Total cash paid in connection with the acquisition in May 2018 was ~\$4.9 billion.



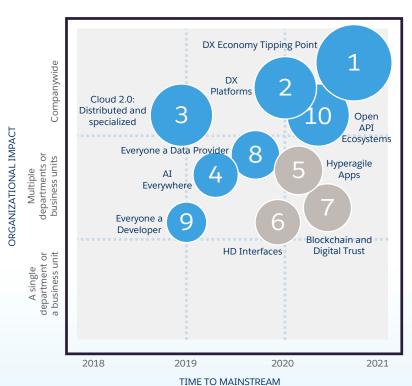


The Digital Transformation Imperative

DX initiatives are a top priority for CIOs







7

By 2020

7

By 2020

50%

90%

of enterprises will have fully articulated an organization-wide digital transformation platform strategy¹ of enterprises will use multiple cloud services and platforms¹

Size of the bubble indicates complexity/cost to address.

Salesforce addresses² Salesforce does not address²

The Only Complete Cloud CRM Platform



Uniquely positioned to help our customers drive digital transformation

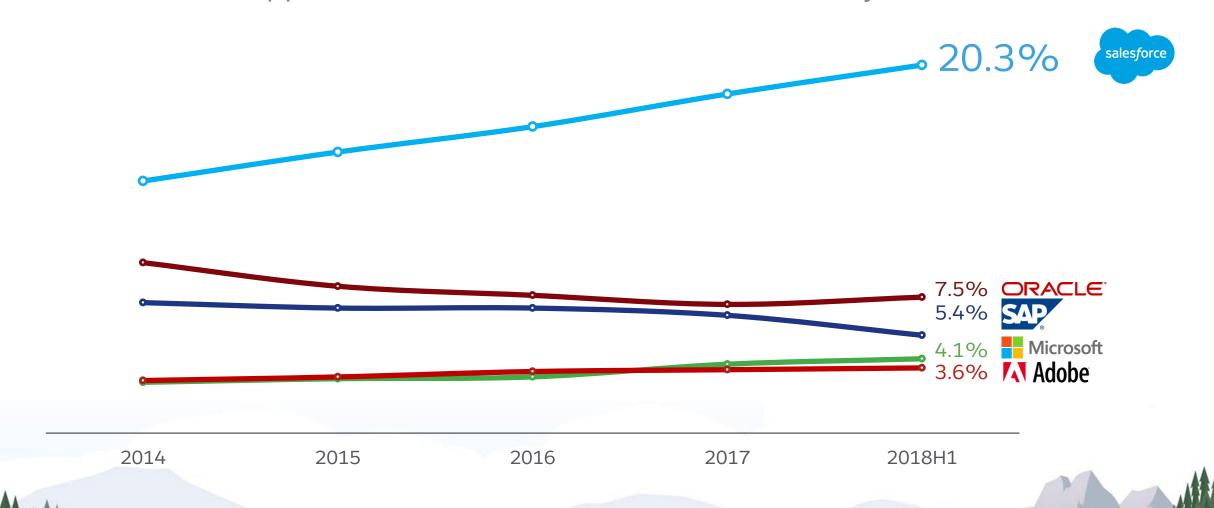


Salesforce #1 in CRM



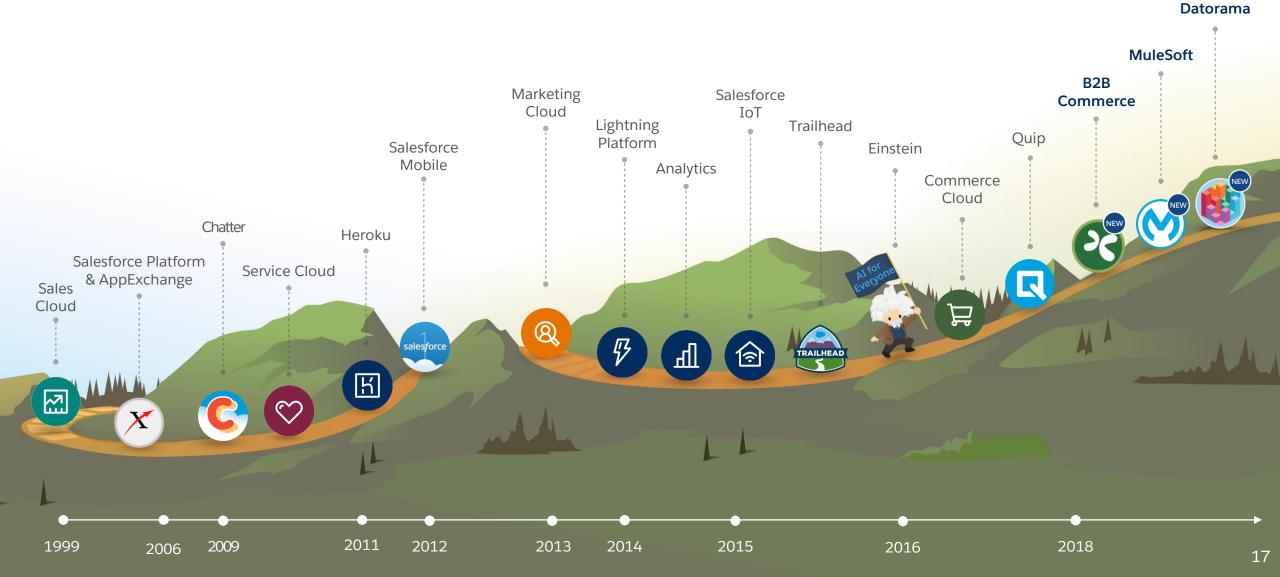


Worldwide CRM applications 2018H1 revenue market share by IDC



Empowering Companies to Connect With their Customers Since 1999





Product Advantage

salesforce

Unmatched depth of functionality



Sales





Service



Marketing













Industries





Inbox



















Media



























Order Management



Social Chat

























AI-Powered Commerce

Portal

Custom Workflows



Analytics



Dev Exchange



Automotive

Fin Serv

HCLS



High Velocity Sales





Mobile



Cloud & On-Prem



Comms









Digital Advertising



Trailhead







Intelligence Intelligence



& Security

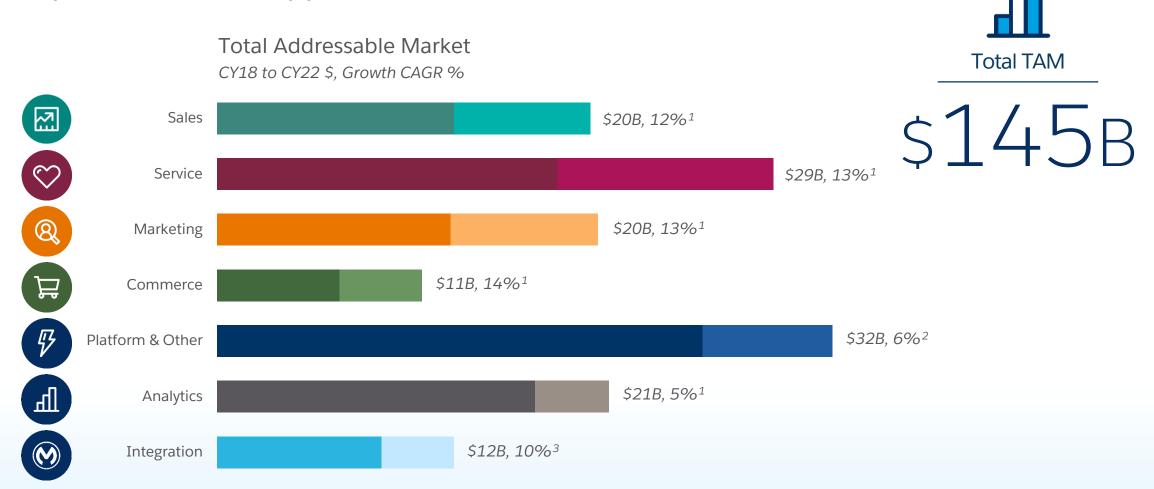




Large and Growing Addressable Markets

More products, more opportunities







Success in Core Markets

Momentum across all segments of CRM

			Q	Ħ	5
	Sales	Service	Marketing	Commerce	Platform & Other
Market Share CY17	32% ¹	19%¹	10% ¹	5%1	8%²
Market Rank CY17	#11	#1 ¹	#2 ¹	#3 ¹	n/a
Market Growth CY18 - CY22 CAGR	12%³	13%³	13%³	14%³	6%4
Revenue Growth Fiscal Q319 Y/Y	11%5	24% ⁵	•38	% 5•	30%5



Salesforce is a Values Driven Company

salesforce

A culture of engaging all stakeholders



Trust

Deliver the most trusted infrastructure and communicate openly.

Customer Success

Focus on customer success to drive mutual growth.

Innovation

Empower Trailblazers with technology to succeed in the Fourth Industrial Revolution.

Equality

Respect and value a diversity of people.



Putting Our Values into Action

Doing well by doing good







BEST WORKPLACES FOR



BEST PLACES TO WORK FOR LGBTQ EQUALITY
- HUMAN RIGHTS CAMPAIGN



1-1-1 Model



WORLD'S MOST ETHICAL









s240M+ Grants¹



39K Nonprofits & Education











Continued Environmental Leadership

Committed to creating a sustainable future for all



Net-Zero Emissions & Carbon Neutral Cloud

Delivering an eco-friendly customer success platform

Global Green Real Estate Strategy

Aligning with LEED and Net Zero Carbon Building Certification

Step Up Declaration Leader

Collaborating with leading global 4IR companies

Partner with Suppliers to Reduce Emissions

Setting own emissions reduction targets by 2025





BARRON'S

MOST SUSTAINABLE

COMPANIES

Dow Jones
Sustainability Indices
In Collaboration with RobecoSAM (



Values Attract Top Talent

Unmatched scale focused on CRM







21%



Partnerships Enhance Value Proposition



Strategic relationships complement technology and product breadth and depth



Redefining the mobile experience with new iOS apps including Salesforce Mobile, Mytrailhead app, Industry Apps and more



Google Ads, Marketing & Web Analytics, G-Suite Productivity integrations And Preferred Public Cloud Provider





Empower CIOs to simplify how data and events are shared across AWS and Salesforce services

And Preferred Public Cloud Provider



Global System Integrator & AI partner for non-CRM data

The **Trailblazer** Advantage

salesforce

Customers and our ecosystem as evangelists



Autodesk is a Trailblazer





Autodesk depends on Trailhead to deliver sales onboarding and enablement. "Trailhead helps us reach more people, faster, and gives us a deeper understanding of Salesforce capabilities."

Damian O'Farrill, Product Manager AI, Sales Automation and Analytics, Autodesk.

Challenge

- Distributed workforce made group training difficult to deliver.
- Adoption was slow as many team members were new to Salesforce.
- The global team needed to migrate to Lightning in less than 60 days.
- The Automation and Analytics team was bogged down with requests for reports.
- Keeping users up-to-date on Salesforce enhancements was time consuming.

Solution

- Trailhead made learning flexible and ondemand for employees to consume on their own time.
- "Salesforce User Basics" Trailhead content ramped users quickly.
- Custom Lightning learning journeys were created with trailmixes.
- Trailhead reporting content taught users how to create their own custom reports.
- Trailhead's seasonal release content helps users understand the latest functionality









Analytics



700+ badges earned 350+ hours of learning

Ecosystem Advantage

Extends our reach and value

Consulting Partners

+26%

Global Partner Certified Consultants¹ 19 Quarters

Of Consecutive Double-Digit Certification Growth¹

























Independent Software Vendors



















~5,000

AppExchange Solutions²

6M+

AppExchange Installs²





Notes on Q3 Results





Adoption of New Accounting Standards

- Salesforce retrospectively adopted new accounting standard Topic 606 on February 1, 2018 (Q1 FY19)
- Topic 606 includes changes to accounting policies for revenue recognition and costs capitalized to acquire revenue contracts (primarily commissions)
- All financial results and guidance in this presentation reflect Topic 606. Historical results for FY17, FY18 and Q1-Q4 of FY18 are adjusted to reflect the adoption of new standard
- Refer to the Q1 FY19 <u>press release</u> for additional information, including adjusted historical Statements of Operations and Balance Sheets
- Adjusted information is based on best available information and reflects management's best estimate of the
 potential impact as a result of the adoption of the new standard
- Reconciliations to prior standards will not be provided

MuleSoft Acquisition

- The MuleSoft acquisition closed on May 2, 2018 (Q2 FY19)
- Q4 FY19, FY19, and FY20 guidance reflect the anticipated financial impact of the MuleSoft acquisition

Non-GAAP Financial Measures



This presentation includes information about non-GAAP diluted earnings per share, non-GAAP income from operations, non-GAAP free cash flow, and constant currency revenue and constant currency unearned 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 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 acquisition-related intangibles, and previously the net amortization of debt discount on the company's convertible senior notes, as well as 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 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 unearned revenue on a constant currency basis, we convert the unearned revenue 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



Quarterly Results

(in thousands)	Three Months Ended										
Non-GAAP income from operations		April 30, 2017*		July 31, 2017*	October 31, 2017*	January 31, 2017*		April 30, 2018		July 31, 2018	October 31, 2018
GAAP income (loss) from operations		4		84	155	211		191		115	92
Plus:											
Amortization of purchased intangibles		75		74	70	69		69		119	129
Stock-based expense		252		256	251	238		252		351	351
Non-GAAP income from operations	\$	331	\$	414	\$ 476	\$ 518	\$	512	\$	585	\$ 572
(in millions)	Three Months Ended										
Free seeb flow analysis a non CAAD measure											
Free cash flow analysis, a non-GAAP measure		April 30, 2017*		July 31, 2017*	October 31, 2017*	January 31, 2017*		April 30, 2018		July 31, 2018	October 31, 2018
Operating cash flow		April 30, 2017*		July 31, 2017*	October 31, 2017*	January 31, 2017*		April 30, 2018		July 31, 2018	October 31, 2018
	\$	April 30, 2017* 1,230	\$	July 31, 2017*	,	,		April 30, 2018 1,466		July 31, 2018 458	,
Operating cash flow	\$,	\$,	,	,		,		•	,
Operating cash flow GAAP net cash provided by operating activities	\$,		,	\$ 125	,	\$,		•	,

Three Months Ended October 31,						
	2017*	2018				
\$	0.14 \$	0.13				
	0.10	0.17				
	0.34	0.45				
	0.01	0.00				
	(0.17)	(0.14)				
\$	0.42 \$	0.61				
	738	785				
	\$ \$	\$ 0.14 \$ 0.10 0.34 0.01 (0.17) \$ 0.42 \$				

