



The Future of Energy is Net-Zero

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Forward-Looking Statements



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 those factors discussed in Salesforce's reports filed from time to time with the Securities and Exchange Commission, including, but not limited to: risks associated with our ability to consummate the proposed Slack Technologies, Inc. transaction on a timely basis or at all; our ability to successfully integrate Slack Technologies, Inc.'s operations; our ability to realize the anticipated benefits of the proposed transaction; 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 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; our ability to secure and costs related to data center capacity and other infrastructure provided by third parties; 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; current and potential litigation involving us or our industry, including litigation involving acquired entities such as Tableau; 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 and strategic partnerships; our ability to compete in the market in which we participate; the success of our business strategy and our plan to build our business; 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; 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; our ability to protect our intellectual property rights; our ability to develop our brands; the valuation of our deferred tax assets and the release of related valuation allowances; uncertainties regarding our tax obligations in connection with potential jurisdictional transfers of intellectual property; uncertainties regarding the effect of general economic conditions; and risks related to our debt and lease obligations.

Agenda

Net Zero Trends & Drivers

Current Business Challenges

Salesforce's Journey

Carbon Digitization

Audience Q & A



Current Drivers for Net Zero

Tidal wave of sustainability and ESG demands bringing Net Zero to the forefront



Investor Pressure

Investors and shareholders are **pressuring companies** for more transparency in their **ESG reporting**, starting with **carbon accounting**.



Risk Management

Higher ESG ratings have proven to show **better financial returns**. CFOs need to **assess** their **Net Zero emissions related risks**.



Regulations

Government **incentives and regulations** to **accelerate Net Zero** target setting and emissions reporting

Sustainability Trends for Energy



Net Zero to upend industry operations and rethink product life cycles



Consumer Demands

41%

of consumers surveyed plan to buy an electric vehicle (EV) as their next car⁽¹⁾



Green Operations

25%

in energy reduction through upgrade and replacement of better technologies⁽²⁾



Decarbonization

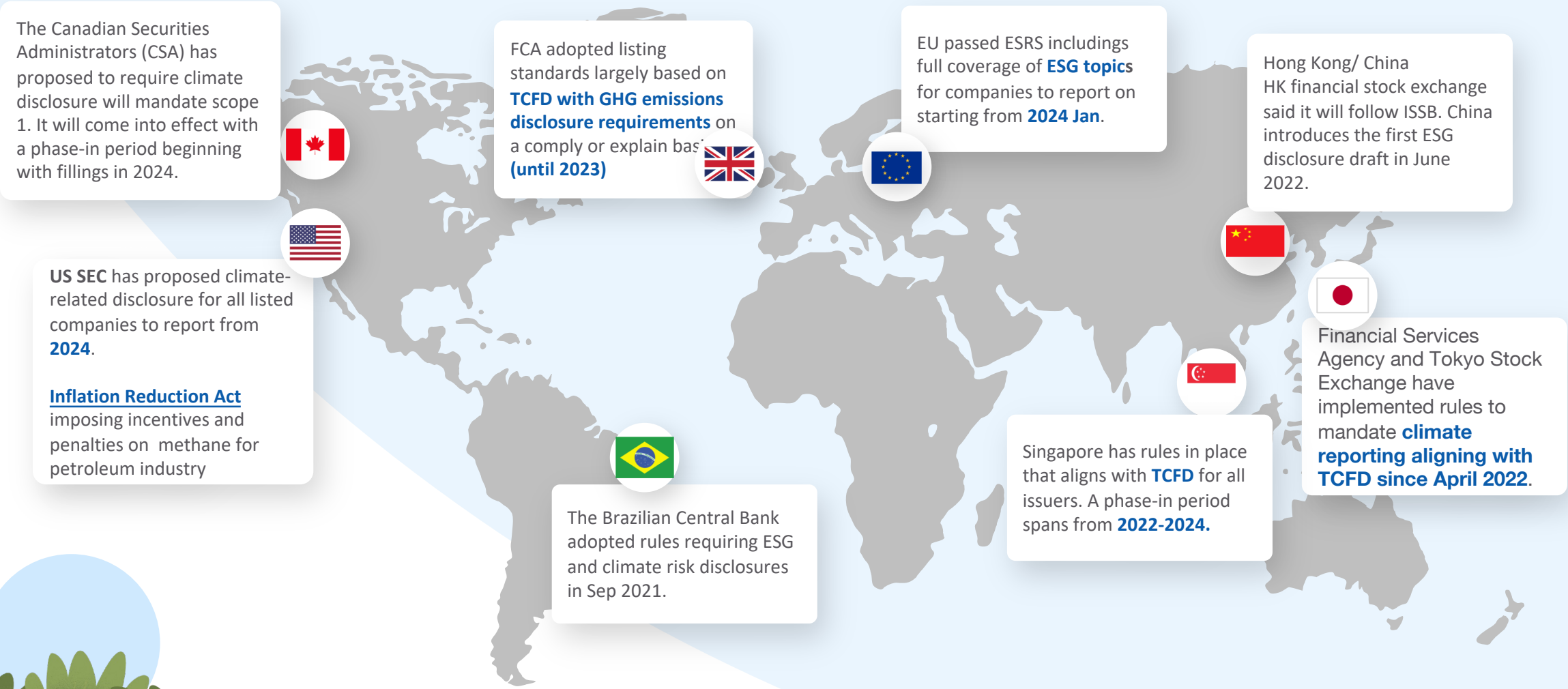
28%

expected growth in biofuels demand (2021-2026)⁽³⁾

Sources:

1. [EY](#) - Four in ten consumers plan electric vehicle purchase as market moves into high gear, July 2021
2. [EPA](#) - Global Greenhouse Gas Emissions - [Industry accounts for 23% of US emissions](#)
3. [IEA](#) - Renewables Analysis, December 2021

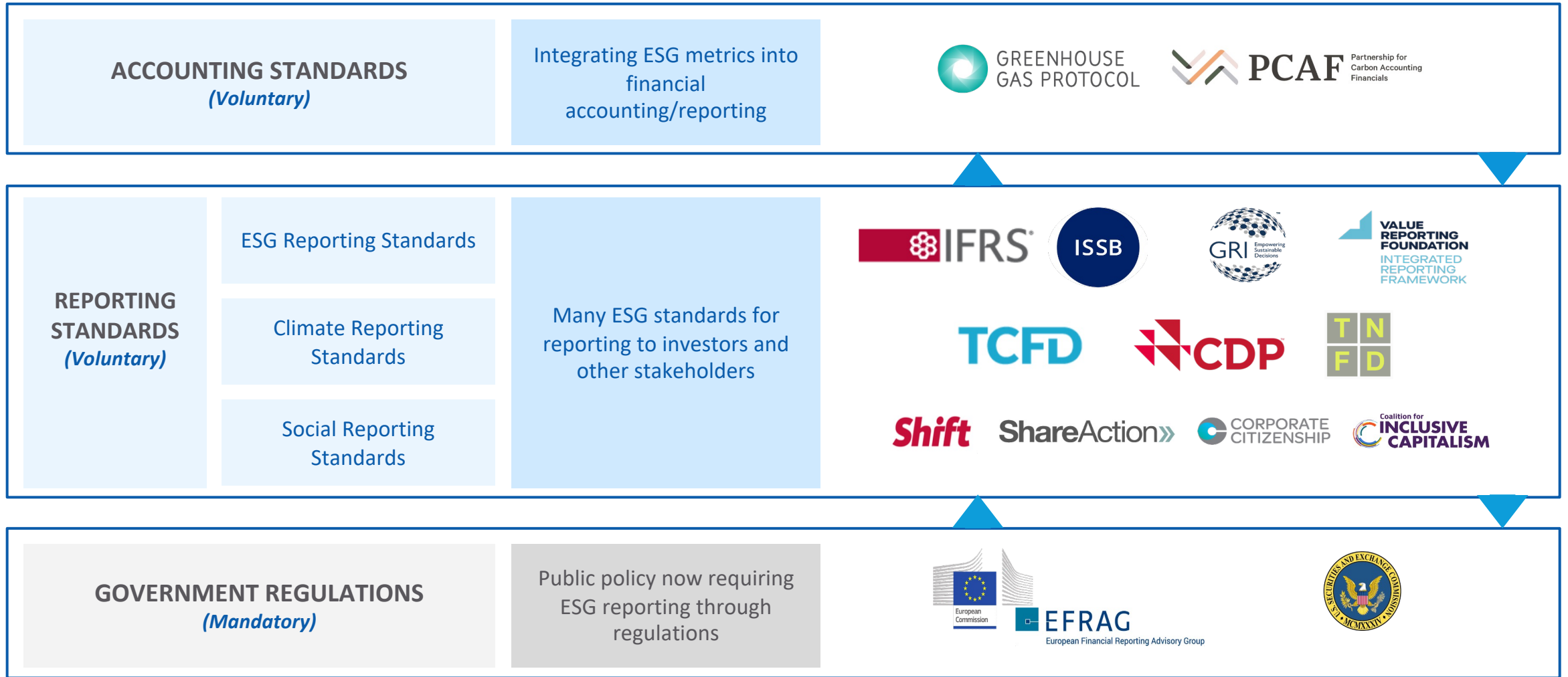
Regulations across the globe are adopting and driving ESG disclosure, starting with climate and TCFD



Evolving ESG Standards & Regulation Landscape



Voluntary standards evolving into regulatory requirements



3 Leading Global Regs & Standards Advance Sustainability Reporting

EU is leading & driving a coverage of full ESG sustainability reporting



European Union



Jun 2022 Pass the final rules for European Sustainability Reporting Standards (ESRS) which covers **11 ESG topics**

July 2021 GRI has worked with EFRAG to provide technical input to the CSRD proposals

Standards



United States



Aug 2022: Inflation Reduction Act introduces incentives & penalties on methane emissions

Mar 2022 US (SEC) Proposal of Mandatory Reporting on Scope 1 & 2 in 10K filings

Oct 2021 US SEC will use a **ESG Taxonomy** as the EU - Facilitating disclosures for companies and investment funds

Standards



Int'l Financial Reporting Standards Foundation



Mar 2022 International sustainability standard board (ISSB) delivers proposals for a comprehensive **global sustainability disclosures (based on SASB)**

Mar 2022 IFRS and GRI establish **collaboration** to create a compatible and interconnect global sustainability reporting standards

Standards



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Net Zero Is Essential to Business

Operations lifeline is at risk without Net Zero



**Needed to Access
Capital**

**Needed to Comply
with Regulations**

**Needed to Gain &
Keep Customers**

**Needed to Protect
Reputation**



Sustainability Teams Have a Tall Order

Need to shift to strategic sustainability projects rather than being data gatherers

66%

don't report any of their external **Scope 3 emissions**

30% to 40%

estimated average error rate in emissions measurements⁽¹⁾



Not Fully Digitized



Limited Access to IT



Time Consuming



Under Resourced



Data is the

No. 1

ESG challenge organizations face⁽²⁾



Massively Cross-Functional



Global Regulations

Sources:

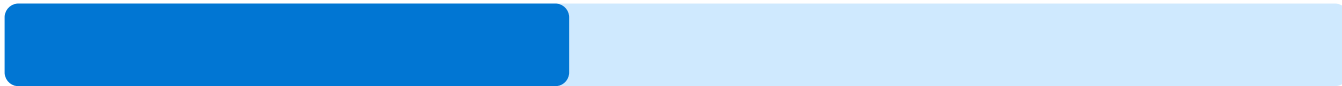
1. [BCG](#): Use AI to Measure Emissions—Exhaustively, Accurately, and Frequently, October 2021
2. [Carbon Trust Research](#) - November 2021

Production & Downstream Emissions Are Critical for Energy Industry



42%

of global greenhouse gas emissions come from direct and indirect oil & gas production including Scope 3 ⁽¹⁾



Consumers

55%

of cumulative emissions reductions in the pathway are linked to consumer choices ⁽²⁾



CO₂

Sources: 1. [IEA](#) - Greenhouse Gas Emissions From Energy - October 2021
2.. [IEA](#) - Net Zero by 2050, A Roadmap for the Global Energy Sector - May 2021

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At Salesforce, We Are Net Zero Today



Leading by example, with a 6 pillar Climate Action Plan

Climate Action Plan



Access our Climate Action Plan:
Salesforce.com/Sustainability

Sustainability at Salesforce

Salesforce has net zero emissions today.

Delivers a carbon neutral cloud

Achieved 100% renewable energy
for our operations in 2021

A founding partner of 1t.org.

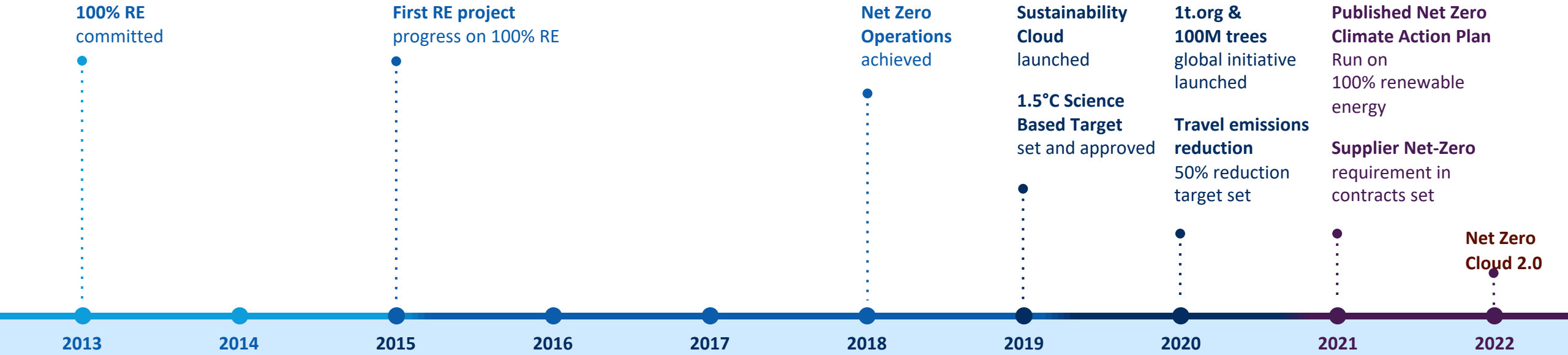
MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM



BARRON'S
MOST SUSTAINABLE
COMPANIES



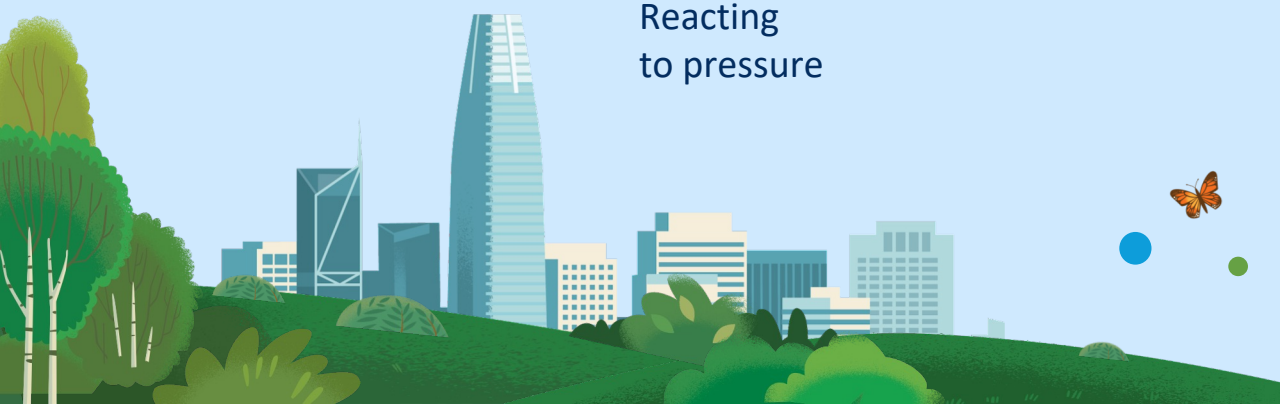
Salesforce's Own Climate Action Journey



Phase 1
Reacting to pressure

Phase 2
Getting to scale and becoming a leader

Phase 3
Accelerate the Global 500 to Net Zero and become carbon negative



Introducing Net Zero Cloud

Go net zero now

Comprehensive & Easy Reporting

Get investor-grade data and detailed dashboards for Scope 1, 2 and 3 emissions, plus waste management, all in one place

Trusted Supplier Engagement

Collaborate safely and securely with suppliers with a pre-built portal template and a supplier management data model

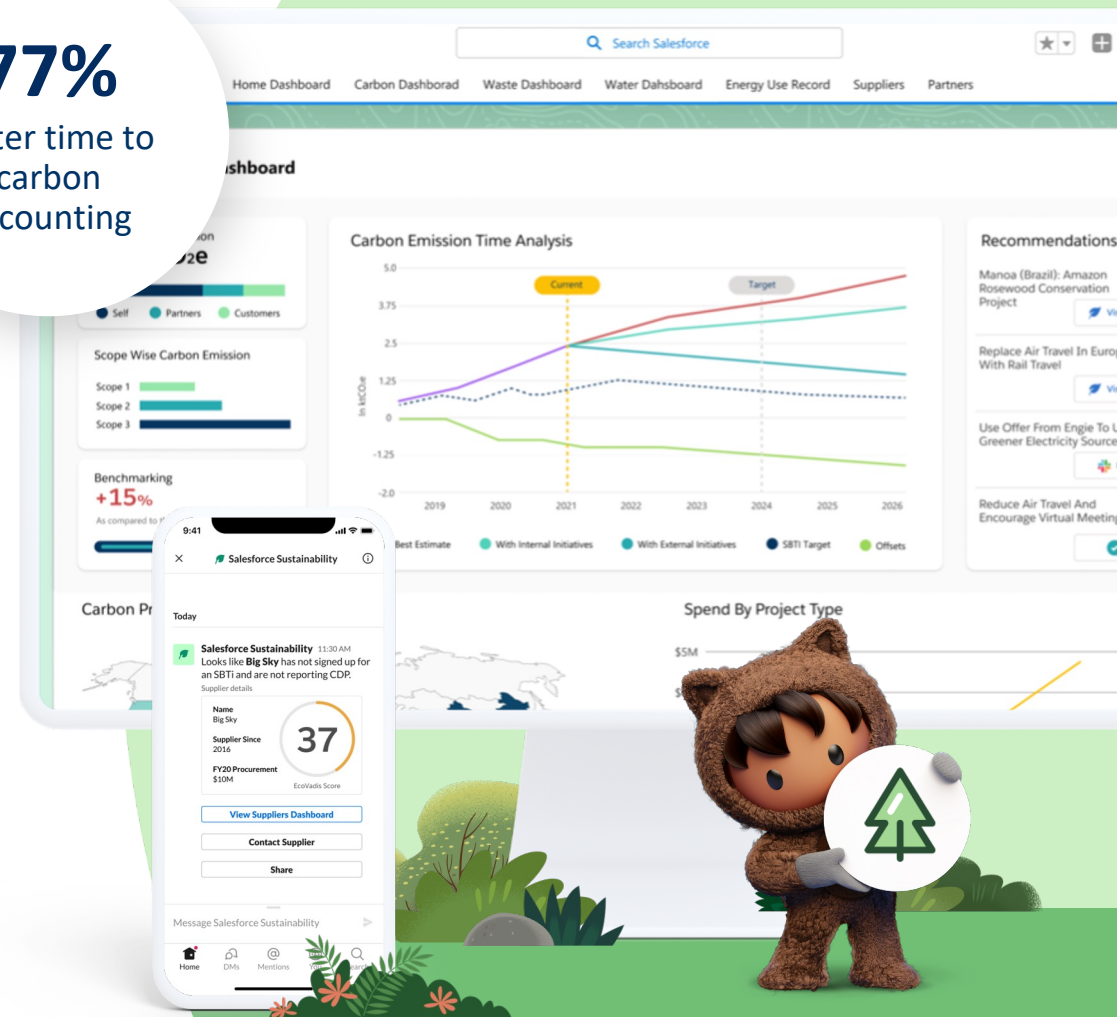
Actionable Insights

Find your fastest path to net zero with what-if analysis, alignment to science-based targets, and forecasting

Fast, Agile, and Scalable Platform

Use the full power of Salesforce to customize apps and workflows, and seamlessly integrate data from multiple sources

77%
Faster time to
carbon
accounting



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Carbon Intensity Impacts the Bottom Line



Transparency around decarbonization requires a data strategy



Carbon Intensity in Production

Electrifying Operations

Reducing Flaring

Carbon Capture Utilisation & Storage

Rise in Carbon Credits Prices & Methane Taxes

Offsetting more expensive over time

\$80-\$150/tonne by 2035 compared to today's \$25 ⁽¹⁾

New penalties on methane (IRA/MERP- Aug 2022) ⁽²⁾

Sources: 1. [EY](#) - The outlook for carbon credits and offsets, May 2022
2. [U.S. Congress](#). Inflation Reduction Act, August 2022



Scope 3 Categories Summary



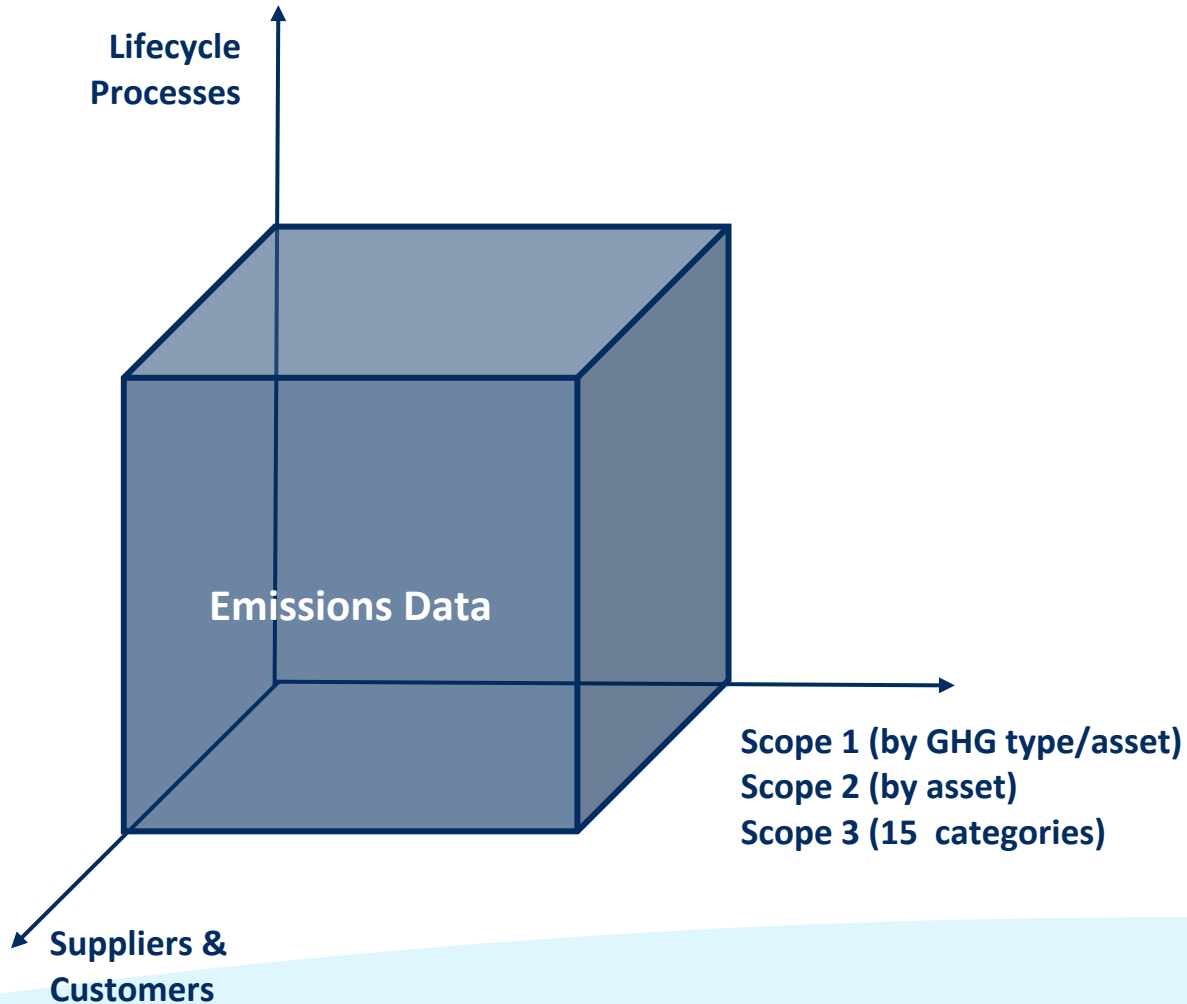
UPSTREAM CATEGORIES		DOWNSTREAM CATEGORIES	
1	Purchased goods & services – Emissions from raw materials, goods, and services used in the value-chain or to run the business (excluding categories 2-8) below.	9	Downstream transportation and distribution - Emissions from goods transportation (land, sea, air) and transit storage during distribution to customers
2	Capital Goods - Emissions from products with an extended life (e.g., industrial machines, buildings, etc.) at time of purchase.	10	Processing of sold products - Scope 1 & 2 emissions by the downstream company to produce a finished product.
3	Fuel- and energy-related activities (not in scope 1 or 2) - Emissions from production of fuels and energy purchased and consumed by the reporting company.	11	Use of sold products - Emissions resulting from the use of the product sold to consumers.
4	Upstream transportation and distribution - Emissions from goods transportation (land, sea, air) and transit storage..	12	End-of-life treatment of sold products - Emissions from incineration, landfill disposal, or recycling of products at EOL.
5	Waste generated in operations - Emissions from waste disposal.	13	Downstream leased assets - Emissions from assets leased.
6	Business travel - Captured from employees or travel companies, including public transportation..	14	Franchises - Emissions (Scope 1 & 2) from franchisees with licenses to operate by franchisor. (e.g., Retail/Hotels)
7	Employee commuting - Captured from employees, including public transportation	15	Investments - Emissions from shares in equity, debt investments, project financing, and managed investments and client services.
8	Upstream leased assets - Emissions from leased assets reported by the lessor. ⁽¹⁾		

(1) Emissions from leased assets could be counted in Scope 1 and 2 depending on operational and financial control, and equity ownership.

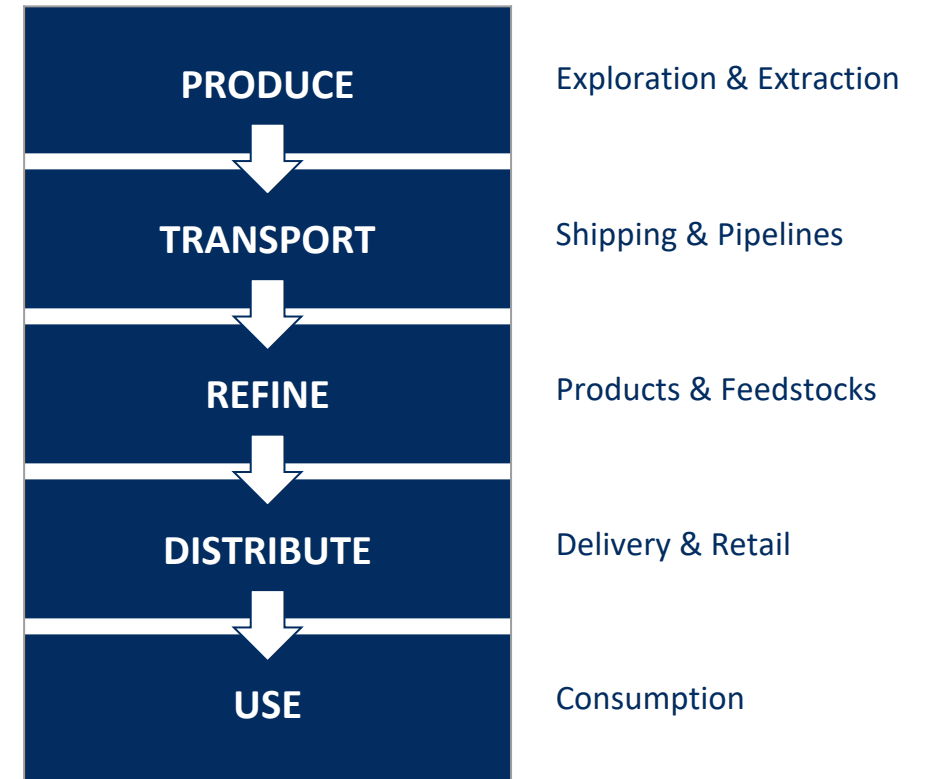
Emissions Data Key to Industry's Net Zero Success



IT teams have opportunity to accelerate Net Zero digital transformation



Petroleum Lifecycle Processes



Embed Net Zero in Your Business

Lay the foundation for emissions management across your operations

salesforce



Sustainable Supply Chain

Manage emissions data across your entire supplier ecosystem

Green Production

Analyze your emissions across your plants and operations with fine granularity

Low-Carbon Products

Make low-emitting products part of your strategy and incorporate them in your distribution channels

Employee Engagement

Increase awareness, know-how, and engagement with Net Zero

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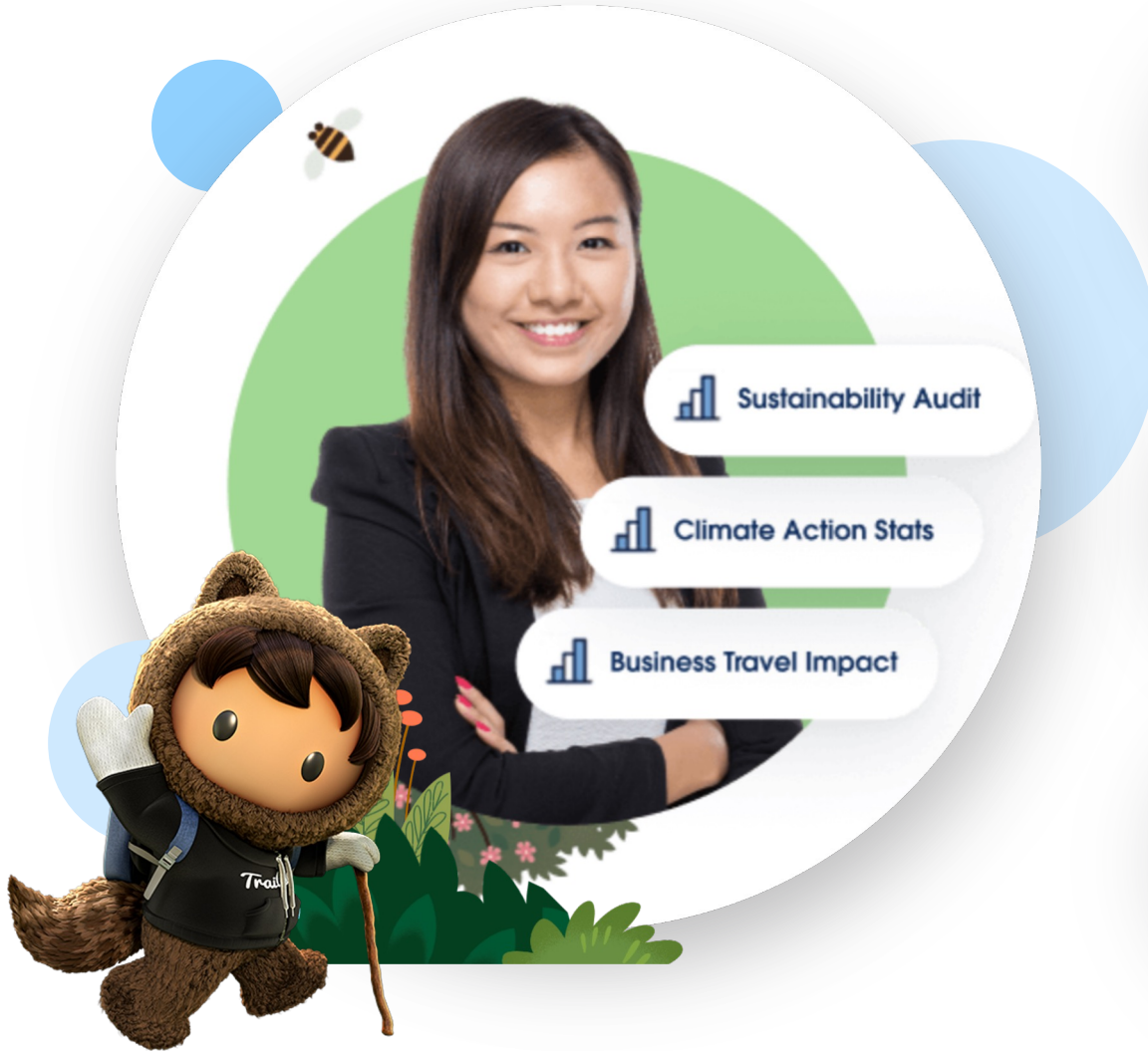


Q&A



What's Next?

A few resources to learn more about Net Zero Cloud



1

Visit our website

<https://sfdc.co/netzerocloud>

2

Watch a product demo

<https://sfdc.co/netzeroclouddemo>

3

Read our Climate Action Plan

<https://sfdc.co/ClimateActionPlan>



Thank You