This presentation contains “forward-looking” statements that are based on our management’s beliefs and assumptions and on information currently available to management. Forward-looking statements include information concerning our possible or assumed strategy, future operations, financing plans, operating model, financial position, future revenues, projected costs, competitive position, industry environment, potential growth opportunities, potential market opportunities, plans and objectives of management, the effects of competition on our business and customer trends.

Forward-looking statements include all statements that are not historical facts and can be identified by terms such as “anticipates,” “believes,” “could,” “seeks,” “estimates” (including, without limitation, financial estimates denoted with an “E,” such as FY23E), “targets,” “guidance,” “expects,” “intends,” “may,” “plans,” “potential,” “predicts,” “prospects,” “projects,” “should,” “will,” “would” or similar expressions and the negatives of those terms, although not all forward-looking statements contain these identifying words.

Forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. Additionally, these forward-looking statements, particularly our guidance, involve risks, uncertainties and assumptions based on information available to us as of 5/16/23, including those related to our future financial performance, global economic conditions and demand for digital transformation. Many of these assumptions relate to matters that are beyond our control and changing rapidly, including, but not limited to, fluctuations in the value of foreign currencies relative to the U.S. Dollar; fluctuations in interest rates; the impact of the Russian invasion of Ukraine and bank failures on macroeconomic conditions; inflation; and fluctuations and volatility in our stock price. If any such risks or uncertainties materialize or if any of the assumptions prove incorrect, our results could differ materially from the results expressed or implied by the forward-looking statements we make. 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 “Risk Factors” section in our Annual Report on Form 10-K filed for the year ended December 31, 2022 and other Securities and Exchange Commission (“SEC”) filings, including our most recent Quarterly Report on Form 10-Q. 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.

Forward-looking statements represent our management’s beliefs and assumptions only as of the date of this presentation. We undertake no obligation, and do not intend, to update these forward-looking statements, to review or confirm analysts’ expectations, or to provide interim reports or updates on the progress of the current financial quarter.

This presentation includes certain non-GAAP financial measures and the corresponding growth rates as defined by SEC rules. For additional information, see the slide titled “Statement Regarding Use of Non-GAAP Financial Measures.”

Terms such as Remaining Performance Obligations (RPO), Current Remaining Performance Obligations (cRPO) and Renewal Rate shall have the meanings set forth in our filings with the SEC.

The information in this presentation 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. The information on new products, features, and functionality is for informational purposes only and shall not be incorporated into any contract. The information on new products, features, and functionality 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.

The comparison period amounts and the related growth rates included in this presentation, unless otherwise noted, have been adjusted from previously reported amounts to reflect the impact of the full retrospective adoption of Topic 606.

Numbers in this presentation may be rounded for presentation purposes.
Statement regarding use of Non-GAAP financial measures

We report non-GAAP financial measures in addition to, and not as a substitute for, or superior to, financial measures calculated in accordance with GAAP.

We adjust revenues and related growth rates, and current remaining performance obligations (“cRPO”) and remaining performance obligations (“RPO”) and related growth rates for constant currency to provide a framework for assessing how our business performed excluding the effect of foreign currency rate fluctuations. To present this information, current period revenues and related growth rates results for entities reporting in currencies other than U.S. Dollars are converted into U.S. Dollars at the average exchange rates in effect for the comparison period, rather than the actual exchange rates in effect for the current period. Guidance for related currency rates are derived by applying the average exchange rates in effect during the comparison period rather than the exchange rates for the guidance period. We believe the presentation of revenues and corresponding growth rates adjusted for constant currency facilitates the comparison of revenues year-over-year. Current period cRPO and RPO results and related growth rates for entities reporting in currencies other than USD are converted into USD at the exchange rates in effect at the end of the comparison period rather than the actual end of the period exchange rates in effect during the current period. Guidance for cRPO growth rates is derived by applying the end of period exchange rates in effect during the comparison period rather than the exchange rates in effect during the current period. We believe the presentation of cRPO and RPO and related growth rates adjusted for constant currency facilitates the comparison of cRPO and RPO year-over-year, respectively.

Our non-GAAP presentation of gross profit, income from operations, and net income measures exclude certain non-cash or non-recurring items, including stock-based compensation expense, amortization of debt discount and issuance costs related to our convertible senior notes, loss on early note conversions, amortization of purchased intangibles, legal settlements, business combination and other related costs, and the related income tax effect of these adjustments. Non-GAAP subscription gross margin exclude certain non-cash or non-recurring items, including stock-based compensation expense, amortization of purchased intangibles and business combination and other related costs. The non-GAAP weighted-average shares used to compute our non-GAAP net income per share - diluted excludes the dilutive effect of the in-the-money portion of convertible senior notes as they are covered by our note hedges, and includes the dilutive effect of time-based stock awards, the dilutive effect of warrants and the potentially dilutive effect of our stock awards with performance conditions not yet satisfied at forecasted attainment levels to the extent we believe it is probable that the performance condition will be met. We believe these adjustments provide useful supplemental information to investors and facilitates the analysis of our operating results and comparison of operating results across reporting periods.

Free cash flow, which is a non-GAAP financial measure, is defined as net cash provided by (used in) operating activities plus cash paid for legal settlements, repayments of convertible senior notes net income per share - diluted excludes the dilutive effect of the in-the-money portion of convertible senior notes as they are covered by our note hedges, and includes the dilutive effect of time-based stock awards, the dilutive effect of warrants and the potentially dilutive effect of our stock awards with performance conditions not yet satisfied at forecasted attainment levels to the extent we believe it is probable that the performance condition will be met. We believe these adjustments provide useful supplemental information to investors and facilitates the analysis of our operating results and comparison of operating results across reporting periods.

Our non-GAAP presentation of tax rate excludes the tax effects of stock-based compensation expense, amortization of purchased intangibles, legal settlements, business combination and other related costs.

Long-term 2024E targets for free cash flow margin, operating margin growth and tax rate and the illustrative example of non-GAAP sales expense, non-GAAP marketing expense and revenue as a percentage of non-GAAP sales and marketing expense on slide 120 are forward-looking non-GAAP financial information. We have not reconciled the targets for these non-GAAP financial measures to their most directly comparable GAAP measure as a result of uncertainty regarding, and the potential variability of, the components in and items excluded from these non-GAAP measures in future periods. Accordingly, reconciliation is not available without unreasonable effort. However, it is important to note that the components and excluded items could be material to our results computed in accordance with GAAP in future periods.

Our presentation of non-GAAP financial measures may not be comparable to similar measures used by other companies. We encourage investors to carefully consider our results under GAAP, as well as our supplemental non-GAAP information and the reconciliation between these presentations, to more fully understand our business. Please see the tables included at the end of this presentation for the reconciliation of GAAP and non-GAAP results.

References to (CC) throughout this deck indicates the respective metric is in constant currency.
**Agenda**

**Opening Remarks**
Darren Yip – VP of Investor Relations

**Vision and Opportunity**
Bill McDermott – Chairman and Chief Executive Officer

**Platform Innovation & Go-to-market**
CJ Desai – President and Chief Operating Officer

**Generative AI**
Jon Sigler – SVP, Platform
Amy Lokey – SVP, Experience
Joe Davis – SVP, Platform engineering

**Finance & Supply Chain Workflows**
Josh Kahn – SVP, Creator Workflows

**Break (10 min)**

**Customer Panel**
Paul Smith – Chief Commercial Officer

**Financial Overview & ESG Strategy**
Gina Mastantuono – Chief Financial Officer

**Q&A**
Vision and Opportunity

Bill McDermott
Chairman & CEO
ServiceNow at the center of a “Great Re prioritization” in the enterprise

DIGITAL TRANSFORMATION

The intelligent platform for end-to-end digital transformation

Enterprise-wide Integration:
Systems of Record | Data | Devices

Cost takeout and productivity
62%
Companies undertaking cost reductions to offset declining labor productivity

Business model evolution
40%
CEOs looking to new business models to remain viable

Tech landscape consolidation
93%
Execs consolidating tech vendor spend, favoring platforms

Generational technology shift
56%
CIOs looking to invest in Generative AI
Our trajectory remains best-in-class among scale peers

Fastest to $7B of Organic Revenue...

...with industry-leading Rule of 50 performance

<table>
<thead>
<tr>
<th></th>
<th>SAP</th>
<th>ORCL</th>
<th>CRM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarters</td>
<td>25%</td>
<td>30%</td>
<td>38%</td>
</tr>
<tr>
<td>Rule of 50</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Notes: Revenue growth comparison shows number of quarters from first quarter over $1B trailing twelve month revenue to first quarter over $7B trailing twelve month revenue. Sources: company SEC filings and earnings releases, currency conversions from St. Louis Fed and S&P Capital IQ. Our non-GAAP presentation of Rule of 50 is defined as free cash flow margin in CY 2022 plus total revenue growth rate in CY 2022. See tables included at the end of this presentation for a reconciliation of non-GAAP financial measures to the most comparable GAAP measures.
## SUSTAINED VALUE CREATION

<table>
<thead>
<tr>
<th>Metric</th>
<th>Figure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subscription revenue(1)</td>
<td>$6.8B+</td>
</tr>
<tr>
<td>Operating margin(1)</td>
<td>26%</td>
</tr>
<tr>
<td>Free cash flow generated(1)</td>
<td>$2.1B+</td>
</tr>
<tr>
<td>Annualized Shareholder returns</td>
<td>20.4%</td>
</tr>
</tbody>
</table>

(1) As of ending fiscal year 2022. Operating margin, Free Cash Flow is on a non-GAAP basis. See appendix for reconciliation of non-GAAP financial measures. 
(2) As of May 11, 2023 
(3) Recognition based on Chartis, Forrester, Fosstrax, Gartner, ISG, Omdia, and Research in Action research publications. 
(4) As of ending fiscal year 2022 
(5) As of May 11, 2023 

## BEST-IN-CLASS EXECUTION

<table>
<thead>
<tr>
<th>Metric</th>
<th>Figure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product leadership recognitions(3)</td>
<td>14</td>
</tr>
<tr>
<td>Innovations</td>
<td>2,000+</td>
</tr>
<tr>
<td>Fortune 500 penetration</td>
<td>~85%</td>
</tr>
<tr>
<td>Customers paying &gt;$1M ACV(4)</td>
<td>1,641</td>
</tr>
<tr>
<td>Renewal rate</td>
<td>98%</td>
</tr>
<tr>
<td>Partners(5)</td>
<td>2,000+</td>
</tr>
</tbody>
</table>

(1) As of ending fiscal year 2022 
(2) As of May 11, 2023 
(3) Recognition based on Chartis, Forrester, Fosstrax, Gartner, ISG, Omdia, and Research in Action research publications. 
(4) As of ending fiscal year 2022 
(5) As of May 11, 2023 

## WORLD CLASS CULTURE

<table>
<thead>
<tr>
<th>Metric</th>
<th>Figure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total global employees</td>
<td>~21K</td>
</tr>
<tr>
<td>No Layoffs</td>
<td></td>
</tr>
<tr>
<td>Women in leadership</td>
<td>32.3%</td>
</tr>
<tr>
<td>URG</td>
<td>14.7%</td>
</tr>
<tr>
<td>NOW for Non-Profit</td>
<td>.org</td>
</tr>
<tr>
<td>Carbon Neutral</td>
<td></td>
</tr>
</tbody>
</table>

(1) As of ending fiscal year 2022 
(2) As of May 11, 2023 
(3) Recognition based on Chartis, Forrester, Fosstrax, Gartner, ISG, Omdia, and Research in Action research publications. 
(4) As of ending fiscal year 2022 
(5) As of May 11, 2023 

Note: Unless stated, all figures are as of end of March 2023.
CEOs are wary of IT and business silos…
...With AI, the IT strategy is the business strategy

The Exponential Enterprise

Workforce supported by
Intelligent Automation platform

Higher productivity
Better experiences
Business acceleration

Generative AI
Low Code
Process Mining | RPA

CIO
CEO
CFO
COO
Growth engines to give us unparalleled momentum

3 Geographies
- Global footprint
  - AMS
  - EMEA
  - APJ

5 Priority Industries
- Industry solutions and integrated GTM
  - Financial Services
  - Telco, Media & Technology
  - Manufacturing
  - Public Sector
  - HealthCare & Life Sciences

4 Customer Segments
- GTM coverage
  - Marquee
  - Enterprise
  - Commercial
  - Non-profits

Vast Ecosystem
- 2k+ Partners, Million+ Skilled Professionals
  - Microsoft
  - Accenture
  - KPMG
  - Deloitte
  - EY

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We will be the…
Defining Enterprise Software Company of the 21st Century
#DESCO21C

Build great Products
Tell a great Story
World works with ServiceNow™
Deliver amazing Experiences
Build a Movement

SHAREHOLDER VALUE
CUSTOMER TRUST
SOCIAL IMPACT
We have liftoff

Profitable growth trajectory to $20B+
Sustained focus on exceptional shareholder value
Platform Innovation

CJ Desai
President & COO
ServiceNow is a Platform Company
Progress in ~7 Years

<table>
<thead>
<tr>
<th>Subscription Revenue</th>
<th>Q1 2023</th>
<th>$2B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2 2015</td>
<td>$200M</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Subscription Revenue Margin (1)</th>
<th>FY22</th>
<th>26%</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>10%</td>
<td></td>
</tr>
</tbody>
</table>

Note: Subscription revenue, Operating margin, Free Cash Flow Margin in 2015 is not adjusted for ASC 606 adoption.

(1) Non-GAAP presentation of operating margin excludes certain non-cash or non-recurring items, including stock-based compensation expense, amortization of purchased intangibles, legal settlements, business combination and other related costs. Non-GAAP operating margin is calculated as non-GAAP income from operations 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.

<table>
<thead>
<tr>
<th>Non-GAAP Free Cash Flow Margin (2)</th>
<th>FY22</th>
<th>+7%</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>23%</td>
<td></td>
</tr>
</tbody>
</table>

Note: Non-GAAP Free Cash Flow Margin is calculated as non-GAAP 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.
Why is ServiceNow a unique platform company?
<table>
<thead>
<tr>
<th>Platform Capabilities</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workflows</td>
<td>ON</td>
</tr>
<tr>
<td>Service Portal</td>
<td>ON</td>
</tr>
<tr>
<td>ML</td>
<td>ON</td>
</tr>
<tr>
<td>Search</td>
<td>ON</td>
</tr>
<tr>
<td>User Experience</td>
<td>ON</td>
</tr>
<tr>
<td>Integrations</td>
<td>ON</td>
</tr>
<tr>
<td>Virtual Agent</td>
<td>ON</td>
</tr>
<tr>
<td>Encryption</td>
<td>ON</td>
</tr>
<tr>
<td>Process Mining</td>
<td>ON</td>
</tr>
<tr>
<td>RPA</td>
<td>ON</td>
</tr>
<tr>
<td>Low Code Tools</td>
<td>ON</td>
</tr>
<tr>
<td>Analytics</td>
<td>ON</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Platform Core</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Data Model</td>
<td>PERSISTENT</td>
</tr>
<tr>
<td>Industry Data Models</td>
<td>PERSISTENT</td>
</tr>
<tr>
<td>CMDB</td>
<td>PERSISTENT</td>
</tr>
<tr>
<td>Security</td>
<td>PERSISTENT</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ServiceNow Cloud</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compute</td>
<td>INVISIBLE</td>
</tr>
<tr>
<td>Networking</td>
<td>INVISIBLE</td>
</tr>
<tr>
<td>Storage</td>
<td>INVISIBLE</td>
</tr>
<tr>
<td>Automated Cloud Services Operations</td>
<td>INVISIBLE</td>
</tr>
</tbody>
</table>
Technology Workflows:
- IT Service Management
- IT Operations Management
- IT Asset Management
- Strategic Portfolio Management
- Security Operations
- Integrated Risk Management
- Cloud Observability
- Environmental, Social & Govern.

Employee Workflows:
- HR Service Delivery
- Legal Service Delivery
- Workplace Service Delivery

Customer & Industry Workflows:
- Customer Service Management
- Field Service Management
- Industry Solutions
  - Telecom, Media & Technology
  - Financial Services
  - Manufacturing
  - Healthcare & Life Sciences
  - Public Sector

Creator Workflows and Others:
- App Engine (Low Code)
- Automation Engine
- Vault (Platform Security)
- Procurement Operations
- Supplier Lifecycle Operations
- Accounts Payable Operations

Now Platform®
- Workflows
- Integrations
- ML
- Low Code Tools
- Encryption
- User Experience
- RPA
- Virtual Agent
- Search
- Analytics
What are the advantages of a platform company?
Higher innovation velocity

Better R&D and operating economics

Faster time to value for customers
Higher innovation velocity

6 Months
GLOBAL PUBLIC SECTOR
NEW PRODUCT

15 Months
HARDWARE ASSET
MANAGEMENT
NEW PRODUCT

MAJOR PRODUCTS
2023
20+

2020
12
1. Higher innovation velocity

2. Better R&D and operating economics

3. Faster time to value for customers
Better R&D and operating economics

7 R&D Personnel
TO DEVELOP A PUBLIC SECTOR PRODUCT

11 R&D Personnel
TO DEVELOP 1ST VERSION OF HARDWARE ASSET MANAGEMENT PRODUCT

84% Subscription Gross Margin(1)
STANDARDIZED GLOBAL INFRASTRUCTURE FOR A SINGLE PLATFORM

(1) Subscription Gross Margin based on the 84% non-GAAP FY23 guidance provided on 4/26/23. Subscription Gross Margin are calculated on a non-GAAP basis. Non-GAAP subscription gross margin exclude certain non-cash or non-recurring items, including stock-based compensation expense and amortization of purchased intangibles. See appendix for reconciliation of non-GAAP financial measures.
1. Higher innovation velocity

2. Better R&D and operating economics

3. Faster time to value for customers
Once ITSM is live, other products are implemented faster within...

- **SAAS Company**: 8 weeks
- **Life Sciences Company**: 12 weeks
- **Automobile Manufacturer**: 16 weeks

Faster time to value for customers
Why the Now Platform® was created:

Workflow automation platform for the enterprise
Expansion of the Now Platform beyond IT

Established relevancy in the C-suite

Evolution from horizontal to industry-specific solutions
A. The Now Platform® has progressed within and beyond CIO's technology spend

2011
First use case at scale
IT Service Management (ITSM)

IT managers

2015
Buying Centers
First Expansion beyond IT to HR, Security, and Customer Service

CIO / CISO / CHRO / CCO

And NOW
Expansion to legal, finance, procurement, and industry-specific products

The entire C-suite
B. The Now Platform® has evolved to serve the entire C-suite
C. Industry Workflows, Data Models, & Integrations
Higher Average Selling Price
Innovation Growth Vectors

Expanding Portfolio

Platform AI

Finance & Supply Chain Workflows

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Our Expanding Product Portfolio
Our TAM continues to expand $220B FY25 TAM \(^{(1)}\)

- Technology Workflows: $81B
- Employee Workflows: $13B
- Customer & Industry Workflows: $55B
- Creator Workflows and Others: $71B

\(^{(1)}\) Calculations performed by ServiceNow based on Gartner research, ServiceNow analysis, and additional research reports. Sources available upon request.
When customers leverage our platform across the enterprise

- **Store and manage** enterprise assets in ServiceNow’s CMDB
- **Discover** assets across public cloud & private cloud
- **Manage** network inventory
- **Launch and onboard** new products
- **Mitigate** Risk & Security vulnerabilities
- **Improve** employee productivity
- **Observability** for customer facing applications
- **Streamline** Order Management for faster revenue
- **Transform** IT and customer service desk
ServiceNow
Platform AI
In the last 6 years ServiceNow has been intentional to get world-class AI talent

- Virtual Agent (2017)
- Friendly Data (2018)
- NLU English (2018)
- AI-based Search (2019)
- Multi-language NLU (2020)
- Large-scale Data Mgmt (2021)
- Skills Mapping (2022)

AI in the Now Platform has resulted in:

- ~40% PRO+ OFFERINGS ADOPTION
- 25% ASP UPLIFT
AI leadership team
GenAI is a Catalyst for the ServiceNow Platform

WITH POSITIVE IMPACT ACROSS A MULTITUDE OF DIGITAL WORKFLOWS
All of our workflows will leverage Gen AI

**Technology Workflows**
- Higher deflection rates for all types of IT Incidents
- Faster Root Cause analysis on Incidents
- Post-incident summarization & analysis in Natural Language

**Employee Workflows**
- Shared Services Automation and Cost Optimization
- Faster resolution of employee requests
- Employee skills growth

**Customer & Industry Workflows**
- Higher agent productivity
- Higher customer case-deflection
- Automated knowledge creation

**Creator Workflows and Others**
- Text-to-code
- Text-to-app
- Faster document processing

**Now Platform®**
- Enhanced search
- Now Assist via Domain Specific LLMs
- Automated code generation

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ServiceNow’s Generative AI strategy

WHY IT MATTERS?
Large Language Model Accuracy
Optimized for Customer Data
Data Privacy

MONETIZATION STRATEGY
Directly monetized across majority of workflows and uses cases

GEN AI BENEFITS FOR SERVICENOW
- ASP Uplift
- TAM Expansion
- Competitive Differentiation

General purpose
CURRENT
- OpenAI
- Microsoft

EXPLORING
- Google Cloud

Domain specific
SERVICENOW DEVELOPED MODELS
- NVIDIA
- Hugging Face

ASP Uplift
TAM Expansion
Competitive Differentiation
Agent Assist
Easy access to Gen AI LLMs powering the experience

Task Intelligence
Use AI to create, populate and assign a case

Doc Intelligence
Use AI to extract case information from documents

Virtual Agent
Q&A interactions in Virtual Agent experiences

Summarized search results
Agents and end-users get summarized and targeted search results instantly

Glide-specific assist
Accelerate ServiceNow Configuration and Extension with new Flow Assist and Code Assist

Complete self-service for all
Leverage conversation and workflow in one seamless experience

Super-charged agent productivity
Automated Knowledge Creation, Case Summarization Case Insights, Recommended Resolutions, and Root Cause Analysis

Generative AI for admins & builders
Accelerate development with Application Assist and deployment with Admin assist
GENERATIVE AI

Jon Sigler
SVP, Platform

Amy Lokey
SVP, Experience

Joe Davis
SVP, Engineering
Generative AI + Now Platform®

Productivity  Value  Experience
What can Generative AI do for the ServiceNow Platform?

These capabilities are relevant and valuable for all ServiceNow personas across our product portfolio.

- Intent Understanding
- Knowledge Synthesis
- Language Generation
Understanding of human language leads to intent understanding.
The ability to synthesize delivers faster support
Creating content with empathetic tone

Enjoy your caramel frappé and have a great day.

Jon, we also have a great rewards program, would you like to join?

Maybe. Can you summarize it for me?

(Powered by Now Assist) Our program is designed to reward customers for their loyalty. You can earn points for every purchase you make, which can be redeemed for discounts and rewards. You can also take advantage of exclusive offers and promotions, as well as earn bonus points for referring friends and family. The program is designed to make shopping with us even more rewarding and enjoyable.

Now that you learned a bit more about our program, would you like to join, Jon?

Yes

No thanks
A trustworthy and human-centered approach

- Central governance
- Secure Platform & data
- UX Guidelines & reviews
- Controlled, phased releases
The Future of ServiceNow and Generative AI
Now Assist helps all of our users

Erick Valdes
Developer
Exponentially faster time to configure and customize apps with little code expertise

Nick Burdock
Admin
Easier & faster to deploy & optimize apps—delivering faster time to value for customers

Bonny Keller
Customer
Efficient, cohesive and simpler customer experiences

Indra Hall
Agent
Productivity catalysts that resolve issues faster and provide better support

Hillary Osman
Employee
Build new apps with no code, increasing value from the platform
Now Assist for Developers

Makes building and configuring faster and easier for devs

Erick Valdes
Developer
Welcome, Erick.
You have several critical incidents to handle.

Top priorities

- INC034532  VIP 1 Critical
  MeetX is pixelated and laggy, keeps dropping meetings
  Customer is having issues with their laptop randomly crashing.

- INC340462  VIP 1 Critical
  Having issues with MeetX
  Customer is reporting audio/visual issues.

- INC9458552  VIP 2 High
  Miro is slowing down my computer
  Customer tried deleting and reinstalling Miro, but the problem persists.

- INC0978433  2 High
  Miro frozen during voting
  App stalls only when the voting feature is launched.

Overview

- Incidents assigned to my team
  On hold 08  In progress 08

- Incident SLAs at risk
  4 incidents at 6 to 12hrs

- Unassigned incidents
  375 incidents

- My team's work

Add a message...
Welcome, Erick.
You have several critical incidents to handle.

Top priorities

INC0034532
VIP 1 - Critical
MeetX is pixelated and laggy, keeps dropping meetings
Customer is having issues with their laptop randomly crashing.

INC340462
VIP 1 - Critical
Having issues with MeetX
Customer is reporting audio/vid issues.

INC9458552
VIP 2 - High
Miro is slowing down my computer
Customer tried deleting and reinstalling miro, but the problem persists.

INC0978433
VIP 2 - High
Miro frozen during voting
App stalls only when the voting feature is launched

Overview

Incidents assigned to my team
On hold 08
In progress 08

Incident SLAs at risk
4
6 to 12 hrs

Unassigned incidents
375
P5 70
P4 100
P3 30
P2 100
P1 75
Welcome, Erick.
You have several critical incidents to handle.

Top priorities

- INC034532 • VIP • 1 - Critical
  MeetX is pixelated and laggy, keeps dropping meetings
  Customer is having issues with their laptop randomly crashing.

- INC340462 • VIP • 1 - Critical
  Having issues with MeetX
  Customer is reporting audio/visual issues.

- INC9458552 • VIP • 2 - High
  Miro is slowing down my computer
  Customer tried deleting and reinstalling miro, but the problem persists.

- INC0978433 • 2 - High
  Miro frozen during voting
  App stalls only when the voting feature is launched

Overview

- Incidents assigned to my team
  On hold 08 • In progress 08

P1 incidents over the last week

- MeetX
- Miro
- Outlook

Number of opened incidents

4

Incident SLAs at risk

4 • 6 to 12hrs
TRIGGER

Incident Created where (Priority is 1 - Critical)

ACTIONS

1

Look Up Change Records where (Created is after 1 week ago)

If 1: Look Up Records ... Caused by Change contains 1: Look Up ... Change Record

then Send Email

Add an Action, Flow Logic, or Subflow
Now Assist for Admins

Summarized help and workflows deliver rapid value

Nick Burdock
Admin
1 app moved to staging since you last checked in, Nick.

What's happening on your instance

Instance upgrade
- Current: Washington
- Latest: Xanadu
- Upgradability violations: 11 (up +2 since May 11)
- Review results

Apps
- Needs update 11
- Total 134
- Up to date 123
- 9 Dev
- 5 Staging
- Production

Service Operations Workspace
- Just added
- Ready to test

Metric Intelligence
- Ready to test

Visit Upgrade Center

Visit App Manager

Security compliance score
- 94%
- +6 (12%) since May 09

Visit Security Center

Subscriptions
- Overall subscription issues: 2
- Unconfirmed user groups: 2
- Unmapped global custom tables: 0

Visit Subscription Management

Adoption blueprint spotlight
- Expand technology services while reducing costs
- 7/11

View details
Apps

Needs update 11

9
Dev

5
Staging

Production

Service Operations Workspace
Just added
Ready to test

Metric Intelligence
Ready to test

Visit App Manager

Subscriptions

Overall subscription issues

2

Unconfirmed user groups
2

Unmapped global custom tables
0

Visit Subscription Management

Adoption blueprint spotlight

Expand technology services while reducing costs

7/11

View details

Service Operations Workspace Deployment best practices:

Deploying your Service Operations Workspace is easy with the right approach. Just follow these steps...

Guide me through it
Open Product Doc

Write a message...
Hello, all Coffee Corner agents.

Service Operations Workspace is now live and ready for your use. If you have additional questions or feedback, please reach out to: Amiri.Smith@coffeecorner.com.
Let's make it Tier 2 agents only.

Got it. Only Tier 2 agents will have access to Service Operations Workspace.

Also, here's a draft message you can send to those agents once Service Operations Workspace is live and ready for them to use.

Preview message

Send when deployed

You got it. Those agents will get the message when you go live with Service Operations Workspace.

Your automated tests on sub-prod are done. No issues. Service Operations Workspace is ready for your agents.

Go live with Service Operations Workspace

Write a message...
Now Assist for Everyone

Puts no-code app creation in the hands of everyone

Hillary Osman
Employee
Celebrate Asian American and Pacific Islander Heritage Month
May 2023 • 2 min read

Tackle tasks
- Choose equipment for your new hire
  - Frank starts June 3rd
- Complete yearly compliance training
  - 5/21/23
- Review updated global travel policy
  - 5/18/23
- Watch last weeks all-hands
  - 5/14/23

Check your items
View all ➔
How do I make a form for sales employees to request a headshot

You have access to creating ServiceNow applications. We can easily build your app together in Creator Studio.

Go to Creator Studio

- Security best practices for photoshoots
- How to create avatars for Zoom
- FAQs for new managers
- How to get vendor access badges

- Annual health screening program
- New on-campus dry cleaning services
Now Assist
Scheduling apps like these need a date picker, would you like to add that?

3:46 PM

Yes! I also need them to give us permission to use their photo in marketing materials for promotional purposes.

3:46 PM

Okay, here you go:

Headshot request
Request form

Create request form

Reply...
Headshot Request

Schedule your headshot with a photographer.

By submitting this form, you’ll allow the marketing team to use your headshot for promotional purposes.

Full name *

Email *

Preferred date *

☐ I consent to the use of my photo for marketing purposes.

+ Add question  + Add divider

@ Add attachments
Headshot Request

Schedule your headshot with a photographer.

By submitting this form, you’ll allow the marketing team to use your headshot for promotional purposes.

Full name *

Email *

Title *

Preferred date *

I consent to the use of my photo for marketing purposes.

+ Add question  + Add divider

@ Add attachments
Headshot Request

Schedule your headshot with a photographer.

By submitting this form, you’ll allow the marketing team to use your headshot for promotional purposes.

Full name *

Email *

Title *

Preferred date *

I consent to the use of my photo for marketing purposes.
Headshot Request
Schedule your headshot with a photographer.

By submitting this form, you’ll allow the marketing team to use your headshot for promotional purposes.

Full name *
Email *
Title *
Preferred date *

I consent to the use of my photo for marketing purposes.
Welcome, Hillary!
Monitor all of your headshots requests in one place.

Overview

Open requests

Requests over the last month

What's assigned to you

<table>
<thead>
<tr>
<th>Number</th>
<th>Short description</th>
<th>Request by</th>
<th>Priority</th>
<th>State</th>
<th>Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>REQ00010543</td>
<td>Need new headshots before SKO meeting</td>
<td>Floyd Miles</td>
<td>1-Critical</td>
<td>Awaiting info</td>
<td>2023-05-16 10:01:56</td>
</tr>
<tr>
<td>REQ00010545</td>
<td>New hire that needs a badge photo</td>
<td>Jerome Bell</td>
<td>2-High</td>
<td>New</td>
<td>2023-05-15 04:55:03</td>
</tr>
</tbody>
</table>
Congrats on creating your first app!

It's been submitted to your admin for review. We'll let you know when it's approved.

- Application created
- Request app | 1 form | 1 workflow | 1 workspace
- Submitted for review
- Status: In review
- Request form published
- Access: On Employee Portal

Close
Celebrate Asian American and Pacific Islander Heritage Month

May 2023 • 2 min read

Tackle tasks

- Choose equipment for your new hire
  - Frank starts June 3rd
- Complete yearly compliance training
  - Due: 5/21/23
- Review updated global travel policy
Now Assist
OUR NEW HORIZON
Finance and Supply Chain Workflows

Josh Kahn
SVP, Creator Workflows
Finance and Supply Chain processes are very manual because of the technology landscape.
Transformation is typically stalled waiting for ERP migration, but neither is successful today.

**BUSINESS PRIORITY**

**DIGITAL TRANSFORMATION**

**GOAL:**
Streamline ERP Processes

**REALITY:**
Stalled for ~5-10 years

**TECHNOLOGY PRIORITY**

**ERP MIGRATION & CONSOLIDATION**

**GOAL:**
Clean Core ERP

**REALITY:**
Lift-and-shift

**INCREASING TECH DEBT**
Delivers transformation in weeks, while reducing ERP migration risk

1. Automation Engine
2. App Engine
3. Finance and Supply Chain Workflows
Build custom apps to transform fast, while supporting a clean core ERP

- **Customization Mining**
- **Data Access Layer**
- **Low-code Tools**
Finance and Supply Chain Workflows

Transform Source-to-Pay Operations, delivering hard cost savings and productivity gains

- Sourcing and Procurement Operations
- Supplier Lifecycle Operations
- Accounts Payable Operations

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We have landed 70+ customers in 1 year

Including 8 in the Global 100, without adding a new go to market motion

$1B
Estimated savings on procurement spend cost by FY 2025

300%
Estimated ROI with a global supplier workflow platform

APPAREL COMPANY

One Engagement Experience
From dozens of legacy systems

FOOD & BEVERAGE COMPANY

2x
Estimated procurement team capacity with Source-to-pay operation

SaaS Company

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Supplier Manager Workspace

My suppliers

<table>
<thead>
<tr>
<th>Legal name</th>
<th>Industry</th>
<th>Region</th>
<th>Relationship manager</th>
<th>Onboarded</th>
<th>Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adobe</td>
<td>(empty)</td>
<td></td>
<td>Alejandro Mascall</td>
<td>Yes</td>
<td>2023-05-12 09:42:29</td>
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<tr>
<td>electri</td>
<td>Machinery manufacturing</td>
<td>AMS</td>
<td>Alejandro Mascall</td>
<td>Yes</td>
<td>2023-05-09 01:40:52</td>
</tr>
<tr>
<td>Butterfield Speaks</td>
<td>Marketing</td>
<td></td>
<td>Alejandro Mascall</td>
<td>No</td>
<td>2023-05-12 09:37:45</td>
</tr>
<tr>
<td>Coffee Day</td>
<td>Reseller</td>
<td>AMS</td>
<td>Alejandro Mascall</td>
<td>No</td>
<td>2023-05-10 03:26:18</td>
</tr>
<tr>
<td>Microsoft Corporation</td>
<td>Information Technology</td>
<td>AMS</td>
<td>Alejandro Mascall</td>
<td>Yes</td>
<td>2023-05-10 03:20:46</td>
</tr>
</tbody>
</table>

Showing 1-5 of 5

Quick actions

- New case
- New supplier

My tasks

- STA90001002
  - Audited financials for 2022
    - Supplier: Coffee Day
    - Due date: 2023-05-30 17:00

- STA90002001
  - Please upload bank documents
    - Supplier: Microsoft Corporation
    - Due date: 2023-05-19 17:00

My suppliers’ cases

- Priority of open cases
- Breached cases
Rapid pace of innovation
in Finance and Supply Chain Workflows

- **Sourcing & Procurement Operations**: 20 MONTHS TO GA (Q1 2022)
- **Supplier Lifecycle Operations**: 17 MONTHS TO GA (Q3 2022)
- **Accounts Payable Operations**: 13 MONTHS TO GA (Q3 2023)

Now Platform®
Hard cost savings, more time on strategic tasks, and less risk on migration
This is a huge opportunity for ServiceNow

$11B+

2025 TAM (SOURCE-TO-PAY)

RELEVANT TO EVERY SERVICENOW CUSTOMER AND BEYOND
GTM Strategy
Still untapped opportunity across many regions

Americas

- USA
- Canada
- LATAM (e.g., Brazil)

EMEA

- UK
- Germany
- France

APJ

- Australia
- Japan
- India

65% of FY22 revenue

25% of FY22 revenue

10% of FY22 revenue
World-wide cloud presence
Continued data center expansion to keep pace with GTM expansion

34 Global Datacenters
Americas: 15
Europe: 8
APJ: 11

Locations on map depicted for illustrative purposes only and not representative of all our data center locations
Unmatched opportunity across industries

Note: <5% denotes aggregate penetration of the top 5 industries listed on this slide.
We are focused on delivering GTM operating leverage
We are focused on delivering GTM operating leverage

1. Accelerate growth of our large and strategic customers

HOW?

Orchestrate end-to-end GTM personnel to enable enterprise-wide platform adoption
We are focused on delivering GTM operating leverage

2. Simplified coverage model to drive scale and efficiency

HOW?

Solution-led selling, field verticalization, digital sales & marketing, and customer success
We are focused on delivering

GTM operating leverage

3. Scale ecosystem for sales capacity and implementation

HOW?

Partner deeply to Sell-with and Sell-through and accelerate customer value
**Our expansion ecosystem**

**PARTNERSHIPS**

**Technology Partners**
- NVIDIA
- Hugging Face
- zoom
- Microsoft
- Google Cloud
- aws

**Strategic SI Partners**
- Deloitte.
- KPMG
- Infosys
- wipro
- tcs
- accenture
- CGI
- EY
- Cognizant
- DXC Technology

**Standards & controls**
- Australia IRAP
- ServiceNow Protected Platform for EU
- Singapore MTCS Level 3

**Integrations**

**ServiceNow Store**
- ~1,200
- ~95%
  - Partner Developed Apps
  - of customers use the ServiceNow Store

**Practitioners**
- ~1M+
  - Skilled individuals on the NOW platform by FY24

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Break
10 min
Customer Panel

Paul Smith
Chief Commercial Officer
CxOs are facing difficult choices

**BUSINESS PRIORITY**

- Lower cost to serve
- Minimize your labor costs
- Reduce risk
- Protect your customer base

**TECHNOLOGY PRIORITY**

- Elevate customer experiences
- Enhance employee experiences
- Build for resilience
- Digitize your business

**YES!**
CUSTOMER PANEL

Host:
Paul Smith
Chief Commercial Officer

WELCOME, SERVICE NOW CUSTOMERS:

Dr Stefan Henkel
Chief Information Officer

Kayoor Gajarawala
VP Information & Digital Engineering
Solving a global problem: Energy transition

Global business
80+ countries and 32M daily customers at retail sites

Highly resilient & responsive
Digital backbone for IT operations

Streamlined & standardized
Project and resource management

Connected
IRM & IT risk workflows
Delivering a world-class, 360° customer experience

CUSTOMER SPOTLIGHT

Global business
Operating in 70 countries

Driving digital innovation
Beyond IT

Single platform
For customer service & field service management

Unlimited enterprise-wide use cases on the NOW Platform
WELCOME, SERVICENOW CUSTOMERS:

Dr Stefan Henkel
Chief Information Officer

Kayoor Gajarawala
VP Information & Digital Engineering

Host:
Paul Smith
Chief Commercial Officer
Financial Overview and ESG Strategy

Gina Mastantuono
Chief Financial Officer
Relentless execution continues to deliver strong growth

31%

2018 – 2022 CAGR (CC)\(^{(1)}\)
Subscription Revenue

\(^{(1)}\) Y/Y Growth (CC) represents year on year constant currency Subscription Revenues growth. 2018-2022 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.
Healthy backlog provides sturdy base for future revenue growth

31%  30%

2018 – 2022 CAGR (CC) (1)
Total RPO

2018 – 2022 CAGR (CC) (1)
Current RPO

(1) 2018-2022 constant currency RPO and cRPO CAGR is derived by applying the foreign exchange spot rates in effect as of the end of 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. Note: Numbers rounded for presentation purposes.
Winning quality new logos with bigger deal sizes

~40%

2018 – 2022 Growth

New logos landing with $250K+ in ACV

60%+

2018 – 2022 Growth

New logo average ACV in first year
...driven by even more products landed within new logos

Average number of products customers purchased in first year

- 2016
- 2020: ~30% growth over 4 years
- 2021: ~30% growth achieved in just 1 year
- 2022: ~30% growth achieved again in just 1 year
Once on board, customers expand with us for years

~125% Net Expansion Rate\(^{(1)}\) in 2022

66% Of our existing customer base spent incremental dollars with NOW in 2022

85%+ Of NNACV came from existing customers in 2022

\(^{(1)}\) Net Expansion Rate is calculated by dividing ACV for the current period by the total ACV for the prior period using consistency in customers from the start of the period and excluding ACV from new customers.
Customer cohorts demonstrate the durability of our growth engine

Annual Growth of Initial ACV

- 2023
- 2022
- 2021
- 2020
- 2019
- 2018
- 2017
- 2016
- 2015
- 2014
- 2013
- 2012
- 2011
- 2010

Note: Chart reflects growth in total annual contract value over time, inclusive of new and expansion contracts for the group of customers that joined ServiceNow in each respective year. Annual Growth represents increases in total annual contract value from the initial contract of each customer. [1]

[1] As an illustrative example, 2010 customer cohort started with an initial ACV (annual contract value) of $1.00 and grew to ACV of $2.565M as of Q1 23, and represents annual growth of initial ACV of 191%.
Our Better Together story is resonating

97% NNACV from multi-product deals in 2022

77% NNACV from deals with 5+ products in 2022

Note: Numbers rounded for presentation purposes.
Expansion is driving robust growth in large customer spend

1,641
Customers with $1M+ ACV

~20%
$1M+ ACV Customers as a Percentage of Total Customer Base

NUMBER OF CUSTOMERS IN 2022

- 39
$20M+ ACV

- 98
$10M-$20M ACV

- 190
$5M-$10M ACV

- 1,314
$1M-$5M ACV

Note: Previously disclosed number of customers with ACV greater than $1 million is restated to allow for comparability. ACV is calculated based on the foreign exchange rate in effect at the time the contract was entered into. Foreign exchange rate fluctuations could cause some variability in the number of customers with ACV greater than $1 million.
The platform’s extensibility is yielding more $5M+ customers with growing spend

- 4x Increase in number of $5M+ customers between 2018-2022
- 40%+ 2018 – 2022 Growth ACV for $5M+ Customers

Note: $5M+ customers refer to total customers with annual contract value over $5M as of respective year end. Previously disclosed number of customers with ACV greater than $5 million is restated to allow for comparability. ACV is calculated based on the foreign exchange rate in effect at the time the contract was entered into. Foreign exchange rate fluctuations could cause some variability in the number of customers with ACV greater than $5 million.
Marquee customers offer significant growth potential

~7x

Total ACV Potential
(200+ Marquee Customers with Existing Products)

$17B+
Potential ACV

$3B+
Current ACV

Note: Calculations performed by ServiceNow and based on certain employee, product user base, and product pricing information of existing customers and their specific industries. Marquee customers are ServiceNow customers with high total addressable market and where ServiceNow can help drive exponential value.
Dominant Platform for IT and well positioned for further growth

50%+

2018 – 2022 CAGR
ACV of emerging technology products\(^{(1)}\)

---

\(^{(1)}\) Emerging technology products includes ITAM, Risk, Security & SPM (Strategic Portfolio Management, formerly known as ITM).
We have plenty of extensibility beyond IT

Average penetration opportunity within existing customers for non-IT products

~80%
With a massive opportunity to cross-sell our newer workflows

Customer & Industry Workflows

$800M+

ACV

Employee Workflows

$650M+

ACV

Creator Workflows

$850M+

ACV

Note: ACV values as of the end of 2022
Success with premium SKUs demonstrate our ability to monetize AI powered experiences

~25%  
Realized price uplift from ITSM Pro vs. ITSM Standard SKU

~60%  
2022 ITSM new customer ACV from Premium SKUs

~40%  
ITSM Pro SKU penetration

[1] Penetration defined as the percentage of customer accounts on the ITSM Pro and Enterprise SKU
Telco solution is helping accelerate penetration

- **65%** Penetrated
  - Top 20 G2K Telco Companies\(^{(1)}\)

- **~30%** Penetrated
  - ServiceNow Telco Customers

~**30%** Realized price uplift from existing customers expanding with Telco solution in 2022

\(^{(1)}\) Top 20 G2K is based on Fortune 2000 ranking, which may be different from ServiceNow internal customer industry segmentation. Penetration rate excludes China
Financial Services solution is seeing great traction

25% Penetrated
Top 20 G2K Banking Companies

~10% Penetrated
ServiceNow Banking Customers

~40% Penetrated
Realized price uplift from existing customers expanding with Financial Services solutions in 2022

[1] Top 20 G2K is based on Fortune 2000 ranking, which may be different from ServiceNow internal customer industry segmentation. Penetration rate excludes China.
ServiceNow is becoming the strategic partner to drive digital transformation in the Public Sector

$1B+

ACV from Public Sector

PUBLIC SECTOR ACV GROWTH

30% Y/Y Growth in 2022

35%+ 2018 - 2022 CAGR
What it means to be a platform company
Increasing R&D Efficiency\(^{(1)}\) enables us to innovate at scale rapidly

Risk product suite example

50%+

Increase in R&D Efficiency from 2019–2022

12

R&D Personnel at product launch

ACV GROWTH

Launch

2022

$250M+

R&D Efficiency is calculated as product ACV divided by fully burdened R&D personnel expense for core engineering headcount for the Risk product suite. Fully burdened R&D personnel expense includes salary, bonus, benefits, insurance, payroll taxes, etc.
Inherent leverage in S&M as we expand with existing customers

Illustrative example of a typical enterprise customer

4.5x+

Revenue/S&M

LEGEND
- Sub Revenue
- Non-GAAP Sales Expense
- Non-GAAP Marketing Expense

Key Assumptions:
1. Initial contract is 3 years, renewal contract is 2 years, upsell contracts are co-timed
2. Revenue increases at 20% CAGR based on customer cohort data
3. Direct sales expenses include commissions and compensation for sales reps, sales managers, solution consultants, and other sales: T&E and program spend
4. Marketing expenses include our knowledge conference and lead generation

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We continue to benefit from the efficiencies of the NOW platform ourselves

37%

2018 – 2022 CAGR
Non-GAAP Operating Profit

[1] Non-GAAP presentation of operating profit and operating margin exclude certain non-cash or non-recurring items, including stock-based compensation expense, amortization of purchased intangibles, legal settlements, business combination and other related costs. Non-GAAP operating margin is calculated as non-GAAP Income from operations 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. Note: Numbers rounded for presentation purposes.
And continue generating strong free cash flow

31%

2018 – 2022 CAGR
Non-GAAP Free Cash Flow

[1] Non-GAAP Free cash flow is defined as net cash provided by (used in) 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. See the tables included at the end of this presentation for a reconciliation of non-GAAP financial measures to the most comparable GAAP measures.

Note: Numbers rounded for presentation purposes
ServiceNow remains focused on delivering a balance of growth and profitability at scale.

LEGEND
- Sub Rev Growth Rate (CC)
- FCF Margin
- Sub Rev Growth Rate (CC) + FCF Margin

(1) 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, and other related costs. Free cash flow margin is calculated as free cash flow as a percentage of total revenues. Sub Revenue Growth Rate (CC) represents constant currency Subscription Revenue’s growth. See the tables included at the end of this presentation for a reconciliation of non-GAAP financial measures to the most comparable GAAP measures.

Note: Numbers rounded for presentation purposes.
2023 Guidance

**Subscription Revenue**

<table>
<thead>
<tr>
<th>Year</th>
<th>USD in Billions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>$6.9</td>
</tr>
<tr>
<td>2023E</td>
<td>$8.5</td>
</tr>
</tbody>
</table>

23.5% Growth

**Current RPO**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>USD in Billions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2 2022</td>
<td>$5.8</td>
</tr>
<tr>
<td>Q2 2023E</td>
<td>$7.1</td>
</tr>
</tbody>
</table>

23% Growth

**Free Cash Flow**

<table>
<thead>
<tr>
<th>Year</th>
<th>USD in Billions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>$2.2</td>
</tr>
<tr>
<td>2023E</td>
<td>$2.6+</td>
</tr>
</tbody>
</table>

30% Margin

---

[1] Free cash flow and free cash flow margin are based on the 2023 guidance of 30% free cash flow margin provided on 4/26/23, with the assumption that professional services and other revenues grow in line with the mid-point of our subscription revenue guidance. Non-GAAP free cash flow is defined as net cash provided by (used in) 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 revenue. See the tables included at the end of this presentation for a reconciliation of non-GAAP financial measures to the most comparable GAAP measures. Note: Subscription revenue growth rate is using the high-end of guidance.
Long-term Trajectory
The world has changed since our last Analyst Day

- **FX headwinds**
- **Macro environment and Deal elongation**
- **Generative AI opportunity**
Subscription Revenue milestones

**Subscription Revenues**
USD in Billions

- **2023E**: $8.5
- **2024E**: $10.4
- **2026E**: $15+

**OF SUBSCRIPTION REVENUE**
by 2026

**$15B+**

Note: Milestones exclude material M&A.
Long-term profitability trajectory

**Non-GAAP Operating Margin**

- **2023E**: 26%
- **2024E**: 28%

**Continued expansion driven by operating leverage**

**Non-GAAP Free Cash Flow Margin**

- **2023E**: 30%
- **2024E**: 31%

**Flat margins in FY25 despite ~200bps in incremental tax headwinds; Expansion thereafter**

**Incremental Y/Y Tax Headwind**

- **2023E**: ~100bps
- **2024E**: ~100bps

Note: Operating Margin expansion based on the 26% non-GAAP FY23 operating margin guidance provided on 4/26/23. Free cash flow growth based off the FY23 guidance of 30% free cash flow margin provided on 4/26/23, with the assumption that professional services grows in line with the mid-point of our subscription revenue guidance. See the tables included at the end of this presentation for a reconciliation of non-GAAP financial measures to the most comparable GAAP measures. Targets exclude material M&A.
SBC Expense Target

SBC % of revenue expected to decline to $<15\%$ by 2026 on its way to $<10\%$
Driving Exceptional Shareholder Value

First-ever share repurchase program

$1.5B

$SHARE$ REPURCHASE $AUTHORIZATION$

<1.5%

<ANNUAL DILUTION>
ESG Strategy
ESG strategic pillars, material issues & 2022 highlights
We make the world work better for everyone

Environmental:
Sustaining our planet
- Climate and energy
- Responsible procurement
- Waste
- Water
- On-track progress against SBTi targets
- 100% renewable electricity
- Expanded carbon-neutrality boundary to achieve carbon-neutral cloud for customers
- Initiated water risk assessment

Social:
Creating equitable opportunity
- Our people
- Diversity, equity, and inclusion
- Community engagement
- Workplace health and safety
- Further investing in learning, leadership training and development planning for our people.
- Increased representation of Black, Latinx, URG, women, and women in leadership
- Implemented OHS & S management system to cover all workers with alignment to ISO standards
- 83% y/y increase in volunteer hours logged

Governance:
Acting with integrity
- Security and data privacy
- Corporate governance and business ethics
- Emerging technology and ethics
- Business continuity
- Exceeded peer benchmark in independent cyber audit against the NIST Cyber Security Framework
- Launched Corporate Political Contributions and Industry Associations policy and Human Rights training
- Increased ESG ratings (CDP, EcoVadis, and S&P Global)
- Established Responsible AI Working Group

ServiceNow Platform and Solutions
Technology solutions for people and our planet
Delivered Tokyo Release with expanded capabilities for ESG Management
Released new ESG-related integrations
Scaled ESG partner ecosystem
GAAP to Non-GAAP Reconciliation
## GAAP to Non-GAAP Reconciliation – Subscription Revenues

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GAAP Subscription Revenues</strong></td>
<td>$1,740</td>
<td>$2,421</td>
<td>$3,255</td>
<td>$4,286</td>
<td>$5,573</td>
<td>$6,891</td>
</tr>
<tr>
<td>(+) Effects of Foreign Currency Rate Fluctuations</td>
<td>$(6)</td>
<td>$(27)</td>
<td>$58</td>
<td>$(14)</td>
<td>$(77)</td>
<td>$274</td>
</tr>
<tr>
<td><strong>Non-GAAP Subscription Revenues</strong></td>
<td>$1,734</td>
<td>$2,394</td>
<td>$3,313</td>
<td>$4,272</td>
<td>$5,496</td>
<td>$7,165</td>
</tr>
<tr>
<td>YoY Non-GAAP Subscription Revenues Growth Rates</td>
<td>42%</td>
<td>38%</td>
<td>37%</td>
<td>31%</td>
<td>28%</td>
<td>28.5%</td>
</tr>
</tbody>
</table>

(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 – cRPO and RPO

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAAP Current Remaining Performance Obligations at Period End</td>
<td>$2.5</td>
<td>$3.3</td>
<td>$4.4</td>
<td>$5.7</td>
<td>$6.9</td>
</tr>
<tr>
<td>Y/Y Current Remaining Performance Obligations Growth Rates(1)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>(+) Effects of Foreign Currency Rate Fluctuations</td>
<td>N/A</td>
<td>$0.0</td>
<td>$(0.1)</td>
<td>$0.1</td>
<td>$0.2</td>
</tr>
<tr>
<td>Non-GAAP Current Remaining Performance Obligations at Period End(1)</td>
<td>N/A</td>
<td>$3.3</td>
<td>$4.3</td>
<td>$5.8</td>
<td>$7.1</td>
</tr>
<tr>
<td>Y/Y Non-GAAP Current Remaining Performance Obligations Growth Rates(1)</td>
<td>N/A</td>
<td>34%</td>
<td>30%</td>
<td>32%</td>
<td>25.5%</td>
</tr>
<tr>
<td>GAAP Remaining Performance Obligations at Period End</td>
<td>$4.9</td>
<td>$6.6</td>
<td>$8.9</td>
<td>$11.5</td>
<td>$14.0</td>
</tr>
<tr>
<td>(+) Effects of Foreign Currency Rate Fluctuations</td>
<td>N/A</td>
<td>$0.0</td>
<td>$(0.2)</td>
<td>$0.3</td>
<td>$0.4</td>
</tr>
<tr>
<td>Non-GAAP Remaining Performance Obligations at Period End(1)</td>
<td>N/A</td>
<td>$6.7</td>
<td>$8.7</td>
<td>$11.8</td>
<td>$14.4</td>
</tr>
<tr>
<td>Y/Y Non-GAAP Remaining Performance Obligations Growth Rates(1)</td>
<td>N/A</td>
<td>35%</td>
<td>31%</td>
<td>32%</td>
<td>25%</td>
</tr>
</tbody>
</table>

(1) Non-GAAP current remaining performance obligations, remaining performance obligations and the corresponding growth rates and are derived by applying the exchange rates in effect at the end of the comparison period rather than the actual exchange rates in effect at the end of the current period.
# GAAP to Non-GAAP Reconciliation – Operating Income and Operating Margin

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>GAAP Income (Loss) from Operations</td>
<td>$$-166$$</td>
<td>(17%)</td>
<td>$$-423$$</td>
<td>(30%)</td>
<td>$$-64$$</td>
<td>(3%)</td>
<td>$$-42$$</td>
<td>(2%)</td>
<td>$$42$$</td>
<td>1%</td>
<td>$$199$$</td>
<td>5%</td>
<td>$$257$$</td>
<td>4%</td>
<td>$$355$$</td>
<td>5%</td>
</tr>
<tr>
<td>(-) SBC</td>
<td>$$258$$</td>
<td>26%</td>
<td>$$318$$</td>
<td>23%</td>
<td>$$394$$</td>
<td>21%</td>
<td>$$544$$</td>
<td>21%</td>
<td>$$662$$</td>
<td>19%</td>
<td>$$870$$</td>
<td>19%</td>
<td>$$1,131$$</td>
<td>19%</td>
<td>$$1,401$$</td>
<td>19%</td>
</tr>
<tr>
<td>(+) Amount of Purchased Intangibles</td>
<td>$$12$$</td>
<td>1%</td>
<td>$$15$$</td>
<td>1%</td>
<td>$$20$$</td>
<td>0%</td>
<td>$$25$$</td>
<td>1%</td>
<td>$$35$$</td>
<td>1%</td>
<td>$$45$$</td>
<td>1%</td>
<td>$$76$$</td>
<td>2%</td>
<td>$$80$$</td>
<td>1%</td>
</tr>
<tr>
<td>(+) Business Combination and Other Related Costs</td>
<td>-</td>
<td>0%</td>
<td>$$1$$</td>
<td>0%</td>
<td>$$2$$</td>
<td>0%</td>
<td>$$1$$</td>
<td>0%</td>
<td>$$1$$</td>
<td>0%</td>
<td>$$6$$</td>
<td>0%</td>
<td>$$18$$</td>
<td>0%</td>
<td>$$24$$</td>
<td>0%</td>
</tr>
<tr>
<td>(+) Legal Settlements</td>
<td>-</td>
<td>0%</td>
<td>$$270$$</td>
<td>19%</td>
<td>-</td>
<td>0%</td>
<td>-</td>
<td>0%</td>
<td>-</td>
<td>0%</td>
<td>-</td>
<td>0%</td>
<td>-</td>
<td>0%</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Non-GAAP Income from Operations</td>
<td>$$103$$</td>
<td>10%</td>
<td>$$181$$</td>
<td>13%</td>
<td>$$352$$</td>
<td>18%</td>
<td>$$528$$</td>
<td>20%</td>
<td>$$740$$</td>
<td>21%</td>
<td>$$1,121$$</td>
<td>25%</td>
<td>$$1,482$$</td>
<td>25%</td>
<td>$$1,860$$</td>
<td>26%</td>
</tr>
</tbody>
</table>

*Prior to 2016, numbers reported under ASC 605
Note: Numbers rounded for presentation purposes
GAAP to Non-GAAP Reconciliation – Free Cash Flow and Free Cash Flow Margin

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>GAAP Net Cash Provided by Operating Activities</td>
<td>$318 32%</td>
<td>$160 12%</td>
<td>$643 33%</td>
<td>$811 31%</td>
<td>$1,236 36%</td>
<td>$1,787 39%</td>
<td>$2,191 37%</td>
<td>$2,723 38%</td>
<td>$902 43%</td>
<td>N/A 37%</td>
</tr>
<tr>
<td>(-) Purchases of Property and Equipment</td>
<td>$(88) (9%)</td>
<td>$(106) (8%)</td>
<td>$(151) (8%)</td>
<td>$(224) (9%)</td>
<td>$(265) (8%)</td>
<td>$(419) (9%)</td>
<td>$(392) (7%)</td>
<td>$(550) (8%)</td>
<td>$(165) (8%)</td>
<td>N/A (7%)</td>
</tr>
<tr>
<td>(+) Cash Paid for Legal Settlements</td>
<td>- 0%</td>
<td>$268 19%</td>
<td>- 0%</td>
<td>- 0%</td>
<td>- 0%</td>
<td>- 0%</td>
<td>- 0%</td>
<td>- 0%</td>
<td>$268 19%</td>
<td>N/A 0%</td>
</tr>
<tr>
<td>(+) Repayments of Convertible Senior Notes attributable to Debt Discount</td>
<td>- 0%</td>
<td>- 0%</td>
<td>- 0%</td>
<td>$145 6%</td>
<td>- 0%</td>
<td>$82 2%</td>
<td>$15 0%</td>
<td>- 0%</td>
<td>$268 19%</td>
<td>N/A 0%</td>
</tr>
<tr>
<td>(+) Business combination and other related costs</td>
<td>- 0%</td>
<td>- 0%</td>
<td>- 0%</td>
<td>- 0%</td>
<td>- 0%</td>
<td>- 0%</td>
<td>$53 1%</td>
<td>$7 0%</td>
<td>- 0%</td>
<td>N/A 0%</td>
</tr>
<tr>
<td>Non-GAAP Free Cash Flow</td>
<td>$230 23%</td>
<td>$322 23%</td>
<td>$492 25%</td>
<td>$732 28%</td>
<td>$971 28%</td>
<td>$1,449 32%</td>
<td>$1,867 32%</td>
<td>$2,180 30%</td>
<td>$737 35%</td>
<td>N/A 30%</td>
</tr>
</tbody>
</table>

*Prior to 2016, numbers reported under ASC 605
Note: Numbers rounded for presentation purposes
## GAAP to Non-GAAP Reconciliation – Subscription Gross Margin

<table>
<thead>
<tr>
<th>In millions (except %’s and per share data)</th>
<th>2023E Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAAP Subscription Gross Profit</td>
<td>81%</td>
</tr>
<tr>
<td>(+) Subscription SBC</td>
<td>2%</td>
</tr>
<tr>
<td>(+) Subscription Amort of Purchased Intangibles</td>
<td>1%</td>
</tr>
<tr>
<td>Non-GAAP Subscription Gross Profit</td>
<td>84%</td>
</tr>
</tbody>
</table>

Note: Numbers rounded for presentation purposes
Thank you