




# Digitalisation of Capex Process To Power a 360 View of Projects and Deliver End to End Efficiencies





Salesforce acknowledges  
the **Traditional Owners of the lands**  
on which we broadcast from today and recognise  
their continuing connection to land,  
waters, and culture.

**We pay our respects to Elders past,  
present and emerging.**

# Thank You





# 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

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# Megatrends shaping the mining strategic landscape



## China's "New Era"

China's increasing global leadership, with impact on commodity markets



## Shift to Electrification

EVs and battery storage shifting demand patterns for minerals like nickel, cobalt and lithium



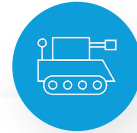
## Environmental Sustainability

Higher recycling rates driven by carbon footprint, scrap availability and ESG pressure



## Digitisation

Productivity increase powered by automation, intelligent mining and AI



## Ukrainian conflict

Price increases and supply gaps due to previous tight supply-demand balance and current supply chain disruptions



## Productivity Focus

Productivity across the mining sector has reversed course but still below mid-2000s levels

# Investments in Mining are expected to increase, following energy transition, digitalization and urbanization trends

Metals and Mining total market is projected to grow ...



~+8%

Expected global market growth (CAGR, 2021-25)



2X

Expected global mineral demand for clean energy technologies in 2040

... with investments expected to increase to respond to specific trends inside and outside the industry



Digitalization



Energy transition



Urbanization and population increase

----- ≡ -----  
~+10%

Expected growth in Capex investments (CAGR, 2020-25)

# Mining players present key common challenges along the investment cycle



**No unique and centralized source** of truth for data, with **manual** and **time consuming inputs processes** vs. increasing project complexities



High reliance on different tools (e.g. excels) with **no standard formats**



**Poor project management** and **insufficient skilled labor**



**Low process automation** along the entire cycle



**No system integration** along the value chain and **functional silos**



**~40%**

Avg. cost overruns

**~60%**

Avg. schedule delays (~2.2 years)





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# Salesforce solutions enable businesses to digitise operations and commercial processes



Trailblazer Success & Community • World's #1 CRM • Fast Time to Value • Scalable & Flexible • Work From Anywhere



Experience	Apps	Web	Channels	Bots
Einstein	Automation	Workflow	Personalization	Low Code
Single Source of Truth	Data	Streams	Segments	Privacy

**Hyperforce**

# Salesforce solutions can help Mining players transform across 6 areas

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Focus of document



## ON TIME AND EFFICIENT CAPITAL DELIVERY

Optimize and manage Capital deployment process to increase ROI and reduce projects implementation time



### OPERATIONAL EFFICIENCY



Drive productivity through better coordination and collaboration

Save time and resources using IoT predictive analytics

▲ 5-10% Field Force Productivity  
▼ 10% Opex Reduction



### SUPPLIER/ COMMUNITY RELATIONSHIPS



Achieve E2E visibility on suppliers on a single platform improving selection, onboarding and engagement of suppliers

▼ 3-5% Procurement cost reduction



### SAFETY & EMPLOYEE EXPERIENCE



Improve employee experience and safety through better coordination with contractors and optimal match of skills and tasks

▲ 5-10% Employee Productivity



### SUSTAINABILITY



Drive sustainability goals leveraging E2E visibility on carbon footprint in real time

▲ 15% profit improvement from circularity



## DATA INTEGRATION & PERFORMANCE MEASUREMENT

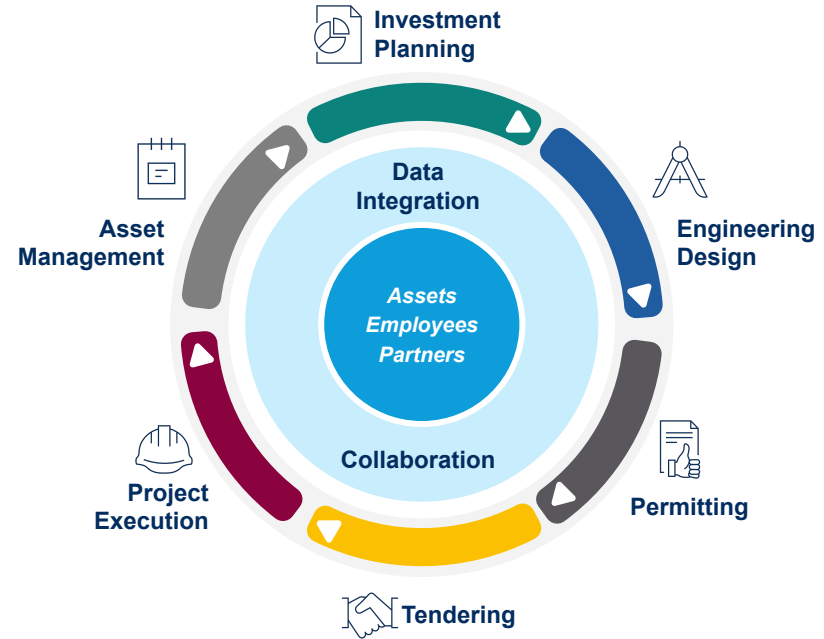
Integrate internal, external and commodity markets data to generate actionable insights



# Salesforce Investment solution aims at future proofing digital capabilities for investment deployment

Based on a set of **70+ digital capabilities** and focused on integrating legacy systems to streamline **investment cycle**, by:

- Improving **E2E visibility and coordination** over the entire capex cycle, **breaking silos** through effective **data integration** and **stakeholders' collaboration**
- Enhancing the **individual phases** of the capex cycle and **drive process efficiencies** leveraging **flexible digital solutions**



# Capexforce provides vertical solutions across all the phases of the capex cycle



- Identify and eliminate **bottlenecks**
- Improve **decision-making**
- Enhance **collaboration** and **coordination** across functions



Investment Planning	Engineering Design	Permitting	Tendering	Project Execution	Infrastructure Management
<ul style="list-style-type: none"><li>• Facilitate <b>capital allocation</b> and <b>re-planning</b></li><li>• Speed up <b>investment requests</b> and <b>approvals</b></li><li>• Increase planning <b>accuracy</b></li></ul>	<ul style="list-style-type: none"><li>• Streamline <b>design approval</b> and <b>collaboration</b> also with 3rd parties</li><li>• Increase <b>team productivity</b></li><li>• Foster <b>best-practice sharing</b> and prevent know-how drain</li></ul>	<ul style="list-style-type: none"><li>• Speed up <b>authorization obtainment</b></li><li>• Centralize <b>monitoring on permits' lifecycle</b> and <b>document archiving</b></li><li>• Increase <b>planning accuracy</b> of procurement and execution</li></ul>	<ul style="list-style-type: none"><li>• Invite the <b>best suppliers</b></li><li>• Increase <b>tendering visibility</b> and <b>transparency</b></li><li>• Facilitate <b>communication</b> and <b>documents collection</b></li></ul>	<ul style="list-style-type: none"><li>• Increase execution <b>efficiency and speed</b></li><li>• Improve collaboration with <b>contractors</b></li><li>• Digitize <b>status updates</b> and <b>work handovers</b></li></ul>	<ul style="list-style-type: none"><li>• Increase visibility into <b>Asset Data and Timeline</b></li><li>• Improve Asset uptime with <b>preventive maintenance</b></li><li>• Increase speed and safety of <b>Field Service</b></li></ul>

# By integrating data and systems, Salesforce creates an Investment Single Source of Truth



**Collaboration and process automation layer**  
*Exchange info and data across functions, trigger actions across the cycle*



**Intelligence and Analytics layer**

*Facilitate decision making and performance analysis with integrated process data*



**Vertical Solutions**

*Support specific use cases along the process*

Investment planning

Engineering

Permitting

Tendering

Project execution

Asset management



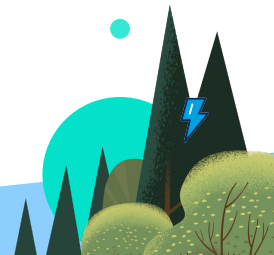
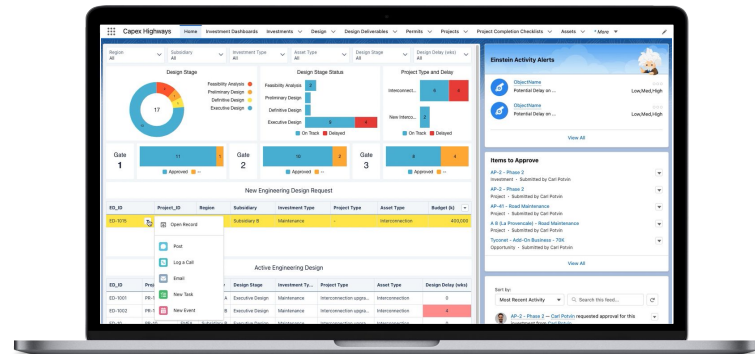
**Integration Layer**

*Integrate applications, systems and databases to create and re-use a data single source of truth*



**Data Sources**

*Legacy systems and external data*



# Capex digitisation can produce 10x ROI



## Key levers

Decrease your overall expenditure and de-risk your investment portfolio

Speed up Capex deployment

## Capabilities

### Data integration

Centralized platform to create an **up-to-date asset repository** through **data integration** from **legacy systems** and data collection from relevant stakeholders

### Visualization and insights

**Integrated overview** of the portfolio throughout the investment cycle with **real-time KPIs and dashboards** to facilitate **prioritization and decision-making**

### Collaboration

Improved **communication and collaboration** within the organization and with third parties through **shared tools to effectively manage complex interactions** and documentation processes

### Automation

**Enhanced productivity** by **automating and digitizing key processes** involving internal and external stakeholders (e.g., document generation for the permitting process)

### Action trigger

Increased effectiveness of field force by generating **triggers that improve resource allocation** and accelerate interventions

## KPIs

Increase in speed of capex deployment:

~15%

Reduction of cost overruns:

~25%

Estimated return over cost of Capex solution<sup>1</sup>:

~10X (cost of capex solution)

1. Estimated return over cost of the solution for a Capex deployment plan of €1,000Mn at a cost of capital of 6% (2-year period)

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# Capital Investment Solution Demo



**SALESFORCE** Capital  
Presents **Investment  
Solution**  
Demo



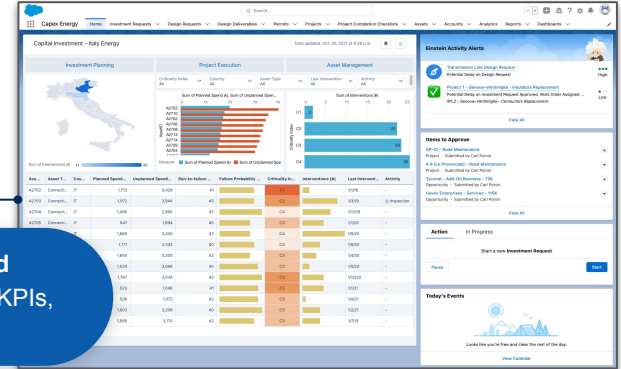
# Increase on-time and on-budget investment delivery



**Identify and eliminate bottlenecks**  
analysing capex performance and triggering actions directly on the platform

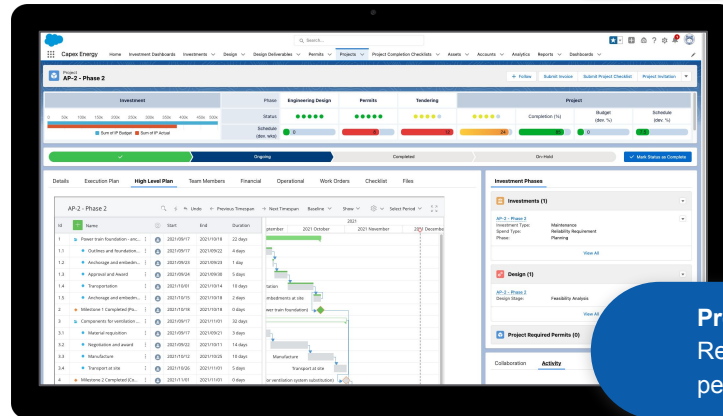


**E2E investment portfolio dashboard**  
Multi dimensional analytics, real-time KPIs, insights and recommendations, ...



**Improve decision-making**  
by leveraging historical data, project KPIs and feedback loops from each phase

**Enhance coordination and collaboration across functions**  
by ensuring effective information flow across stakeholders and systems



**Project single source of truth**  
Resources involved, status overview, pending actions, ...



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