



# Investor Presentation

**October 27, 2025**

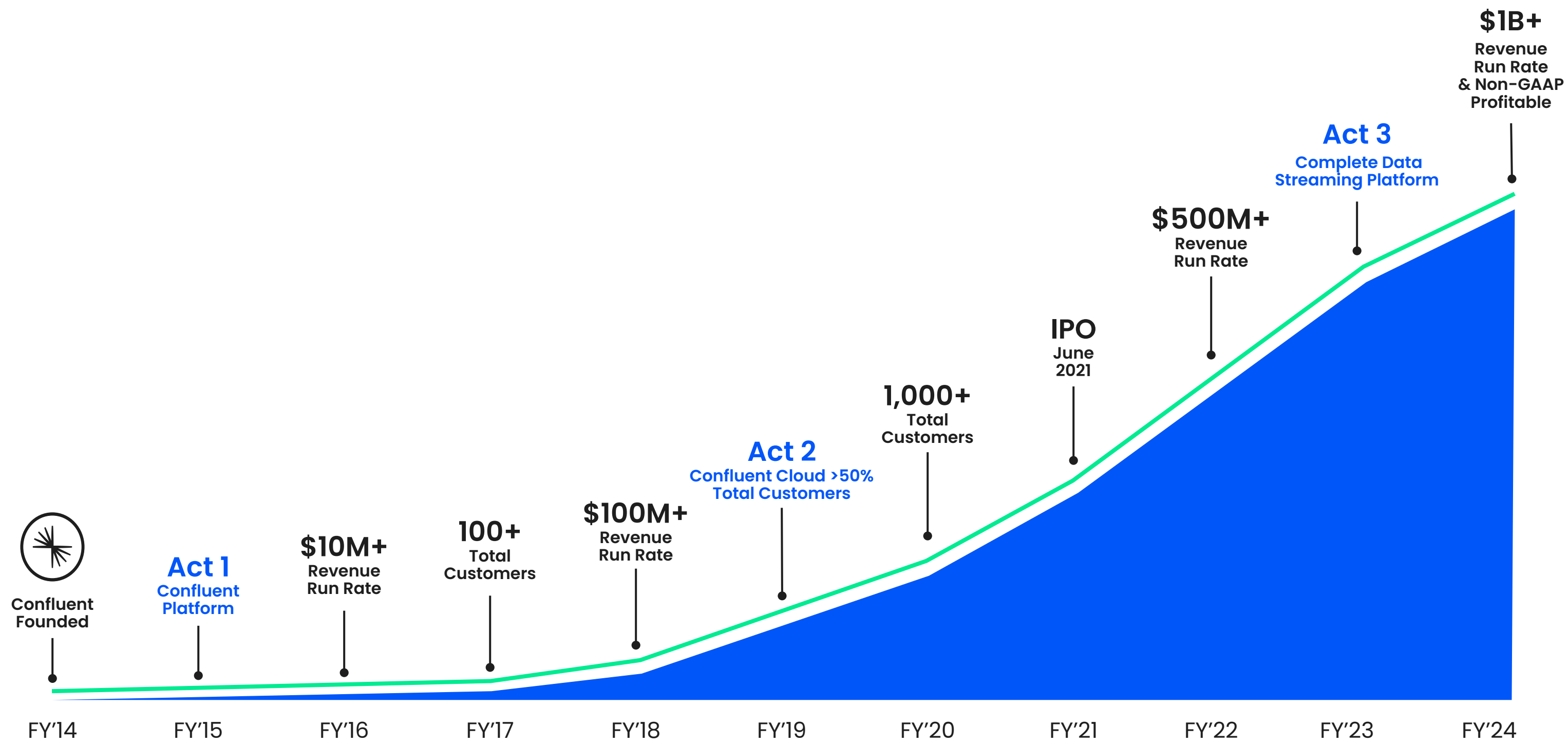
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This presentation includes express and implied forward-looking statements. All statements contained in this presentation other than statements of historical facts, including expectations of Confluent, Inc. (“we,” “us,” “our,” or “Confluent”) regarding our revenue, revenue mix, expenses and other results of operations; net dilution; future financial performance, business strategy and plans; potential market and growth opportunities; our growth drivers; competitive position; technological or market trends; addressable market opportunity; consumption growth rate and efficient growth; customer growth; and our objectives for future operations, are forward-looking statements. The words “believe,” “may,” “will,” “estimate,” “continue,” “anticipate,” “intend,” “expect,” “seek,” “plan,” “project,” “target,” “looking ahead,” “look to,” “move into,” and similar expressions are intended to identify forward-looking statements. We have based these forward-looking statements largely on our current expectations and projections about future events and trends that we believe may affect our financial condition, results of operations, business strategy, short-term and long-term business operations and objectives, and financial needs. These forward-looking statements are subject to risks, uncertainties, and assumptions. If the risks materialize or assumptions prove incorrect, actual results could differ materially from the results implied by these forward-looking statements. Risks include, but are not limited to: (i) our limited operating history, including in uncertain macroeconomic environments, (ii) our ability to sustain and manage our rapid growth, (iii) our ability to increase consumption of our offerings, including by existing customers and through the acquisition of new customers, including by addressing customer consumption preferences, successfully adding new features and functionality to our offerings, and partnering with our customers to help them realize increased value in Confluent in an efficient and sustainable manner, (iv) our ability to successfully execute our go-to-market strategy and initiatives, (v) our ability to attract new customers and successfully ramp their consumption of our offerings, as well as retain and sell additional features and services to our existing customers, (vi) uncertain macroeconomic conditions, including high inflation, high interest rates, bank failures, global tariffs, taxes on multinational companies, geopolitical events, recessionary risks, and exchange rate fluctuations, (vii) the estimated addressable market opportunity for our Data Streaming Platform, and our ability to capture our share of that market opportunity, (viii) shifts in certain customers’ data streaming strategies, (ix) our ability to compete effectively in an increasingly competitive market, (x) our ability to attract, ramp, and retain highly qualified personnel, and the impacts of attrition and related challenges, (xi) breaches in our security measures, intentional or accidental cybersecurity incidents or unauthorized access to our platform, our data, or our customers’ or other users’ personal data, (xii) our reliance on third-party cloud-based infrastructure to host Confluent Cloud, (xiii) public sector budgetary cycles and funding reductions or delays, or shifts in procurement strategies, and (xiv) our ability to accurately forecast our future performance, business and growth. These risks are not exhaustive. It is not possible for our management to predict all risks, nor can we assess the impact of all factors on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements we may make. You should not rely upon the forward-looking statements as predictions of future events. The future events and trends discussed in this presentation may not occur and actual results could differ materially and adversely from those anticipated or implied in the forward-looking statements. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee that future results, levels of activity, performance, achievements or events and circumstances reflected in the forward-looking statements will occur. 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This presentation also contains statistical data, estimates and forecasts made by independent parties and by us relating to market size and growth, as well as other data about our industry and business. These data involve a number of assumptions and limitations, and we have not independently verified the accuracy or completeness of these data. Neither we nor any other person makes any representation as to the accuracy or completeness of such data or undertakes any obligation to update such data after the date of this presentation. In addition, projections, assumptions and estimates of our future performance and the future performance of the markets in which we operate are necessarily subject to a high degree of uncertainty and risk. The Gartner content described herein (the “Gartner Content”) represents research opinions or viewpoints published, as part of a syndicated subscription service, by Gartner, Inc. (“Gartner”), and are not representations of fact. The Gartner Content speaks as of its original publication date (and not as of the date of this presentation), and the opinions expressed in the Gartner Content are subject to change without notice.

This presentation includes certain non-GAAP financial measures as defined by Securities and Exchange Commission (“SEC”) rules. Because not all companies calculate non-GAAP financial information identically (or at all), the presentations herein may not be comparable to other similarly titled measures used by other companies. Further, such non-GAAP financial information of Confluent should be considered in addition to, and not as superior to or as a substitute for, the historical consolidated financial statements of Confluent prepared in accordance with GAAP. Refer to the slides in the section titled “GAAP to Non-GAAP Reconciliations” at the end of this presentation for a reconciliation of our non-GAAP financial measures to the most directly comparable GAAP financial measures. Confluent Cloud revenue includes revenue from WarpStream, which was not material for the quarter ended September 30, 2025.

# 10+ Years of Setting **Data in Motion**



**Q3'25 Highlights**

**Subscription Revenue**  
\$286M, +19% y/y

**Cloud Revenue**  
\$161M, +24% y/y

**Dollar-Based Net Retention Rate**  
114%

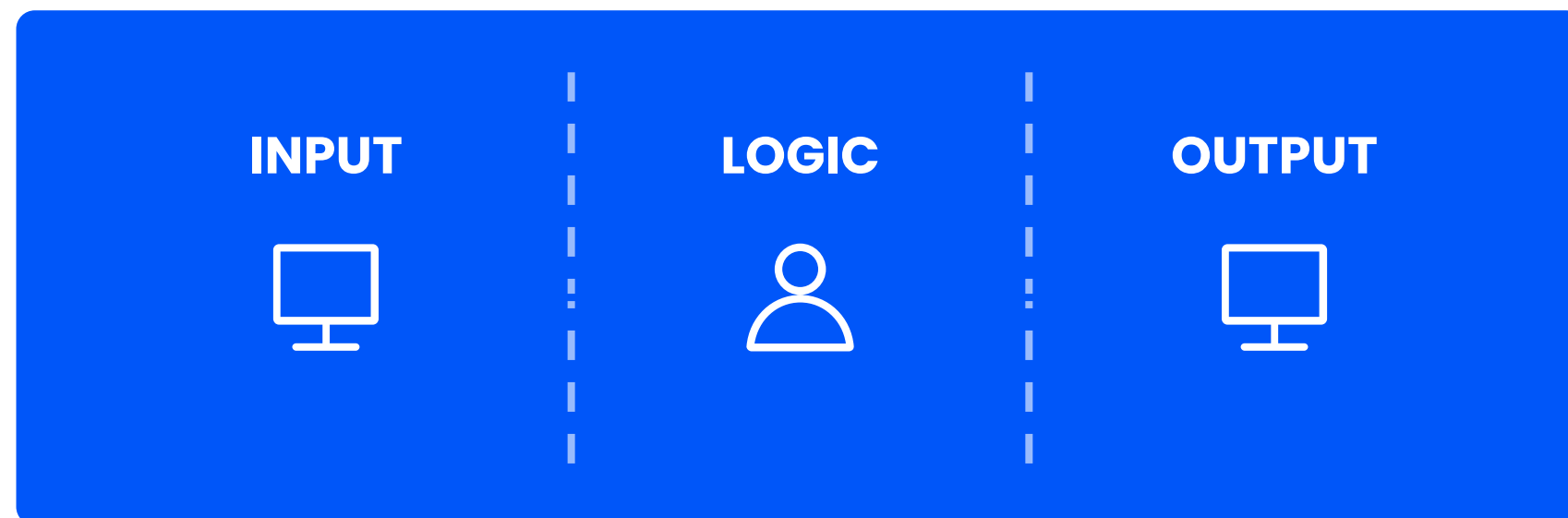
**Non-GAAP Operating Margin**  
9.7%, +3.4 pts y/y

**Adjusted Free Cash Flow Margin**  
8.2%, +4.5 pts y/y

Refer to the slides in the sections titled "Definitions" and "GAAP to Non-GAAP Reconciliations" at the end of this presentation for the definition of "Dollar-Based Net Retention Rate" and a reconciliation of our non-GAAP financial measures to the most directly comparable GAAP financial measures.

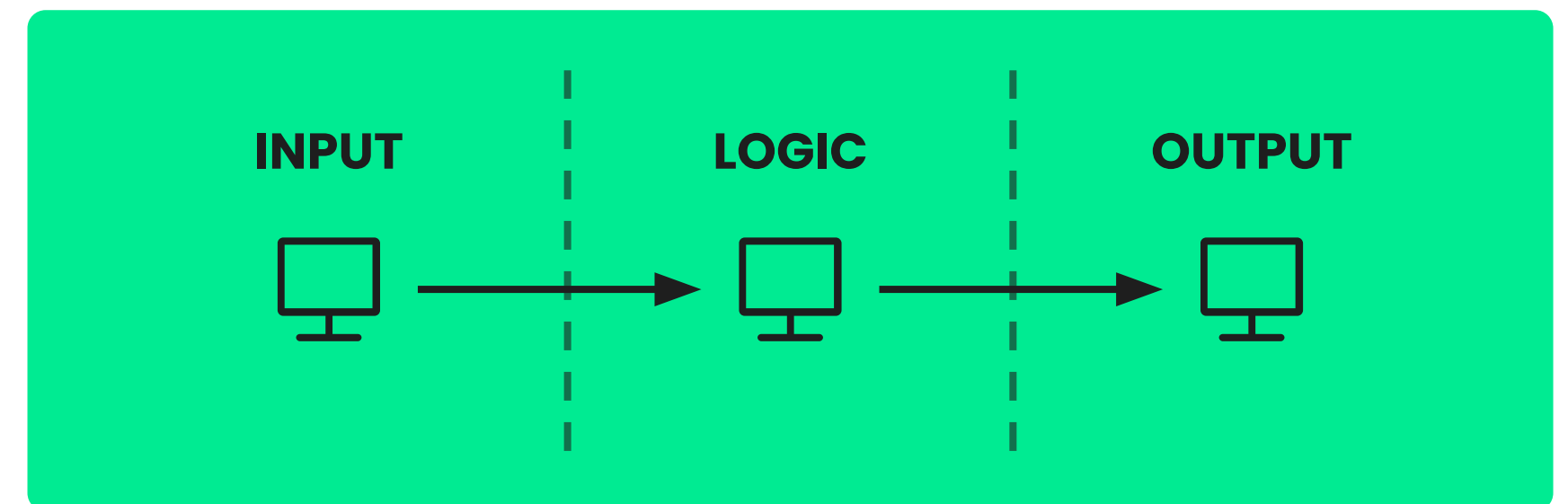
# Companies are Becoming Software

## Software used by people



Action happens *periodically*

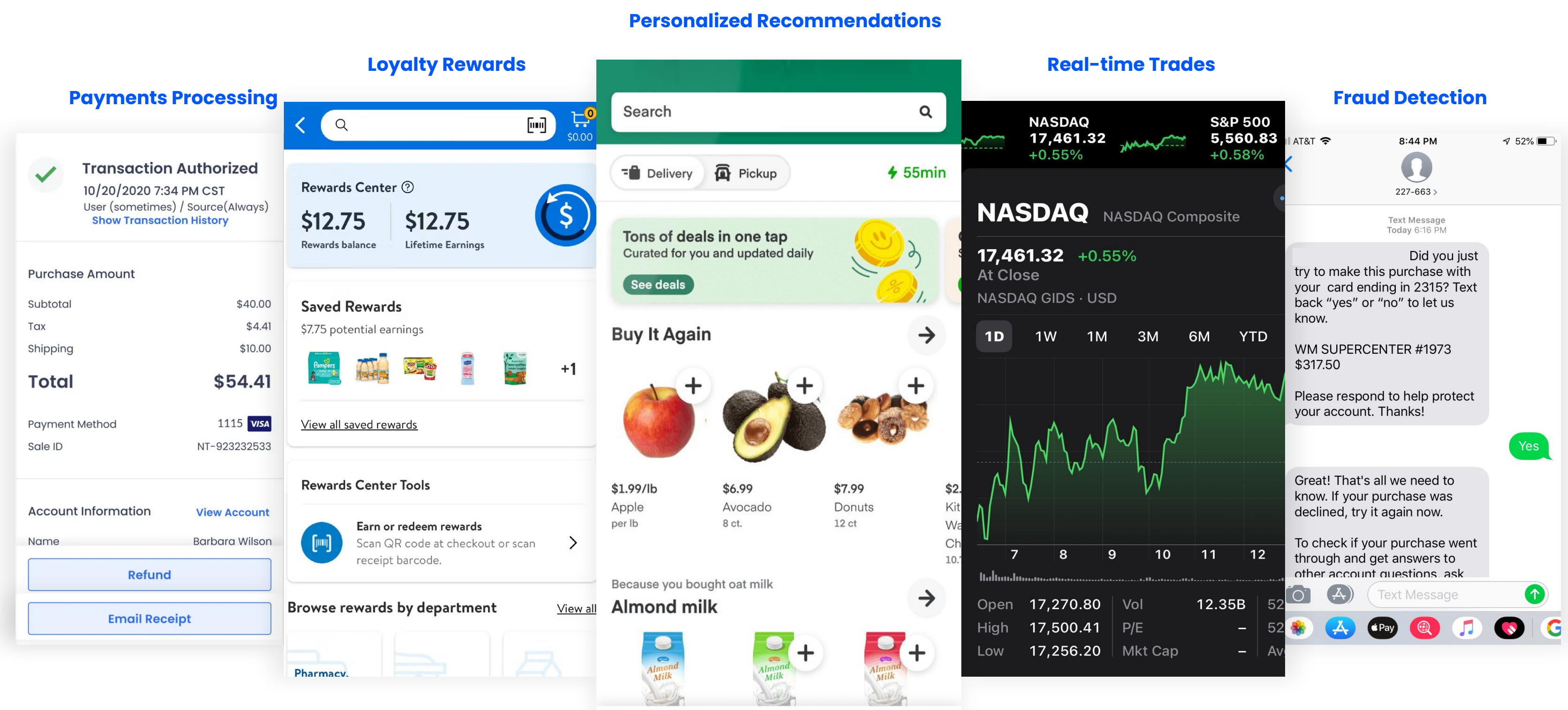
## Software used by software



Action happens *continuously*



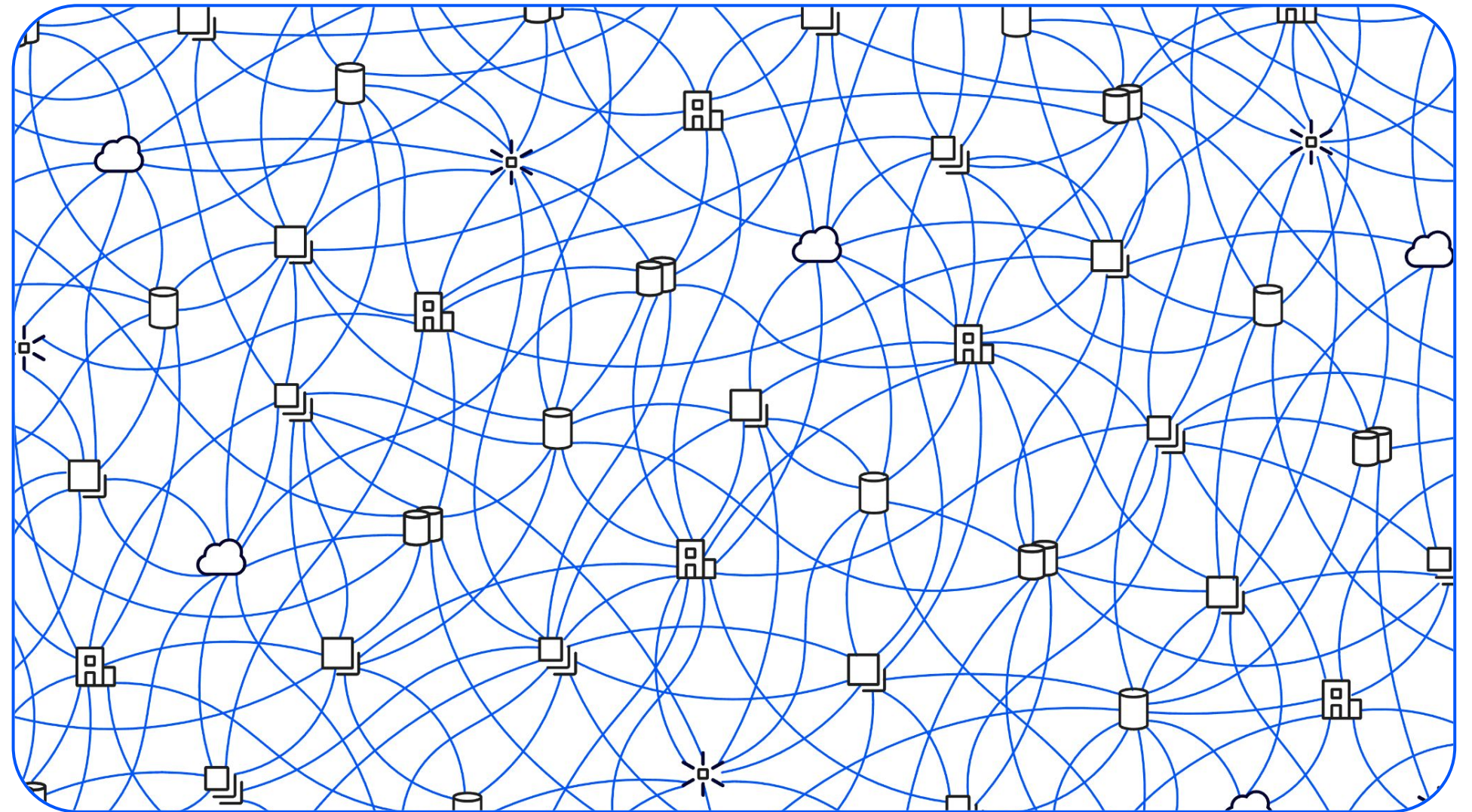
# Data is the Fuel for a Modern Software Business





# Legacy Architectures Have Led to a Giant Data Mess, Undermining the Potential of **Real-time AI**

- Tightly coupled point-to-point integrations
- Complex data wrangling downstream
- Batch-based data integration
- Point-in-time queries on static data



# We're Simplifying the Data Landscape From the Ground Up



Real-time  
Inventory



Real-time  
Fraud Detection



Real-time  
Customer 360



GenAI  
Applications



Agentic  
AI



Many more...

## Confluent Data Streaming Platform

### CONNECT

120+ Pre-built Connectors  
Connect with Confluent | Custom Connectors

### PROCESS

Flink on-prem and in Cloud  
Multi-language Support | AI Model Inference

### GOVERN

Stream Catalog | Stream Quality  
Stream Lineage | Data Portal

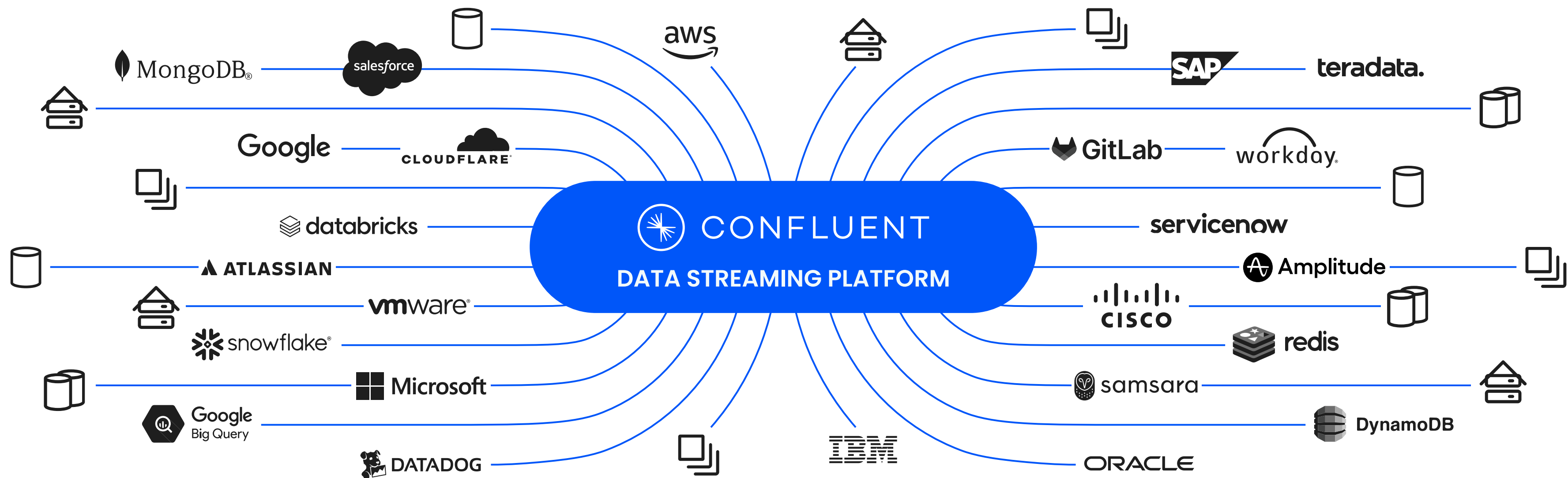
### TABLEFLOW

Delta | Iceberg | Unity Catalog

### STREAM

Basic | Standard | Enterprise | Freight | WarpStream | Confluent Server | Dedicated

# From Giant Mess to Central Nervous System



# Our Platform Enables Virtually Endless Use Cases...



## Retail

Inventory Management

Personalized Promotions

Product Development & Introduction

Sentiment Analysis

Streaming Enterprise Messaging

Systems of Scale for High Traffic Periods



## Healthcare

Connected Health Records

Data Confidentiality & Accessibility

Dynamic Staff Allocation Optimization

Integrated Treatment

Proactive Patient Care

Real-Time Monitoring



## Finance & Banking

Early-On Fraud Detection

Capital Management

Market Risk Recognition & Investigation

Preventive Regulatory Scanning

Real-Time What-If Analysis

Trade Flow Monitoring



## Transportation

Advanced Navigation

Environmental Factor Processing

Fleet Management

Predictive Maintenance

Threat Detection & Real-Time Response

Traffic Distribution Optimization



## Teleco

5G Networks

Data Security

Product Development & Introduction

Sentiment Analysis

IOT Integration

Systems of Scale for High Traffic Periods



## Common in all Industries

Messaging Integration

Data Pipelines

Real-time AI









Security and Fraud

Customer 360

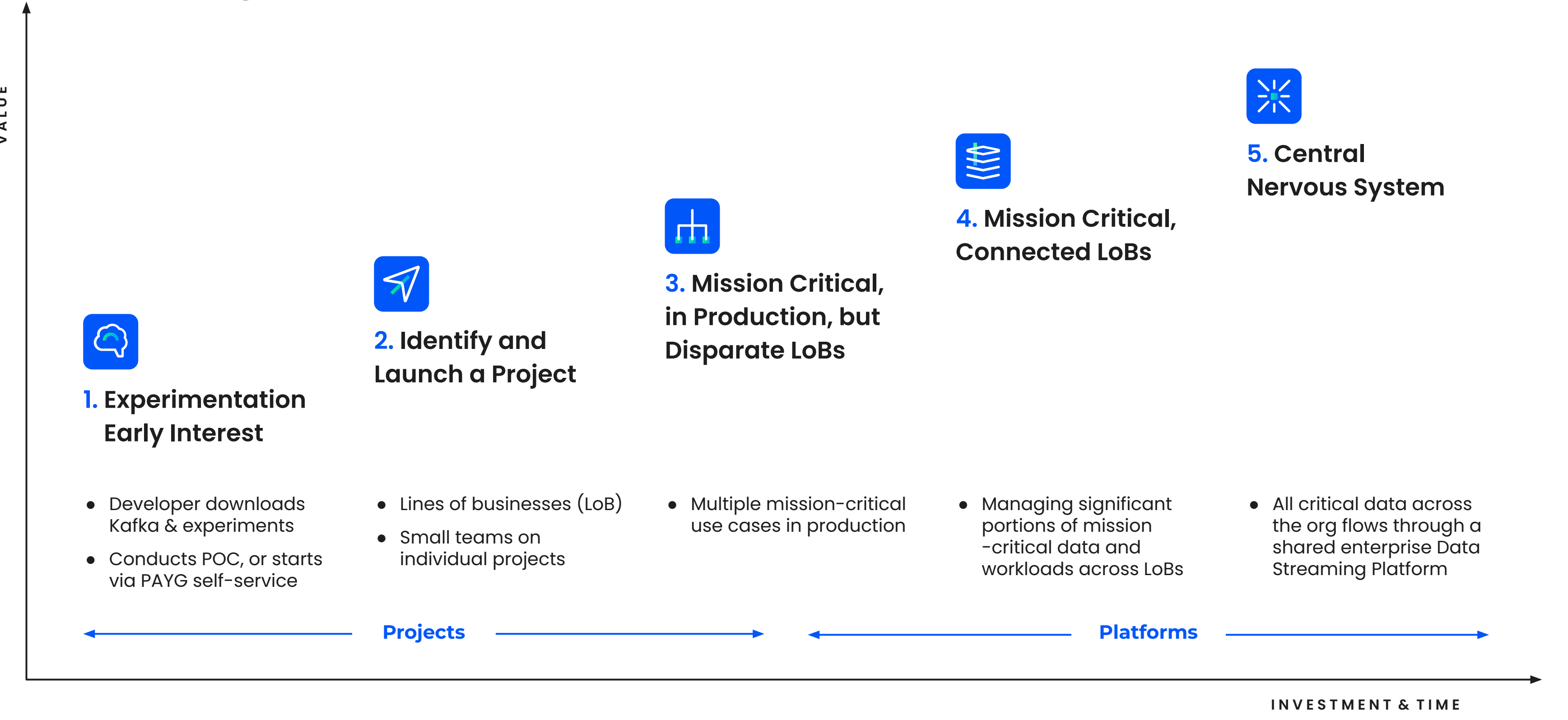
Data Sharing



# ...With Proven Success Across Industries

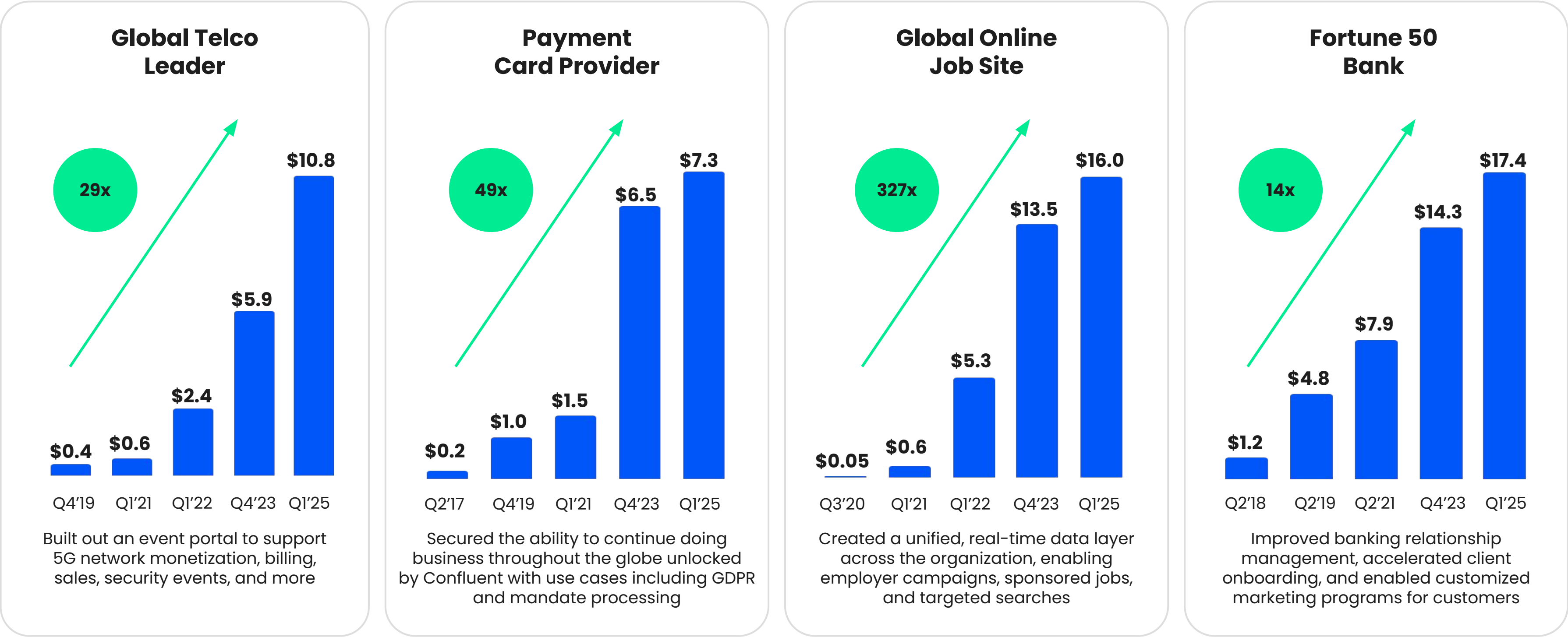
Financial Services	Technology	Communications & Media	Manufacturing
			
Consumer & Retail	Automotive & Transportation	Healthcare	Insurance
			

# Driving Business Success at Every Stage of the Customer Journey



# Customer Journey Case Studies

ARR \$ in millions







Note: The expansion multiple is calculated based on the land ARR and the Q1'25 ending ARR, using actual unrounded numbers.  
The customer examples shown on this slide are illustrative only and may not be representative of growth of other customers within the same vertical(s).

# Competitive Landscape

## Legacy Data Infrastructure

*Relational DBs*  
ORACLE®


*ESB & Messaging*  
 MuleSoft®  
 IBM  
TIBCO™


*ETL*  
 Informatica®  
talend  
ORACLE®

## On-Premises Streaming

 Red Hat  
CLUSTERA

## Cloud Providers

*Partners & Competitors*  
 Microsoft

 aws

Google

# One Team, One Mission: Set Data in Motion



**Jay Kreps**  
Co-Founder & CEO

Linked 



**Jun Rao**  
Co-Founder

Linked 




**Rohan Sivaram**  
Chief Financial Officer

 Palo Alto Networks Morgan Stanley





**Stephanie Buscemi**  
Chief Marketing Officer



**Shaun Clowes**  
Chief Product Officer

 MuleSoft  ATlassian

## Board of Directors

**Jay Kreps**  
Co-Founder & CEO, Confluent

**Neha Narkhede**  
Co-Founder, Confluent  
Co-Founder and CEO, Oscillar

**Matt Miller**  
Founder & Partner, Evantic Capital

**Mike Volpi**  
General Partner, Hanabi Capital


**Eric Vishria**  
Partner, Benchmark

**Jonathan Chadwick**  
Former EVP, CFO/COO,  
VMware



**Greg Schott**  
Former CEO and Chairman,  
Mulesoft

**Lara Caimi**  
Former President of Worldwide  
Field Operations, Samsara

**Alyssa Henry**  
Former CEO, Square




**Rey Perez**  
Chief Customer Officer

 new relic  ORACLE






**Colleen McCreary**  
Chief People Officer

credit karma  zynga






**Ryan Mac Ban**  
Chief Revenue Officer

 UiPath  vmware





**Rebecca Chavez**  
Chief Legal Officer

 -chargepoint+  palo alto networks



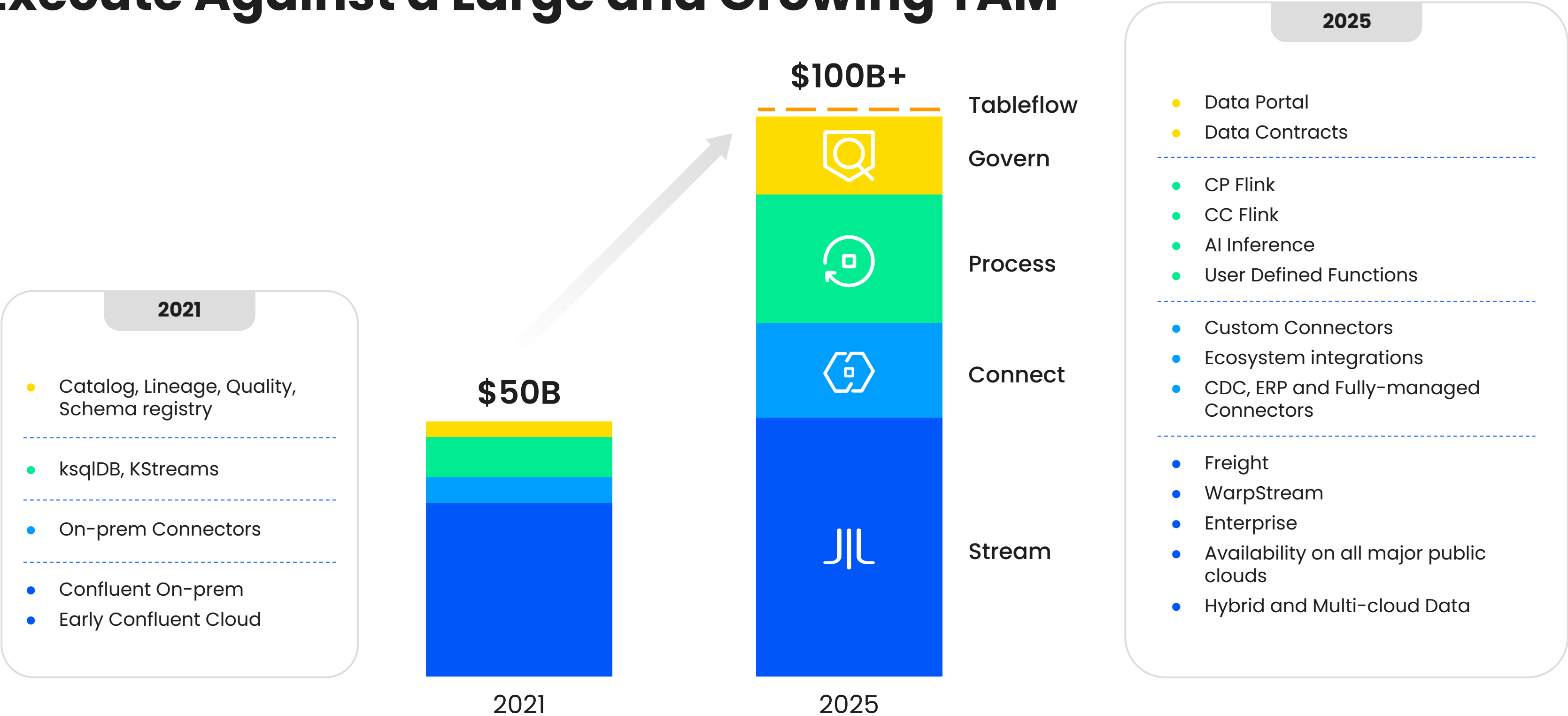
**Stephen Deasy**  
Chief Technology Officer

 Benchling  ATlassian

**3,263** Employees as of Q3 2025

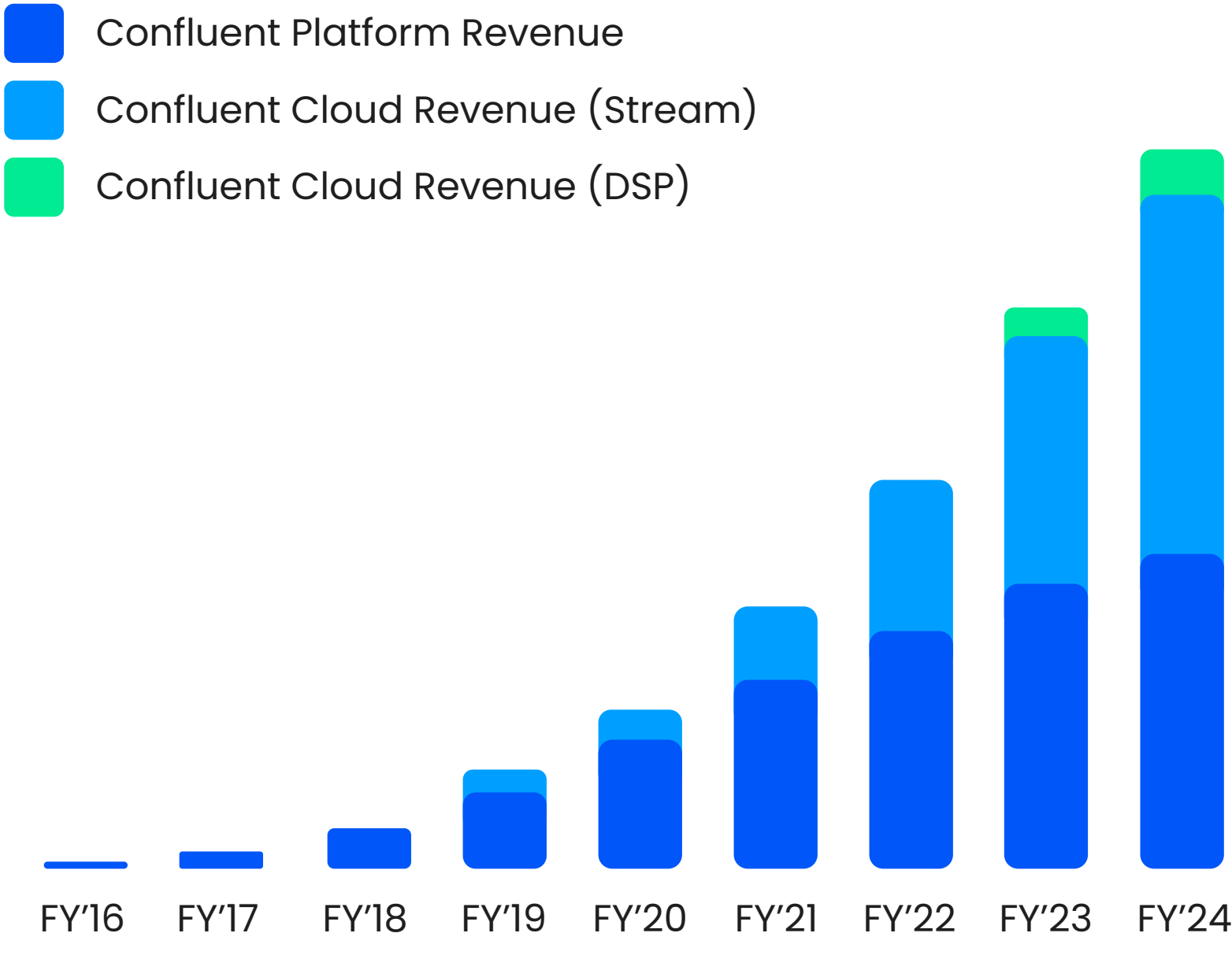


# Execute Against a Large and Growing TAM



Confluent TAM based on estimated share of each Gartner market from 2021 to 2028, which is tied to our current product offering and planned product roadmap:  
2021 TAM estimate sources: Gartner, "Enterprise Infrastructure Software, Worldwide, 2021-2027, 1Q23 Update" by Arunasree Cheparthi et al, 28 March 2023 and Gartner, "Forecast: Enterprise Application Software, Worldwide, 2021-2027, 1Q23 Update", by Amarendra et al, 28 March 2023  
2025 TAM estimate sources: Gartner, "Forecast: Enterprise Application Software, Worldwide, 2022-2028 4Q24 Update," by Amarendra et al, 20 December 2024 and Gartner, "Forecast: Enterprise Infrastructure Software, Worldwide, 2022-2028 4Q24 Update," by Arunasree Cheparthi et al, 17 December 2024

# Act 3: Our Next Wave of Growth



## Multiple Drivers

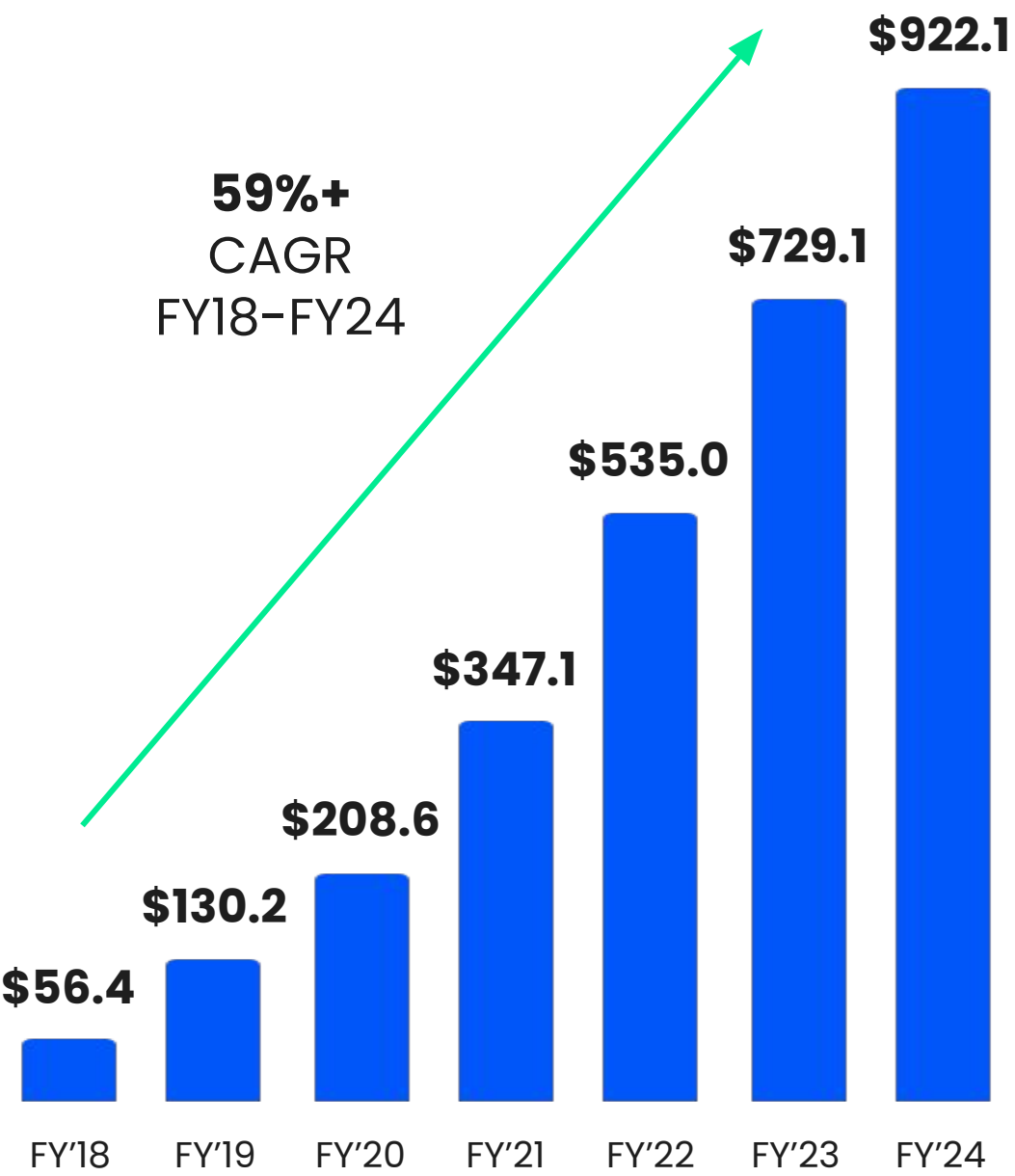
- ✓ Streaming Opportunity
- ✓ Data Streaming Platform
- ✓ AI Adoption
- ✓ Partner Ecosystem

Note: This chart is not to scale and is for illustrative purposes only. Cloud revenue prior to FY'19 and DSP revenue prior to FY'23 were not shown in the chart given immateriality.

# Subscription Revenue

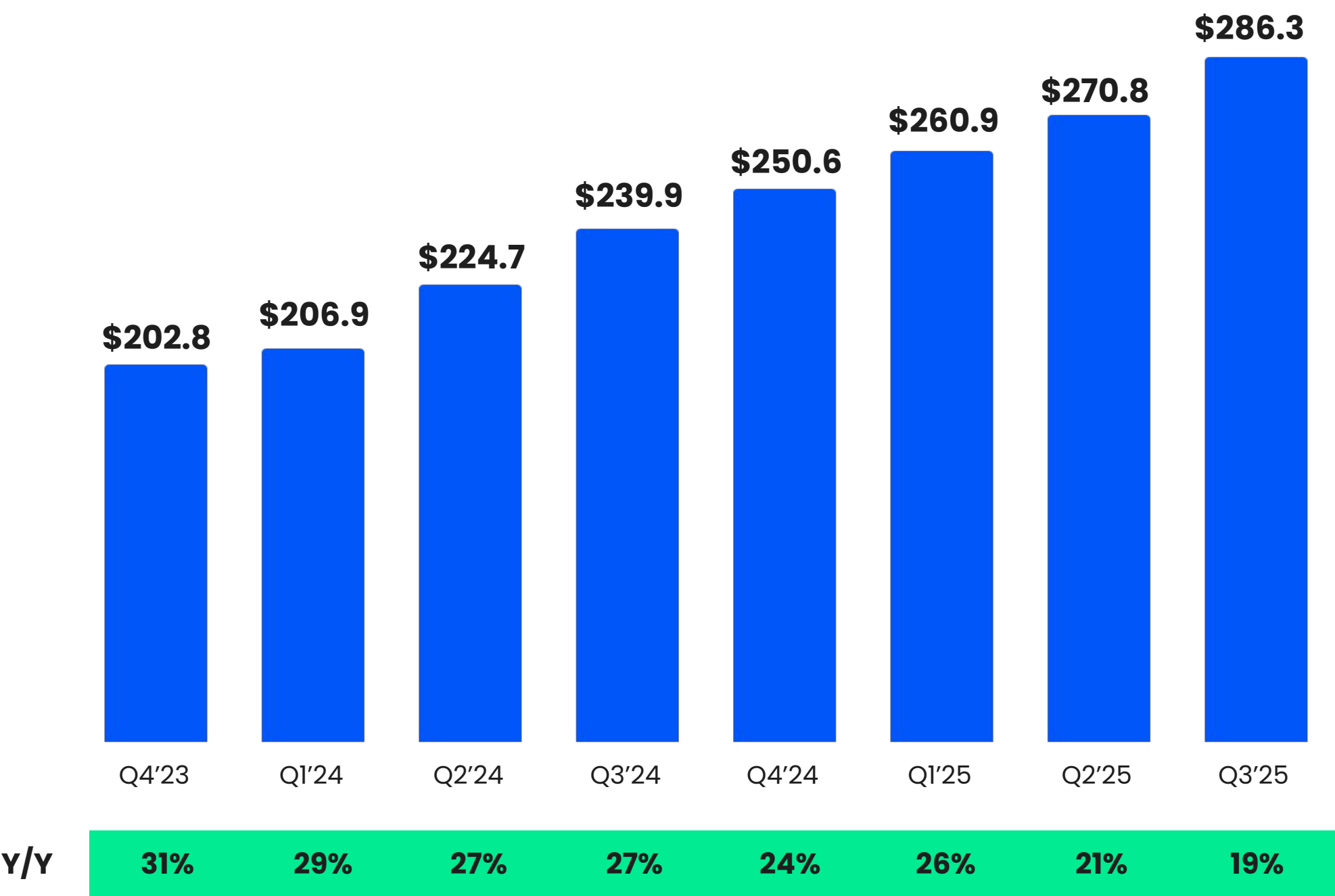
Annual Subscription Revenue

\$ in millions

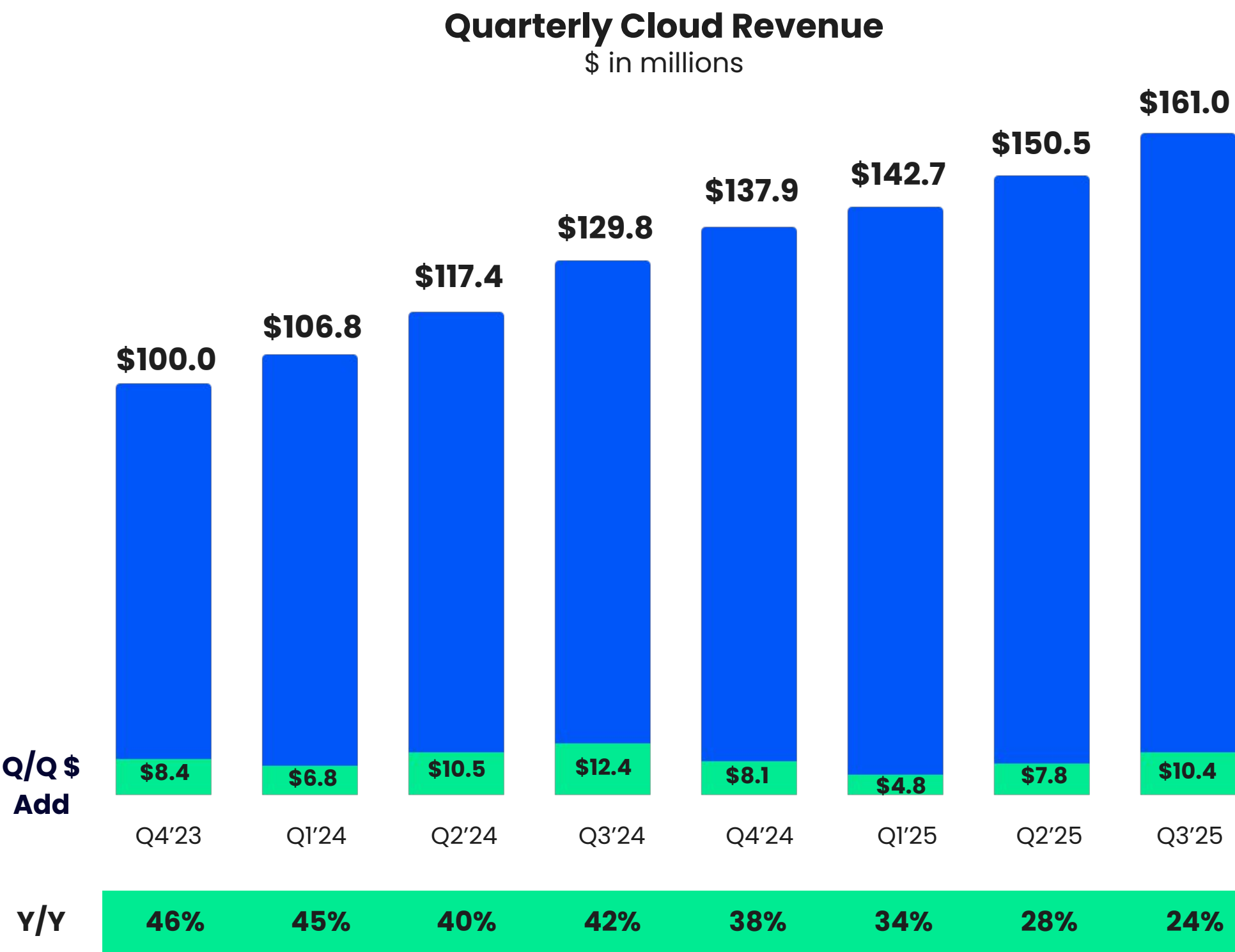
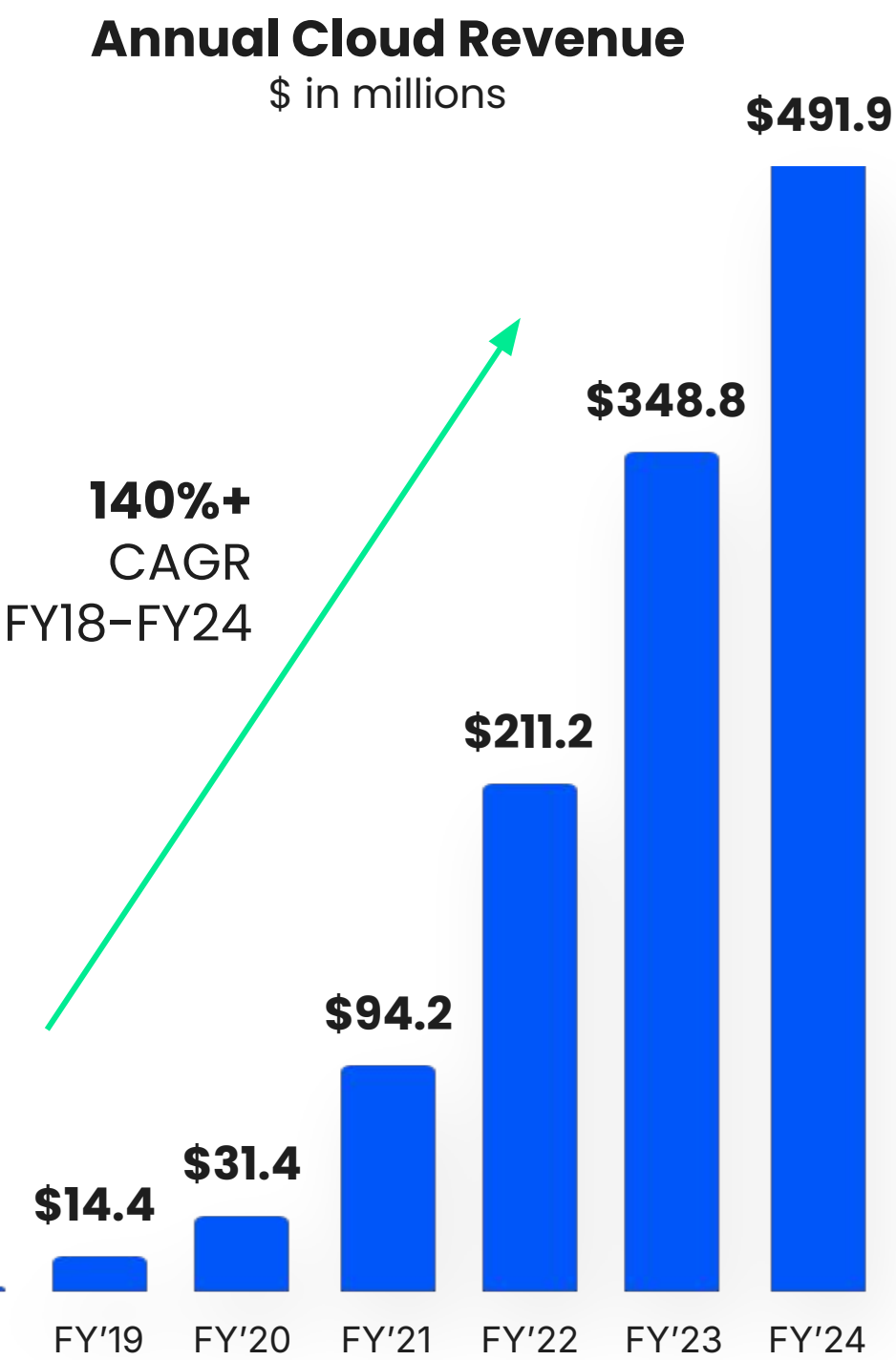


Quarterly Subscription Revenue

\$ in millions

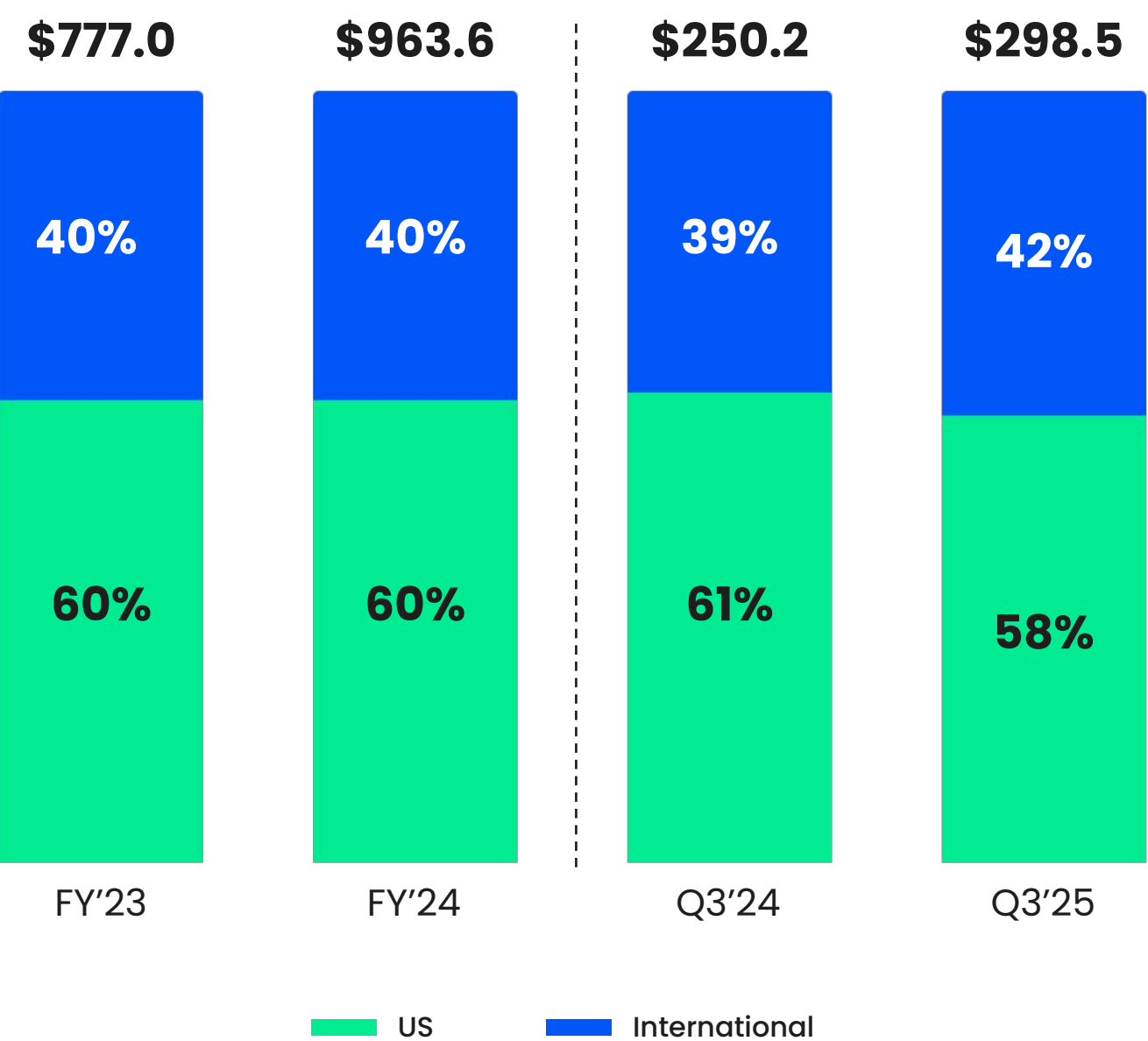


# Confluent Cloud Revenue

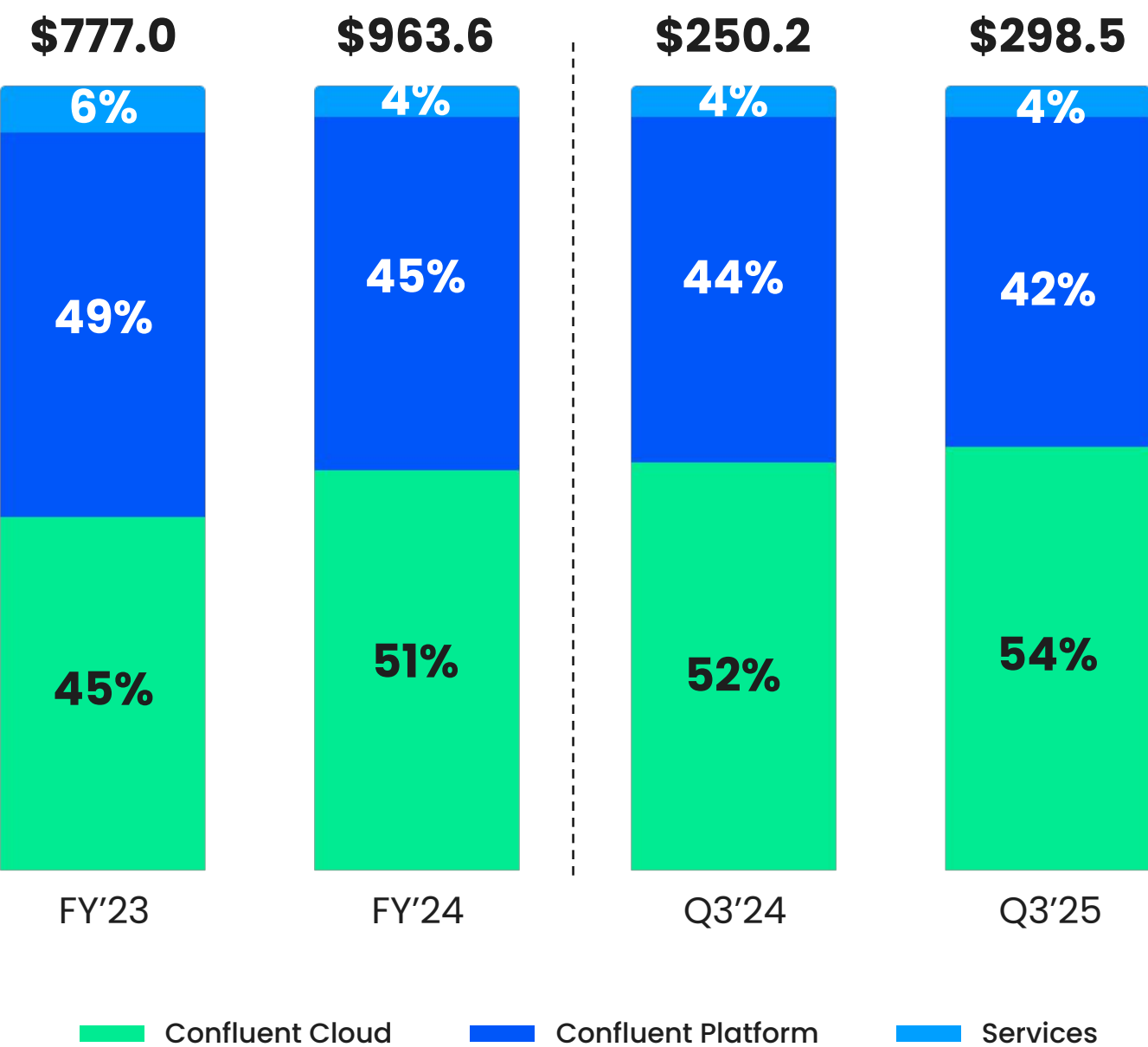


# Revenue Mix by Geography and Offering

Revenue Mix by Geography  
\$ in millions

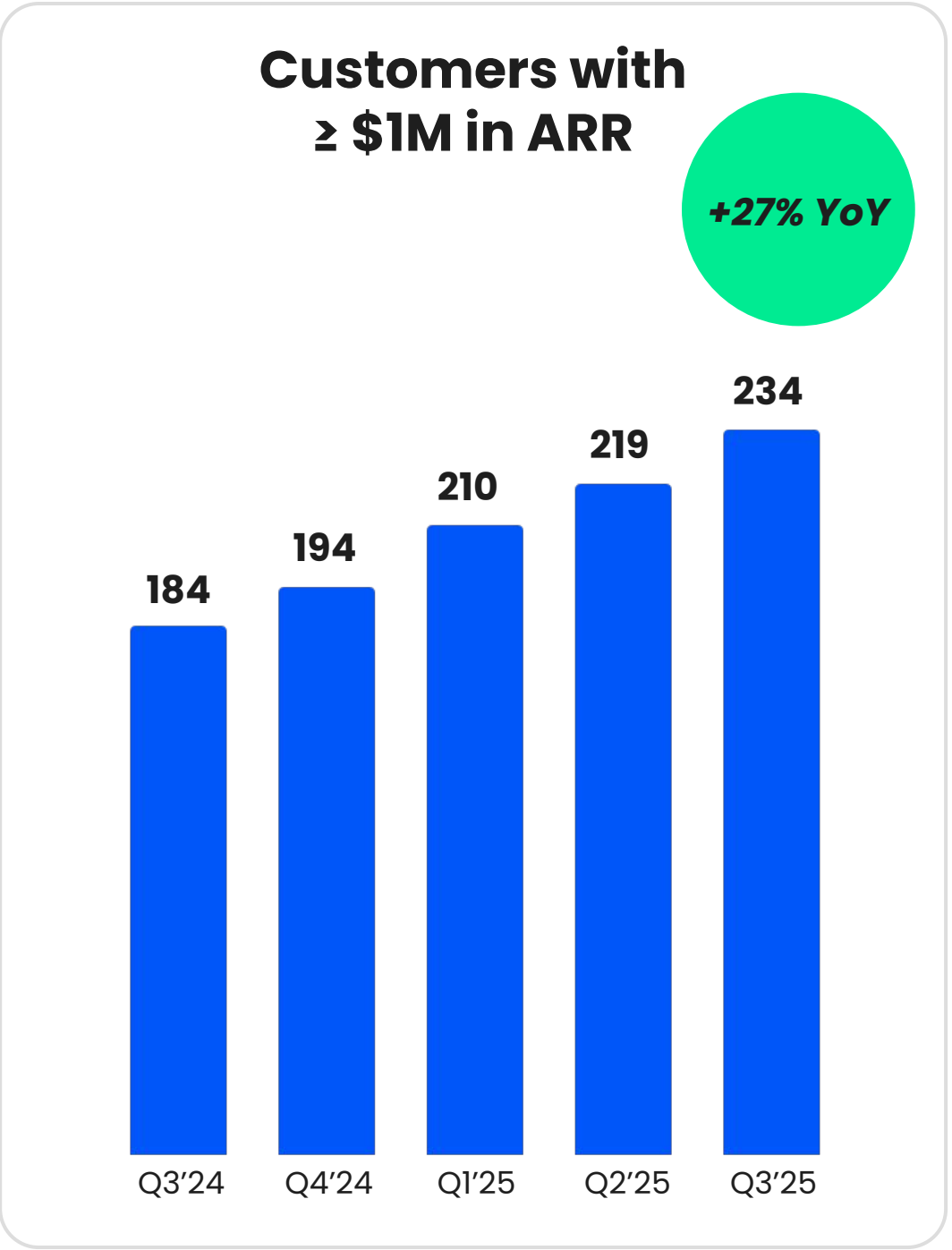
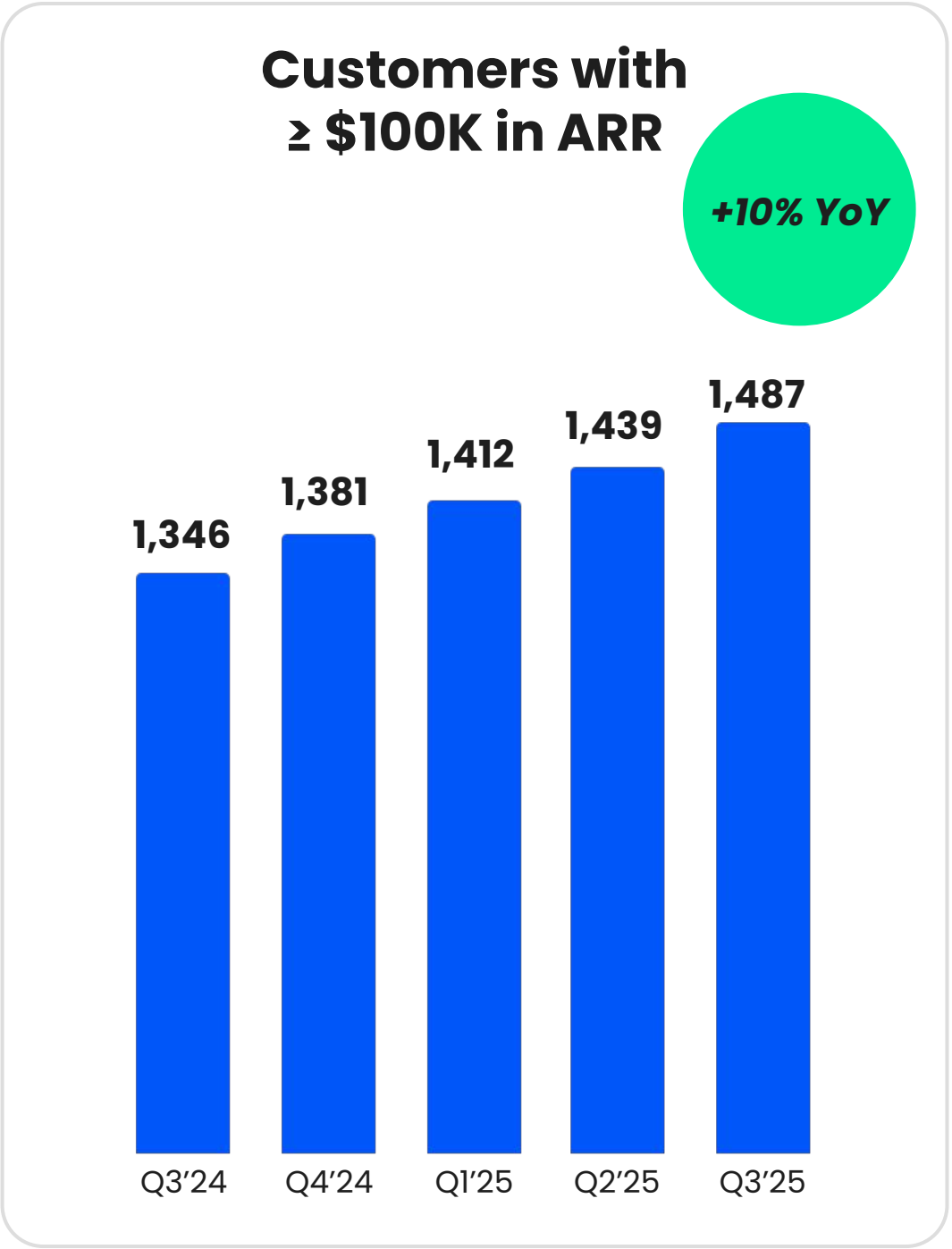
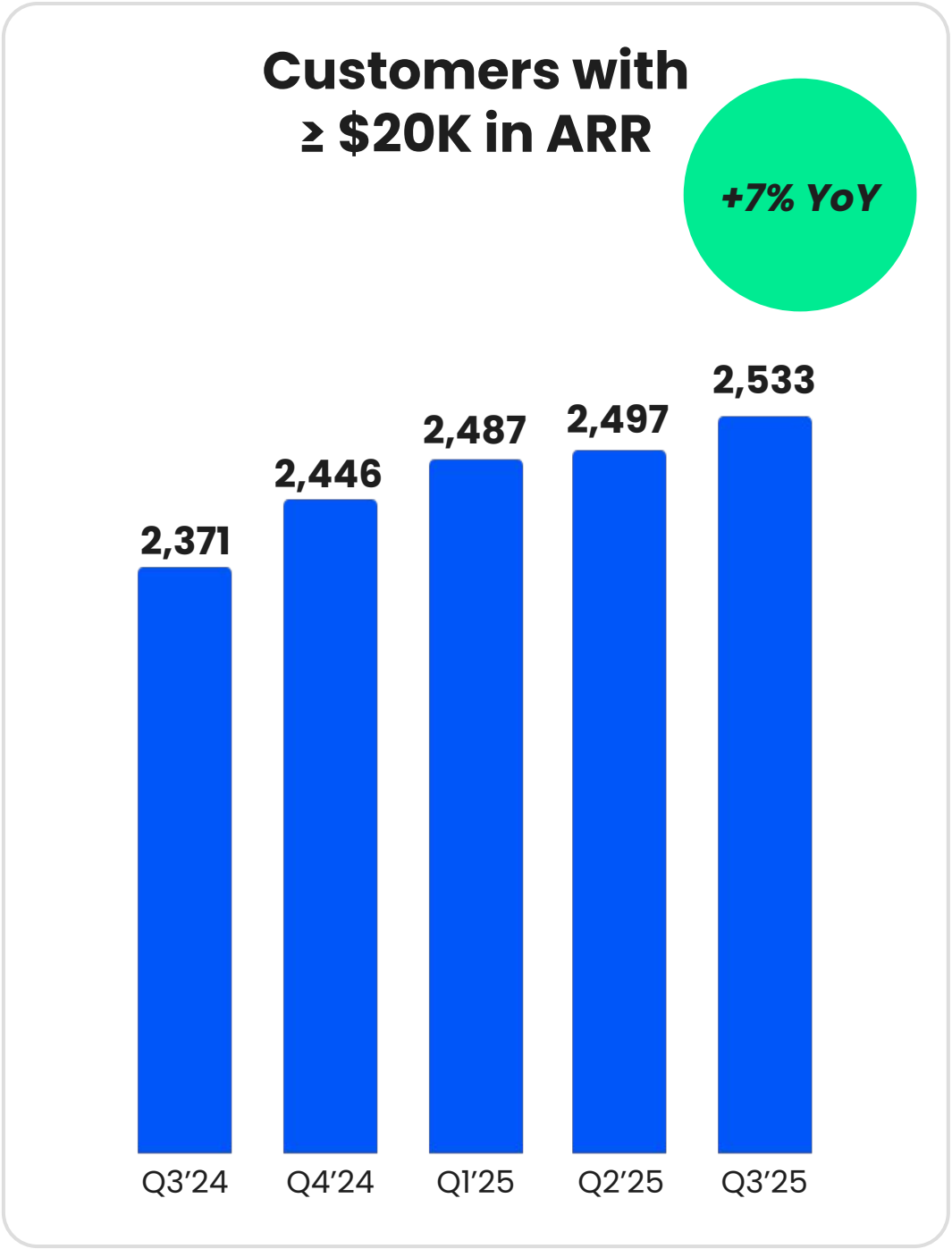


Revenue Mix by Offering  
\$ in millions



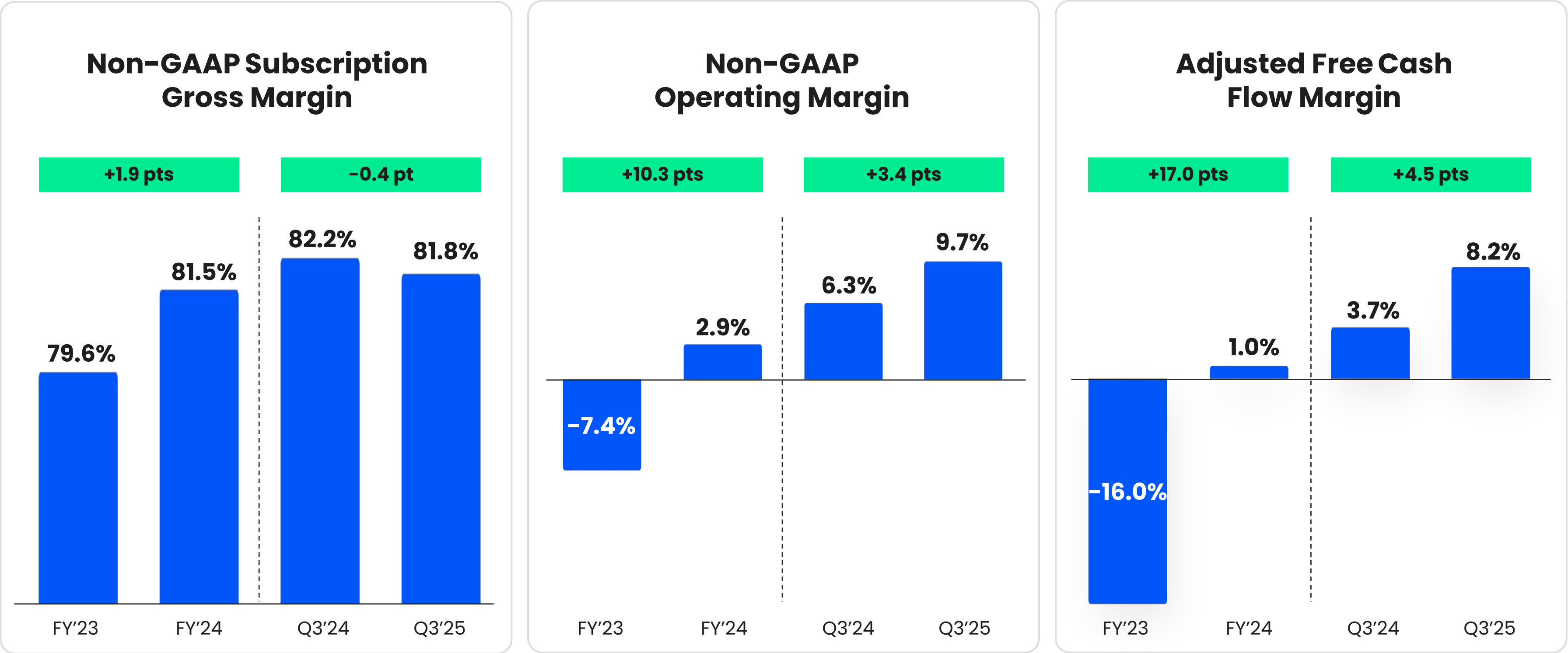


# Customers



Refer to the slides in the section titled "Definitions" at the end of this presentation for the definitions of "Total Customers", "Customers with \$20,000 or greater in ARR", "Customers with \$100,000 or greater in ARR", and "Customers with \$1,000,000 or greater in ARR."

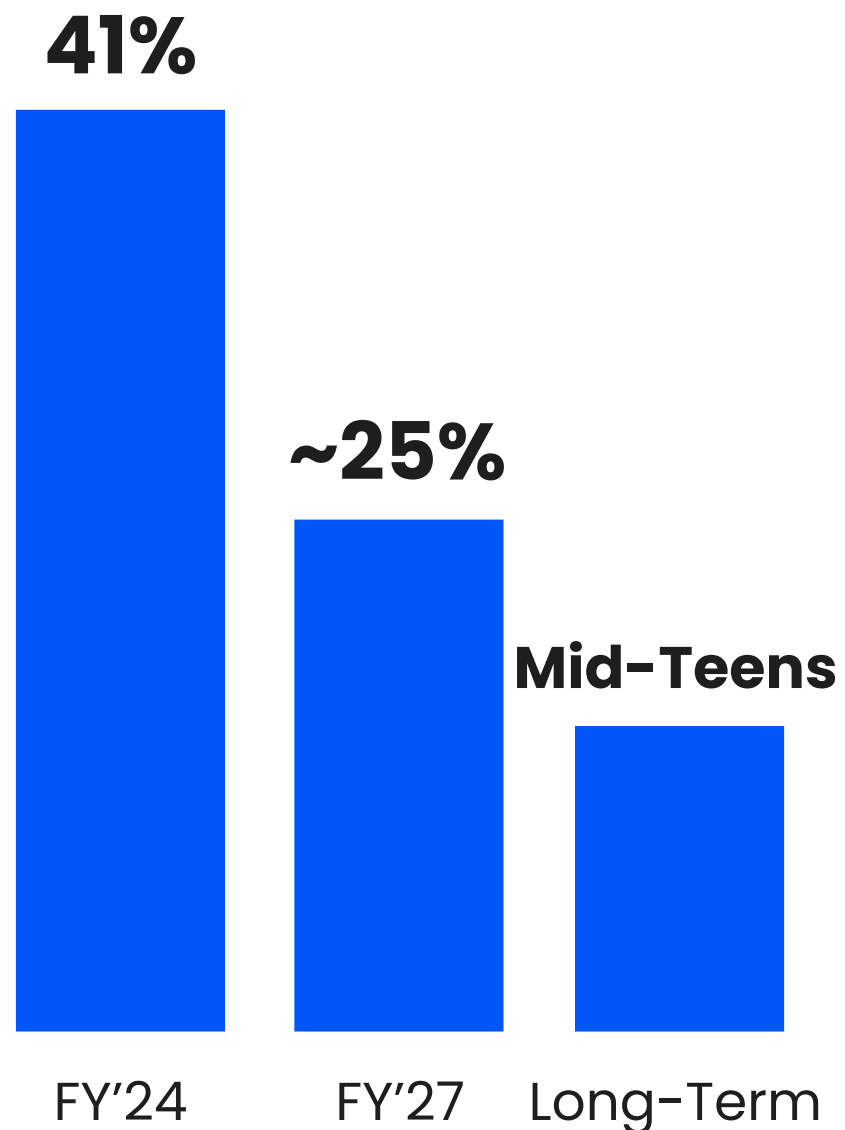
# Driving Efficient Growth



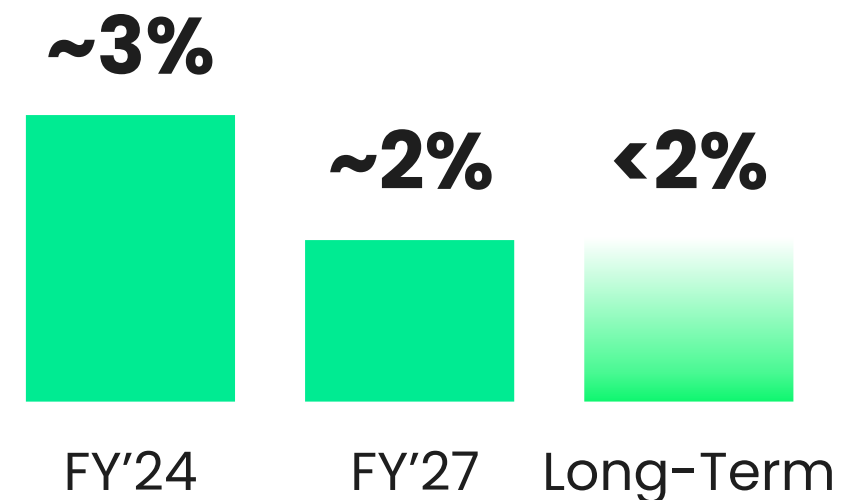
Note: Refer to the slides in the section titled " GAAP to Non-GAAP Reconciliations" at the end of this presentation for a reconciliation of our non-GAAP financial measures to the most directly comparable GAAP financial measures.

# Focus on Managing Net Dilution

## SBC % of Revenue



## Net Dilution



## Managing Net Dilution

- SBC is a lagging indicator
- Final tranches of pre-IPO options recognized in SBC through 1H FY25
- Quarterly GAAP profitability sometime in FY28
- Focus managing net dilution LT below 2% and SBC % of revenue mid-teens

## Net Dilution Calculation

- $(\text{Shares granted} - \text{shares forfeited}) / \text{WASO}$

# Key Takeaways



Category Creating  
Company Founded by  
the Creators of Kafka



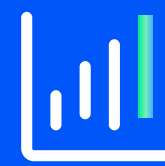
\$100B+  
Total Addressable  
Market<sup>1</sup>



Multiple Secular  
Tailwinds:  
Cloud, Data, and AI



Well-positioned for Act 3  
with Complete Data  
Streaming Platform



Strong Growth  
and Long-Term  
Margin Profile



Seasoned Management  
Team with Track Record  
of Execution

<sup>1</sup> TAM calculations performed by Confluent; source: Gartner, Forecast: Enterprise Infrastructure Software, Worldwide, 2022–2028 4Q24 Update; source: Forecast: Enterprise Application Software, Worldwide, 2022–2028 4Q24 Update,

# Definitions

**Annual Recurring Revenue (ARR):** We define ARR as (1) with respect to Confluent Platform customers, the amount of revenue to which our customers are contractually committed over the following 12 months assuming no increases or reductions in their subscriptions, and (2) with respect to Confluent Cloud and WarpStream customers, the amount of revenue that we expect to recognize from such customers over the following 12 months, calculated by annualizing actual consumption of Confluent Cloud and WarpStream in the last three months of the applicable period, assuming no increases or reductions in usage rate. Services arrangements are excluded from the calculation of ARR.

**Dollar-Based Net Retention Rate:** We calculate our dollar-based net retention rate (NRR) as of a period end by starting with the ARR from the cohort of all customers as of 12 months prior to such period end (“Prior Period Value”). We then calculate the ARR from these same customers as of the current period end (“Current Period Value”), and divide the Current Period Value by the Prior Period Value to arrive at our dollar-based NRR. The dollar-based NRR includes the effect, on a dollar-weighted value basis, of our Confluent Platform subscriptions that expand, renew, contract, or attrit. The dollar-based NRR also includes the effect of annualizing actual consumption of Confluent Cloud and WarpStream in the last three months of the applicable period, but excludes ARR from new customers in the current period. Our dollar-based NRR is subject to adjustments for acquisitions, consolidations, spin-offs, and other market activity.

**Total Customers:** Represent the total number of customers at the end of each period. For purposes of determining our customer count, we treat all affiliated entities with the same parent organization as a single customer and include pay-as-you-go customers. Our customer count is subject to adjustments for acquisitions, consolidations, spin-offs, and other market activity.

**Customers with \$20,000 or greater in ARR:** Represent the number of customers that contributed \$20,000 or more in ARR as of period end.

**Customers with \$100,000 or greater in ARR:** Represent the number of customers that contributed \$100,000 or more in ARR as of period end.

**Customers with \$1,000,000 or greater in ARR:** Represent the number of customers that contributed \$1,000,000 or more in ARR as of period end.



# GAAP to Non-GAAP Reconciliations (in thousands, except percentages)

	FY'23	FY'24	Q3'24	Q3'25
Subscription revenue	\$729,112	\$922,091	\$239,851	\$286,337
Subscription gross profit on a GAAP basis	\$553,108	\$713,491	\$187,689	\$224,304
<i>Subscription gross margin on a GAAP basis</i>	<i>75.9%</i>	<i>77.4%</i>	<i>78.3%</i>	<i>78.3%</i>
Add: Stock-based compensation-related charges <sup>(1)</sup>	26,487	35,438	8,999	9,552
Add: Amortization of acquired intangibles	564	2,368	585	472
Non-GAAP subscription gross profit	\$580,159	\$751,297	\$197,273	\$234,328
<i>Non-GAAP subscription gross margin</i>	<i>79.6%</i>	<i>81.5%</i>	<i>82.2%</i>	<i>81.8%</i>

	FY'23	FY'24	Q3'24	Q3'25
Total revenue	\$776,952	\$963,642	\$250,199	\$298,524
Operating loss on a GAAP basis	(\$478,773)	(\$419,147)	(\$93,663)	(\$83,312)
<i>GAAP operating margin</i>	<i>(61.6%)</i>	<i>(43.5%)</i>	<i>(37.4%)</i>	<i>(27.9%)</i>
Add: Stock-based compensation-related charges <sup>(1)</sup>	360,864	417,101	101,837	106,832
Add: Amortization of acquired intangibles	564	2,368	585	472
Add: Acquisition-related expenses	25,147	27,169	7,039	5,076
Add: Restructuring and other related charges	34,854	-	-	-
Non-GAAP operating (loss) income	(\$57,344)	\$27,491	\$15,798	\$29,068
<i>Non-GAAP operating margin</i>	<i>(7.4%)</i>	<i>2.9%</i>	<i>6.3%</i>	<i>9.7%</i>

(1) Represents stock-based compensation expense, employer taxes on employee stock transactions, and amortization of stock-based compensation capitalized in internal-use software. We began excluding amortization of stock-based compensation capitalized in internal-use software from our non-GAAP measures starting with the quarter ended March 31, 2024. The amounts of amortization of stock-based compensation capitalized in internal-use software were immaterial in both current and prior periods.

# GAAP to Non-GAAP Reconciliations (in thousands, except percentages)

	FY'23	FY'24	Q3'24	Q3'25
Total revenue	\$776,952	\$963,642	\$250,199	\$298,524
Net cash (used in) provided by operating activities	(\$103,657)	\$33,460	\$15,613	\$30,801
Add: Capitalized internal-use software costs	(17,845)	(21,404)	(5,669)	(5,409)
Add: Capital expenditures	(2,834)	(2,567)	(607)	(807)
Free cash flow	(\$124,336)	\$9,489	\$9,337	\$24,585
Add: Impact from compensation payments adjustment <sup>(1)</sup>	-	-	-	-
Adjusted free cash flow	(\$124,336)	\$9,489	\$9,337	\$24,585
Net cash (used in) provided by operating activities as a % of total revenue	(13.3%)	3.5%	6.2%	10.3%
Free cash flow margin	(16.0%)	1.0%	3.7%	8.2%
Adjusted free cash flow margin	(16.0%)	1.0%	3.7%	8.2%

(1) Represents an adjustment to reflect the non-recurring impact in the first quarter of 2025 from the change to timing of cash compensation payments for most of our non go-to-market employees implemented at the start of 2025.



# Thank you