



INVESTOR DAY 2026

September 29, 2026

Safe Harbor

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This presentation contains "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, including but not limited to statements regarding our financial outlook, financial guidance for fiscal 2027 and beyond, long-term financial targets, product development, business strategy and plans, market trends and market size and opportunities, our ability to continue to increase revenue from our Atlas platform, the recently announced leadership transition and the expected financial impact of AI adoption and new product innovations.

These forward-looking statements include, but are not limited to, plans, objectives, expectations and intentions and other statements contained in this presentation that are not historical facts and statements, and may be identified by words such as "anticipate," "believe," "continue," "could," "estimate," "expect," "intend," "may," "plan," "project," "will," "would" or the negative or plural of these words or similar expressions or variations. These forward-looking statements reflect our current views about our plans, intentions, expectations, strategies and prospects, which are based on the information currently available to us and on assumptions we have made. Although we believe that our plans, intentions, expectations, strategies and prospects as reflected in or suggested by those forward-looking statements are reasonable, we can give no assurance that the plans, intentions, expectations or strategies will be attained or achieved. In particular, the development, release and timing of any features or functionality described for MongoDB products remains at MongoDB's sole discretion. Product roadmaps do not represent a commitment, promise or legal obligation to deliver any material, code, or functionality and you should not rely on them to make your purchase decisions. Furthermore, actual results may differ materially from those described in the forward-looking statements and are subject to a variety of assumptions, uncertainties, risks and factors that are beyond our control including, without limitation: the effects of ongoing geopolitical instability, including the conflict in Iran, the unrest in Mexico, the conflicts between Russia and Ukraine, Israel and Hamas and recent events in Venezuela, on our business and future operating results; economic downturns and/or the effects of, changes in trade policies, rising interest rates, inflation and volatility in the global economy and financial markets on our business and future operating results; our potential failure to meet publicly announced guidance or other expectations about our business and future operating results; reputational harm or other adverse consequences resulting from use of AI and ML in our product offerings and internal operations if they do not produce the desired benefits; our limited operating history; our history of losses; failure of our platform to satisfy customer demands; the effects of increased competition; our investments in new products and our ability to introduce new features, services or enhancements, including AI and ML, for both traditional and emerging use cases; social, ethical, regulatory and security issues relating to the use of new and evolving technologies, such as artificial intelligence, in our offerings or partnerships; our ability to effectively expand our sales and marketing organization; our ability to continue to build and maintain credibility with the developer community; our ability to address customers or increase sales to our existing customers; our ability to maintain, protect, enforce and enhance our intellectual property; our ability to continue to increase revenue from our Atlas platform; the effects of social, ethical and regulatory issues relating to the use of new and evolving technologies, such as AI and ML in our offerings or partnerships; the growth and expansion of the market for database products and our ability to penetrate that market; our ability to integrate acquired businesses and technologies successfully or achieve the expected benefits of such acquisitions; our ability to work with our strategic partners effectively; our ability to maintain the security of our software and adequately address privacy concerns; our ability to manage our growth effectively and successfully recruit and retain additional highly-qualified personnel; risks associated with the recently announced leadership transition; and the price volatility of our common stock.

These and other risks and uncertainties are more fully described in our filings with the Securities and Exchange Commission ("SEC"), including under the section entitled "Risk Factors" in our Annual Report on Form 10-K for the fiscal year ended January 31, 2026 and our Quarterly Report on Form 10-Q for the quarter ended July 31, 2026 and in other filings and reports we may file from time to time with the SEC.

This presentation includes market and industry data and forecasts that the company has derived from independent consultant reports, publicly available information, various industry publications, other published industry sources, and its internal data and estimates. Independent consultant reports, industry publications and other published industry sources generally indicate that the information contained therein was obtained from sources believed to be reliable. Although the company believes that these third-party sources are reliable, it does not guarantee the accuracy or completeness of this information, and the company has not independently verified this information. The company's internal data and estimates are based upon information obtained from trade and business organizations and other contacts in the markets in which the company operates and management's understanding of industry conditions. Although the company believes that such information is reliable, it has not had this information verified by any independent sources. In addition, the information contained in this presentation is as of the date hereof (except where otherwise indicated), and the company has no obligation to update such information, including in the event that such information becomes inaccurate or if estimates change. Subsequent materials may be provided by or on behalf of the company in its discretion and such information may supplement, modify or supersede the information in these materials. Neither the company, nor any of its respective affiliates, advisors or representatives shall have any liability whatsoever (in negligence or otherwise) for any loss or damage howsoever arising from any use of these materials or their contents or otherwise arising in connection with these materials.

This presentation includes the following financial measures defined as non-GAAP financial measures by the SEC: non-GAAP income from operations, non-GAAP operating margin, free cash flow and free cash flow conversion. Non-GAAP income from operations and non-GAAP operating margin exclude expenses associated with stock-based compensation including employer payroll taxes upon the vesting and exercising of stock-based awards and expenses related to stock appreciation rights previously issued to our employees in China, amortization of intangible assets for the acquired technology and acquired customer relationships associated with prior acquisitions, certain acquisition-related costs and other, including due diligence costs, professional fees in connection with an acquisition and certain integration-related expenses, and restructuring costs associated with a formal restructuring plan that are primarily related to workforce reductions. The Company excludes these expenses because they are not reflective of ordinary course ongoing business and operating results.

Free cash flow represents net cash from/used in operating activities, less capital expenditures, principal payments of finance lease liabilities and capitalized software development costs, if any. MongoDB uses free cash flow to understand and evaluate its liquidity and to generate future operating plans. The exclusion of capital expenditures, principal payments of finance lease liabilities and amounts capitalized for software development facilitates comparisons of MongoDB's liquidity on a period-to-period basis and excludes items that it does not consider to be indicative of its liquidity. MongoDB believes that free cash flow is a measure of liquidity that provides useful information to investors in understanding and evaluating the strength of its liquidity and future ability to generate cash that can be used for strategic opportunities or investing in its business in the same manner as MongoDB's management and board of directors.

MongoDB uses these non-GAAP financial measures internally in analyzing its financial results and believes they are useful to investors, as a supplement to GAAP measures, in evaluating MongoDB's ongoing operational performance. MongoDB believes that the use of these non-GAAP financial measures provides an additional tool for investors to use in evaluating ongoing operating results and trends and in comparing its financial results with other companies in MongoDB's industry, many of which may present similar non-GAAP financial measures to investors.

Non-GAAP financial measures have limitations as an analytical tool and should not be considered in isolation from, or as a substitute for, financial information prepared in accordance with GAAP. In particular, other companies may report non-GAAP income from operations, non-GAAP operating margin, free cash flow and free cash flow conversion or similarly titled measures but calculate them differently, which reduces their usefulness as comparative measures. Investors are encouraged to review the reconciliation of these non-GAAP financial measures to their most directly comparable GAAP financial measures, as presented below. This presentation and any future presentations containing such non-GAAP reconciliations can also be found on the Investor Relations page of MongoDB's website at <https://investors.mongodb.com>. With respect to our forward-looking non-GAAP financial measures, we have not provided a reconciliation of such measures to the most directly comparable GAAP measures for long-term future guidance beyond FY 2027 because certain items are out of our control or cannot be reasonably predicted without unreasonable efforts due to the high variability, complexity and low visibility with respect to the charges excluded from these non-GAAP measures, in particular stock-based compensation expense.

Except as required by law, we undertake no obligation to update any forward-looking statements included in this presentation as a result of new information, future events, changes in expectations or otherwise. Nothing in this presentation is, and should not be construed as, an offer to sell or a solicitation of an offer to buy, any securities.



MongoDB

INVESTOR DAY

AGENDA

INVESTOR DAY

September 29, 2026

1. Welcome

Jess Lubert, Vice President, Investor Relations

2. CEO Transition Comments and Q&A

Mike Berry, Chief Financial Officer
Dev Ittycheria, Interim President & Chief Executive Officer

3. Market Opportunity & Strategy

Dev Ittycheria, Interim President & Chief Executive Officer

4. Products Innovations

Ben Cefalo, Chief Product Officer, Core Products

5. AI Innovations

Pablo Stern-Plaza, Chief Product Officer, AI & Emerging Products
Vikas Agarwal, SVP, Head of Enterprise Data Platforms,
Citizens Bank

6. AI Customer Feature

Madhav Jha, Co-founder & CTO, Emergent Labs

7. Go-to-Market & Partnerships

Ryan Mac Ban, Chief Revenue Officer
Erica Volini, Chief Customer Officer

8. Financial Update

Mike Berry, Chief Financial Officer

9. Q&A



MongoDB®

DURABLE GROWTH IN A LARGE MARKET



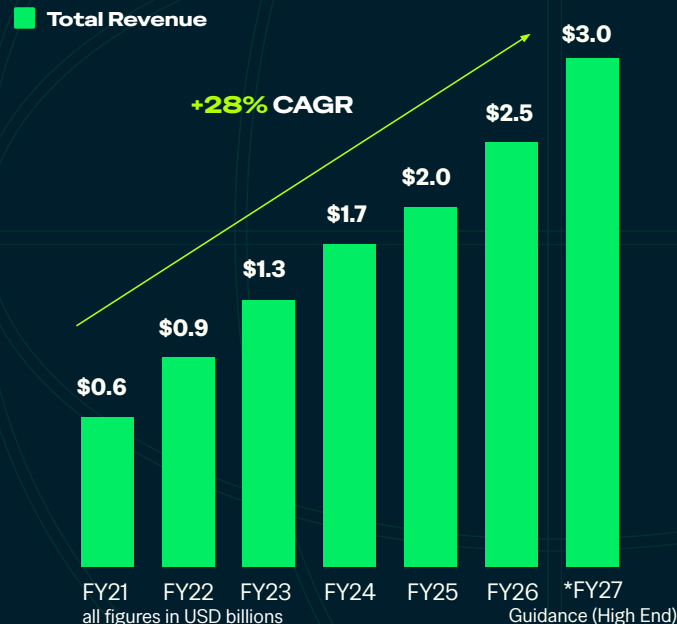
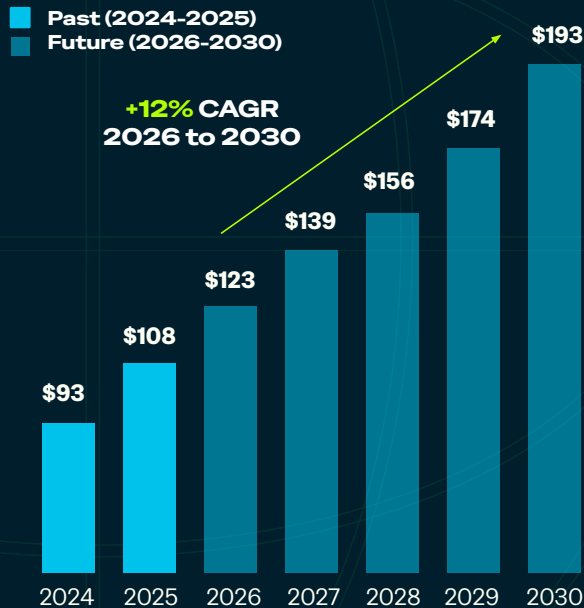
Dev Ittycheria

Interim President & Chief Executive Officer

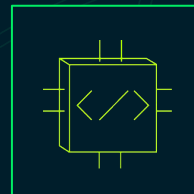
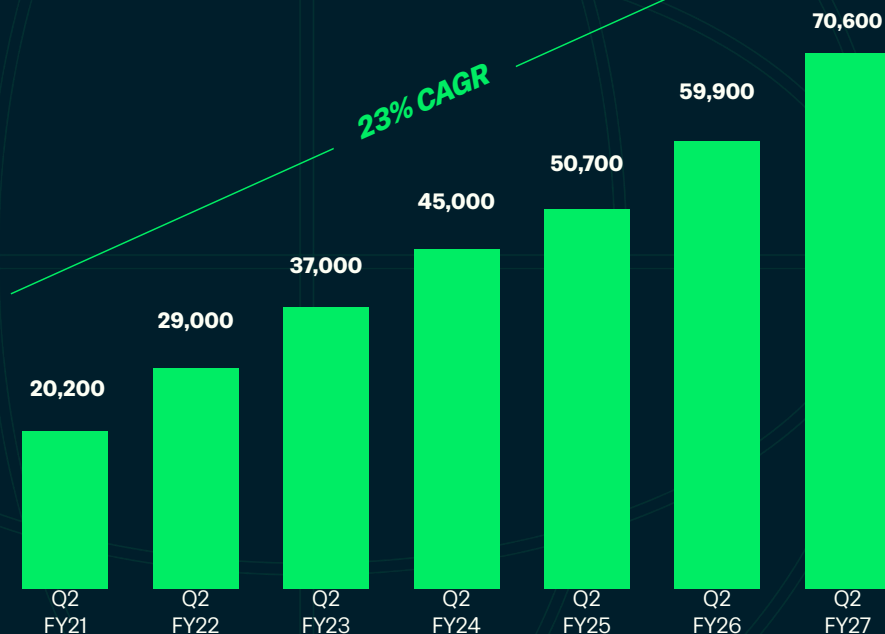


THE INTELLIGENT DATA PLATFORM FOR THE AI ERA

We are capturing our large market opportunity



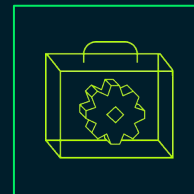
Customer growth is strong and diverse across industries



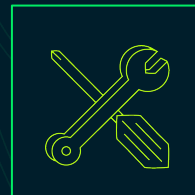
Software/
Technology



Financial
Services



Business
Services



Manufacturing



Healthcare &
Insurance

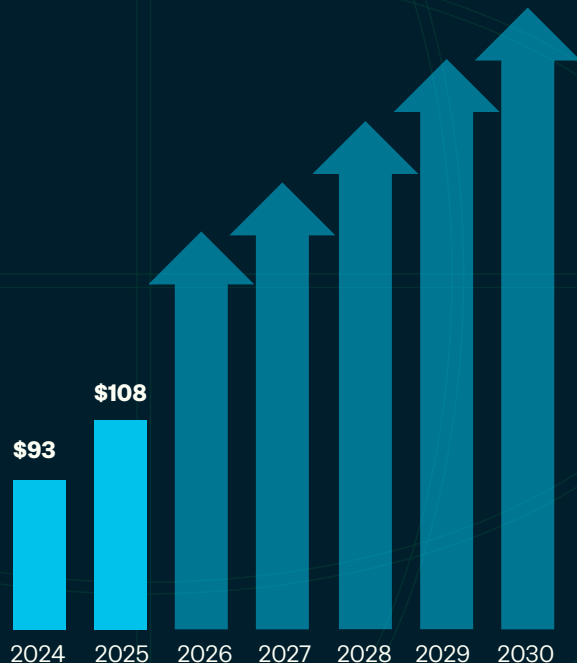


Retail



Media &
Entertainment

Our market has expanded because of AI



GROWTH VECTORS

More workloads

New workloads

New customers

MongoDB delivers the capabilities that AI apps require



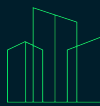
**Real-time
context**



**Precise
retrieval**



**Scale &
elasticity**



**Enterprise
trust**



**Run
anywhere**

MONGODB'S ANSWER

**Document model +
Agent Memory**

**Vector + Full Text
Search, Voyage AI**

**MongoDB 9.0 +
Atlas Infinite**

**Queryable Encryption,
built-in governance**

**Portable across on-prem,
multi-cloud, and hybrid**

MongoDB in the enterprise — core expanding to

MongoDB

Global U.S. Healthcare Leader

22

ATLAS ARR
INCREASE
IN 3.5 YRS

CORE

Modernized claims
processing platform

X

AI benefits application

Media & Entertainment Conglomerate

3x

ATLAS ARR
INCREASE IN
12 MONTHS

CORE

Streaming business, user
preference system

AI

AI video search

Top European Retailer

7x

ATLAS
ARR INCREASE
IN 3 YRS

CORE

Moved large ERP off of Oracle
and onto MongoDB

AI

AI customer service chatbot

AI-natives and frontier labs are building and scaling on our full platform



ENDOR LABS



Kovai.co



Leena AI

LAB 2

Squary AI

LAB 1



OBSERVE.AI

XOLTAR



IElevenLabs



LAB 3



Early strong results on our managed MCP server launch — making MongoDB a first-class data platform for agents

ATLAS MANAGED MCP SERVER LAUNCH:

8X GROWTH SINCE WEEK 1



Coding Agents

 Claude Code

 Codex

 Grok Build

 Devin

Conversational

 ChatGPT

 Claude

 Grok

IDEs

 Cursor

A strong track record of product innovation

2023

Atlas Vector Search
MongoDB 7.0
Atlas Relational Migrator
Queryable Encryption

2024

MongoDB 8.0
Atlas Stream Processing
Atlas Search Nodes

2025

Acquisition of Voyage AI
MongoDB AMP

2026

EA Full Text Search
EA Vector Search,
Atlas auto-embedding
Voyage rerankers
Managed MCP Server

New product announcements today

MONGODB 9.0

GA

2x higher throughput
35% faster reads
30% faster updates

ATLAS INFINITE

PUBLIC PREVIEW

Built for highly elastic workloads
Decoupled storage and compute
96%+ faster time to scale
10x more storage per shard

ATLAS AGENT ENGINE

PUBLIC PREVIEW

Memory, runtime and
governance for running agents
in production, on the same
data layer customers already
trust

DURABLE GROWTH DRIVERS

Product
Innovation
Acceleration

+

World Class
Go to
Market

Key go-to-market investment areas



Building momentum with our largest customers at an executive level



Increasing multi-product platform adoption



Deepening our partner ecosystem



Investing in stronger AI Native customer acquisition



Accelerating legacy modernization opportunities



Continuing geo and vertical investments

Where I'm focused



**Drive
momentum**



**Execute on
Product & GTM**



**Provide a
seamless
transition**

CORE PLATFORM INNOVATIONS



Ben Cefalo

Chief Product Officer, Core

MongoDB is the Intelligent Data Platform for the AI era

Agent Engine



**Full Text
Search**



**Vector
Search**



Database



Embeddings



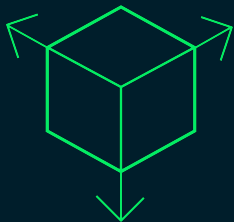
Rerankers

{JSON}

Document Model

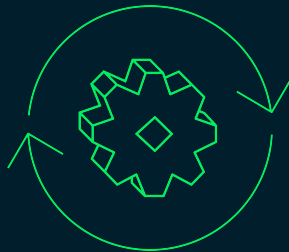
Three core investments that drive growth

Doubling down



**Run Anywhere &
Enterprise Advanced**

**Enterprise proven
real-time data**



MongoDB 9.0

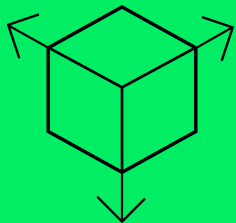
**Mission-critical
elasticity**



Atlas Infinite

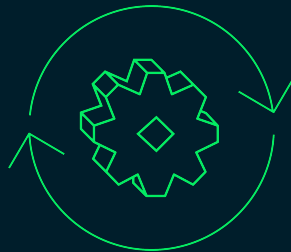
Three core investments that drive growth

Doubling down



**Run Anywhere &
Enterprise Advanced**

**Enterprise proven
real-time data**



MongoDB 9.0

**Mission-critical
elasticity**



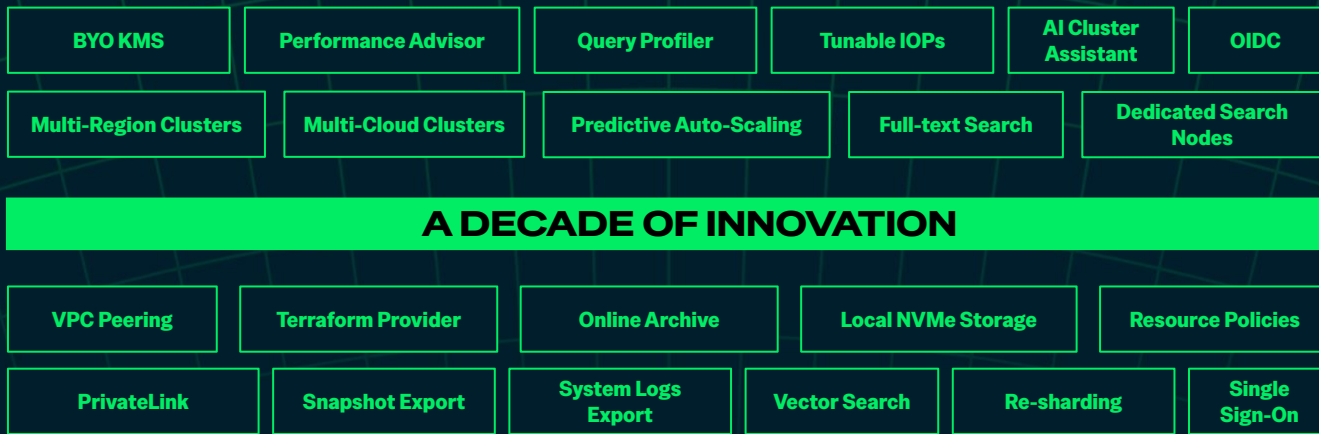
Atlas Infinite

The option to Run Anywhere is critical for enterprises



2016

ATLAS



Strengthens our Run Anywhere strategy

2016

ATLAS

~20 MILLION

users since inception

3 TRILLION

queries per day

Builders **start** their journey with
MongoDB

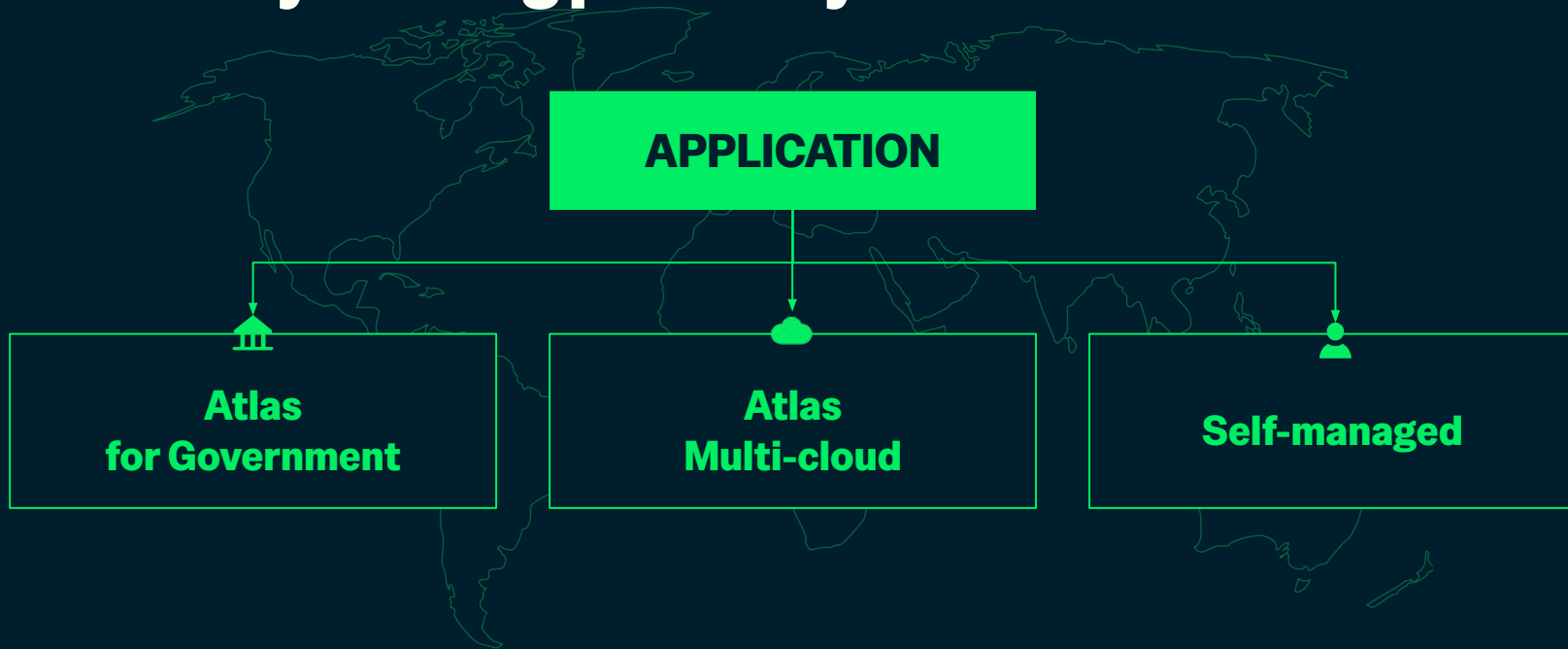
500K

Avg Atlas free tier
clusters each quarter

150M

Avg Community downloads
each quarter

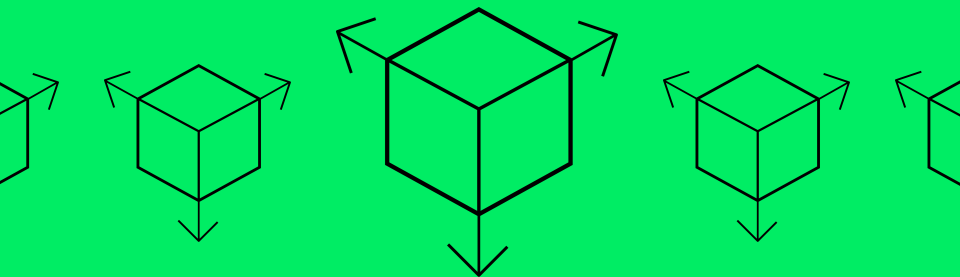
Run Anywhere broadens our opportunity by enabling portability for customers



Investing in self-managed workloads

Full Text Search & Vector Search for Enterprise Advanced

Doubling down



Run Anywhere & Enterprise Advanced

01 Environment choice matters more than ever for enterprises

02 The option to self-manage strengthens our Run Anywhere story and broadens our opportunity

03 We are committed to making Enterprise Advanced a growth driver

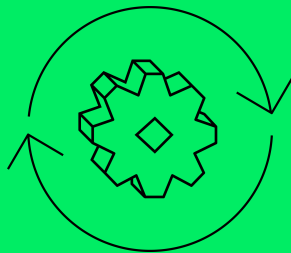
Three core investments that drive growth

Doubling down



**Run Anywhere &
Enterprise Advanced**

**Enterprise proven
real-time data**



9.0

**Mission-critical
elasticity**



Atlas Infinite

Delivering database innovation since inception

4.0

2018

Replica set transactions
Faster shard migrations
Change streams on databases & deployments
Atlas Global Clusters
Atlas HIPAA
Atlas LDAP
Atlas Audit
Atlas Encrypted Storage Engine
Atlas Backup Snapshots
Retryable writes
Schema validation
Type conversions
Snapshot reads
Non-blocking secondary reads
SHA-2 & TLS 1.1+

4.2

2019

Distributed transactions
Client-side field level encryption
Materialized views
Wildcard indexes
Global point-in-time reads
Large transactions
Mutable shard key values
Expressive updates
Apache Kafka Connector
Retryable reads
New index builds
Faster stepDown
Storage node watchdog
Zstandard compression

4.4

2020

Union (\$unionWith)
Custom aggregation expressions
Refinable shard keys
Compound hashed shard keys
Mirrored reads + Hedged reads
Resumable initial sync
Time-based oplog retention
Simultaneous indexing
Hidden indexes
Streaming replication
Global read/write concerns
TLS 1.3 & faster client auth
Faster cert revocation checks
Kerberos utility
Auto-scaling
Schema recommendations
AWS IAM authentication
Atlas x509 authentication
Atlas Online Archive
Federated queries
Multi-cloud clusters

5.0

2021-2022

Stable API
Time series collections
Window functions
Live resharding
Client-side field level encryption with on-premises key managers
Long-running snapshot reads
Majority write concern default
Schema validation diagnostics
Resumable index builds
New MongoDB Shell GA
PyMongoArrow API
x509 certificate rotation
Auditing++

6.0

2022-2023

Queryable Encryption (preview)
Clustered indexes
Sharded \$lookup & \$graphLookup
Faster initial sync
New accumulator operators
\$densify & \$fill
Cluster-to-cluster sync
Independent node scaling
\$lookup performance
Secondary indexes for TS
Atlas Data Federation
Charts embedding
Atlas SQL interface
Encrypted audit log
Change stream improvements

7.0

2023-2024

Vector Search (preview)
Queryable Encryption GA
Queryable Encryption range queries (preview)
Improved query execution
Compound wildcard indexes
Approximate percentiles
Shard key analysis
updateOne without shard key
Shard chunk auto-merger
Large change stream events
OpenID Connect
AWS, Azure, Google Cloud identity management
User roles system variable
Live Migration from 6.0+

8.0

2024-2025

Vector Search GA
Exact nearest neighbor search
AI framework integrations
Queryable Encryption range queries GA
Multi-region search nodes
Faster auto-scaling
Express query path
TS block processing
Persistent query settings
Query shape blocking
Default read timeouts
Query stats (\$queryStats)
Improved memory mgmt
Embedded config servers
Move collections
Unshard collections
Faster resharding
Multi-collection bulkWrite
Faster replication
Resource policies
Industry-standard audit log format

The impact of version 8 is showing with our customers

2x

**Faster adoption than
previous releases**

~80%

Atlas Fleet

GA

MONGODB

9.0

MongoDB 9.0 Raising the Bar

20%

**higher transaction
workload throughput**

35%

**faster
reads**

30%

**faster
updates**

2x

**more throughput
on large instances**

9.0
VIDEO TESTIMONIAL

coinbase

QUERYABLE ENCRYPTION

Makes MongoDB suitable for applications with **highly sensitive** data

Industry first and industry only

GENERAL
AVAILABILITY

Prefix, suffix, and substring

NAME STARTS WITH “Elizab”
CC ENDS WITH “6789”
MED NOTE CONTAINS “fever”

Available everywhere you run

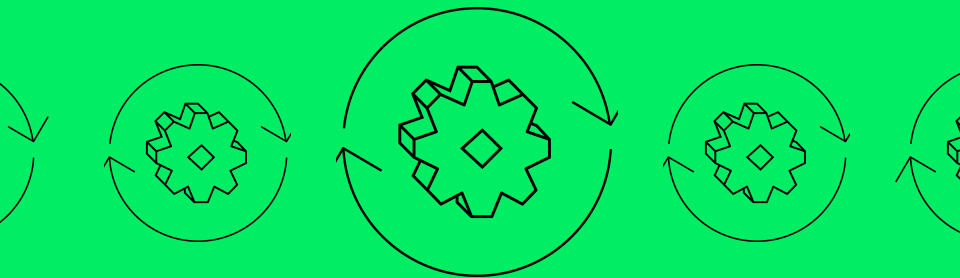


ANFSI



Leading Financial
Institution

Enterprise proven real-time data



9.0

01 9.0 sets a new bar for database performance and scale

02 Meeting the demands of modern and AI applications customers are building today

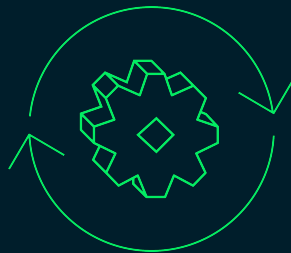
Three core investments that drive growth

Doubling down



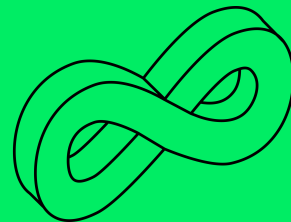
**Run Anywhere &
Enterprise Advanced**

**Enterprise Proven
real-time data**



9.0

**Mission-critical
elasticity**



Atlas Infinite

Intensity & scale means something different for Users vs. Agents

User-Driven Workloads



Predictable cadence & intensity

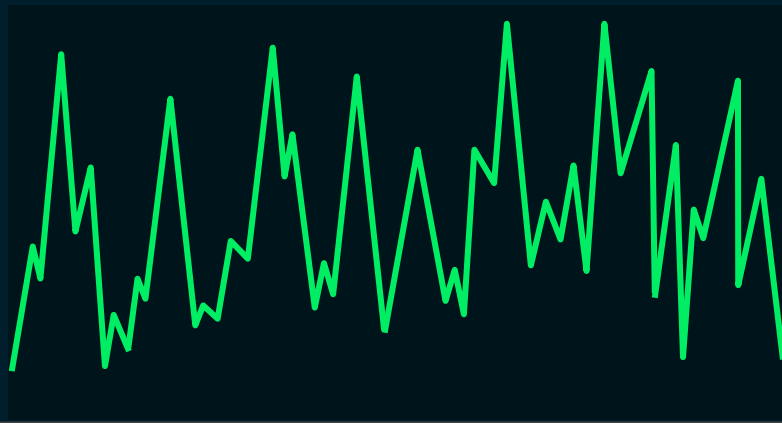
Intensity & scale means something different for Users vs. Agents

User-Driven Workloads



Predictable cadence & intensity

Agentic Workloads



Bursty, unpredictable & intense

Atlas Infinite delivers...

Extreme Elasticity

Atlas Infinite delivers...

Extreme Elasticity

Fine-Tunable Performance & Scaling

Atlas Infinite delivers...

Extreme Elasticity

Fine-Tunable Performance & Scaling

Familiar Atlas Experience

Some of our largest customers saw incredible gains with Infinite

Cybersecurity

Financial Services

Insurance

Retail

Media &
Entertainment

Manufacturing



55%

more transactions per second
(Fintech payment platform)

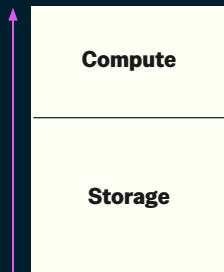
4x

peak traffic load
(Fraud prevention platform)

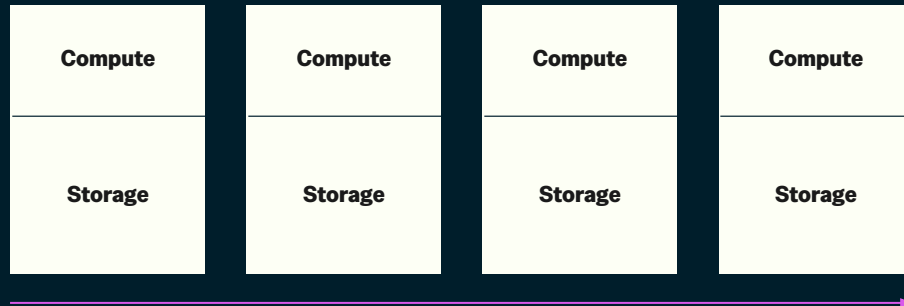
**ATLAS INFINITE
VIDEO TESTIMONIAL**



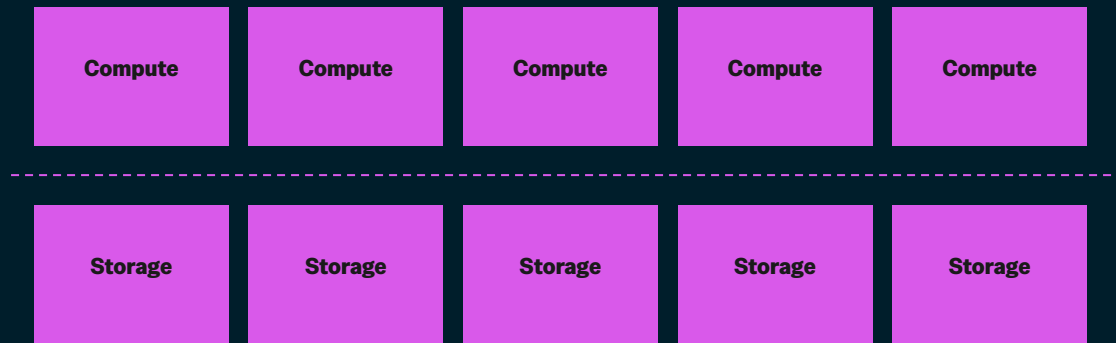
VERTICAL SCALING



HORIZONTAL SCALING



SEPARATE STORAGE & COMPUTE



Separating storage and compute unlocks opportunities for MongoDB

Atlas Infinite

Staying ahead of demand

~100%

Faster to add read
capacity

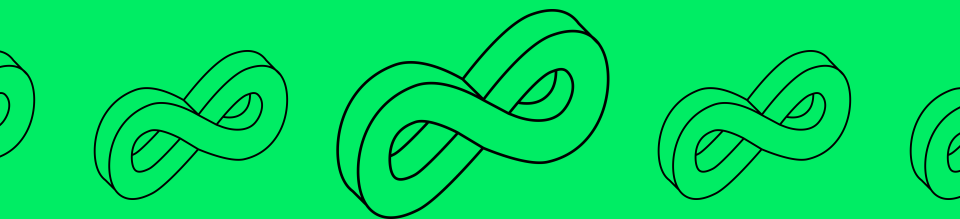
~200%

More performance per
dollar on I/O-heavy
workloads

10x

More storage per shard
(128TB)

Mission-critical elasticity



Atlas Infinite



INVESTOR DAY

**Atlas Infinite will be a win
for customers and drive
growth for MongoDB**



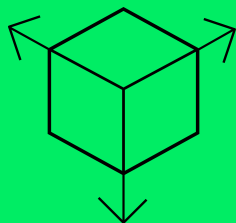
**Perfect for the bursty nature
of agentic applications**



**Expands to new opportunities
where compute & storage
separation are critical**

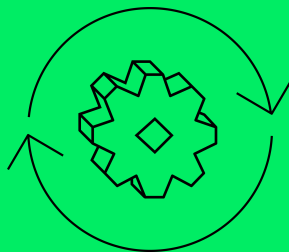
Three core investments that drive growth

Doubling down



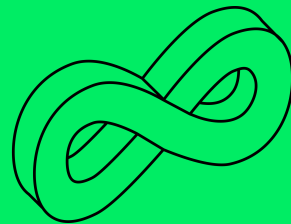
**Run Anywhere &
Enterprise Advanced**

**Enterprise proven
real-time data**



9.0

**Mission-critical
elasticity**



Atlas Infinite

MongoDB is the Intelligent Data Platform for the AI era

Agent Engine



Full Text
Search



Vector
Search



Database



Embeddings



Rerankers

{JSON}

Document Model



MongoDB®

AI INNOVATIONS



Pablo Stern

Chief Product Officer, AI & Emerging Products

Enterprises and AI natives are using our platform across a range of AI use cases

 DevRev

 eve

 CISCO

 Hugging Face

 coinbase

 LG U+

 okta

 MERCOR

 rierino

 morphik

 Anywhere

 IMAGINE

 FACTORY

 Leena AI

 RIPPLING

 kovai.co

 Ubui

 amadeus

 IIElevenLabs

 CONDÉ NAST

 Albertsons

 tavily

 musement

 Avalara

 rhesys

 Squary AI

 Modelence

 arcxp

 ceto

 fireflies.ai

 BRAHMA AI

 Heidi

 Fireworks

 TinyFish

 XOLTAR

 FINANCIAL TIMES

 Mentra

 OBSERVE-AI

 swisscom

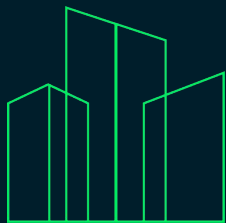
 emergent

 Tenali AI

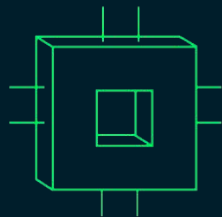
 Adobe

 novo nordisk

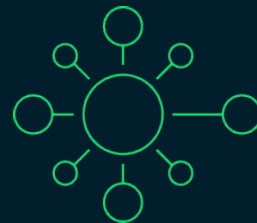
Why MongoDB **wins** in AI



**Showing up for
Builders**

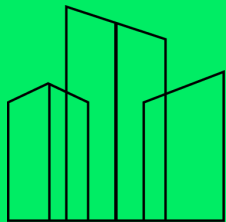


**Our platform is
perfect for AI**

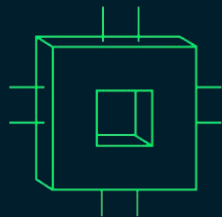


**New capabilities
get agents to
production**

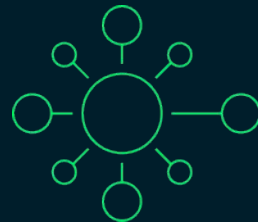
Why MongoDB **wins** in AI



**Showing up for
Builders**



**Our platform is
perfect for AI**



**New capabilities
get agents to
production**

Agents will **love** MongoDB because we show up in the tools & stacks Builders use



Answer engines

ONGOING

>50%

Improved accuracy in high fit scenarios



AI frameworks

ONGOING

Framework Support

LangChain, LlamaIndex, CrewAI, Mastra



Coding agents

AUGUST

Frontier Marketplace Plugins

Codex, Claude, Gemini, Grok Build, Devin, Cursor



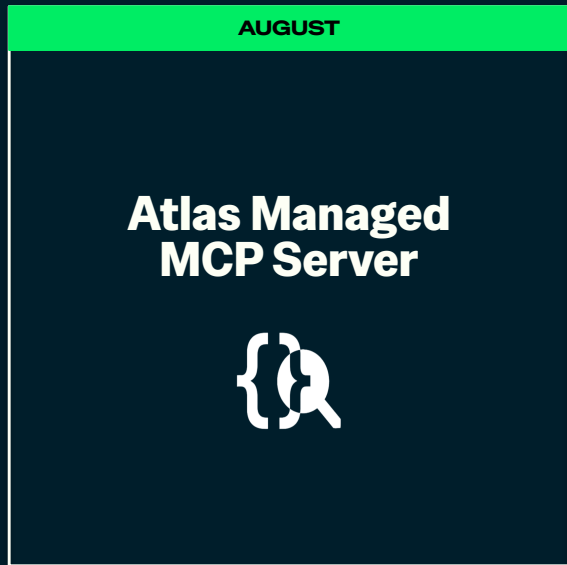
AI platforms

NEW

AI Platform Integrations

Vercel + v0, Monk, Retool, Emergent

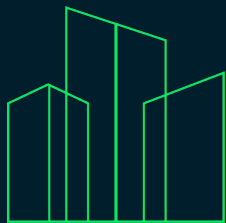
Agents will **love** MongoDB because we show up in the tools & stacks Builders use



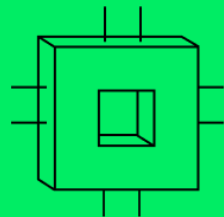
8X GROWTH SINCE WEEK 1



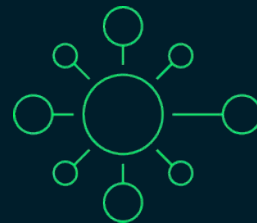
Why MongoDB **wins** in AI



**Showing up for
Builders**



**Our platform is
perfect for AI**



**New capabilities
get agents to
production**

MongoDB native AI retrieval delivers accuracy and reduces cost, which is make-or-break for AI and agents

Agent Engine



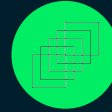
Full Text
Search



Vector
Search



Database



Embeddings



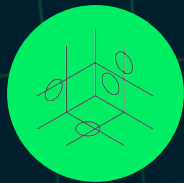
Rerankers

{JSON}

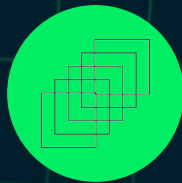
Document Model



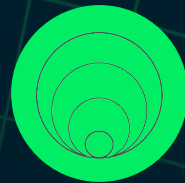
Full Text Search



Vector Search



Embeddings



Rerankers

VOYAGE AI

We are seeing strong product traction with Vector Search & Voyage AI

4x

**Vector Search customer
count growth (2 years)**

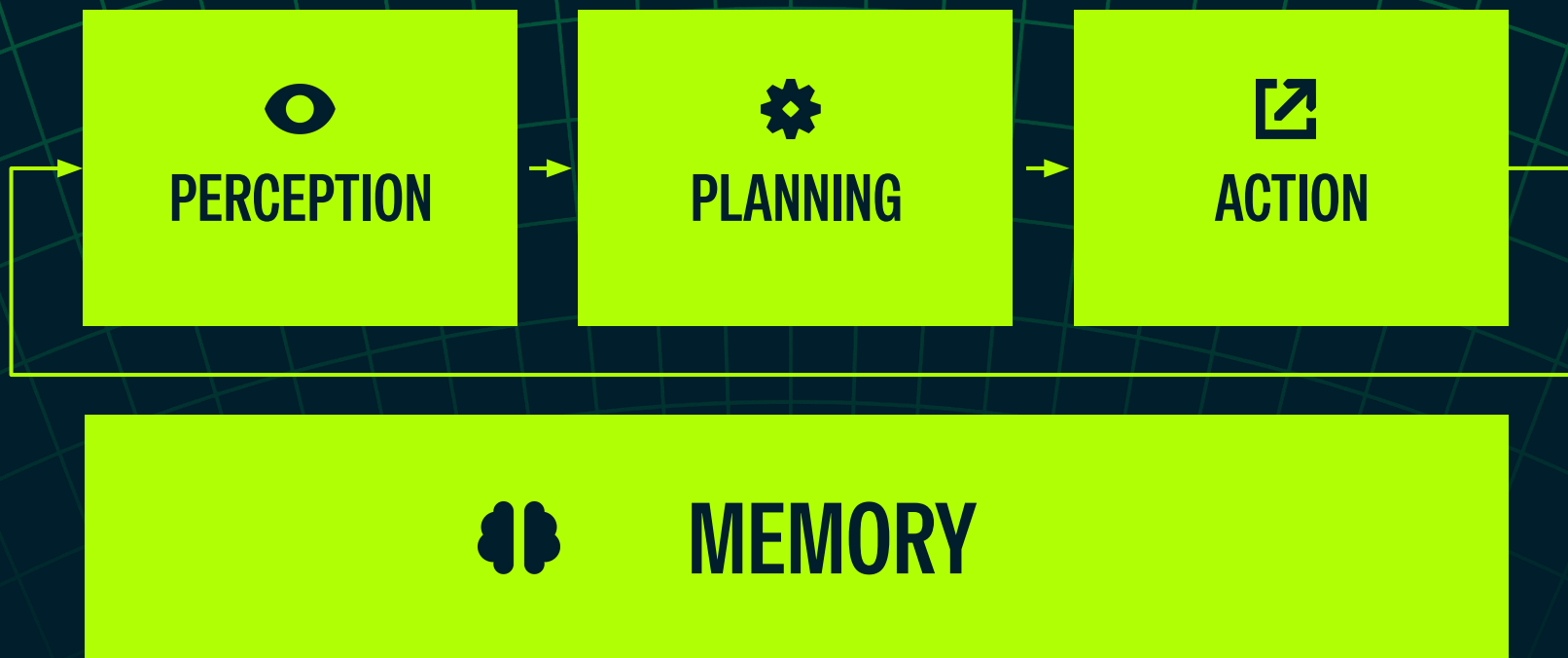
2x

**Voyage AI customer count
growth (QoQ)**

Enterprises & AI Natives are building on our AI capabilities

MongoDB



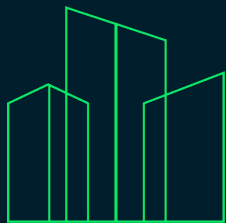


Our platform is the ideal layer for agent memory

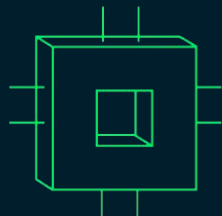
**Full-Text Search, Vector Search, and Voyage AI
are native to our platform and deliver precise
retrieval.**

**As memories change shape, the document model &
JSON naturally handle it. Rigid relational databases
don't.**

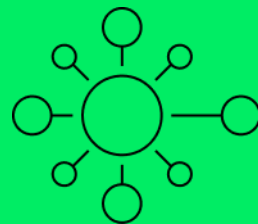
Why MongoDB **wins** in AI



**Showing up for
Builders**



**Our platform is
perfect for AI**



**New capabilities
get agents to
production**

PUBLIC PREVIEW

ATLAS AGENT ENGINE

Open, secure & governed agentic infrastructure

Atlas Agent Engine positions us to capture more of the agentic stack

MEMORY & CONTEXT-AWARE

PROBLEM

Agents that forget or misjudge context compound their mistakes.

WHAT WE DELIVER

Agent Engine provides **Agent Memory** so agents can learn and adapt over time.

SECURE & GOVERNED

PROBLEM

Enterprises won't deploy agents they can't trust to behave.

WHAT WE DELIVER

Agent Engine includes **governance and guardrails** that keep agent actions safe and compliant.

OPEN & FLEXIBLE

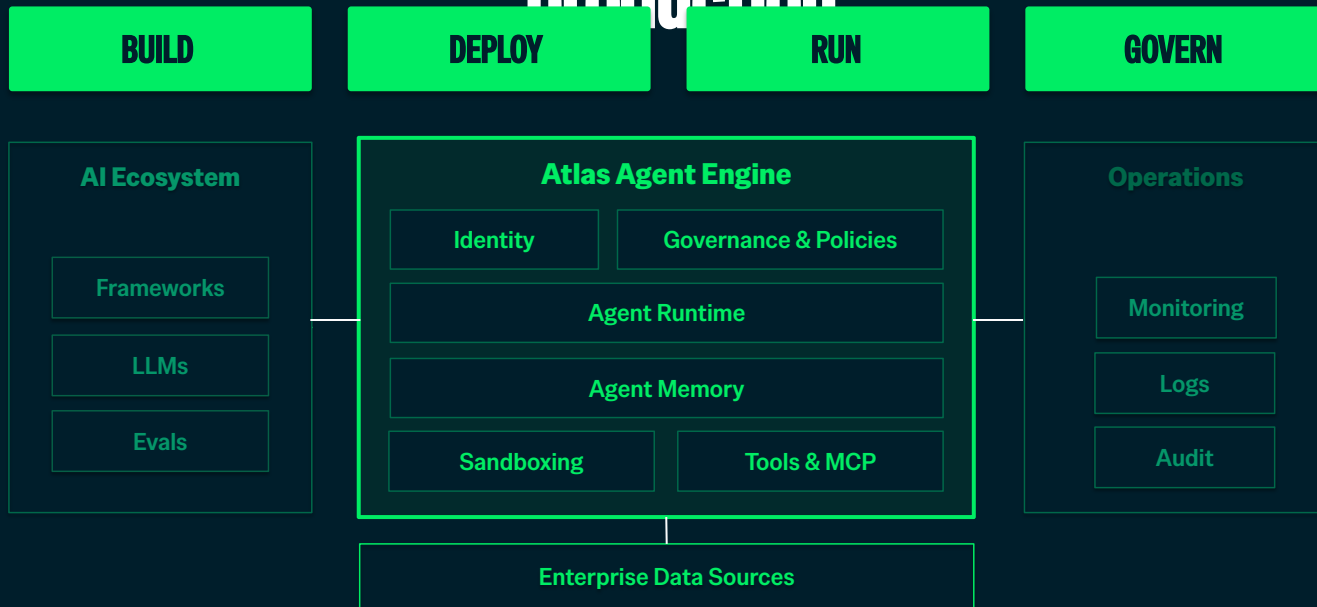
PROBLEM

Enterprises don't want to bet on one model, framework, cloud, or environment.

WHAT WE DELIVER

Agent Engine is **open**, so enterprises **don't have to re-architect** their agents as the landscape changes.

Atlas Agent Engine is the infrastructure to Build, Deploy, Run and Govern Agents in production



Private Preview customers across a range of industries and use cases have been hands-on with Atlas Agent Engine

Financial Services

Manufacturing

**Healthcare &
Insurance**

Technology

Paysafe 



**ATLAS AGENT ENGINE
VIDEO TESTIMONIAL**

**>
accenture**

**CUSTOMER
CONVERSATION**

Citizens Bank

Vikas Agarwal

SVP, Head of Enterprise Data Platforms,
Citizens Bank

Atlas Agent Engine introduces new components to our platform that drive **Atlas consumption**

NEW

Memory

Runtime

EXISTING

Database

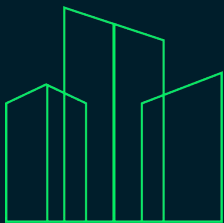
AI Retrieval Capabilities

Voyage AI

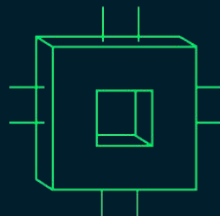
Atlas Agent Engine delivers Builders the critical capabilities to get agents into production

	MONGODB	HYPERSCALERS	MODEL PROVIDERS	ANALYTICS PLATFORMS
MEMORY & CONTEXT-AWARE				
Enterprise Proven OLTP	✓	✓	✗	✗
Native Memory & Context	✓	✗	✗	✗
SECURE & GOVERNED				
Centralized Cost & Policy Guardrails	✓	✗	✗	✗
Agent & Tool Isolation	✓	✗	✗	✗
OPEN & FLEXIBLE				
Run Anywhere	✓	✗	✗	✗
Multi-LLM	✓	✓	✗	✓

Why MongoDB **wins** in AI

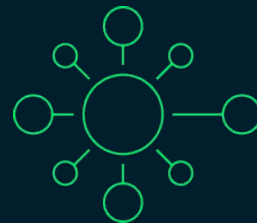


**Showing up for
Builders**



**Our platform is
perfect for AI**

AGENT ENGINE



**New capabilities
get agents to
production**

**CUSTOMER
CONVERSATION**

Emergent Labs

Madhav Jha

Co-founder & CTO
Emergent Labs

GO-TO-MARKET & PARTNERSHIPS



Ryan Mac Ban

Chief Revenue Officer

WHY

MONGODB, WHY NOW



INVESTOR DAY

PEOPLE



TECHNOLOGY



TIMING



**There's never been a better
time to be a customer, or a
better time to lead, at
MongoDB.**

Q2 continued to deliver outstanding results

6 quarters

Consecutive Atlas
net dollar growth

29%

YoY Atlas
growth for 5 quarters

36%

YoY EA
growth

70,000 +

Customers

2,900

New customers

17%

Growth in number of \$100K+
& \$1M+ ARR customers

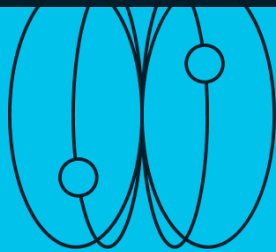
WHERE WE WILL INVEST

01.



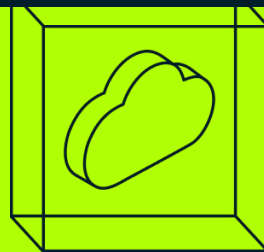
**Executive Buyer
Engagement**

02



**GTM Platform
Specialization**

03.



**Legacy Migration
Opportunity and
Partners**

01 Executive Buyer Engagement

\$5B+

Our path is accelerated through the executives in the enterprise

200+

customer engagements in Q2 across MongoDB executive suite

01 Going deeper, wider across the enterprise

02 Investing in vertical depth

FINANCIAL SERVICES

 nationwide

WELLS
FARGO

HEALTH CARE

McKESSON

 novo nordisk®

DIGITAL & AI NATIVES

II ElevenLabs

coinbase

PUB SEC

★ CHICAGO

SWISS POST 

03 Region Specific Investment

US FED

APJ

70K Customers

Upsell and Cross-sell Opportunity

Platform Specialization

converts innovation
into revenue

Continuous Feedback Loop

keeps our roadmap aligned
with customer needs

Atlas Reacceleration

while scaling new products

\$10B TAM

 Cognition + MongoDB AMP

AI Tooling has transformed the modernization process

Oracle, SQL, relational workloads can migrate to MongoDB at record pace.

Two Parallel Channels

- Direct to existing customers
- Partner-led to new markets

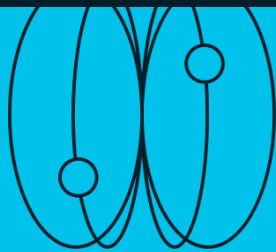
THIS IS OUR PATH TO \$5B+ AND DRIVING DURABLE GROWTH

01.



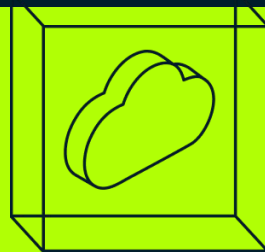
**Executive Buyer
Engagement**

02



**GTM Platform
Specialization**

03.



**Legacy Migration
Opportunity and
Partners**

GO-TO-MARKET & PARTNERSHIPS



Erica Volini

Chief Customer Officer

Remit of the Chief Customer Officer:

**Ensure an outstanding
customer experience**

Deloitte.



1998

servicenow®



2021

 **MongoDB®**



2026

A photograph of two men in a meeting, looking at a laptop. The man on the left is gesturing with his hands while speaking. The man on the right is listening. The image is overlaid with a green grid pattern.

No one wins the AI era alone.

WE NEED AN ECOSYSTEM

to embed the MongoDB data platform where
enterprise decisions are actually being made.

THE SHIFTS DRIVING OUR PARTNER STRATEGY

WHERE WE WERE

Customers judge value
on the **output**

Enterprises are launching
AI pilots

Transformation means
rethinking your **technology**

WHERE WE ARE GOING

Customers judge value
on the **outcome**

Enterprises are launching
AI in production

Transformation means rethinking
how work gets done



Partners
will be our scale
engine to surpass
\$5B+

FOUR LEVERS THAT POWER OUR ECOSYSTEM

01

Integrate
across the AI
ecosystem

02

Data layer in
SI agentic
stacks

03

Co-innovate with
hyperscalers and
neo-clouds

04

Embed
with industry
ISVs

01

**Integrating across every
aspect of the AI
ecosystem.**

ANTHROPIC

emergent

 Cognition

 Retool

 LangChain

 mastra

Monk.io

 netlify

 n8n

OpenAI



 Vercel

MongoDB is investing to become the default data platform
anywhere modern builders already work.

01 AI
ecosystem



460+%

YoY influenced revenue growth

15+

Live integrations

220K

Weekly downloads

02

**Becoming the default,
embedded data layer
inside SI agentic stacks.**

02

SI agentic
stacks

Six of the world's largest SIs are embedding MongoDB's data platform into their agentic stacks

Infosys

accenture

Capgemini

tcs

cognizant

Tech
Mahindra

SI launch partners are already using and selling Atlas Agent Engine

USE CASES IDENTIFIED ACROSS THE ENTERPRISE

OIL & GAS
ASSISTANT

FRAUD
PREVENTION

UNDERWRITING

SPACE
UTILIZATION

CLAIM
PROCESSING

CONTACT CENTER
MANAGEMENT

BUSINESS LOAN
PLATFORM

FORECASTING

DATA
VALIDATION

SI partners are poised to be the delivery
and implementation engine for agentic
transformation with MongoDB



02

SI agentic
stacks

Infosys

“By combining Infosys Topaz and our experience in helping enterprises navigate large-scale AI transformation with Atlas Agent Engine, we are enabling clients to build intelligent systems that can reason, adapt, and deliver value in real-world business environments.”

- Balakrishna D. R.

EVP and Global Services Head, AI and Industry Verticals

accenture

“Combined with Accenture’s governance, architecture, and deep industry expertise, MongoDB Atlas Agent Engine creates a powerful foundation for accelerating AI transformation and delivering outcomes at scale.”

- Ram Ramalingam

Global Lead, SW Engineering and Head of RDE

cognizant

“Cognizant designs, orchestrates and operationalizes agentic systems across the AI lifecycle, and MongoDB’s Atlas Agent Engine is designed to give that work a governed, context-aware foundation to build on”

- Naveen Sharma

Global Head of AI & Analytics

tcs

“By combining TCS’s ‘Smart data for smarter AI’ framework with MongoDB’s Atlas Agent Engine, we help enterprises create a context-aware foundation where agents can understand business meaning, reason with confidence, and act in real time.”

- Satish Byravan

Global Head, Data & Analytics

MongoDB

INVESTOR DAY

03

**Co-innovating with
leading hyperscalers
and neo-clouds.**

Named a Partner of the Year



Google Cloud



Microsoft

03 Hyperscalers neo-clouds



**Customers' choice in
cloud providers has
exploded in recent years**

Building and scaling with cloud providers

- Expanding existing cloud partnerships
- Establish new speciality and neo-cloud partnerships
- Co-innovating to deliver customer outcomes together



3M

payments at peak

£1.5B

transaction volume
moved every 24 hours

<8

months to production

"Possibly a world first, definitely a UK first — and all powered by MongoDB."

- Schoonderwoerd, **Nationwide**

accenture



MongoDB



2
hyperscalers

04

Becoming the default data platform for industry ISVs.

04

Industry
ISVs

**Clinical Research
& Healthcare
Leader**



A workload
secured by an ISV
can become a
workload won for
MongoDB.

emergent



INVESTOR DAY

INDUSTRY	SOLUTION
CYBER	BigID runs on MongoDB Atlas , with Vector Search, to catalog and protect sensitive data across structured and unstructured sources.
MEDICAL	Their industry-leading clinical research platform is integrating MongoDB EA so customers can opt-in to both research services and data management at once.
CX	Ada's AI-powered customer service automation platform is built on MongoDB Atlas , using Change Streams & Queryable Encryption to train models in real time while keeping conversations private.
AI PLATFORM	Emergent Labs' vibe coding AI platform runs on MongoDB Atlas as its default database. Flexible schema lets agents evolve app data structures on the fly. Nearly 2 million apps built (50,000+ deployed) in four months.

FOUR LEVERS THAT POWER OUR ECOSYSTEM

01

Integrate
across the AI
ecosystem

02

Data layer in
SI agentic
stacks

03

Co-innovate with
hyperscalers and
neo-clouds

04

Embed
with industry
ISVs



**THE REACH IS THEIRS.
WHAT POWERS IT IS OURS.**



MongoDB®

Safe Harbor

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This presentation contains "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, including but not limited to statements regarding our financial outlook, financial guidance for fiscal 2027 and beyond, long-term financial targets, product development, business strategy and plans, market trends and market size and opportunities, our ability to continue to increase revenue from our Atlas platform, and the expected financial impact of AI adoption and new product innovations. These forward-looking statements include, but are not limited to, plans, objectives, expectations and intentions and other statements contained in this presentation that are not historical facts and statements, and may be identified by words such as "anticipate," "believe," "continue," "could," "estimate," "expect," "intend," "may," "plan," "project," "will," "would" or the negative of any of these words or similar expressions or variations. These forward-looking statements reflect our current views about our plans, intentions, expectations, strategies and prospects, which are based on the information currently available to us and on assumptions we have made. Although we believe that our plans, intentions, expectations, strategies and prospects as reflected in or suggested by those forward-looking statements are reasonable, we can give no assurance that the plans, intentions, expectations or strategies will be attained or achieved. In particular, the development, release, and timing of any features or functionality described for MongoDB products remains at MongoDB's sole discretion. Product roadmaps do not represent a commitment, promise or legal obligation to deliver any material, code, or functionality and you should not rely on them to make your purchase decisions. Furthermore, actual results may differ materially from those described in the forward-looking statements and are subject to a variety of assumptions, uncertainties, risks and factors that are beyond our control including, without limitation: the effects of ongoing geopolitical instability, including the conflict in Iran, the unrest in Mexico, the conflicts between Russia and Ukraine, Israel and Hamas and recent events in Venezuela, on our business and future operating results; economic downturns and/or the effects of changes in trade policies, rising interest rates, inflation and volatility in the global economy and financial markets on our business and future operating results; our potential failure to meet publicly announced guidance or other expectations about our business and future operating results; reputational harm or other adverse consequences resulting from use of AI and ML in our product offerings and internal operations if they do not produce the desired benefits; our limited operating history; our history of losses; failure of our platform to satisfy customer demands; the effects of increased competition; our investments in new products and our ability to introduce new features, services or enhancements, including AI and ML, for both traditional and emerging use cases; social, ethical, regulatory and security issues relating to the use of new and evolving technologies, such as artificial intelligence, in our offerings or partnerships; our ability to effectively expand our sales and marketing organization; our ability to continue to build and maintain credibility with the developer community; our ability to add new customers or increase sales to our existing customers; our ability to maintain, protect, enforce and enhance our intellectual property; our ability to continue to increase revenue from our Atlas platform; the effects of social, ethical and regulatory issues relating to the use of new and evolving technologies, such as AI and ML, in our offerings or partnerships; the growth and expansion of the market for database products and our ability to penetrate that market; our ability to integrate acquired businesses and technologies successfully or achieve the expected benefits of such acquisitions; our ability to work with our strategic partners effectively; our ability to maintain the security of our software and adequately address privacy concerns; our ability to manage our growth effectively and successfully recruit and retain additional highly-qualified personnel; and the price volatility of our common stock. These and other risks and uncertainties are more fully described in our filings with the Securities and Exchange Commission ("SEC"), including under the section entitled "Risk Factors" in our Annual Report on Form 10-K for the fiscal year ended January 31, 2026 and our Quarterly Report on Form 10-Q for the quarter ended July 31, 2026 and in other filings and reports we may file from time to time with the SEC.

This presentation includes market and industry data and forecasts that the company has derived from independent consultant reports, publicly available information, various industry publications, other published industry sources, and its internal data and estimates. Independent consultant reports, industry publications and other published industry sources generally indicate that the information contained therein was obtained from sources believed to be reliable. Although the company believes that these third-party sources are reliable, it does not guarantee the accuracy or completeness of this information, and the company has not independently verified this information. The company's internal data and estimates are based upon information obtained from trade and business organizations and other contacts in the markets in which the company operates and management's understanding of industry conditions. Although the company believes that such information is reliable, it has not had this information verified by any independent sources. In addition, the information contained in this presentation is as of the date hereof (except where otherwise indicated), and the company has no obligation to update such information, including in the event that such information becomes inaccurate or if estimates change. Subsequent materials may be provided by or on behalf of the company in its discretion and such information may supplement, modify or supersede the information in these materials. Neither the company, nor any of its respective affiliates, advisors or representatives shall have any liability whatsoever (in negligence or otherwise) for any loss or damage howsoever arising from any use of these materials or their contents or otherwise arising in connection with these materials.

This presentation includes the following financial measures defined as non-GAAP financial measures by the SEC: non-GAAP income from operations, non-GAAP operating margin, free cash flow and free cash flow conversion. Non-GAAP income from operations and non-GAAP operating margin exclude expenses associated with stock-based compensation including employer payroll taxes upon the vesting and exercising of stock-based awards and expenses related to stock appreciation rights previously issued to our employees in China, amortization of intangible assets for the acquired technology and acquired customer relationships associated with prior acquisitions, certain acquisition-related costs and other, including due diligence costs, professional fees in connection with an acquisition and certain integration-related expenses, legal costs and settlement fees incurred in connection with non-ordinary course litigation, particularly ongoing securities litigation, and restructuring costs associated with a formal restructuring plan that are primarily related to workforce reductions. The Company excludes these expenses because they are not reflective of ordinary course ongoing business and operating results.

Free cash flow represents net cash from/used in operating activities, less capital expenditures, principal payments of finance lease liabilities and capitalized software development costs, if any. MongoDB uses free cash flow to understand and evaluate its liquidity and to generate future operating plans. The exclusion of capital expenditures, principal payments of finance lease liabilities and amounts capitalized for software development facilities capitalizes comparisons of MongoDB's liquidity on a period-to-period basis and excludes items that it does not consider to be indicative of its liquidity. MongoDB believes that free cash flow is a measure of liquidity that provides useful information to investors in understanding and evaluating the strength of its liquidity and future ability to generate cash that can be used for strategic opportunities or investing in its business in the same manner as MongoDB's management and board of directors.

MongoDB uses these non-GAAP financial measures internally in analyzing its financial results and believes they are useful to investors, as a supplement to GAAP measures, in evaluating MongoDB's ongoing operational performance. MongoDB believes that the use of these non-GAAP financial measures provides an additional tool for investors to use in evaluating ongoing operating results and trends and in comparing its financial results with other companies in MongoDB's industry, many of which may present similar non-GAAP financial measures to investors.

Non-GAAP financial measures have limitations as an analytical tool and should not be considered in isolation from, or as a substitute for, financial information prepared in accordance with GAAP. In particular, other companies may report non-GAAP income from operations, non-GAAP operating margin, free cash flow and free cash flow conversion or similarly titled measures but calculate them differently, which reduces their usefulness as comparative measures. Investors are encouraged to review the reconciliation of these non-GAAP financial measures to their most directly comparable GAAP financial measures, as presented below. This presentation and any future presentations containing such non-GAAP reconciliations can also be found on the Investor Relations page of MongoDB's website at <https://investors.mongodb.com>. With respect to our forward-looking non-GAAP financial measures, we have not provided a reconciliation of (i) non-GAAP free cash flow conversion to the most directly comparable GAAP measure for FY 2027 guidance or (ii) all forward-looking non-GAAP financial measures included in this presentation to the most directly comparable GAAP measures for long-term future guidance beyond FY 2027, because certain items are out of our control or cannot be reasonably predicted without unreasonable efforts due to the high variability, complexity and low visibility with respect to the charges excluded from these non-GAAP measures, in particular stock-based compensation expense.

Except as required by law, we undertake no obligation to update any forward-looking statements included in this presentation as a result of new information, future events, changes in expectations or otherwise. Nothing in this presentation is, and should not be construed as, an offer to sell or a solicitation of an offer to buy, any securities.



MongoDB

INVESTOR DAY

FINANCIAL UPDATE



Mike Berry

Chief Financial Officer

Themes of the discussion today

01

Strong track record of following through on commitments

02

Growth is real and durable

03

Revenue growth drives margin expansion

04

AI and new product innovations are growth vectors

05

Long-term model reflects confidence in growth and operating leverage

01

HITTING OUR COMMITMENTS

We are delivering on our commitments

INVESTOR DAY FY26 COMMITMENTS	FY26 ACTUALS	FY27 GUIDANCE ⁽¹⁾ (High End)	
Atlas Growth: 20%+	28.7%	~27%	
EA & Other Growth: low-to-mid single digits	7.3%	~11%	
Revenue Growth: high teens	22.8%	21-23%	
Operating Margin ⁽²⁾ : 100-200 bps on average every year	18.5% (+360 bps YoY)	~21.0% (+250 bps YoY)	
FCF Conversion ^(2, 3, 4) : 80-100%	108% FCF Conversion	Upper-end of target range	

(1) Current guidance are forward looking statements as of September 1, 2026. The presentation does not constitute re-affirmation or update to guidance as of any other date. See Safe Harbor for important information about these assumptions and forward-looking statements.

(2) Operating Margin and FCF Conversion are non-GAAP measures. A reconciliation of these non-GAAP measures to the most directly comparable GAAP measures for historical periods is included in the Appendix to this presentation.

(3) FCF Conversion is defined as free cash flow / non-GAAP income from operations.

(4) Reconciliations of forward-looking non-GAAP free cash flow conversion to the most directly comparable GAAP measure are not available without unreasonable efforts due to the high variability, complexity and low visibility with respect to the charges excluded from this non-GAAP measure.

We provided more visibility into the business

**Providing
guidance for
Atlas revenue
growth**

As of Q2 FY26

**Sharing EA &
Other ARR
growth**

As of Q2 FY26

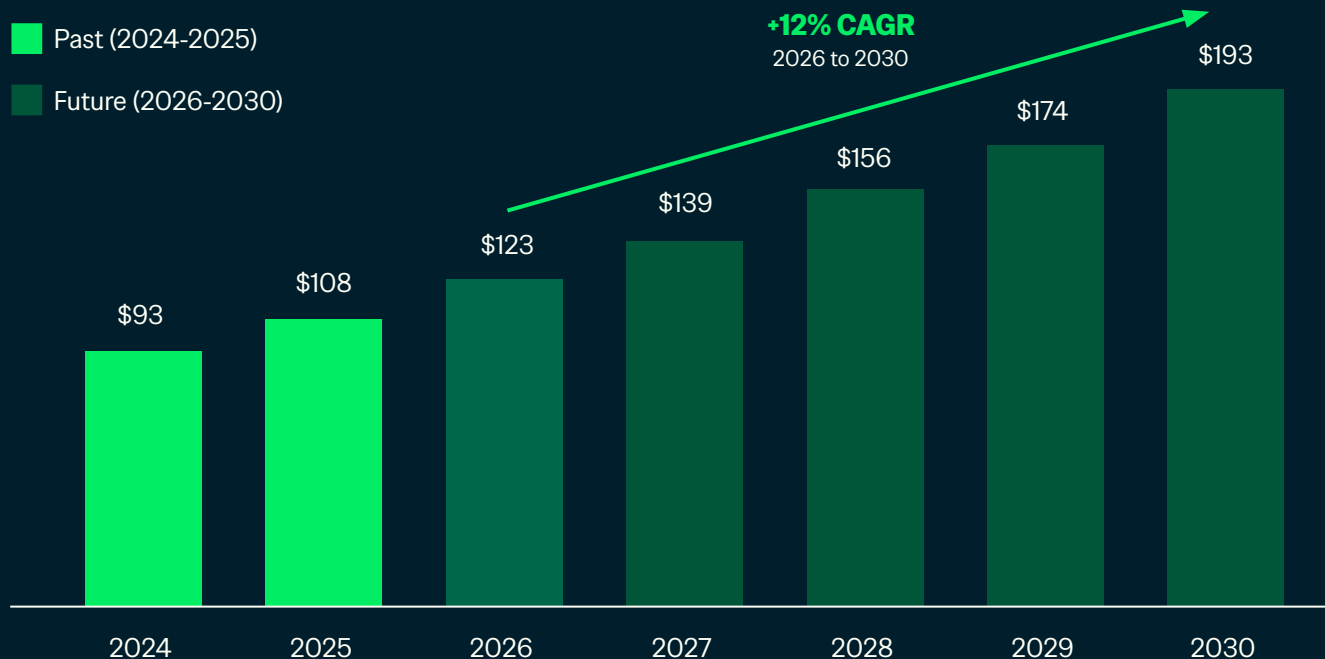
**Introducing the
long-term model**

As of September FY26

02

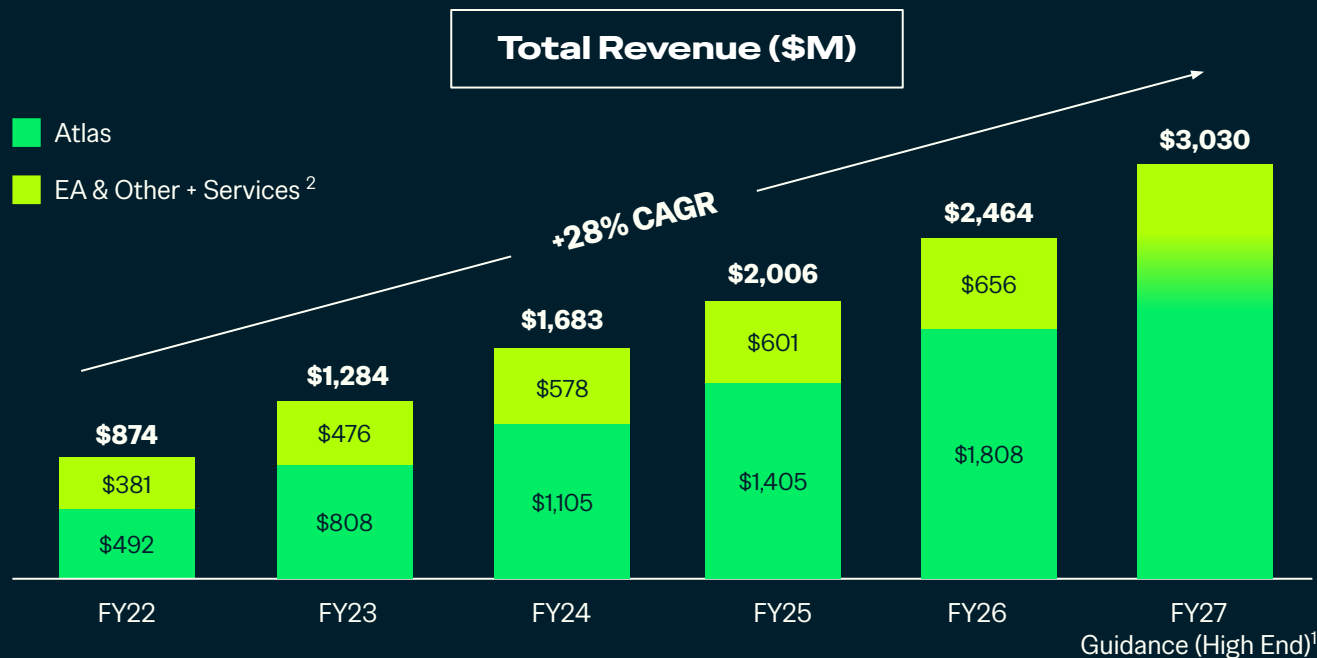
GROWTH IS REAL & DURABLE

We are pursuing a large and growing market opportunity



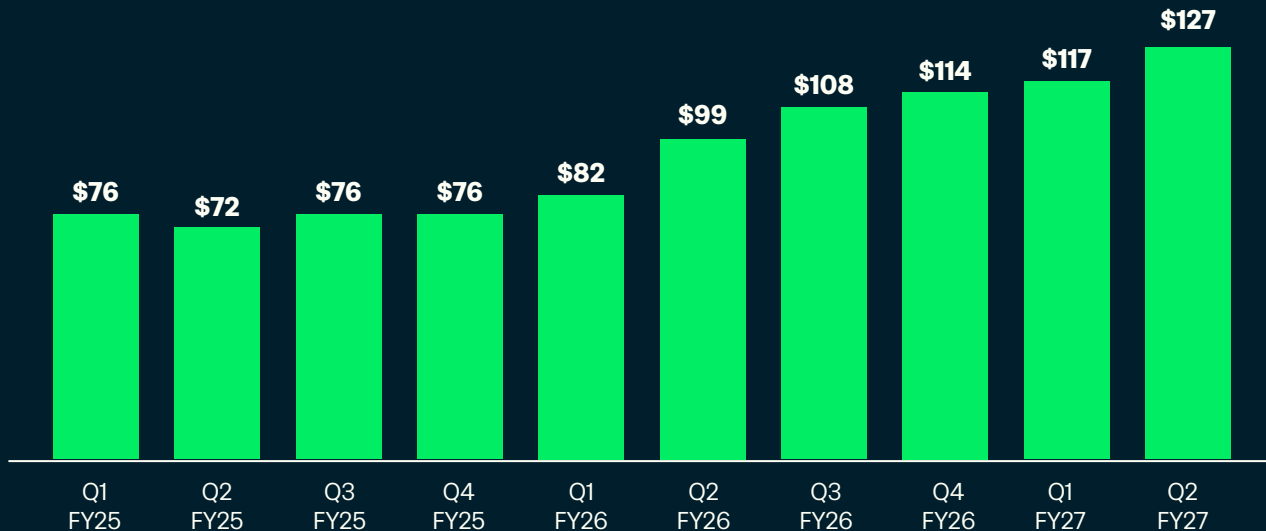
We have a history of strong revenue growth

Atlas and EA are both healthy, independent growth engines



Atlas revenue dollars have grown year-over-year for the past 6 quarters

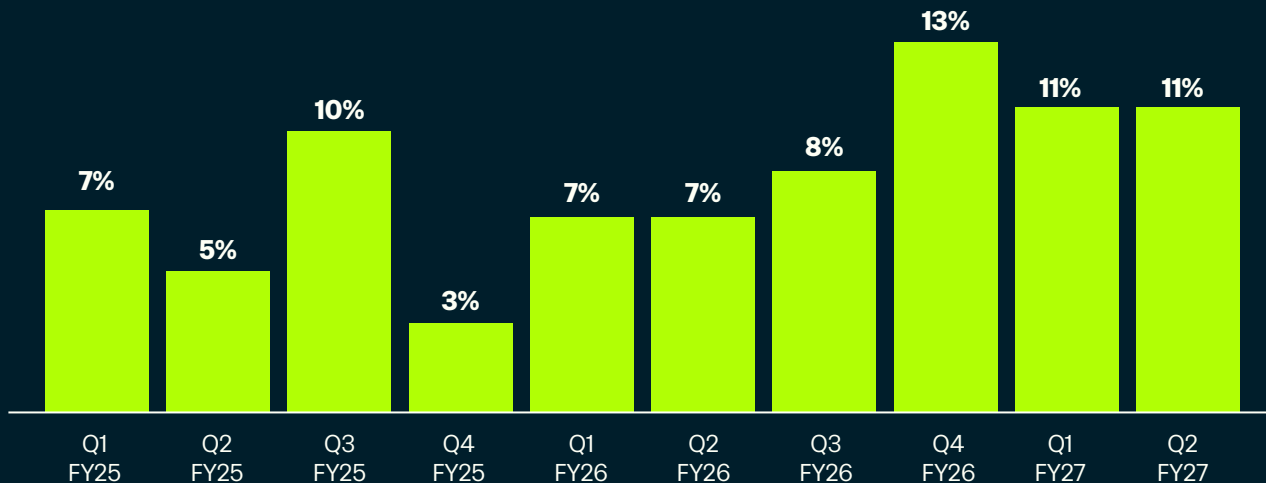
Atlas Revenue Added Year-Over-Year (\$M)



EA is also exhibiting solid growth

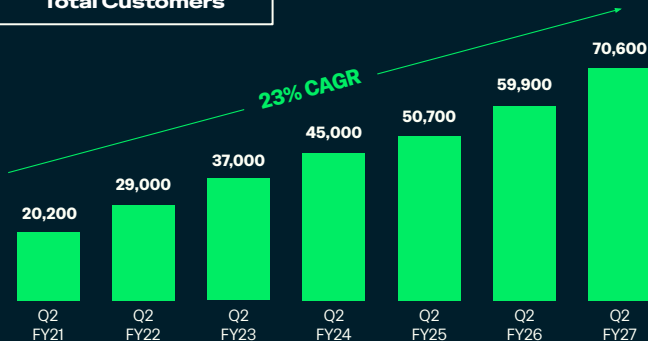
Customers continue to expand their self-managed footprints to support both traditional and AI applications

Quarterly EA & Other ARR Growth

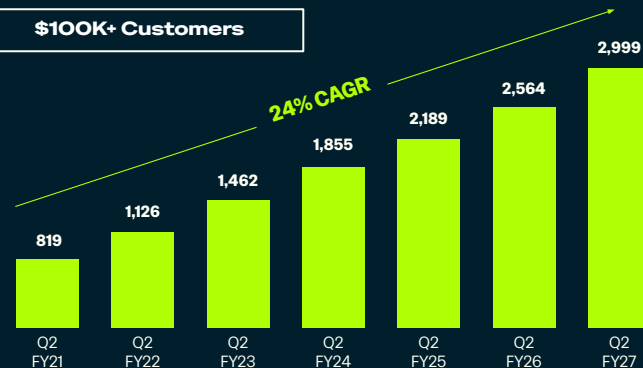


Our largest customer segments are growing fastest, reflecting our move up-market

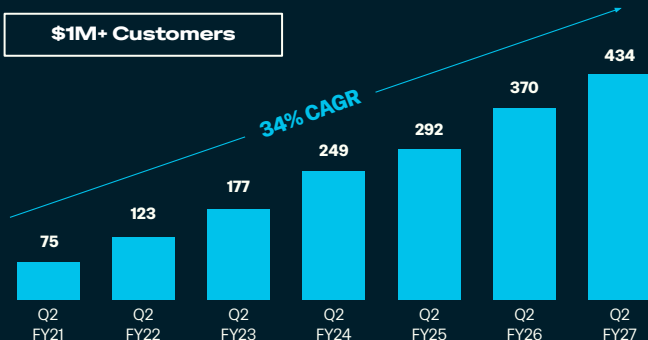
Total Customers



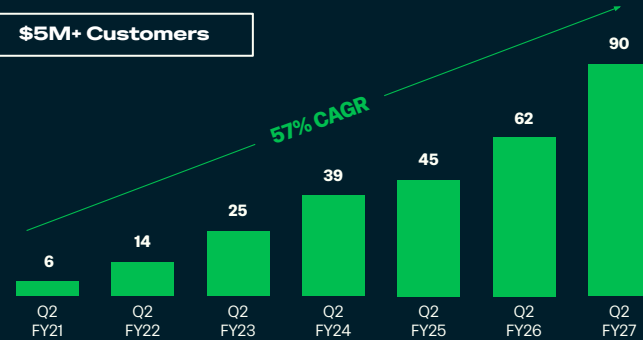
\$100K+ Customers



\$1M+ Customers

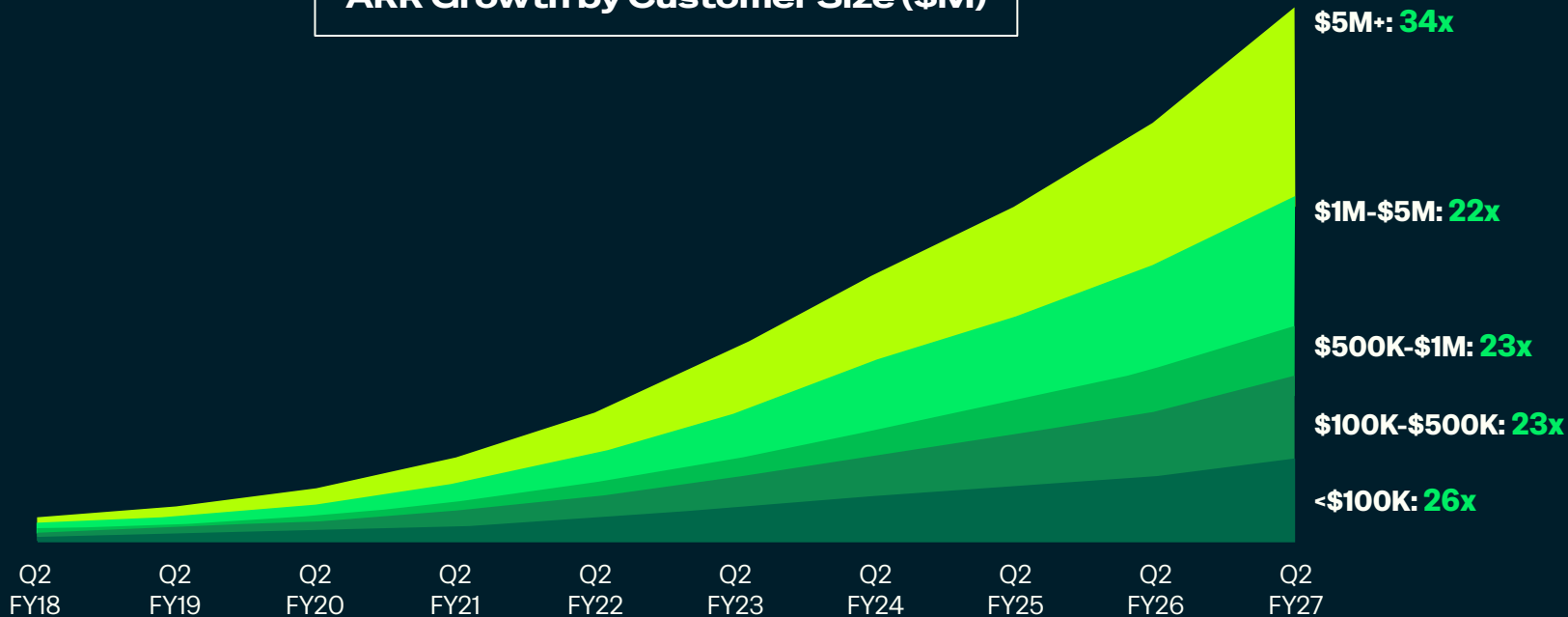


\$5M+ Customers



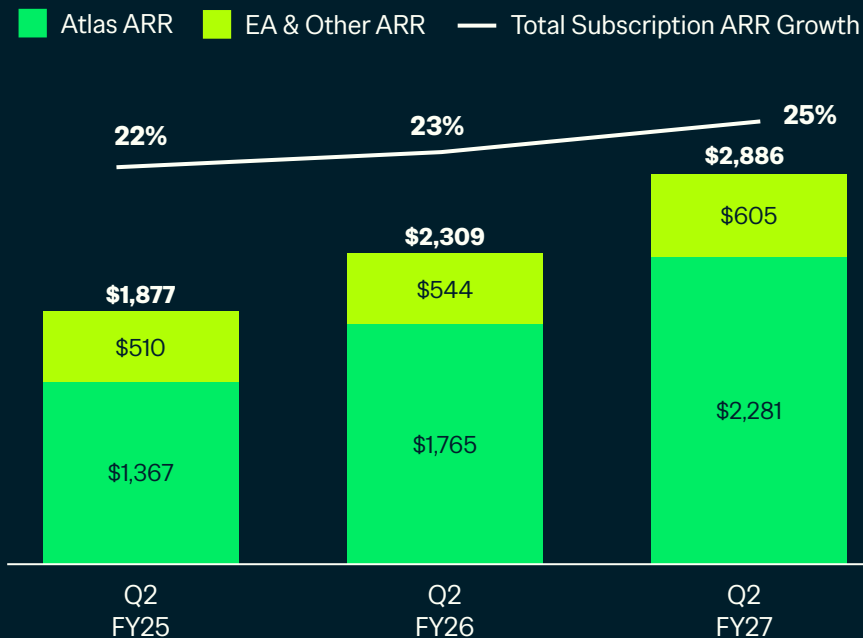
Our customers continue to expand, led by our largest accounts

ARR Growth by Customer Size (\$M)



Total ARR has grown the last two years

ARR by Product (\$M) & YoY ARR Growth



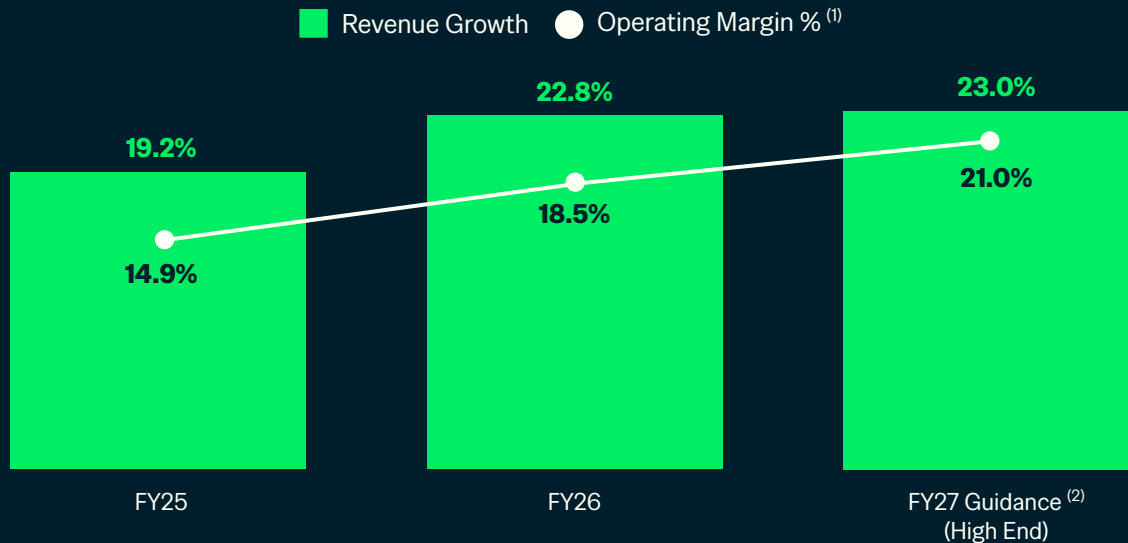
- **Atlas** ARR growth is consistent with revenue growth
- **EA & Other** ARR growth has accelerated each year and has been double-digits for the past 3 quarters
- **Total Subscription** ARR growth has accelerated each year

03

REVENUE GROWTH DRIVES MARGIN

Leverage is showing up in the model...

Revenue Growth and Operating Margin %



...and we continue to **invest to drive growth**

Key investment areas

Innovation / R&D

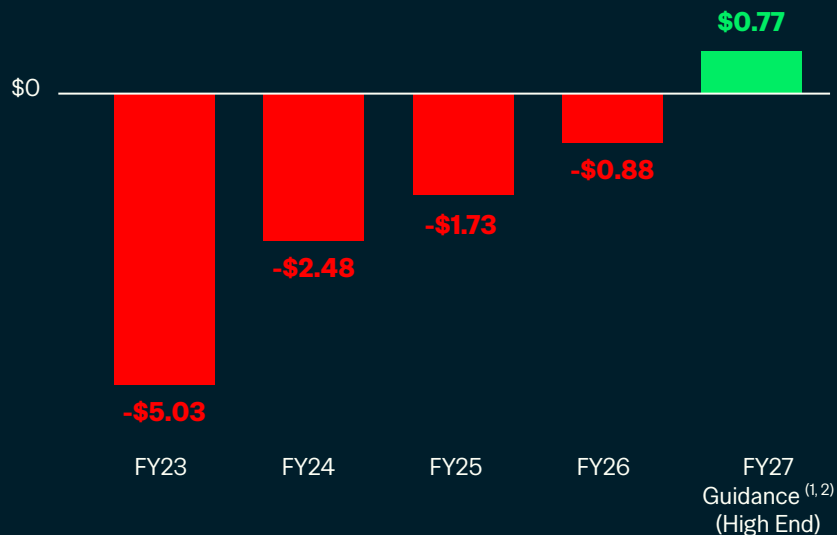
- **Strengthening our core** database capabilities to meet the demands of AI. Examples include:
 - Full Text Search and Vector Search on EA
 - MongoDB 9.0
 - Atlas Infinite
 - Atlas Managed MCP Server
 - Voyage AI Models & AI Database Integrations
- **Launching new products** like Atlas Agent Engine that move us beyond the data layer into the agent stack

Go-to-market

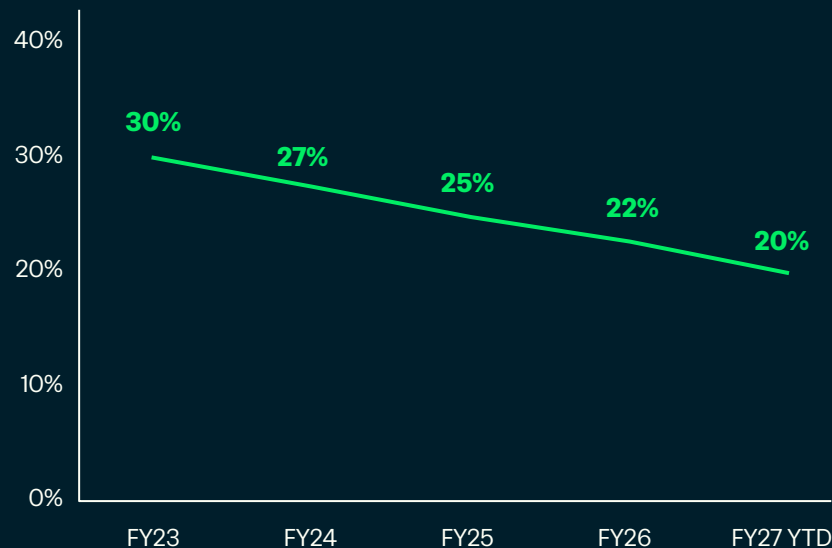
- Engaging with executive buyers to support our up-market focus
- Building GTM platform specialization to drive faster adoption of new product innovations
- Capturing legacy migration opportunities
- Deepening our partner ecosystem
- Continuing strategic geo and vertical investments like Japan and US Public Sector

We expect to reach GAAP profitability this year

GAAP EPS (\$)

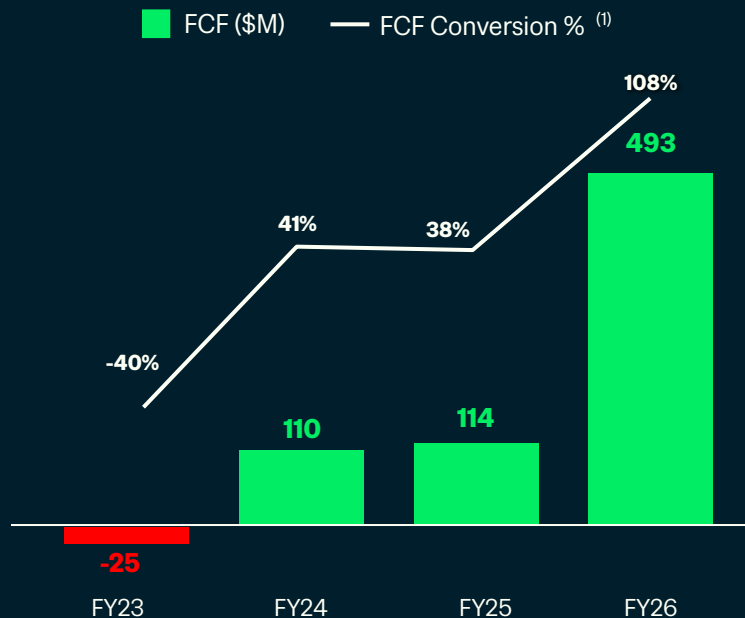


SBC as a % of revenue

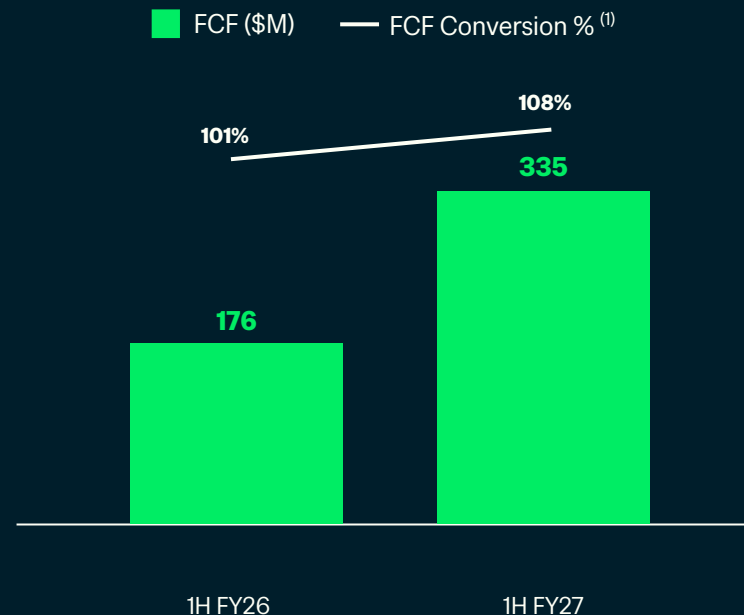


Our business model is generating meaningful cash flow

Historical Trend



Current

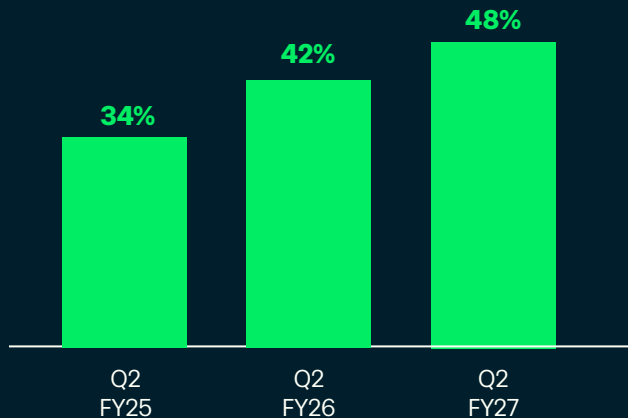


04

AI and NEW PRODUCT INNOVATIONS

Strong signals of AI adoption across our customer base

Atlas Multi-Feature ⁽¹⁾ - % of Atlas Customers with \$100K+ ARR



Driven by Vector Search and Full Text Search adoption.

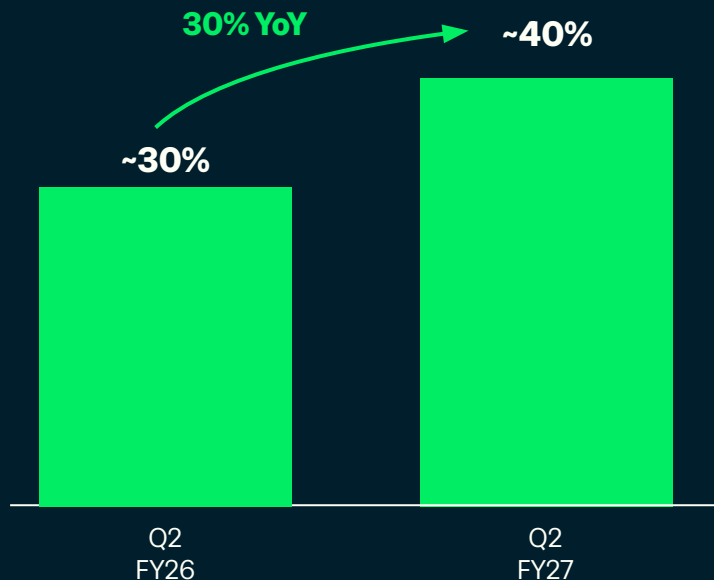
Vector Search - Customer Count

4x

Vector Search customer count growth in 2 years

We are seeing traction from AI use cases

% of Atlas ARR from Customers
with at least one AI Use Case



MERCOR

CONDÉ NAST

RIPPLING

emergent

Adobe

musement

cisco

coinbase

ElevenLabs

ROX

LG U+

tavily

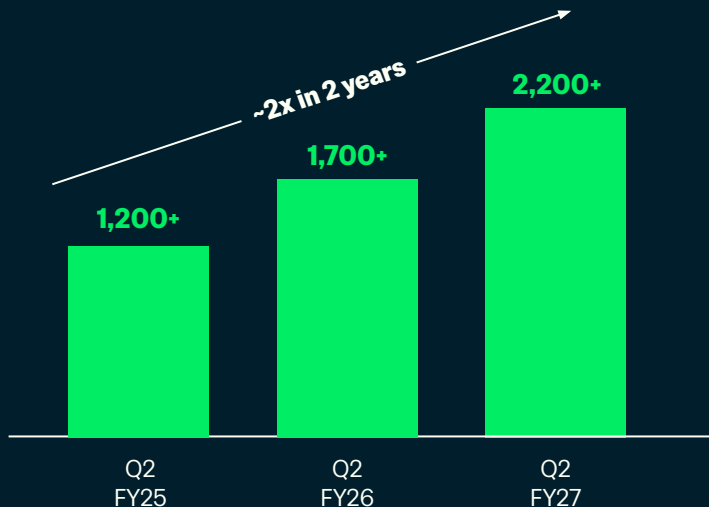
DevRev

okta

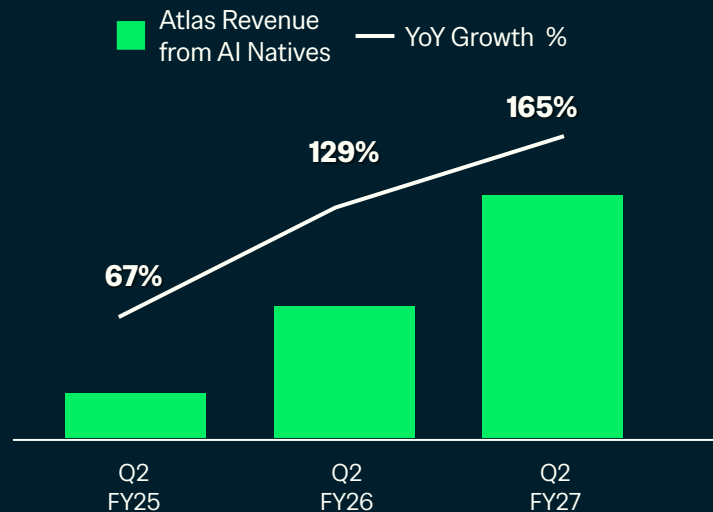
FINANCIAL TIMES

AI revenue impact is still small, but growing rapidly

AI Natives - Customer Count



AI Natives - Revenue and Growth



This AI native cohort makes up **low single-digits** of Atlas revenue

New product innovations will enhance our position as the best intelligent data platform for the AI era

EA Features

Full Text Search, Vector Search & Hybrid Search

- Expands EA from a database into a full AI-ready platform
- Creates incremental EA monetization through new search and vector search licenses
- Launched June 30, 2026 with early revenue contributions beginning this fiscal year

Atlas Infinite

Decouples compute & storage

- Perfectly suited for the bursty nature of AI agent workloads
- Positions MongoDB to win more opportunities where compute & storage separation are critical
- Initial revenue contributions expected to ramp in FY28, more meaningful impact in FY29+

Atlas Agent Engine

Open, secure & governed agentic infrastructure

- Moves MongoDB beyond the data layer into the agent stack
- Creates a new, incremental revenue opportunity as enterprise agents move into production
- Initial revenue contributions expected in FY28, more meaningful impact in FY29+

05

FINANCIAL TARGETS

Long-term financial targets

TARGETS	PRIOR (3-5 YEARS)	UPDATED (~3 YEARS) ⁽¹⁾
Total revenue growth	High teens	20%+
Atlas revenue growth	20%+	Mid-20%
EA & Other ARR growth	Low-to-mid single digits	
Operating margin ^(2, 4)	20%+ <i>(100-200 bps expansion on average every year)</i>	
FCF conversion ^(2, 3, 5)	80-100%	
GAAP profitability	--	

(1) Updated long-term financial targets include forward looking statements as of September 29, 2026. See Safe Harbor for important information about these forward-looking statements.

(2) Operating Margin and FCF Conversion are non-GAAP measures.

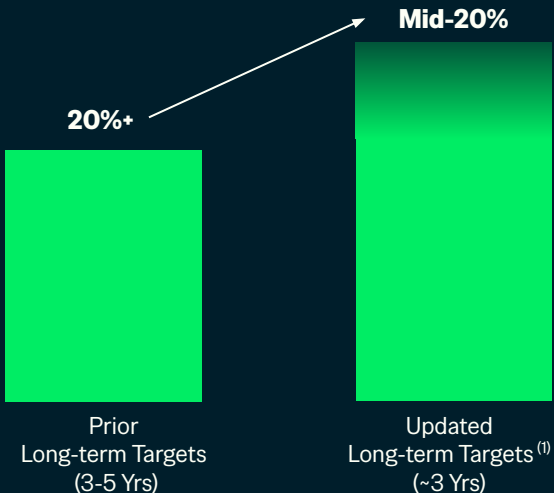
(3) FCF Conversion is defined as free cash flow / non-GAAP income from operations.

(4) Reconciliations of forward-looking non-GAAP operating margin to the most directly comparable GAAP measures are not available beyond FY 2027 without unreasonable efforts due to the high variability, complexity and low visibility with respect to the charges excluded from this non-GAAP measure.

(5) Reconciliations of forward-looking non-GAAP free cash flow conversion to the most directly comparable GAAP measure are not available without unreasonable efforts due to the high variability, complexity and low visibility with respect to the charges excluded from this non-GAAP measure.

Targeted upsides to Atlas long-term target

Atlas YoY Revenue Growth (%)



Targeted Sources of Upside

- Enterprise AI workloads
- AI native contribution
- New product innovations
- App modernization
- Partnerships

Long-term financial targets

TARGETS	PRIOR (3-5 YEARS)	UPDATED (~3 YEARS) ⁽¹⁾
Total revenue growth	High teens	20%+
Atlas revenue growth	20%+	Mid-20%
EA & Other ARR growth	Low-to-mid single digits	10%+ growth
Operating margin ^(2, 4)	20%+ <i>(100-200 bps expansion on average every year)</i>	100-200 bps expansion <u>on average</u> every year
FCF conversion ^(2, 3, 5)	80-100%	80-100%
GAAP profitability	--	GAAP profitability starting in FY27

(1) Updated long-term financial targets include forward looking statements as of September 29, 2026. See Safe Harbor for important information about these forward-looking statements.

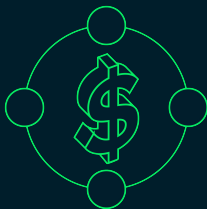
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Capital allocation strategy



**Continue to
generate strong FCF**



**Manage dilution by
leveraging FCF for share
buybacks**



**Pursue disciplined
acquisitions that
accelerate our product
roadmap or open
adjacencies**

Key takeaways from the day

Market opportunity	We are seeing strong traction in a large and growing market, and we still have a relatively small share
Core products	We are confident about the durability of growth for both Atlas and EA
AI and new innovations	AI momentum is building but still early, and new innovations strengthen our right to win
Business model	Revenue growth funds investment and drives margin expansion to support our new long-term financial targets
Team	We have proven execution and the right team to keep hitting our commitments



Q&A



INVESTOR DAY 2026

September 29, 2026

APPENDIX

Non-GAAP Financial Measures

This presentation includes the following financial measures defined as non-GAAP financial measures by the SEC: non-GAAP income from operations, non-GAAP operating margin, free cash flow and free cash flow

Non-GAAP income from operations and non-GAAP operating margin exclude expenses associated with stock-based compensation including employer payroll taxes upon the vesting and exercising of stock-based awards and expenses related to stock appreciation rights previously issued to our employees in China, amortization of intangible assets for the acquired technology and acquired customer relationships associated with prior acquisitions, certain acquisition-related costs and other, including due diligence costs, professional fees in connection with an acquisition and certain integration-related expenses, legal costs and settlement fees incurred in connection with non-ordinary course litigation, particularly ongoing securities litigation, and restructuring costs associated with a formal restructuring plan that are primarily related to workforce reductions. The Company excludes these expenses because they are not reflective of ordinary course ongoing business and operating results.

Free cash flow represents net cash from/used in operating activities, less capital expenditures, principal payments of finance lease liabilities and capitalized software development costs, if any. MongoDB uses free cash flow to understand and evaluate its liquidity and to generate future operating plans. The exclusion of capital expenditures, principal payments of finance lease liabilities and amounts capitalized for software development facilitates comparisons of MongoDB's liquidity on a period-to-period basis and excludes items that it does not consider to be indicative of its liquidity. MongoDB believes that free cash flow is a measure of liquidity that provides useful information to investors in understanding and evaluating the strength of its liquidity and future ability to generate cash that can be used for strategic opportunities or investing in its business in the same manner as MongoDB's management and board of directors.

Free cash flow conversion is defined as free cash flow divided by non-GAAP income from operations.

MongoDB uses these non-GAAP financial measures internally in analyzing its financial results and believes they are useful to investors, as a supplement to GAAP measures, in evaluating MongoDB's ongoing operational performance. MongoDB believes that the use of these non-GAAP financial measures provides an additional tool for investors to use in evaluating ongoing operating results and trends and in comparing its financial results with other companies in MongoDB's industry, many of which may present similar non-GAAP financial measures to investors.

Non-GAAP financial measures have limitations as an analytical tool and should not be considered in isolation from, or as a substitute for, financial information prepared in accordance with GAAP. In particular, other companies may report non-GAAP income from operations, non-GAAP operating margin and free cash flow or similarly titled measures but calculate them differently, which reduces their usefulness as comparative measures. Investors are encouraged to review the reconciliation of these non-GAAP financial measures to their most directly comparable GAAP financial measures, as presented below.

Operating margin and free cash flow conversion are non-GAAP. Reconciliations of non-GAAP operating margin to the most directly comparable GAAP measures for long-term guidance beyond FY 2027 are not available without unreasonable efforts on a forward-looking basis due to the high variability, complexity and low visibility with respect to the charges excluded from this non-GAAP measure and the lack of a timeline for the achievement of said long-term financial model. Reconciliations of non-GAAP free cash flow conversion to the most directly comparable GAAP measure are not available without unreasonable efforts on a forward-looking basis, including for FY 2027 guidance and the long-term financial targets, due to the high variability, complexity and low visibility with respect to the items excluded from free cash flow.

This presentation and any future presentations containing such non-GAAP reconciliations can also be found on the Investor Relations page of MongoDB's website at <https://investors.mongodb.com>.

Definitions

We calculate annualized recurring revenue (“ARR”) to help us measure our subscription revenue performance. ARR includes the revenue we expect to receive from our customers over the following 12 months based on contractual commitments and, in the case of direct sales customers of Atlas, by annualizing the prior 90 days of their actual usage of Atlas, assuming no increases or reductions in their subscriptions or usage. For all other customers of our self-serve products, we calculate ARR by annualizing the prior 30 days of their actual usage of such products, assuming no increases or reductions in usage. ARR excludes professional services.

Enterprise Advanced + Other annualized recurring revenue (“ARR”) includes the revenue we expect to receive from our customers over the following 12 months based on contractual commitments for subscription products excluding Atlas.

GAAP to Non-GAAP Reconciliations

Reconciliation of GAAP income (loss) from operations to non-GAAP income from operations:

	Six Months Ended		Years Ended January 31,			
	2025	2026	2023	2024	2025	2026
<i>(in thousands, unaudited)</i>						
Income (loss) from operations on a GAAP basis	\$(118,848)	\$3,596	\$(346,655)	\$(233,732)	\$(216,064)	\$(136,968)
GAAP operating margin (Income (loss) from operations/Total revenue)	(10%)	0%	(27%)	(14%)	(11%)	(6%)
Add back:						
Expenses associated with stock-based compensation	280,662	297,687	399,449	493,588	512,177	574,372
Restructuring	4,772	357	—	—	—	4,713
Amortization of intangible assets	5,732	6,249	9,180	10,572	3,163	12,121
Legal fees related to securities litigation	—	581	—	—	—	—
Certain acquisition-related costs and other	1,930	579	—	—	—	1,934
Non-GAAP income from operations	\$174,248	\$309,409	\$61,974	\$270,428	\$299,276	\$456,172
Non-GAAP operating margin (Non-GAAP income from operations/Total revenue)	15%	21%	5%	16%	15%	19%

Reconciliation of net cash provided by operating activities to non-GAAP free cash flow

	Six Months Ended		Years Ended January 31,			
	2025	2026	2023	2024	2025	2026
<i>(in thousands, unaudited)</i>						
Net cash provided by operating activities	\$182,034	\$343,509	\$(12,970)	\$121,477	\$150,191	\$505,148
Capital expenditures	\$(2,148)	\$(4,791)	\$(7,244)	\$(6,074)	\$(29,550)	\$(4,960)
Principal payments of finance leases	\$(4,085)	\$(3,554)	\$(4,510)	\$(5,483)	\$(6,179)	\$(7,539)
Free cash flow	\$175,801	\$335,164	\$(24,724)	\$109,920	\$114,462	\$492,649
Non-GAAP free flow conversion (Free cash flow/Non-GAAP income from operations)	101%	108%	(40%)	41%	38%	108%

Reconciliation of GAAP Guidance to Non-GAAP Guidance

	Full Year Fiscal 2027
<i>(in millions of U.S. dollars, except share and per share data, unaudited)</i>	
Revenues expected to be in the range of	\$2.99 billion to \$3.03 billion
Income (loss) from operations – GAAP guidance	\$(28.0) to \$(8.0)
Add back:	
Expenses associated with stock-based compensation	628.9
Restructuring	0.4
Amortization of intangible assets	12.6
Legal fees related to securities litigation	1.6
Certain acquisition-related costs and other	0.8
Income (loss) from operations – non-GAAP guidance	\$616.3 to \$636.3
Non-GAAP operating margin expected to be in the range of	20.6% to 21.0%