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Accelerating Shareholder Value through Intelligence

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Non-GAAP Financial Measures

To supplement our financial results presented on a GAAP basis, we use the non-GAAP measures indicated in the tables, which exclude certain significant expenses including stock-based compensation, expenses related to acquisitions, restructuring and certain other operating expenses, that we believe are helpful in understanding our past financial performance and our future results. Our non-GAAP financial measures are not meant to be considered in isolation or as a substitute for comparable GAAP measures and should be read only in conjunction with our consolidated financial statements prepared in accordance with GAAP.

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Accelerating Shareholder Value throughout the FY27-FY30 Investment Cycle

	FY27	FY28	FY29	FY30
Differentiated Growth	**$90B+** Total Revenues +34% y/y in constant currency	+	+	**$225B+** Total Revenue 35%+ FY26-30 CAGR
Strong Profitability	**$8.10** Non-GAAP EPS	**FCF +** During H2 28	**$30B+** Free Cash Flow	**40%+** Non-GAAP Op Margin **$21.00+** Non-GAAP EPS
Disciplined Capital Allocation	**$20B** Additional Capital $10B equity & $10B debt	**Fully Funded**	**<3.5x** Net Debt-to-Adjusted EBITDA(1) Self-Funded	**Self-Funded**

Note: All figures presented are on a non-GAAP basis. (1) Net debt includes borrowings, vendor financing, and operating and finance lease liabilities, less cash and marketable securities. Adjusted EBITDA is based on Oracle's reported non-GAAP results, with depreciation and operating lease expense added back.

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Accelerating Value: Differentiated Growth

Differentiated Growth in Oracle Applications and Database

Infrastructure

$664B

RPO (Q1'FY27)(1)

AI demand outpacing available capacity supply; added $30B+ in RPO in Q1'FY27

Increasing customer diversification in each of the past four quarters

Increasing sovereign cloud demand, adoption across 34 countries in the EU and partnerships in Asia and Middle East

Applications

~11%

CY26E-30E TAM(2) CAGR

Complete horizontal application suite spanning core business functions

Broad portfolio of industry-specific applications across major sectors

Continued conversion of Oracle's large installed base from on-prem to cloud

Database

~12%

CY26E-30E TAM(2) CAGR

Integrated data platform combining transactions, analytics, and AI

Advanced capabilities offered across OCI and major hyperscaler clouds

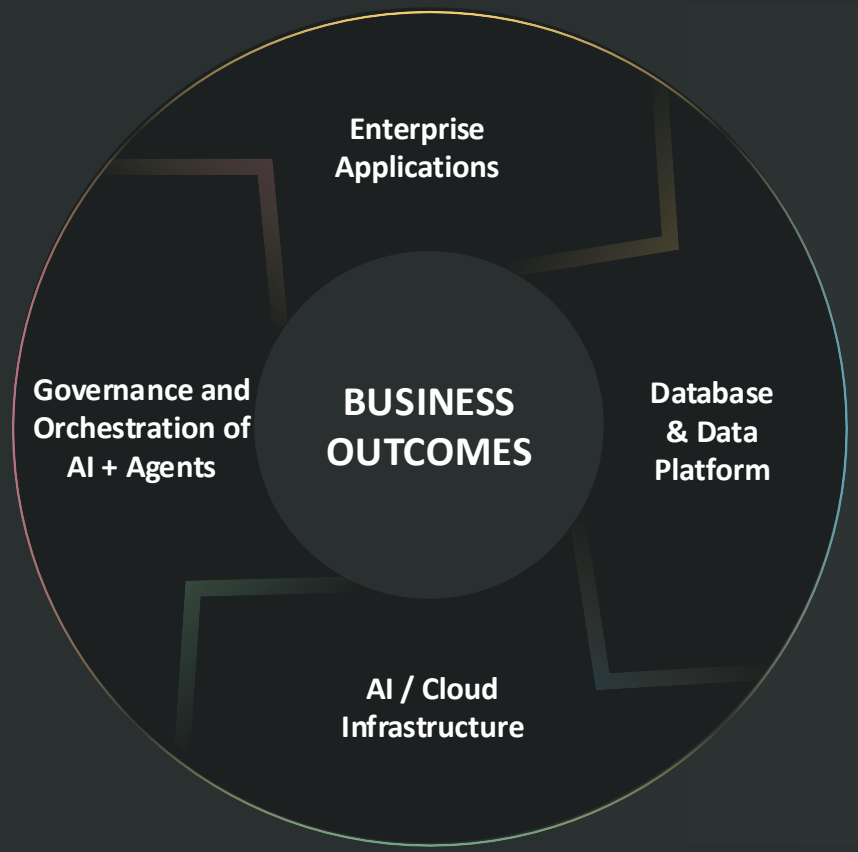
Leading autonomous database management powered by AI

Source: IDC. Note: CAGR estimates based on market segments relevant to Oracle's business. Figures are rounded.
(1) Represents total Oracle remaining performance obligations (RPO), of which approximately 90% is attributable to cloud infrastructure.
(2) TAM = Total Addressable Market.

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AI Demand Has Become Oracle's Growth Engine

AI delivers business value when it connects trusted enterprise data with business-critical applications



AI Everywhere

Intelligent Business Applications + Agents
Intelligence in critical business workflows with Enterprise Control

Enterprise Data Intelligence
Give AI governed access to business data and context

Most Performant AI infrastructure
In Your Chosen Environment
Run AI and enterprise workloads at scale

Enterprise Governance and Orchestration of AI + Agents
Trust at runtime

Measurable customer outcomes encourage broader adoption across the portfolio.
More AI adoption across business workflows expands demand for data services and compute.

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Contracted Demand Driving Differentiated Growth in AI Infrastructure

$138B RPO

$638B RPO

Large Contract RPO Conversion to Revenue

FY25	FY26	FY27	FY28	FY29	FY30
~1GW Total Capacity 109 Regions	**~3GW** Total Capacity		**~10GW** Total Capacity 230 Regions (estimated)	+	+
			Peak Capex Years, Adding ~7GW Incremental Capacity (1)	**Positive Free Cash Flow, Self-Funded**	

Upon completion, Large-Scale AI Sites (Abilene, Shackleford, New Mexico, Michigan, Wisconsin) are expected to comprise ~5GW in Total Delivered Capacity

(1) Of the ~7GW incremental capacity, 850MW is already disclosed as completed in Q1'FY27.

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Recurring Business and Strong RPO Support Our FY30 Revenue Guidance

FY27

$90B+

Total Revenue

FY30

$225B+

Total Revenue

35%+

FY26-FY30 CAGR

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Accelerating Value: Profitability, Cash Flows and ROI

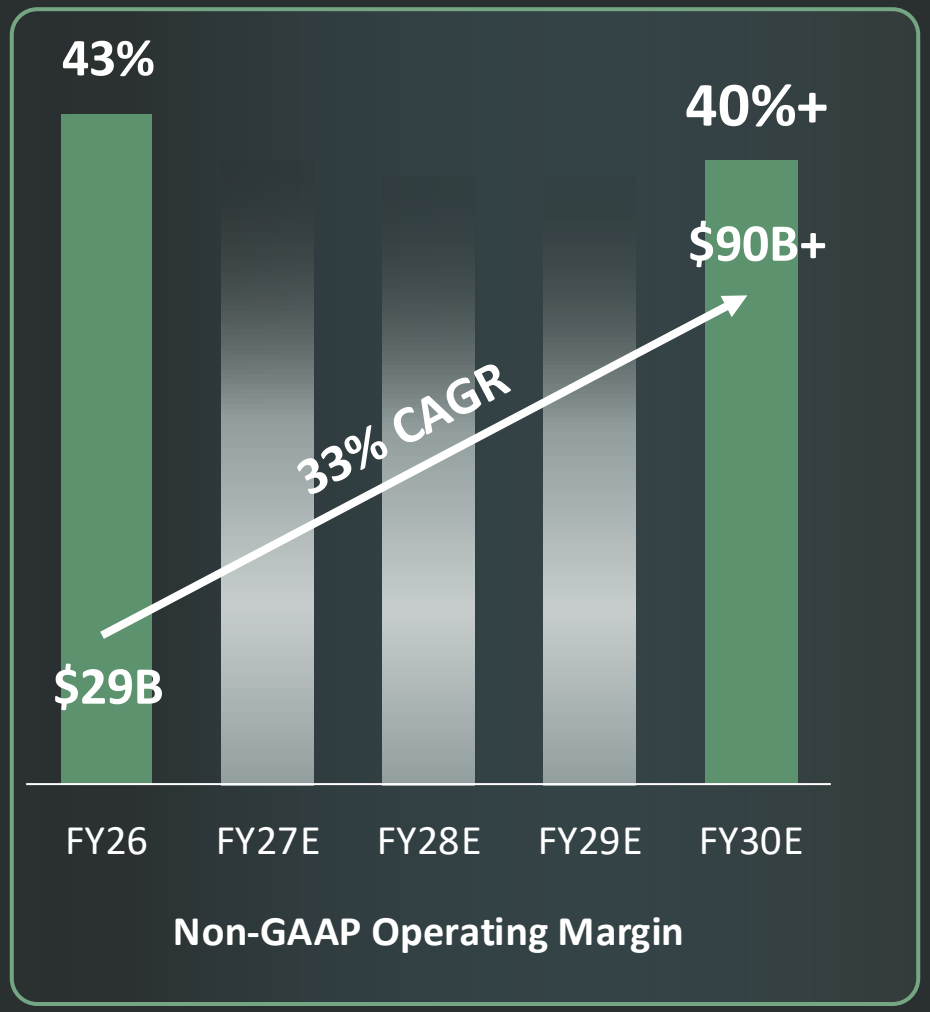
Complementary Business Models Driving Profitable Growth

	Cloud Applications (SaaS)	Cloud Database	Infrastructure (CPU & GPU)
Growth	Double-Digit	Very High	Hypergrowth
Capital Intensity	Low	Moderate	High
Gross Margin	Very High	Very High	Lower
Operating Expense (1) (as % of Revenue)	Opex Intensive		Minimal
Operating Margin (2)	Long-Term Corporate Target Margin 40%+		

Note: All metrics presented are on a non-GAAP basis; exclude stock-based compensation, amortization of intangible assets, and restructuring and other expenses.
(1) Non-GAAP operating expense includes R&D, S&M, and G&A.
(2) Non-GAAP operating margin is calculated based on non-GAAP operating income divided by revenue.

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Clear Path to 40%+ Long-Term Operating Margin



Mix Shift Driving Some
Near-Term Margin Pressure

Infrastructure Margin Improves
as Committed Projects Become Fully Ramped

Continued Strong Margin Contribution
by Apps and Database

Focused Cost Management
to Drive Leverage

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High-Margin Applications and Database Strengthen the Path to 40%+

Cloud Applications

Cloud Migration: ~4x Pricing Uplift vs. On-Premise

Pricing: Evolution in monetization models with subscription plus consumption

Embedded finance and high-margin value add opportunities

Cloud Database

Cloud Migration: AI Accelerates Shift to Higher-Value Cloud Database Services

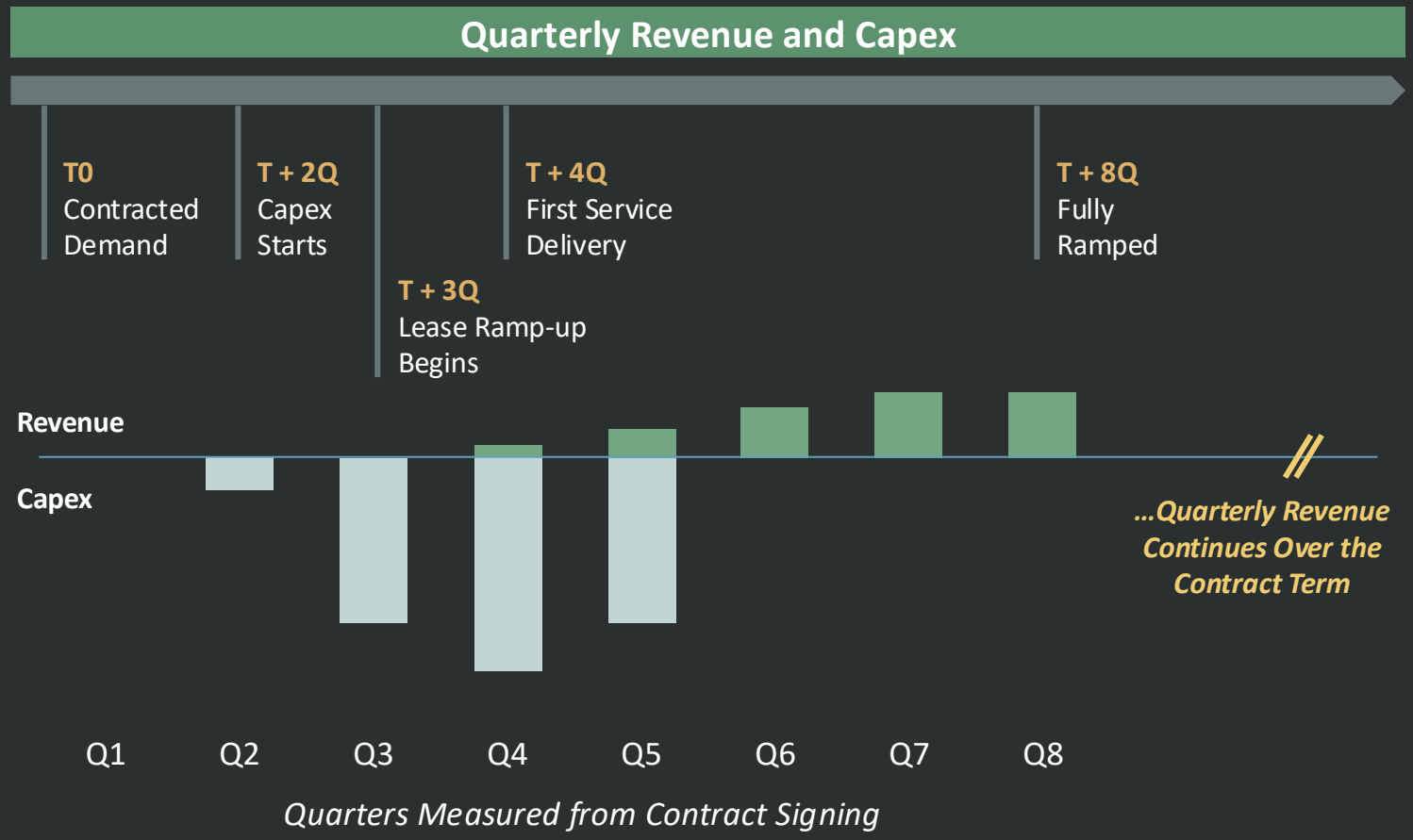
Multi-Cloud: Improve Economics with Deployment Scale

AI Data Platform: Expand monetization across Data, Analytics & AI Workloads

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Large-Scale AI Infrastructure Sites Shape our P&L in the Near-Term

Contract Economics and RPO Conversion to Revenue: 1GW Example



Contract Totals[1]

~$80B
Total RPO

~$37B
Total Capex

~$16B
Annualized Revenue

5 Years
Avg. Contract Duration

Fully Ramped

~35%
Gross Margin [2]

~34%
Operating Margin [2]

100%
Free Cash Flow Conversion [3]

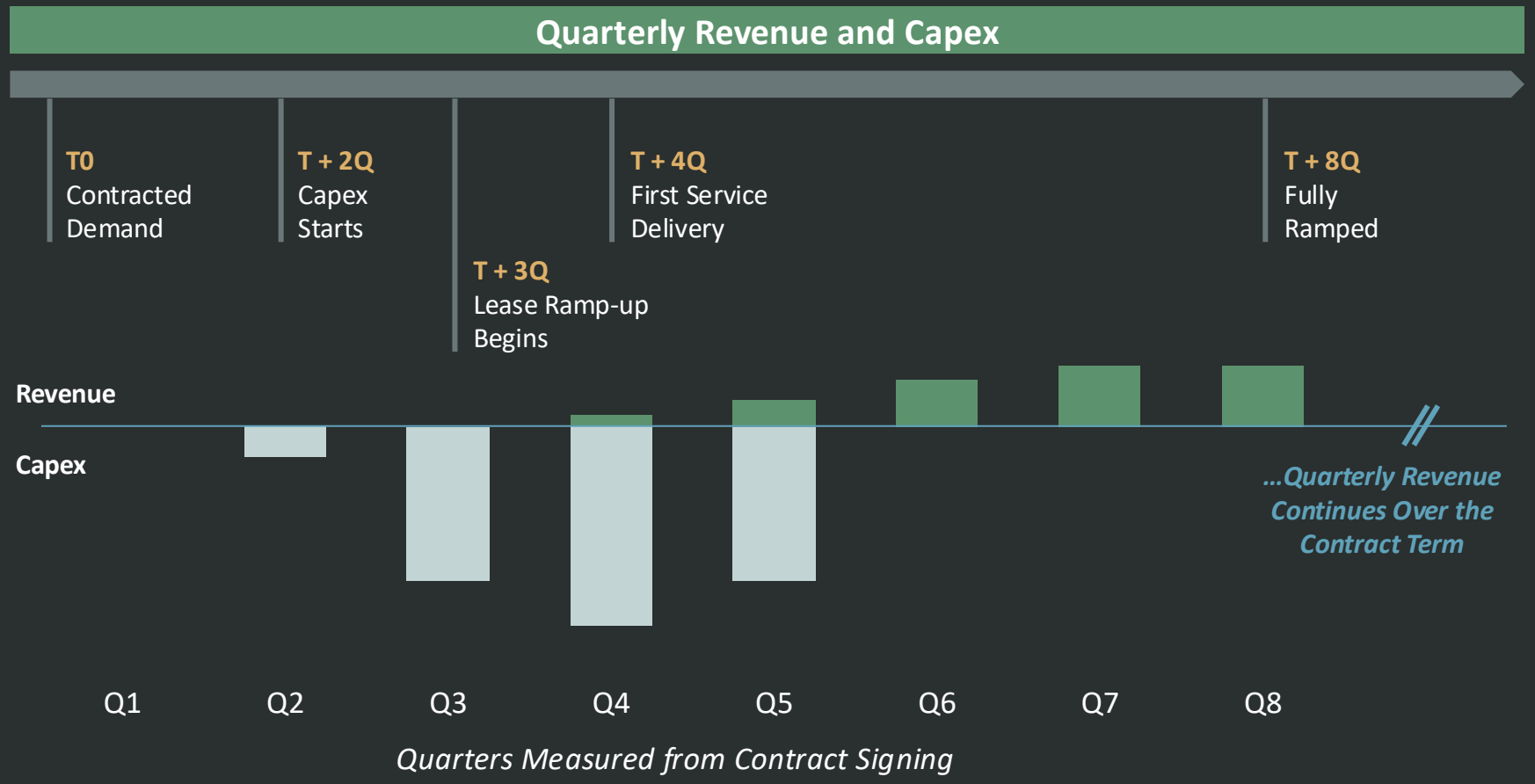
~28%
ROI [4]

Note: All figures presented are on a non-GAAP basis. Capex is primarily spent on equipment for chips, memory, and network. Oracle does not purchase land and buildings for datacenters.
(1) Large-scale AI infrastructure contracts are structured on a cost-plus basis; therefore, total contract value, total costs, and annualized revenue may change. (2) Gross margin is calculated based on gross profit divided by revenue. Operating margin is calculated based on operating income (gross profit less R&D and S&M expenses), divided by revenue. (3) Free Cash Flow Conversion calculated as free cash flow, divided by NOPAT plus depreciation. (4) Return on investment (ROI) calculated as annual NOPAT plus depreciation, divided by cumulative capex. Maintenance capex is limited and/or tied to re-contracting.

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Scenario 1 of 3 | Self-Funded

Self-Funding Provides Maximum Control but Requires the Most Upfront Capital



Initial 2-Year Totals

~$37B
Capex

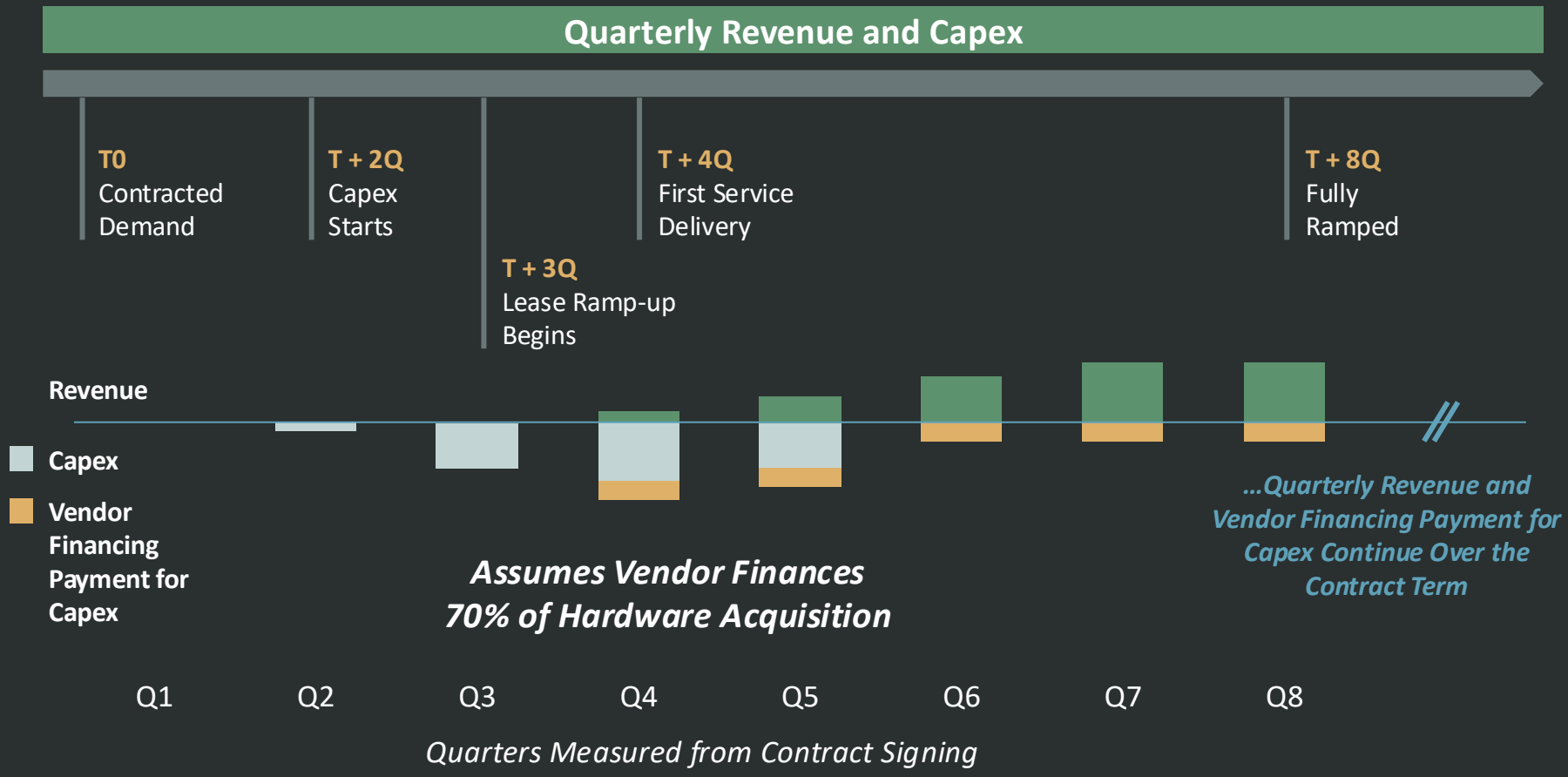
~$16B
Annualized Revenue Once Fully Ramped

Note: Capex is primarily spent on hardware for chips, memory, and network. Oracle does not purchase land and buildings for datacenters.

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Scenario 2 of 3 | Vendor Financing

Vendor Financing Materially Reduces Oracle's Initial Funding Requirement



Initial 2-Year Totals

~$18B
Capex and Vendor Financing Payment for Capex

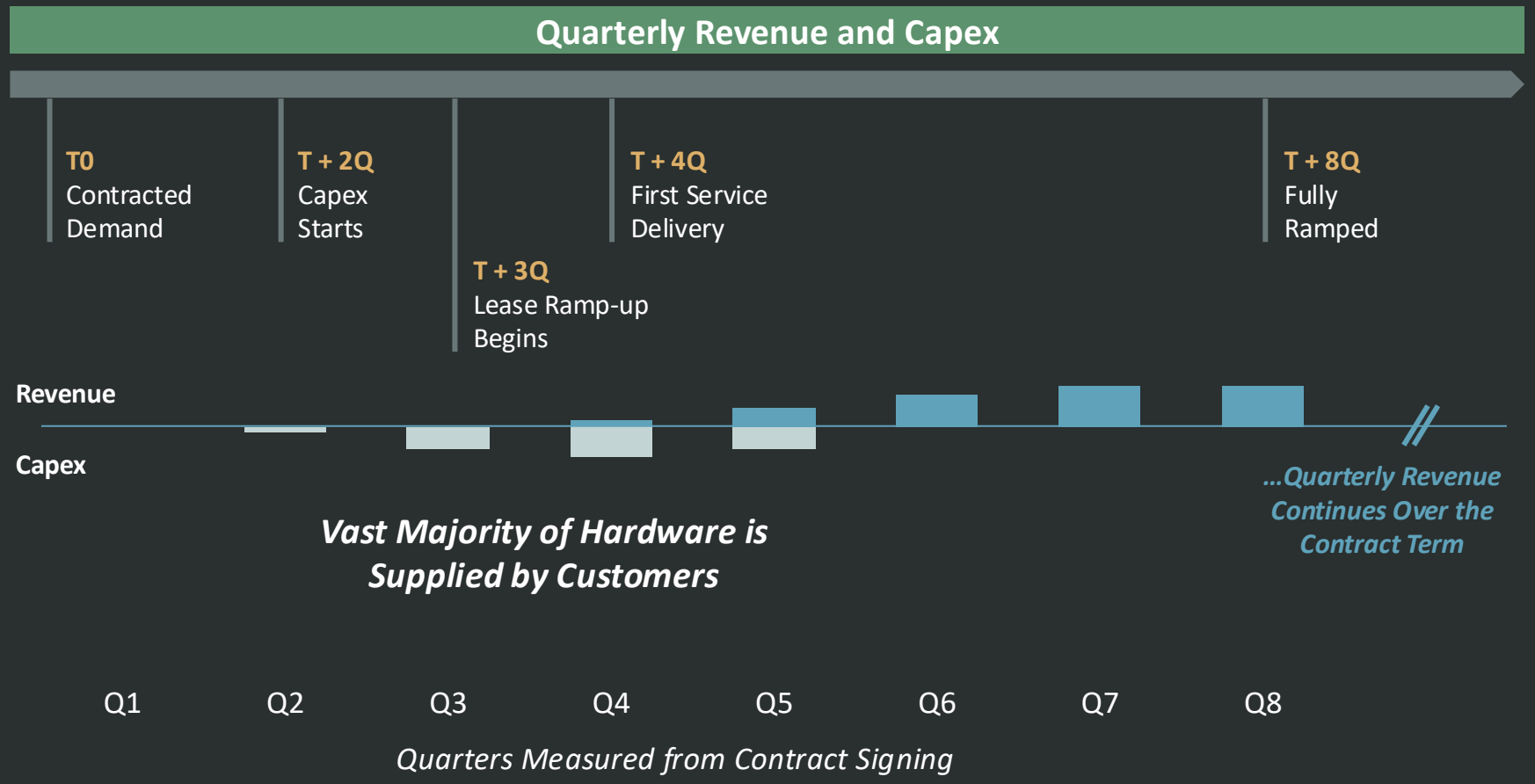
~$16B
Annualized Revenue Once Fully Ramped

Note: Capex is primarily spent on hardware for chips, memory, and network. Oracle does not purchase land and buildings for datacenters.
Vendor financing payment for Capex represents principal payment only. The financing portion will be recorded under interest expense and is included in operating cash flow.

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Scenario 3 of 3 | Bring-Your-Own-Hardware

Customer-Supplied Hardware Minimizes Oracle's Equipment Capital Needs



Initial 2-Year Totals

~$6B
Capex

~$11B
Annualized Revenue Once Fully Ramped

Note: Capex is primarily spent on hardware for network. Oracle does not purchase land and buildings for datacenters.

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Comparing Contract Economics Across Models

Illustrative 1GW Scenario for Average 5-Year Contract Duration

	Self-Funded	Vendor Financing	Bring-Your-Own-Hardware
Annualized Revenue	~$16B	~$16B	~$11B
Initial 2-Year Capex	~$37B	~$18B [2]	~$6B
Capital Intensity	Concentrated	Distributed	Minimal
Gross Margin	~35%	~35%	35% +
Operating Margin	~34%	~34%	34% +
ROI [1]	~28%	~28%	28% +

(1) Return on investment (ROI) calculated as annual NOPAT plus depreciation, divided by cumulative Capex. Maintenance capex is limited and/or tied to recontracting.
(2) Includes vendor financing payment for Capex.

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Our Ongoing Business Transformation Supports Our Profitability Guidance and Solidifies Our Path to Positive Free Cash Flow

FY29

$30B+

Free Cash Flow

FY30

40%+

Non-GAAP
Operating Margin

$21+

Non-GAAP
EPS

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GPU Renewals Can Improve Lifetime Returns

Four-year old GPUs continue to earn customer commitments

Q1’FY27

20%

Premium on Capacity Renewed or Sold for Four-Year Old GPUs

Upside Potential

More Lifetime Revenue
Further contracts on deployed assets

Margin Expansion
Renewal pricing on highly utilized, largely depreciated assets

Higher ROI
More cash flow from the original investment

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Accelerating Value: Disciplined Capital Allocation

Balance Sheet and Capital Allocation Priorities

1. Maintain Investment-Grade Rating

2. Return Cash to Shareholders through Dividend

3. Continued Investment for Business Growth

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Flexible Models Are Reducing Oracle's Upfront Capital Needs

1. **Vendor Financing**
   Payment timing is aligned more closely with customer revenue

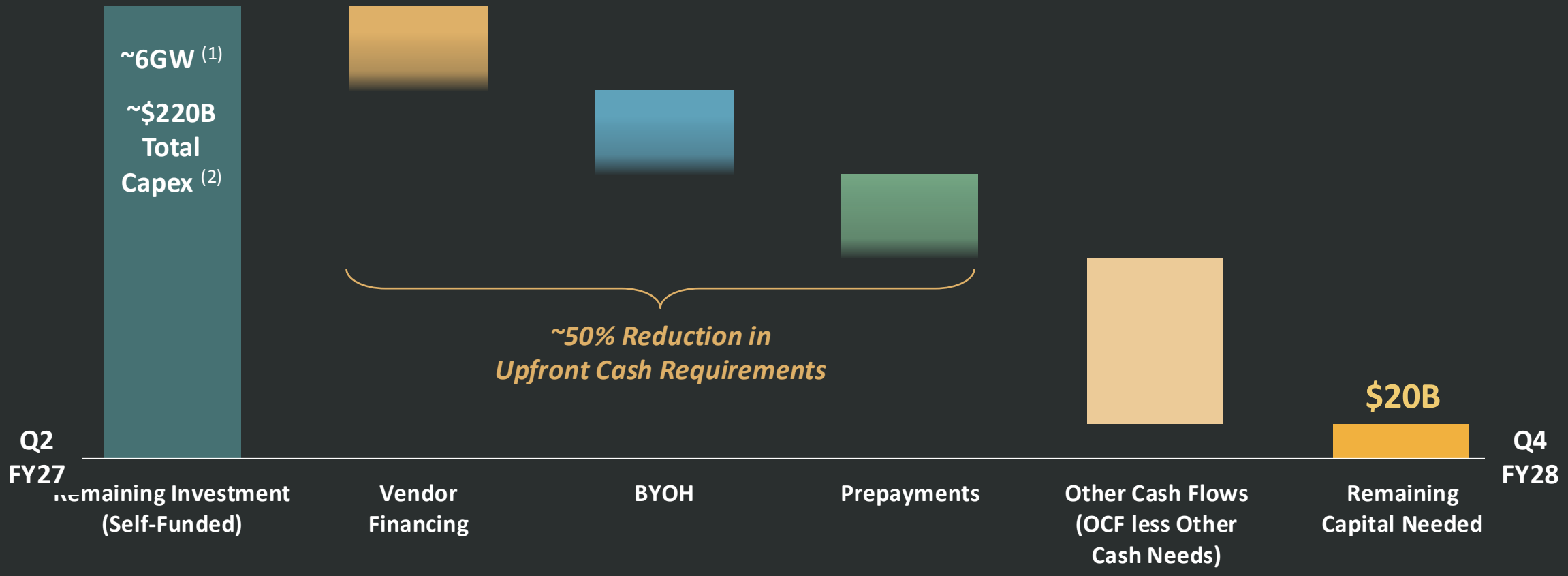
2. **Bring-Your-Own-Hardware**
   Customers purchase GPUs; Oracle deploys and operates

3. **Prepayments**
   Upfront payments fund hardware procurement before deployment

Note: Capex is primarily spent on equipment for chips, memory, and network. Oracle does not purchase land and buildings for datacenters.

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Allowing Us to Size a Final Capital Raise to Positive Free Cash Flow
(2H FY28)



(1) Reflects remaining GW buildout after accounting for 850MW delivered in Q1'FY27.
(2) Calculated based on illustrative 1GW example.

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$20B Financing Completes the Funding for FY27-FY30 Investment Cycle



Balanced Funding Mix

$10B	$10B
New Equity	New Debt (1)

(1) Excludes any refinancing of existing debt in ordinary course of business.

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Strengthened Balance Sheet in the Near-Term



Following $10B in new debt, gross debt to remain flat as we refinance maturities

Note: Net debt includes borrowings, vendor financing, and operating and finance lease liabilities, less cash and marketable securities. Adjusted EBITDA is based on Oracle's reported non-GAAP results, with depreciation and operating lease expense added back.

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Key Messages

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