

ORACLE

Investor Summary

August 29, 2022

Delivering Results in Fiscal 2022

Fiscal 2022 Performance

- GAAP Earnings per Share of \$2.41
- GAAP Operating Income of \$10.9 billion
- Cloud services and license support revenues of \$30.2 billion
 - Up 5% in USD and up 6% in constant currency from FY21
- Cloud license and on-premise license revenues of \$5.9 billion
 - Up 9% in USD and up 12% in constant currency from FY21
- Total revenues of \$42.4 billion
 - Up 5% in USD and up 7% in constant currency from FY21

Fourth Quarter Cloud Performance

- Total cloud revenues (IaaS plus SaaS) of \$2.9 billion (up 19% in USD and up 22% in constant currency from Q4 FY21)
 - Infrastructure cloud (IaaS) revenues of \$792 million (up 36% in USD and up 39% in constant currency from Q4 FY21)
 - Fusion ERP cloud (SaaS) revenues of \$569 million (up 20% in USD and up 23% in constant currency from Q4 FY21)
 - NetSuite ERP cloud (SaaS) revenues of \$574 million (up 27% in USD and up 30% in constant currency from Q4 FY21)
 - Other SaaS revenues of \$955 million (up 4% in USD and up 7% in constant currency from Q4 FY21)

Returning Value to Stockholders

We are committed to returning value to our stockholders through technical innovations, strategic acquisitions, stock repurchases, prudent use of debt, and dividends

- 19.7 billion returned to stockholders in FY22
 - \$16.2 billion in repurchases of common stock
 - \$3.5 billion in dividends paid
- Under our stock repurchase program, we bought back 1.6 billion shares at an average price of \$57.40 and reduced our total shares outstanding by 33% from the start of FY19 to the end of FY22
- Oracle acquired Cerner Corporation in June 2022
 - Cerner is a leading provider of digital information systems used within hospitals and health systems
 - Healthcare is one of Oracle's most important verticals
 - Expected to be accretive to Oracle's non-GAAP earnings in FY23

Board Refreshment: 5 Directors Added over the Last 5 Fiscal Years

Investor Feedback

- Investors are focused on board composition
- Stockholders appreciate that Oracle has a female CEO and several women on the Board and have expressed a desire for even greater Board diversity in the future
- Some stockholders are concerned that long-tenured directors are less independent

Board's Response: Refreshment

- We believe that it is beneficial to maintain a mix of longer-tenured, experienced directors and newer directors with fresh perspectives
 - 5 new directors added in the last 5 fiscal years
 - Awo Ablo added as a director in FY22
 - Rona Fairhead and Vishal Sikka added as directors in FY20
 - Bill Parrett and Wick Moorman added as directors in FY18

Director Diversity

- The Nomination & Governance Committee actively seeks diverse candidates for the director selection pool
 - 40% (6 of 15) of our Board members are women and/or come from a diverse background
 - 33% (5 of 15) of our Board members are women, including our CEO

Corporate Governance Highlights

Board of Directors	Stockholder Rights and Engagement	Governance Best Practices
<ul style="list-style-type: none">✓ Ongoing Board refreshment✓ Separate Board Chair and CEO roles✓ Lead independent director✓ Majority of independent directors (10 out of 15)✓ 100% independent Board committees✓ 40% of Board members are women and/or come from a diverse background✓ Annual director elections✓ Director majority voting and mandatory resignation policy✓ Annual Board and committee performance evaluations, including individual director interviews	<ul style="list-style-type: none">✓ Single class of voting stock✓ No supermajority voting provisions✓ Stockholder proxy access✓ Right to call a special meeting (20%)✓ Stockholder right to act by written consent✓ Active stockholder outreach and engagement program	<ul style="list-style-type: none">✓ Anti-pledging policy adopted in January 2018 with quarterly risk reviews✓ Robust director and senior officer stock ownership guidelines✓ Anti-hedging policy applicable to all employees and directors

Fiscal 2022 Principal Elements of Compensation for Larry Ellison & Safra Catz

Pay Element	Fiscal 2022 Outcome
Base Salary	<ul style="list-style-type: none">• \$1 for Mr. Ellison (unchanged since fiscal 2011) and \$950,000 for Ms. Catz (unchanged since fiscal 2012)
Annual Cash Bonus	<ul style="list-style-type: none">• Mr. Ellison and Ms. Catz each earned an annual cash bonus of \$7,799,355 (156% of target) based on the bonus plan formula approved by the Compensation Committee• The financial performance metric for determining the amount of the bonus was non-GAAP operating income growth; between FY21 and FY22, our non-GAAP operating income grew by \$593 million
PSOs	<ul style="list-style-type: none">• The \$80 stock price goal was satisfied and one tranche (1/7th) of the PSOs vested on June 30, 2021• Although the first three market capitalization goals of the PSOs were satisfied by the end of fiscal 2022, no operational performance goals have yet been satisfied and none of the other six tranches have vested

Extension of PSO Performance Period

In June 2021, the Compensation Committee extended the end of the PSO performance period by three fiscal years from May 31, 2022 to May 31, 2025

- The accounting value of the modified PSOs will be reported as FY22 compensation, but the reported amount does not reflect the actual amount, if any, that Mr. Ellison or Ms. Catz will realize from the unvested PSOs.
- The Compensation Committee responded to stockholder feedback by extending the PSO performance period while maintaining the other existing terms applicable to the PSOs.
- The Compensation Committee believes that the goals associated with the PSOs are tailored to focus Mr. Ellison and Ms. Catz on Oracle's most important long-term strategy.
- The PSO goals remain appropriately challenging. The matching of operational performance goals with sustained 30-day market capitalization goals ensures that the PSOs will only vest if Oracle's cloud business grows sufficiently and our stockholders will also benefit from the achievement of the goals.

Human Resources and Compensation Best Practices

Best Practices We Employ

- ✓ Compensation Committee reviews attrition data and diversity metrics for employees at all career levels
- ✓ Diversity metrics and EEO-1 statement are publicly available on our Diversity and Inclusion website
- ✓ Modern approach to work, including a flexible employee work location policy
- ✓ High proportion of compensation for our CEO and CTO is performance-based and aligned with stockholders' interest
- ✓ Caps on maximum payout of bonuses and performance-based equity awards
- ✓ Robust stock ownership guidelines
- ✓ Disciplined oversight of dilution rates from equity awards
- ✓ Compensation recovery (clawback) policy for cash bonuses in the event of a financial restatement
- ✓ Independent Compensation Committee
- ✓ Annual risk assessment of compensation programs
- ✓ Independent compensation consultant
- ✓ Anti-hedging policy applicable to all employees and directors
- ✓ Anti-pledging policy with two exceptions

Practices We Avoid

- ✗ No severance benefit arrangements except as provided under our equity incentive plan to employees generally or as required by law
- ✗ No “single-trigger” change in control vesting of equity awards
- ✗ No change in control acceleration of performance-based cash bonuses
- ✗ No minimum guaranteed vesting for performance-based equity awards granted to our Named Executive Officers
- ✗ No discretionary cash bonuses under the Executive Bonus Program applicable to our CEO and CTO
- ✗ No “golden parachute” tax reimbursements or gross-ups for our NEOs
- ✗ No payout or settlement of dividends or dividend equivalents on unvested equity awards
- ✗ No supplemental executive retirement plans, executive pensions or excessive retirement benefits
- ✗ No repricing, cash-out or exchange of “underwater” stock options without stockholder approval

Safe Harbor Statement

Statements in this presentation relating to Oracle's future plans, expectations, beliefs, intentions and prospects are "forward-looking statements" and are subject to material risks and uncertainties. A detailed discussion of these factors and other risks that affect our business is contained in our SEC filings, including our most recent report on Form 10-K, particularly under the heading "Risk Factors." Copies of these filings are available on the SEC's website (www.sec.gov), on Oracle's Investor Relations website (www.oracle.com/investor) or by contacting Oracle Corporation's Investor Relations Department at (650) 506-4073. All information set forth in this presentation is current as of August 29, 2022. Oracle undertakes no duty to update any statement in light of new information or future events.



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