C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

Oracle Corporation provides products and services that address all aspects of corporate information technology (IT) environments—applications, platform, and infrastructure. Our applications, platform and infrastructure offerings are delivered to customers worldwide through a variety of flexible and interoperable IT deployment models, including cloud-based, on-premises, or hybrid, which enable customer choice and flexibility. We market and sell our offerings globally to businesses of many sizes, government agencies, educational institutions and resellers with a worldwide sales force positioned to offer the combinations that best meet customer needs.

Scale:

* US$39B total GAAP revenue in FY20

* 430,000 customers in 175 countries

* $70B in R&D since FY04

* $80B+ spent on more than 140 acquisitions

* 20,000 partners across the globe

* 135,000 employees

* 10,000 customer support and service specialists, speaking 29 languages

* 19,000 implementation consultants

* Supports thousands of educational institutions and millions of students in more than 120 countries

Innovation and Investment:

* World's first and only autonomous database

* Industry's broadest and deepest suite of cloud applications

* More than 18,000 patents worldwide

* 38,000 developers and engineers

* 5 million registered members of Oracle's customer and developer communities

* 469 independent user communities in 97 countries representing more than 1 million members

Other:
* Headquarters: Austin, Texas
* Major operations in the United States, India, the United Kingdom, Japan, Germany, Canada, , France, Australia, Brazil, the Netherlands, Romania, and Ireland
* Fiscal year: June 1 to May 31

For more information about Oracle (NYSE:ORCL) visit oracle.com

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	January 1 2020	December 31 2020	No	<Not Applicable>

C0.3

(C0.3) Select the countries/areas for which you will be supplying data.
Albania
Algeria
Argentina

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered
Direct operations
Upstream
Downstream

Risk management process
Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment
More than once a year

Time horizon(s) covered
Short-term
Medium-term
Long-term

Description of process
DESCRIPTION: Climate -related materiality assessments are initiated by Oracle's Global Sustainability Office (GSO), formalized by Oracle's Environmental Steering Committee (ESC), and formally presented to our executives for assessment and/or action. Oracle's Global Sustainability Office (GSO) led by the Chief Sustainability Officer is tasked to quantify and assess environmental risks as they arise. The quantification method includes assessing the likelihood (certain, likely, and unlikely) and quantifying the impact (high, medium, or low) across the following impact categories; legal, financial, revenue, and business continuity. These findings are then presented at the quarterly ESC meeting. The ESC, which meets every quarter addresses any climate-related risks, opportunities, and issues that have been identified in the previous three months or by the GSO. .The ESC's cross functional evaluation process is ongoing at multiple scales, and the timeframe considered varies depending on the potential severity of risks identified but covers all time horizons (short, medium & long term). The ESC reports its findings to Oracle's CEO quarterly. RESPONDING: To respond to climate risks, in addition to the quarterly meetings, the ESC holds an annual "working group" meeting to address how we adjust our business and processes to address climate risks. The ESC assessments and findings are formulated into projects, action items, and KPI's which are assigned to the relevant business units (Real Estate and Facilities, Supply Chain, Corporate Citizenship, etc.) and are noted and tracked in a consolidated tracking tool. The performance of the "working group" activities are monitored in the quarterly ESC meetings. USE CASE: In previous years the GSO team identified that emphasis on environmental sustainability, both internally and externally, has the potential to strengthen our brand value and reputation. As sustainability and corporate responsibility become increasingly important to job seekers and employees, in our CY19 employee survey it was identified that our employees were concerned with the volume of Oracle's travel emissions (pre-covid). The GSO team performed an assessment and presented it to the ESC. The ESC evaluated the assessment and in turn recommended a 25% reduction in air-travel emissions by 2025. This goal was approved by Oracle's CSO and CEO. In CY20 at the annual "working group" meeting (virtual) the ESC further addressed travel emissions by developing several projects including; augmenting our internal travel tools to track environmental performance, developing a green travel icon in our booking tools, developing advanced supplier KPI's, establish an offset program for interested business units, and developed a key supplier communication program for our travel partners. Each of these projects are tracked as part of the ESC quarterly agenda. This use case illustrates one example of how Oracle integrates mitigating climate risk into its day to day operations.

Value chain stage(s) covered
Direct operations
Upstream
Downstream

Risk management process
A specific climate-related risk management process

Frequency of assessment
More than once a year

Time horizon(s) covered
Short-term
Medium-term

Description of process
DESCRIPTION: Company level climate-related physical and transition risks and opportunities are assessed by several risk groups, including Real Estate and Facilities (which includes Environment Health and Safety and Energy Management), Corporate Citizenship, Sustainability Strategy, Supply Chain Operations, Public Policy, and Legal, who continuously monitor reputational risks and regulatory developments at international, national, state, and local levels. Potential risks are then documented and analyzed for appropriate responses internally or through the Global Sustainability Office (GSO). RESPONSE: Oracle's global Risk Management and Resiliency Program (RMRP) and Environmental Health and Safety (EHS) teams assess the potential severity and scale of natural disasters (e.g., hurricanes, earthquakes) and formulate contingency plans accordingly on an annual basis. The RMRP process includes a planning, documenting, and testing cycle that assesses Oracle's resiliency in response to physical risks, including climate-related natural disasters. Oracle's RMRP Program Management Office publishes a formal Risk Assessment template that provides for the identification and characterization of environmental and climate-related risks. Due to the distributed nature of Oracle operations, individual business units around the globe are responsible for identifying and planning for the relevant environmental and climate-related risks associated with their specific geographies as identified by the RMRP assessments. USE CASE: Oracle's Risk and Business Due Diligence teams developed process to establish risk profiles for all new Cloud regions as part of the site selection process. In 2020 this process was used in conjunction with Oracle's new Cloud regions in Israel, Brazil, & the United States of America. The profiles addressed regulatory risks, renewable energy, climate, natural disasters, and contingency plans and were integrated into the supplier and new facility tender process. This process is an example of Oracle's proactive approach to mitigating potential climate related risks in our operations.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	RISK TYPE: Oracle is subject to several state, federal, and international laws governing protection of the environment and climate change mitigation, including energy efficiency, end-of-life treatment of our products, and the use of certain chemical substances. For example, the EU Energy Efficiency Directive, the CRC Energy Efficiency Scheme in the UK, the EU Waste Electrical and Electronic Equipment Directive (WEEE Directive), and China's regulation on Management Methods for Controlling Pollution Caused by Electronic Information Products impact Oracle's business in those regions. Oracle's Government Affairs, Real Estate and Facilities, and Reverse Logistics teams closely monitor and manage Oracle's compliance with such regulation as part of their risk assessment processes. Emerging environmental and climate-related regulation may impact several aspects of Oracle's business, including our facility operations, and product design and stewardship. Oracle's Government Affairs team and the Environmental Steering Committee monitor such regulation on an ongoing basis as part of Oracle's risk assessment process. For example, the Government Affairs team closely monitors potential laws around energy efficiency and the circular economy in the EU. IMPACT: While relevant, Oracle currently does not have any high-risk for regulation or litigation risks under an RCP8.5 or RCP4.5 scenarios. Regulation and Litigation risks are estimated to gradually rise minimally by 2040 and remain immaterial or represent less than 1% of our annual revenues.
Emerging regulation	Relevant, sometimes included	RISK TYPE: Emerging environmental and climate-related regulation may impact several aspects of Oracle's business, including our facility operations, and product design and stewardship. Oracle's Government Affairs team and the Environmental Steering Committee monitor such regulation on an ongoing basis as part of Oracle's risk assessment process. For example, the Government Affairs team closely monitors potential laws around energy efficiency and the circular economy in the EU. IMPACT: Oracle currently does not have a high-risk impact for regulation and litigation risks under an RCP8.5 or RCP4.5 scenarios. Litigation risks are estimated to gradually rise from about $1.2M/year to $1.7M/year by 2040, for the top 20 mission-critical facilities.
Technology	Relevant, always included	RISK TYPE: Technology risks are always included in Oracle's climate-related risk assessments. For example, risks associated with Oracle's cloud services data centers, including energy cost fluctuations, are closely monitored by the Cloud Investment and Planning team. IMPACT: Oracle's access to technology is relatively unaffected under an RCP8.5 and an RCP4.5 scenarios.
Legal	Relevant, always included	RISK TYPE: Legal and compliance risks associated with current or emerging regulation are always included in Oracle's climate-related risk assessments. For example, Oracle is subject to several state, federal, and international laws governing protection of the environment and climate change mitigation, including the EU Energy Efficiency Directive, the CRC Energy Efficiency Scheme in the UK, and China's regulation on Management Methods for Controlling Pollution Caused by Electronic Information Products, all of which impact Oracle's business in those regions. IMPACT: The compliance requirements and costs associated with adhering to these regulations are substantial, and Oracle has several programs and processes in place to help ensure compliance, such as Oracle's Facility Environmental Compliance (FEC) program, which serves to aid regional facility teams in complying with relevant facility-based environmental and climate-related laws and regulations.
Market	Relevant, always included	RISK TYPE: Market risks, such as shifts in customer preferences toward low-carbon products, are always included in Oracle's climate-related risk assessments. The Global Sustainability Office (GSO) monitors market trends to inform product strategy. For example, the demand for low-carbon products drove an effort to train Oracle's hardware engineers in circular economy design principles, through "Design for Environment" guidelines. IMPACT: The inability to meet customer demands or compete with our competitors has the ability to have a significant impact to our ability retain or attract customers. To mitigate the risk and embrace the opportunity Oracle has established a strategy to ensure our products align to our customers' requirements in reducing, managing, and enabling them to meet their emissions reduction goals.
Reputation	Relevant, always included	RISK TYPE: Reputational risks are always included in Oracle's climate-related risk assessments. For example, Oracle's performance on certain sustainability surveys/indices, including CDP and DJSI, could impact Oracle's reputation, and subsequently Oracle's business. Reputational risks are collectively managed by several lines of business, including Corporate Citizenship, Sustainability Strategy, Marketing, and Real Estate and Facilities. Oracle has several processes and initiatives in place to address reputational risks, including setting and achieving ambitious sustainability goals, as well as communicating about our sustainability efforts and accomplishments, both internally and externally. For example, Oracle's Corporate Citizenship Report, which highlights our sustainability efforts and achievements, is shared widely with Oracle's stakeholders. In recognition of our efforts, Oracle ranked #41 on 3BL Media's list of 100 Best Corporate Citizens. IMPACT: Based on the scenario analysis, Oracle estimates a $5.6 million/year impact by 2040 under RCP4.5 and $6.9 million/year impact under RCP8.5 by 2040. It is to be noted this impact was prior to Oracle's recent environmental targets and commitment to a low carbon economy.
Acute physical	Relevant, always included	RISK TYPE: Oracle's Risk Management and Resiliency Program (RMRP) and Environmental Health and Safety (EHS) teams assess the severity and scale of acute physical risks (e.g., hurricanes, typhoons, earthquakes, etc.) and formulate contingency plans accordingly on an annual basis. The RMRP process includes a planning, documenting, and testing cycle that assesses Oracle's resilience in response to physical risks, including climate-related natural disasters. Oracle's RMRP Program Management Office publishes a formal Risk Assessment template that provides for the identification and characterization of environmental and climate-related risks. For example, Oracle's RMRP team took several steps to proactively address the risks posed by Hurricanes Dorian, Humberto and Lorenzo in 2019. This included actively communicating with employees and preparing to re-route critical business operations to alternative offices. IMPACT: Storm damages poses a risk to Oracle, as the third highest financial risk. Unlike the two other top risks which are chronic, and therefore increase more drastically over time, storm damage presents a consistent steady increase in impact between 2020 and 2040. The Oracle Global Customer Support (GCS) Call Center HQ is most impacted by storm damage from Hurricane risk in particular.
Chronic physical	Relevant, always included	RISK TYPE: Chronic physical risks are considered as part of Oracle's climate- related risk assessments – including, for example, the impacts of rising mean temperatures and rising sea level on Oracle's facilities and data centers. Such risks are addressed by multiple lines of business, including Oracle's Real Estate and Facilities team, which incorporates chronic physical rise, such as sea level rise, into its site selection process. For example, to combat the risk of flooding in the western regions of Chile, Oracle's Real Estate and Facilities team identified properties located on higher ground, as part of its site selection process. IMPACT: The scenario analysis found that the most significant impact under both climate scenarios in the short term is temperature extremes while in the medium and long-term, top risks are driven by coastal flooding and temperature extremes under both scenarios.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

No

C2.3b

(C2.3b) Why do you not consider your organization to be exposed to climate-related risks with the potential to have a substantive financial or strategic impact on your business?

	Primary reason	Please explain
Row 1	Risks exist, but none with potential to have a substantive financial or strategic impact on business	RATIONALE: As a solution provider supporting Fortune 500 companies, local and national governments, banking and investment firms, and large enterprise customers, risk assessment and mitigation is critical to our business. Identifying and responding to risk, including climate is integrated into all critical aspects of our business. Specific to physical climate risks like temperature extremes, storm damage, and coastal flooding that while they exist in the areas we operate, none have the ability to significantly impact our ability to continue to deliver products and services or represented a substantive impact. For example Oracle's cloud is purpose built with geographic redundancy, resiliency, and disaster recovery and Oracle's software and applications are built to run on our cloud. Even in the event of a severe physical climate event that impacts a cloud facility, our architecture would autonomously reroute services to an alternate facility to allow for Oracle to continue to provide services and support to our customers. Specific to transition risks like carbon pricing, energy, and emissions are the most relevant to our business none have the ability to significantly impact our ability to continue to deliver products and services or represented a substantive impact. Of note Oracle has set several energy and emissions targets across our cloud and real estate facilities around renewable energy and emission reductions to further mitigate the transition risks identified. ASSESSMENT: Our risk management teams provide a critical role in every aspect of our operations. In CY19 Oracle performed a two scenario (RCP8.5 and RCP4.5) climate risk analysis for years 2020 and 2040. The results of the analysis illustrated that while climate related risks existed the impact was immaterial and non-substantive. In this case less than 1% of Oracle's total current revenues across both scenarios and time frames. Additionally, this analysis was used to assess, validate, and augment Oracle's internal risk management programs to further reduce any potential impacts. By validating our internal risk management programs as they relate to climate change Oracle has concluded that our current processes in place have mitigated climate related risks with the ability to have a material impact on our business.

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier
Opp1

Where in the value chain does the opportunity occur?
Direct operations

Opportunity type
Resource efficiency

Primary climate-related opportunity driver
Move to more efficient buildings

Primary potential financial impact
Reduced indirect (operating) costs

Company-specific description
Oracle's facilities portfolio includes more than 26 million square feet of real estate in our operational control. We continuously invest in technologies and solutions to reduce the environmental footprint of our facilities and data centers around the world. By adopting more efficient building standards, Oracle is able to not only minimize its environmental footprint, but also realize significant efficiency gains and cost reductions. As of 2020, Oracle owned 28 facilities that received ENERGY STAR ratings from the US Environmental Protection Agency, 27 facilities that were recognized by the Building Owners and Managers Association (BOMA) 360 Performance Program, and 5 LEED-certified facilities. We continue to pursue opportunities for improved efficiency and performance. This include building automation, smart controls, upgraded environmental conditioning, and low/no carbon energy consumption.

Time horizon
Medium-term

Likelihood
Very likely

Magnitude of impact
Medium

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

Potential financial impact figure (currency)
640000

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact figure
The financial impact of this opportunity includes cost savings resulting from energy efficiency measures implemented at our facilities worldwide. The potential financial impact figure represents the sum of actual and projected cost savings from a variety of energy efficiency measures implemented globally including: • Energy efficiency: building services ($+500K) • Energy efficiency: Processes, including data center initiatives ($+100K) The estimated cost savings are calculated by Oracle facility managers globally, and are then tracked and consolidated into a single document by Oracle's Global Sustainability Manager.

Cost to realize opportunity
2300000

Strategy to realize opportunity and explanation of cost calculation
Oracle's strategy to realize this opportunity includes maximizing energy efficiency and emission reductions throughout our real estate portfolio. For example, in 2019, Oracle pursued and received Energy Star (energy efficiency) certification for its next generation of servers used in data centers. We also implemented several energy efficiency measures at our facilities globally, including building HVAC controls, Smart Building Control and Monitoring systems, hardware and advanced control schemes, upgraded our mechanical cooling systems with economizers and higher efficiency components and boiler and heating systems, and undertook retro-commissioning. These measures resulted in an estimated emissions reduction of 3.681 MT CO2e. Oracle has a goal to achieve a 26% reduction in absolute emissions, and a 55% reduction in emission per unit of energy consumed by 2025 (base year 2015). The energy efficiency initiatives mentioned above are helping us make progress toward these goals. In addition, Oracle benchmarks its sustainability performance using standards such as Energy STAR, LEED, and BOMA. As of 2020, Oracle owned 28 facilities that received ENERGY STAR ratings from the US Environmental Protection Agency, 27 facilities that were recognized by the Building Owners and Managers Association (BOMA) 360 Performance Program, and 5 LEED-certified facilities. The cost to realize this opportunity represents the current ($2,300,000) investment associated with energy efficiency and emissions reduction initiatives across our facilities, including data centers.

Comment

Identifier
Opp2

Where in the value chain does the opportunity occur?
Direct operations

Opportunity type
Resource efficiency

Primary climate-related opportunity driver
Reduced water usage and consumption

Primary potential financial impact
Reduced indirect (operating) costs

Company-specific description
Oracle leverages a wide range of water-saving strategies across our facilities globally, as a result of which we have achieved a consistent year-over-year reduction in our total water use. This helps Oracle achieve cost reductions and operational efficiencies. For example, since we launched our water reduction goal in 2015, we have saved an estimated 220 million liters of potable water globally. In 2020 Oracle's Bangalore facility was designed to irrigate with storm water capture and treated water. This savings is estimated to mitigate roughly 1000 liters per month.

Time horizon
Short-term

Likelihood
Very likely

Magnitude of impact
Medium-low

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

Potential financial impact figure (currency)
775000

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact figure
The financial impact of this opportunity includes cost savings resulting from efficient water management practices. The potential financial impact was calculated by multiplying the water savings against a global average cost per liter of water. The global cost of water was based on the average cost of potable water identified by The International Benchmarking Network for Water and Sanitation Utilities. The resulting factor is $0.0031 per liter of water.

Cost to realize opportunity
300000

Strategy to realize opportunity and explanation of cost calculation
Oracle's strategy to realize this opportunity includes implementing water-saving initiatives and processes at our facilities around the globe. Oracle has a goal to achieve a 25 percent reduction in potable water use per square foot by 2020 (base year 2015). For example, over the past 9 years, we've been irrigating the landscape at our headquarter campus with reclaimed water, saving approximately 26 million gallons of potable water per year. Additionally, Oracle conducts rainwater harvesting at our facilities in several countries, including India, Brazil, and Japan. These efforts help ensure that Oracle is well positioned to realize this opportunity. The cost to realize this opportunity includes the total budget for water-saving initiatives at Oracle facilities.

Comment

Identifier
Opp3

Where in the value chain does the opportunity occur?
Direct operations

Opportunity type
Resource efficiency

Primary climate-related opportunity driver
Use of recycling

Primary potential financial impact
Other, please specify (Recovered Value)

Company-specific description
As a responsible producer of hardware products, Oracle offers various take back programs that allow our customers and suppliers to return excess used products or materials. This presents an opportunity for Oracle to not only minimize e-waste by harvesting parts, but also to realize value from recycled materials by working with third party recyclers. In FY19, Oracle collected more than 3 million lbs of material, of which 99.5% was recycled or reused. As our customers increasingly move from on-premise servers to the Oracle Cloud, we will have greater control over the deployment and end-of-life treatment of our assets. As a result, we anticipate the percent of systems we take back versus systems we ship into the market to grow from ~16% today, to more than 50% over the next several years. This will enable us to further maximize the recovered value from old or decommissioned IT equipment. Additionally, through these efforts, Oracle is able to minimize the GHG emissions associated with landfill and the sourcing of raw materials.

Time horizon
Short-term

Likelihood
Very likely

Magnitude of impact
Medium

Are you able to provide a potential financial impact figure?
Yes, an estimated range

Potential financial impact figure (currency)
<Not Applicable>

Potential financial impact figure – minimum (currency)
10000000

Potential financial impact figure – maximum (currency)
25000000

Explanation of financial impact figure
The financial value of the hardware recovered through our Take Back program and Reverse Supply Chain amounts to roughly $15M-$20M annually. The range above reflects an estimate based on historical performance.

Cost to realize opportunity
300000

Strategy to realize opportunity and explanation of cost calculation
Through our Reverse Supply Chain program, we process more than 3 million lbs of material annually. Oracle's strategy to realize this opportunity includes three key elements: • Increasing volume of material collected • Encouraging reuse ahead of wasteful new purchases and premature recycling • Expanding the channels through which we recover value Oracle's Take Back programs are an example of the Circular Economy in practice. In addition to minimizing waste sent to landfill, this process enables Oracle to drive resource productivity and capture additional value from the materials used to build our products. For example, in FY19 we took back approximately 15% percent of systems compared with the amount we shipped into the market. In addition, much of the recovered financial value from these programs flows back to the entity that returned the product (both external customers and internal Cloud business unit), which encourages customers to reinvest in new Oracle products and services. Our Reverse Supply Chain is distributed across the three regions; Americas, Europe and Asia. Processing Take Back material locally acts as investment in those regions and reduces transportation miles and the associated carbon emissions. No data exists to calculate the total costs of our reverse supply chain operations. Therefore the cost to realize this opportunity represents the budget associated with complying with various environmental schemes globally as provided by Oracle's Reverse Supply Chain executive management.

Comment

Identifier
Opp4

Where in the value chain does the opportunity occur?
Direct operations

Opportunity type
Resource efficiency

Primary climate-related opportunity driver
Other, please specify (Benefits to workforce management and planning)

Primary potential financial impact
Reduced indirect (operating) costs

Company-specific description
Oracle's increasing emphasis on environmental sustainability, both internally and externally, has the potential to strengthen our brand value and reputation. As sustainability and corporate responsibility become increasingly important to job seekers and employees, we believe that Oracle's reputation as a good corporate citizen is helping us attract and retain top talent, while also helping drive employee engagement within our workforce. We anticipate that this opportunity will continue to grow in the coming years, as we invest in strong sustainability practices to drive brand value and reputation. In recognition of our efforts, Oracle was named in Corporate Responsibility Magazine's 2019 100 Best Corporate Citizens list, which recognizes outstanding environmental, social and governance (ESG) transparency and performance amongst the 1,000 largest US public companies. Oracle ranked #41, up from #97 in 2017.

Time horizon
Short-term

Likelihood
Very likely

Magnitude of impact
High

Are you able to provide a potential financial impact figure?
No, we do not have this figure

Potential financial impact figure (currency)
<Not Applicable>

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact figure
Potential financial implications of this opportunity include improved profitability and costs savings associated with higher employee engagement, as well as improved retention and recruitment. According to a Gallup report titled "State of the American Workforce " (published 2017), highly engaged business units are likely to realize 17% higher productivity and 21% higher profitability than disengaged business units. Hence, by continuing to invest in strong sustainability practices and employee engagement initiatives, Oracle could strengthen its financial performance.

Cost to realize opportunity
500000

Strategy to realize opportunity and explanation of cost calculation
One method Oracle is using to realize this opportunity is communicating our sustainability efforts and accomplishments, both internally and externally, including through the annual Oracle Corporate Citizenship Report. Each year, through the Oracle Giving and Oracle Volunteering programs, we support hundreds of environmental nonprofit organizations globally. In conjunction with the Oracle Volunteering Focus on Environment initiative and Earth Week, Oracle hosts Green Fairs at several office locations globally and virtually via video. The purpose of these fairs is to engage and educate employees around Oracle's sustainability and climate-related initiatives. More than 1,900 Oracle employees attended the 2019 Green Fairs. Additionally, Oracle continued promoting the 'Sustainability Champions' program in 2019, through which we recognize employees who are advancing environmental sustainability at work and beyond New in 2019, Oracle launched the Green Team recognition program. This program includes "recognition badges" for green team members who have exemplified sustainability in the workplace. One Romania based team was recognized after implementing a "reusable tableware" program at our Romania offices, reducing over 60,000 single use utensils. Oracle continues to cultivate and recognize its employees making sustainability a part of their day to day jobs. The cost to realize this opportunity represents the costs associated with managing Oracle's sustainability and CSR communications and programs this is based on a combination of the pro-rated salary of employees contributing to Oracle's CSR programs, corporate memberships, forums,

disclosures, consulting, and training expenses in CY20.

Comment

C3. Business Strategy

C3.1

(C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?

Yes, and we have developed a low-carbon transition plan

C3.1a

(C3.1a) Is your organization's low-carbon transition plan a scheduled resolution item at Annual General Meetings (AGMs)?

	Is your low carbon transition plan a scheduled resolution item at AGMs?	Comment
Row 1	No, and we do not intend it to become a scheduled resolution item within the next two years	

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

Yes, qualitative and quantitative

C3.2a

(C3.2a) Provide details of your organization's use of climate-related scenario analysis.

Climate related scenarios and models applied	Details
RCP 4.5 RCP 8.5	Given the growing emphasis of incorporating the TCFD recommendations for assessing and managing climate-related risks and opportunities, Oracle determined conducting a climate scenario analysis would inform the business strategy and validate the effectiveness and accuracy in our existing risk management practices related to climate related risks and opportunities. In 2020, Oracle analyzed its most mission-critical facilities' physical locations for acute and chronic physical and transitional risks and opportunities. The analysis was conducted by external climate experts using Climanomics®— a proprietary analytical software tool. To conduct the analysis, Oracle used the asset value as a way to assess the magnitude on financial impact associated with the location and time-frame within which a potential risk may become reality. The analysis included two scenarios defined by the IPCC BREEAM's Representative Concentration Pathway (RCP)—namely RCP4.5 for years 2020 and 2040 and RCP8.5 for the year 2040—to assess physical risk exposure and the Shared Socioeconomic Pathways family of scenarios (SSP 1-5) for carbon-price effects or transitional risks and opportunities. The time-frames selected in Oracle's scenario analysis, 2020 and 2040, were chosen based on Oracle's desire to understand, plan for, and manage current (2020) and potential future (2040) climate-related risks and opportunities to its assets, operations, and services. The results of this analysis identified temperature extremes, storm damage, carbon pricing, and coastal flooding risks to be of most relevance to Oracle's business, assets, operations. Out of all Oracle's physical locations, its Oracle HQ, Cross functional campus ADC (Austin), NAM Cloud Deployment Phoenix, and NetSuite GBU Customer Support Center (Philippines) locations are at most risk between 2020 and 2050. The findings of this report were shared with Oracle's leadership, RMRP team, business continuity function, and the ESC to better understand the specific risk impacts and to develop resilience mechanisms. In our daily business the analysis proved a useful resource in managing several aspects of our strategy including validating our business continuity plans during an extreme weather event impacting our customer support centers. Carbon risk identified in the report were also contributory to Oracle's 100% renewable energy goals eliminating all of its Scope 2 emissions announced in 2020.

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	DESCRIPTION: Oracle's solutions cover an unmatched breadth and depth of capabilities for all industries to design more environmentally friendly products, source materials responsibly, transport goods in more sustainable ways, manage risks, and analyze and report on environmental impacts. Emerging technologies like Machine Learning, Big Data, and Blockchain are providing unprecedented opportunities to fundamentally shift how organizations are impacting the environment as they conduct their business. IMPACT: With its Cloud solutions, Oracle offers an even more sustainable alternative for companies looking to minimize their environmental impact. Oracle manages and maintains a very dense computing environment, attaining much higher utilization rates than an organization can achieve with an on-premises system. Oracle Cloud further reduces its environmental footprint by leveraging state-of-the-art energy efficiency technologies at our data centers and maximizing the reuse and recycling of hardware equipment and in 2020 set a goal to be 100% renewable energy powered by 2025, USECASE: Every year we are proud to recognize customers that are using Oracle solutions to deliver environmental value while also improving financial performance with the Oracle Sustainability Innovation Awards and we share their success stories on our public web pages. Oracle Sustainability Innovation Award Winners included a multinational company using Oracle Logistics Cloud to reduce waste, fuel consumption, CO2 emissions, local pollutants, and traffic.
Supply chain and/or value chain	Yes	DESCRIPTION : Our goal is to create a sustainable and circular supply chain by keeping Oracle products active throughout all or most of their useful life, minimizing waste and optimizing the flow of materials in the logistics process. IMPACT: Our risk management teams provide a critical role in every aspect of our operations including delivering insight to our Supply Chain operations. Oracle's TCFD scenario analysis findings were integrated into our current risk management processes of which already included several aspects of the TCFD recommendations. Due to this overlap the impact of these findings were low, not material, and/or already being assessed through our public goals and policies like Oracle Supplier Code of Ethics and Oracle Environmental Policies were developed to address and mitigate material environmental risk from our supply chain. EXAMPLE: Oracle employs supplier qualification and audit programs that requires suppliers to demonstrate and disclose environmentally responsible business practices. Each year, we engage with our strategic suppliers to report data on their carbon, water, and waste footprints. Oracle encourages its direct suppliers to disclose their environmental sustainability performance metrics using the Responsible Business Alliance (RBA) assessment tools. Oracle's indirect suppliers are encouraged to disclose their environmental performance using Oracle's annual survey. Oracle has set Supplier Engagement goals as part of its sustainability program, those goals are; 100% of key suppliers have an environmental program in place & 80% of key suppliers have emissions reductions targets in place. As part of this program in CY20 Oracle held quarterly Zoom Webinars (quarterly) outlining Oracle's sustainability program for its key suppliers. These sessions included the importance of reporting emissions through CDP (or similar) and setting long term carbon reduction goals. The goal is to establish a feedback loop as part of our long-term sustainability programs including goals, targets, and risk mitigation and sets the stage for advanced targets and procurement practices to ensure our goals are met.
Investment in R&D	Yes	DESCRIPTION: Oracle provides solutions that cover all aspects of the nexus of IT and sustainable business practices, hardware, technology, and applications, from cloud data centers to business intelligence to smart utility grids. In addition to customer solutions Oracle leverages several of the same technologies and business practices within our own operations to reuse, recycle and reduce. This includes developing solutions focused on building a new circular economy that promotes greater resource productivity and sustainable product design guidelines and processes (Design for Environment and Oracle@Oracle). Our R&D investments are aligned with our products and services and our customer demands. The influence of R&D covers both medium and long term time horizons. IMPACT: Key considerations in R&D which are a result of environmental risk include energy efficiency, circularity, portability, and resiliency integrated into the services and solutions we provide. USECASE: In 2020, Software and Development R&D completed several projects related to our Oracle@Oracle initiatives. Oracle's internal services and systems were running in a variety of manners. It was identified that lack of standardization in our software, hardware, and physical locations could have potential risks to our operations including climate and environmental risks. One of these projects included migrating enterprise data center environments and services from a merger and acquisition to Oracle Cloud Infrastructure. The R&D teams developed migration tools, rewrote code to eliminate HW dependency, and rewrote code for functionality. After months of development, 11 enterprise environments were migrated in CY20. The results were a reduction in energy, elimination of server emissions, faster performance, and dynamic provisioning. Operational benefits included removing these locations from our logistic lanes, and eliminating the non-standard hardware from our supply chain and procurement processes while recycling over 99% of the retired assets.
Operations	Yes	DESCRIPTION: Climate related risks have influenced several aspects of our operations and are illustrated in our environmental goals. Internally, we have set aggressive, long-term emissions-and energy-reduction goals (base year 2015), including science-based targets to achieve a 26% reduction in absolute emissions (Scope 1 and 2) by 2025 and to achieve a 55% reduction in emissions per unit of energy consumed by 2025. We have also set a 100% renewable energy goal across our operations by 2025, 25% reduction in air travel emissions, and water and waste reduction goals. Climate related risks influence our business continuity. Oracle's Risk Management and Resiliency Program (RMRP) and Environmental Health and Safety (EHS) teams assess the potential severity and scale of climate-related events (e.g., hurricanes, flooding, etc.), and formulate business continuity and resiliency plans accordingly on an annual basis. The RMRP process includes a planning, documenting, and testing cycle that assesses Oracle's resilience to respond to physical and transition risks, including climate-related events and other natural disasters. USECASE: In CY20 Oracle procured three new facilities in San Jose, California, Phoenix, Arizona, and Marseilles, France. Each of these regions underwent Oracle's rigorous site selection process which includes a climate and energy assessment. Each was contracted to reduce identified risks including low/no carbon energy, climate resiliency, and In 2020, several Oracle business units migrated their services from Oracle enterprise applications to Oracle cloud applications on Oracle Cloud Infrastructure. These migrations are related to our Oracle@Oracle initiatives. To date these applications, serve over 430,000 customers, 136,000 employees, and driving $40B USD in revenue. The operational efficiencies of our cloud platform drive environmental benefits through dense computing environments, elastic computing platforms that can grow dynamically, eliminating excess capacity, state-of-the-art intelligent energy management and cooling technologies, designed with energy efficiency, circularity and a goal to be 100% renewable by 2025.

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues Direct costs Capital expenditures Acquisitions and divestments Access to capital Assets Liabilities	Our business is focused on delivering sustainable business solutions to our customers from human capital management to cloud data centers to business intelligence to smart utility grids. In addition to customer solutions Oracle leverages several of the same technologies and business practices within our own operations to it is included in all aspects of our business planning including our financial planning at a business unit and corporate level. USE CASE: Revenues: Growing awareness around the negative impacts of climate change is driving a shift in consumer behavior. This includes an increased emphasis on sustainable and resilient business practices. As a result, an increasing number of customers are taking sustainability into account when making purchasing decisions. In 2020 Oracle received over 250 climate-related inquiries from its key customers. If Oracle fails to meet customer expectations around sustainability, our revenues could be impacted. To ensure we meet customer expectations Oracle includes sustainability and climate related aspects into our financial planning. Oracle has established aggressive sustainability goals around energy consumption, emissions reduction, renewable energy, water and waste as part of a response to our customers. In 2020 Oracle increased its renewable energy goals for its Real Estate Facilities from 50% to 100%. Understanding the financial impacts of internally setting goals comes with systems and applications upgrades, employee augments, and increased costs Oracle's commitment to the evnvoriment illustrates our commitment to our customers and in turn our revenues. USE CASE: Direct Costs: Oracle understands that a transition to a low carbon economy does not come without a cost. As such several of the direct costs associated with our operations will be impacted as we transition to 100% renewable energy. In 2020 Oracle's Real Estate & Facilities organization uplifted its cost per square foot budget ($/sq.ft) to accommodate the increased costs in installing or procuring renewable energy across our planning budget. In addition to projects where a favorable ROI exists the increased budget will allow for a faster transition to meet our renewable energy goals. While this example outlines short term planning, Oracle is assessing the impact to our direct costs across each time horizon (short, medium, long). Examples of our medium and long term impact include assessments related to acquiring adjacent properties where our key facilities are for large scale renewable projects. The strategy would further increase our cost per square foot as it relates to our Offices around the globe. Each of these examples have an impact on several aspects of our business including our operating costs including our utility costs, energy contracts, and other expenses related to expansion of our facility management and logistics. USE CASE: Capital Expenditures: Specific to capital expenditures Oracle's considers environmental and climate-related factors during the site selection process and undertakes remediation efforts as required in cases where locations were sourced prior to inclusion of environmental criteria or where climate change impacts have increased in magnitude. Examples include installing storm water pump and capture devices in facilities where we have basements. Investments in onsite renewable energy also impact our capital expenditures planning, in 2020 Oracle's Energy Team assessed over 75 buildings to identify and budget for photovaic and battery technology to meet our 100% renewable energy goals. We estimate the impact on our capital expenditures/allocation to be minimal and the timeline to be short-term as these expensese are primarily proactive based on risk assessments.

C3.4a

(C3.4a) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).

Oracle identifies additional risk information including climate related risks in its annual 10-K filings, in its Corporate Citizen Report and on its external Sustainability Web page located at; https://www.oracle.com/corporate/citizenship/sustainability/

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?
Both absolute and intensity targets

C4.1a

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Target reference number
Abs 1

Year target was set
2018

Target coverage
Company-wide

Scope(s) (or Scope 3 category)
Scope 1+2 (market-based)

Base year
2015

Covered emissions in base year (metric tons CO2e)
459516

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)
100

Target year
2025

Targeted reduction from base year (%)
26

Covered emissions in target year (metric tons CO2e) [auto-calculated]
340041.84

Covered emissions in reporting year (metric tons CO2e)
429577

% of target achieved [auto-calculated]
25.0589750955353

Target status in reporting year
Underway

Is this a science-based target?
Yes, we consider this a science-based target, but it has not been approved by the Science-Based Targets initiative

Target ambition
Please select

Please explain (including target coverage)
Oracle self-assessed this target to be a mid-term science-based target.

Target reference number
Abs 2

Year target was set
2018

Target coverage
Company-wide

Scope(s) (or Scope 3 category)
Scope 1+2 (market-based)

Base year
2015

Covered emissions in base year (metric tons CO2e)
459516

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)
100

Target year
2050

Targeted reduction from base year (%)
65

Covered emissions in target year (metric tons CO2e) [auto-calculated]
160830.6

Covered emissions in reporting year (metric tons CO2e)
429577

% of target achieved [auto-calculated]
10.0235900382141

Target status in reporting year
Underway

Is this a science-based target?
Yes, we consider this a science-based target, but it has not been approved by the Science-Based Targets initiative

Target ambition
Please select

Please explain (including target coverage)
Oracle self-assessed this target to be a long-term science-based target. Oracle would achieve a 2.95% average reduction year-over-year in our absolute scope 1 and 2 emissions.

Target reference number
Abs 4

Year target was set
2019

Target coverage
Company-wide

Scope(s) (or Scope 3 category)
Scope 3: Business travel

Base year
2019

Covered emissions in base year (metric tons CO2e)
173807

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)
100

Target year
2025

Targeted reduction from base year (%)
25

Covered emissions in target year (metric tons CO2e) [auto-calculated]
130355.25

Covered emissions in reporting year (metric tons CO2e)
39990

% of target achieved [auto-calculated]
307.966882806791

Target status in reporting year
Underway

Is this a science-based target?
No, but we are reporting another target that is science-based

Target ambition
<Not Applicable>

Please explain (including target coverage)
Travel emissions are significantly impacted by pandemic during this reporting period. Oracle self-assessed this target to be a medium-term target, the coverage includes Oracle's Scope 3 business travel emissions.

C4.1b

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Target reference number
Int 1

Year target was set
2018

Target coverage
Company-wide

Scope(s) (or Scope 3 category)
Scope 1+2 (market-based)

Intensity metric
Metric tons CO2e per megawatt hour (MWh)

Base year
2015

Intensity figure in base year (metric tons CO2e per unit of activity)
0.431

% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure
100

Target year
2025

Targeted reduction from base year (%)
55

Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]
0.19395

% change anticipated in absolute Scope 1+2 emissions
26

% change anticipated in absolute Scope 3 emissions
0

Intensity figure in reporting year (metric tons CO2e per unit of activity)
0.26

% of target achieved [auto-calculated]
72.1366800253111

Target status in reporting year
Underway

Is this a science-based target?
No, but we are reporting another target that is science-based

Target ambition
<Not Applicable>

Please explain (including target coverage)
Oracle has a goal to achieve a 55% reduction in emissions per unit of energy consumed by 2025 (base year 2015).

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?
Target(s) to increase low-carbon energy consumption or production
Other climate-related target(s)

C4.2a

(C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.

Target reference number
Low 1

Year target was set
2016

Target coverage
Business division

Target type: absolute or intensity
Absolute

Target type: energy carrier
Electricity

Target type: activity

Consumption

Target type: energy source
Renewable energy source(s) only

Metric (target numerator if reporting an intensity target)
Percentage

Target denominator (intensity targets only)
<Not Applicable>

Base year
2015

Figure or percentage in base year
24

Target year
2025

Figure or percentage in target year
100

Figure or percentage in reporting year
28

% of target achieved [auto-calculated]
5.26315789473684

Target status in reporting year
Underway

Is this target part of an emissions target?
Oracle's Real Estate and Facilities has a goal to achieve 100% percent renewable energy use in its operations by 2025.

Is this target part of an overarching initiative?
No, it's not part of an overarching initiative

Please explain (including target coverage)
This goal was set as part of a business division initiative to reduce its reliance on carbon intense energy sources through increased consumption of renewable energy.

Target reference number
Low 2

Year target was set
2019

Target coverage
Business division

Target type: absolute or intensity
Absolute

Target type: energy carrier
Electricity

Target type: activity
Consumption

Target type: energy source
Renewable energy source(s) only

Metric (target numerator if reporting an intensity target)
Percentage

Target denominator (intensity targets only)
<Not Applicable>

Base year
2019

Figure or percentage in base year
28

Target year
2025

Figure or percentage in target year
100

Figure or percentage in reporting year
56

% of target achieved [auto-calculated]
38.8888888888889

Target status in reporting year
Underway

Is this target part of an emissions target?
Oracle's OCI Business Division which supports Oracle's cloud services has committed to achieve 100 percent renewable energy use by 2025. Progress against this goal is

measured based on total electricity consumption.

Is this target part of an overarching initiative?
No, it's not part of an overarching initiative

Please explain (including target coverage)
This goal was set as part of a business division initiative to reduce its reliance on carbon intense energy sources through increased consumption of renewable energy.

C4.2b

(C4.2b) Provide details of any other climate-related targets, including methane reduction targets.

Target reference number
Oth 1

Year target was set
2016

Target coverage
Company-wide

Target type: absolute or intensity
Intensity

Target type: category & Metric (target numerator if reporting an intensity target)

Waste management	metric tons of waste diverted from landfill

Target denominator (intensity targets only)
square foot

Base year
2015

Figure or percentage in base year
1.01

Target year
2020

Figure or percentage in target year
0.76

Figure or percentage in reporting year
0.21

% of target achieved [auto-calculated]
320

Target status in reporting year
Underway

Is this target part of an emissions target?
Oracle set a goal to achieve a 25 percent reduction in waste sent to landfill per square foot of owned facilities by 2020, against a 2015 baseline. As of 2018, Oracle achieved this goal.

Is this target part of an overarching initiative?
No, it's not part of an overarching initiative

Please explain (including target coverage)
This goal was part of an internal effort to reduce waste directed towards landfills. The practices in place continue year over year to result in reduced waste. Oracle will establish a new waste goal in 2020 for its 2025 goals.

Target reference number
Oth 2

Year target was set
2016

Target coverage
Company-wide

Target type: absolute or intensity
Intensity

Target type: category & Metric (target numerator if reporting an intensity target)

Other, please specify	Other, please specify (Liters of potable water)

Target denominator (intensity targets only)
square foot

Base year
2015

Figure or percentage in base year
101.2

Target year
2020

Figure or percentage in target year
75.91

Figure or percentage in reporting year
92.71

% of target achieved [auto-calculated]
33.570581257414

Target status in reporting year
Underway

Is this target part of an emissions target?
Oracle has a goal to achieve a 25 percent reduction in potable water consumption per square foot of owned facilities by 2020, against a 2015 baseline

Is this target part of an overarching initiative?
No, it's not part of an overarching initiative

Please explain (including target coverage)
This goal was part of an internal effort to reduce water consumption. The practices in place continue year over year to result in reduced water consumption. Oracle will establish a new waste goal in 2020 for its 2025 goals.

Target reference number
Oth 3

Year target was set
2019

Target coverage
Company-wide

Target type: absolute or intensity
Absolute

Target type: category & Metric (target numerator if reporting an intensity target)

Engagement with suppliers	Other, please specify (Percentage of Key Suppliers having environmental program in place.)

Target denominator (intensity targets only)
<Not Applicable>

Base year
2019

Figure or percentage in base year
60

Target year
2025

Figure or percentage in target year
100

Figure or percentage in reporting year
65

% of target achieved [auto-calculated]
12.5

Target status in reporting year
Underway

Is this target part of an emissions target?
No

Is this target part of an overarching initiative?
No, it's not part of an overarching initiative

Please explain (including target coverage)
Percentage of Key Suppliers having environmental program in place. Key Suppliers is internally defined based on total spend and contract liability. Oracle is committed in ensuring its Key Suppliers have environmental programs in place. This include compliance with Oracle's Code of Supplier Conduct which includes several areas of the business including sustainability and the environment.

Target reference number
Oth 4

Year target was set
2019

Target coverage
Company-wide

Target type: absolute or intensity
Absolute

Target type: category & Metric (target numerator if reporting an intensity target)

Engagement with suppliers	Percentage of suppliers setting emissions reduction targets

Target denominator (intensity targets only)
<Not Applicable>

Base year
2019

Figure or percentage in base year
35

Target year
2025

Figure or percentage in target year
80

Figure or percentage in reporting year
45

% of target achieved [auto-calculated]
22.2222222222222

Target status in reporting year
Underway

Is this target part of an emissions target?
Yes, scope3 emissions reductions.

Is this target part of an overarching initiative?
No, it's not part of an overarching initiative

Please explain (including target coverage)
This metric was developed to measure and track our progress against the number of in-direct procurement key supplier who have emissions reduction goals in place. Oracle key suppliers, who collectively comprise of 80% total spend are mainly responsible for Oracle's Scope3 emissions. Oracle will leverage an education program, supplier engagement, and integrate this as mandatory requirements for new suppliers to meet this goal.

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.
 Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	20	
To be implemented*	5	15000
Implementation commenced*	3	344028
Implemented*	140	15500
Not to be implemented	5	

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type

Low-carbon energy consumption	Low-carbon electricity mix

Estimated annual CO2e savings (metric tonnes CO2e)
150000

Scope(s)
Scope 2 (location-based)
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
0

Investment required (unit currency – as specified in C0.4)
90500

Payback period
No payback

Estimated lifetime of the initiative
<1 year

Comment
Low carbon energy purchases at 140 facilities spanning both Real Estate and Cloud. These low-carbon energy purchases were voluntary and not in relation to external regulation. The purchases resulted in the reduction of the scope 2 market-based emissions. The expected lifetime of the purchase is one year across the time frame of this report. Investment required is based on Oracle's average REC cost multiplied by the power consumed (kwh).

Initiative category & Initiative type

Low-carbon energy generation	Solar PV

Estimated annual CO2e savings (metric tonnes CO2e)
500

Scope(s)
Scope 1
Scope 2 (location-based)
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
50000

Investment required (unit currency – as specified in C0.4)
250000

Payback period
4-10 years

Estimated lifetime of the initiative
16-20 years

Comment
Installation of PV solar at various locations in CY20. These installations were voluntary and are part of Oracle's 100% renewable energy target and carbon reduction goals. Savings is based on Oracle global average power costs. Investment required is does not include Oracle labor or site preparations services.

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Employee engagement	As we manage our facilities, it is our standard protocol to engage employees in more sustainable practices. The employee engagement program is managed by the Corporate Citizenship, Sustainability, and Real Estate and Facilities teams. The objective of the program is to energize employees and solicit their help in reaching Oracle's sustainability goals. We also publish information regarding emissions reduction, energy efficiency, water and waste reduction, on our internal sustainability employee engagement website and in other employee communications including newsletters, social media, and videos.
Employee engagement	Our Real Estate and Facilities team and the Oracle Volunteering program collaborate on an annual Focus on Environment initiative, in conjunction with Earth Week. Employees worldwide partner with environmental nonprofit organizations and NGOs to take action for a healthy planet. On Earth Day each year, all non-emergency lights and all Oracle signs (internal and external) at Oracle offices are turned off during the local lunch hour. This reduces Oracle's carbon footprint on Earth Day and reminds us of the importance of reducing the amount of energy we use every day. In addition, Oracle hosts Annual Green Fairs at several office locations globally. The purpose of these fairs is to engage and educate employees around Oracle's sustainability and climate-related initiatives, while also encouraging them to adopt sustainable practices at work and beyond
Internal incentives/recognition programs	Oracle runs an annual Sustainability Champions program, which recognizes employees who are advancing environmental sustainability at work and beyond. Sustainability Champions are recognized in Oracle's internal sustainability newsletter, and receive a "Sustainability Champion" badge to include in their employee profiles. Oracle's 2019 Sustainability Champions included a group of employees in Romania that started an Eco Team committed to raising awareness regarding environmental issues and providing alternatives to address them. Most recently, their primary challenge has been that only plastic tableware is available in the Bucharest offices. To reduce the use of these single-use plastics, they engaged in several initiatives, including offering re-usable cups for employees and making stainless steel cutlery available. According to estimations, the team reduced the use of about 60,000 single-use plastic cups in less than one year. Other winners included a team in Amsterdam that held several activities including; arranging informational sessions about electric vehicles, motorcycles, bikes, and other forms of sustainable transportation; granting free bike maintenance and repair, and the benefits of recycling/swapping clothing. Additionally, a member on this team also served as the project leader for a 'plastic fishing' event in the canals of Amsterdam. In India award winners included an internal "Green Warrior Team" who conducted several activities including, the planting of trees, encouraging the use of reusable and recyclable products, avoiding single-use plastics, educating rural and urban communities (including students) to use healthy sustainable resources to reduce waste, promoting using organic products, saving water, and cleaning public places, parks, schools and orphanages. This team was also responsible for planting more than 30,000 trees in the last two years. In the US Oracle recognized a member of the Oracle Event and Marketing team. For more than 10 years the Event and Marketing team has worked to ensure Oracle events like OpenWorld are on track to meet the goals of zero-waste and carbon-neutrality.
Financial optimization calculations	Oracle's approach is to create solutions that are both environmentally and financially sustainable. We use several different criteria for financial calculations depending on the type of project (owned or leased facility, expected life of efficiency measure, expected term of use/occupancy, etc.). We use criteria such as simple payback, internal rate of return, life cycle costing, etc.
Compliance with regulatory requirements/standards	Oracle strives to comply with local, regional and national regulations and standards applicable to each of our facilities and products. We work cross-functionally to meet or exceed such regulatory standards and requirements.
Dedicated budget for energy efficiency	Our Real Estate and Facilities team, which includes data center design and operations, has dedicated headcount and resources for energy efficiency. Our teams work to design more energy-efficient data centers and facilities, and monitor equipment to track and optimize its energy performance. Oracle's approach is to make energy efficiency and sustainability an integral part of our operations. We continually explore new technologies and solutions and carry out many energy efficiency projects, including leveraging external incentives where available, as long as they meet our internal ROI criteria.
Dedicated budget for other emissions reduction activities	Oracle's Real Estate and Facilities organization has a dedicated budget for several emissions reduction activities, including purchase of renewable energy, commuter travel, and employee ride-sharing programs. In 2019, we continued our work to reduce travel by leveraging Oracle products and updating our travel-related business practices. We ask employees to travel only when necessary and employ Oracle Web Conferencing and video conferencing technologies across our enterprise to ensure that virtual meetings are highly effective. In addition, we have installed electric vehicle charging stations at several of our facilities, and offer alternative transportation and commuter benefits to our employees across North America. In recognition of these efforts, Oracle was named a Best Workplace for Commuters in California for meeting the National Standard of Excellence.
Dedicated budget for low-carbon product R&D	Oracle develops products that support more than 430,000 customers in 175 countries to employ our industry-leading technology to address their environmental initiatives in conjunction with other business objectives.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products or that enable a third party to avoid GHG emissions.

Level of aggregation
Group of products

Description of product/Group of products
Many of Oracle's solutions enable our customers to be more environmentally sustainable and to reduce their greenhouse gas emissions. These solutions are broadly categorized under 'Risk and Performance Management' (including environmental data collection, analytics, and reporting); 'Business Operations' (including transportation management, smart grid technologies, and product life-cycle management); and 'IT Infrastructure' (including energy efficient engineered systems, Internet of Things (IoT), Big Data, Blockchain, and cloud computing). These products are designed to allow customers to manage several aspects of their business including environmental risk and emissions.

Are these low-carbon product(s) or do they enable avoided emissions?
Avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions
Other, please specify (Avoided emissions are reported on a customer-by-customer basis)

% revenue from low carbon product(s) in the reporting year
89

% of total portfolio value
<Not Applicable>

Asset classes/ product types
<Not Applicable>

Comment
Percent of revenue is based on Oracle's total revenue less hardware revenue. Inherently, the benefits of Oracle's solutions are not just limited to environmental performance improvements, but also include cost reduction and continuous business improvement potential. In terms of R&D, Oracle is rigorously focused on working with its customers to meet their business needs in the ongoing development of our solutions. Oracle's commitment to developing practices and products that help protect the environment includes addressing product enhancement requests from customers related to their sustainability efforts. Oracle's strategy is to embed sustainability related features in products so customers can leverage their existing IT investments and business processes wherever possible. In many cases customers are also able to configure Oracle's solutions to address their sustainability needs in conjunction with other business objectives. Oracle spends roughly $6.1 billion annually on research and development of products and services, including those related to sustainability and climate change mitigation.

Level of aggregation
Group of products

Description of product/Group of products
Cloud computing - Oracle Cloud - OCI

Are these low-carbon product(s) or do they enable avoided emissions?
Avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions
Other, please specify (Avoided emissions are reported on a customer-by-customer basis)

% revenue from low carbon product(s) in the reporting year
89

% of total portfolio value
<Not Applicable>

Asset classes/ product types
<Not Applicable>

Comment
Percent of revenue is based on Oracle's total revenue less hardware revenue. Customer workloads performed in Oracle cloud provide significant carbon reduction options because of the efficiency of our data centers versus on-premises computing and our use of renewable energy. Emissions in Oracle's cloud are 50%-90% less than average enterprise data centers. In a recent third study performed by Bureau Veritas, a large government customer was able to reduce its IT emissions by over 75% migrating workloads to a fully hosted solution on Oracle Cloud. In addition workloads were performed 4x times faster reducing the actual amount of energy needed to perform daily tasks.

C5. Emissions methodology

C5.1

(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

Scope 1

Base year start
January 1 2015

Base year end
December 31 2015

Base year emissions (metric tons CO2e)
14953

Comment

Scope 2 (location-based)

Base year start
January 1 2015

Base year end
December 31 2015

Base year emissions (metric tons CO2e)
505575

Comment

Scope 2 (market-based)

Base year start
January 1 2015

Base year end
December 31 2015

Base year emissions (metric tons CO2e)
444563

Comment

C5.2

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.
The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)
10300

Start date
<Not Applicable>

End date
<Not Applicable>

Comment

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based
We are reporting a Scope 2, location-based figure

Scope 2, market-based
We are reporting a Scope 2, market-based figure

Comment

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based
602329

Scope 2, market-based (if applicable)
419277

Start date
 <Not Applicable>

End date
 <Not Applicable>

Comment

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?
 No

C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status
 Relevant, calculated

Metric tonnes CO2e
 1376113

Emissions calculation methodology
 This figure represents the estimated emissions associated with key categories of purchased goods and services, representing a significant portion of our total spend. The emissions reported cover our direct hardware suppliers, as well as material indirect procurement categories (e.g. furniture, telecommunications, and computers). The emissions were calculated by multiplying the spend data for each category of goods by a corresponding conversion factors as outlined in the GHG Protocol.

Percentage of emissions calculated using data obtained from suppliers or value chain partners
 0

Please explain
 Oracle is currently evaluating CDP Supply Chain services for future disclosure to increase precision.

Capital goods

Evaluation status
 Relevant, calculated

Metric tonnes CO2e
 84719

Emissions calculation methodology
 Emissions from capital goods are calculated using spend analysis of Oracle's material capital expenditures. The emissions were calculated by multiplying the spend data for each category of goods by the corresponding conversion factors as outlined in the DEFRA 2012 Conversion Factor Repository, Annex 13.

Percentage of emissions calculated using data obtained from suppliers or value chain partners
 0

Please explain
 Oracle is currently evaluating CDP Supply Chain services for future disclosure to increase precision.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status
Relevant, calculated

Metric tonnes CO2e
25157

Emissions calculation methodology
We calculated 6 percent of our total Scope 2 emissions to estimate the Scope 3 emissions around fuel- and energy-related activities. The Scope 2 emissions figure was calculated and assured per this report. Energy Information Administration (EIA), identified that on average 6 percent of total electricity input in the US is lost to transmission and distribution.

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain

Upstream transportation and distribution

Evaluation status
Relevant, calculated

Metric tonnes CO2e
8242

Emissions calculation methodology
This data is obtained from Oracle's transportation and distribution vendors on an annual basis. The emissions are calculated using an equation from the GLEC framework for logistics emissions: Distance Traveled x Total Weight x GLEC Protocol emissions factors per transport mode. 1) Actual customer shipment records for the period, listing origin and destination points, weight per shipment and primary shipment mode; 2) A proprietary distance table based largely on the Publication 151 – Distance Between Ports. National Imagery and Mapping Agency, 2001. Distances are calculated based on common vessel routings for ocean and using the "Great Circle Distance" method for air and ocean; Distances for road freight are calculated using the planned distance between the origin and destination points and a circuity factor to provide a more accurate distance and allow for deviations. 3) GLEC emissions factors per primary mode of transport. This data represents emissions produced in landfills from waste generated in the total area under our operational control at Oracle-owned buildings globally. The volume of waste was converted to lbs using an average density of 450 lbs per yd3. The emissions calculation was based on the EPA Waste Reduction Model (WARM) version 14 (updated March 2016) using the 0.35 National Average Emission Factor for Landfilling.

Percentage of emissions calculated using data obtained from suppliers or value chain partners
100

Please explain
Our transportation and distribution vendors provide us with annual emissions data, including both upstream and downstream emissions. We estimate that upstream emissions account for approximately 20% of those emissions, whereas downstream emissions account for 80%.

Waste generated in operations

Evaluation status
Relevant, calculated

Metric tonnes CO2e
542

Emissions calculation methodology
This data represents emissions produced in landfills from waste generated in the total area under our operational control at Oracle-owned buildings globally. The volume of waste was converted to lbs using an average density of 450 lbs per yd3. The emissions calculation was based on the EPA Waste Reduction Model (WARM) using the National Average Emission Factor for Landfilling.

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain

Business travel

Evaluation status
Relevant, calculated

Metric tonnes CO2e
39990

Emissions calculation methodology
This data is acquired from Oracle's air travel reporting tool, as well as our car rental vendors. For air travel, Oracle uses an internal system that is part of the Oracle Business Intelligence Enterprise Edition (OBIEE) tool, leveraging the DEFRA Greenhouse Gas Conversion Factor Repository.

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Oracle is currently evaluating CDP Supply Chain services for future disclosure to increase precision.

Employee commuting

Evaluation status
Relevant, calculated

Metric tonnes CO2e
70

Emissions calculation methodology
This number was calculated using annual mileage data from Oracle's employee shuttle service providers. The emissions were estimated using the following emission factors: CO2: 0.107 (kg CO2/passenger-mile), CH4: 0.0006 (g CH4/passenger-mile), N2O: 0.0005 (g N2O/passenger-mile), as referenced in the EPA Climate Leaders Greenhouse Gas Inventory Protocol Core Module Guidance for Bus Business Travel. These emission factors are based on the assumption that the bus travel is conducted in buses mainly fuelled by diesel and were derived from statistical information on passenger-mile in Table VM-1 of the Federal Highway Administration's Highway Statistics 2005, along with emissions data from Table 2-17 from the U.S. Greenhouse Gas Emissions and Sinks: 1990–2005.

Percentage of emissions calculated using data obtained from suppliers or value chain partners
100

Please explain
The figure represents emissions data from our employee shuttle providers for our offices in Redwood Shores and Santa Clara, California. This figure does not include emissions from individual employee commuting. With more than 137,000 employees globally, located in over 80 countries, flex working schedules and telecommuting, we are unable to provide a calculation for individual employees.

Upstream leased assets

Evaluation status

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Oracle leases a number of facilities and equipment such as copiers. All emissions related to these upstream leased assets are within our Scope 1 and 2 GHG inventory.

Downstream transportation and distribution

Evaluation status
Relevant, calculated

Metric tonnes CO2e
32966

Emissions calculation methodology
This data is obtained from Oracle's transportation and distribution vendors on an annual basis. The emissions are calculated using an equation from the GLEC framework for logistics emissions: Distance Traveled x Total Weight x GLEC Protocol emissions factors per transport mode. 1) Actual customer shipment records for the period, listing origin and destination points, weight per shipment and primary shipment mode; 2) A proprietary distance table based largely on the Publication 151 – Distance Between Ports. National Imagery and Mapping Agency, 2001. Distances are calculated based on common vessel routings for ocean and using the "Great Circle Distance" method for air and ocean; Distances for road freight are calculated using the planned distance between the origin and destination points and a circuity factor to provide a more accurate distance and allow for deviations. 3) GLEC emissions factors per primary mode of transport.

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Our transportation and distribution vendors provide us with annual emissions data, including both upstream and downstream emissions. We estimate that upstream emissions account for approximately 20% of those emissions, whereas downstream emissions account for 80%.

Processing of sold products

Evaluation status

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Subsequent to manufacturing, Oracle products are not processed further.

Use of sold products

Evaluation status

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
With Oracle's ongoing transition to the Cloud, we have determined that our key impact in this category lies in the delivery of Oracle Cloud products and services. To this end, we continue to work with our colocation data center providers to build a cloud infrastructure that is clean, efficient, and circular. All emissions resulting from the use of our cloud offerings are included in our Scope 2 emissions inventory, hence we have determined that this Scope 3 category is not relevant to us.

End of life treatment of sold products

Evaluation status

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Upon evaluating the estimated emissions associated with the disposal and treatment of Oracle-branded products, we determined that this source is not relevant, and the emissions are not material to our Scope 3 emissions footprint. We offer product take- back to all of our customers to help ensure products are recycled or disposed of responsibly and in compliance with the law. Products that cannot be remanufactured by Oracle for reuse are sent to our contracted recyclers, who responsibly recycle, or resell the remaining material - sending only 0.5% to landfill. In FY19, Oracle collected more than 3 million lbs of material, of which 99.5% was recycled or reused. Oracle conducts audits to help ensure that our recyclers and their downstream processors have proper Health & Safety controls in place and are compliant with local law. By expanding the number of sites in our recycling network and increasing the percentage of material reused vs. recycled, we reduce shipping miles and conserve raw materials, both of which have an environmental benefit. We assist our customers in their end-of-life planning and in many cases offer de-install, data destruction, transportation and recycling services at no charge. More information of Oracle's Take Back and Recycling programs can be found at; http://www.oracle.com/us/products/servers-storage/take-back-and-recycling/index.html

Downstream leased assets

Evaluation status
Relevant, calculated

Metric tonnes CO2e
9376

Emissions calculation methodology
This figure was calculated by multiplying the total square feet of subleased space by 15.9 kWH of electricity consumption per square feet (taken from the EIA CBECS survey) and the eGRID subregion US average emission factor of 1,136.53 lbs/MWH.

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain

Franchises

Evaluation status

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Oracle does not have any franchises.

Investments

Evaluation status

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Oracle is not a financial institution. Our "investments" are primarily debt investments without known use of proceeds.

Other (upstream)

Evaluation status

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain

Other (downstream)

Evaluation status

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?
No

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure
0.0000108

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
429577

Metric denominator
unit total revenue

Metric denominator: Unit total
39,692,000,000

Scope 2 figure used
Market-based

% change from previous year
47

Direction of change
Increased

Reason for change
Scope 2 emissions increases attributed to growth in regions where low/no carbon energy is not readily available coupled with decreased revenues compared to CY19 caused an increase in our emissions intensity figure during this reporting period.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?
Yes

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

CO2	10281	IPCC Fourth Assessment Report (AR4 - 100 year)
CH4	13	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	6	IPCC Fourth Assessment Report (AR4 - 100 year)
HFCs	0	IPCC Fourth Assessment Report (AR4 - 100 year)
PFCs	0	IPCC Fourth Assessment Report (AR4 - 100 year)

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

North America	8687
Asia Pacific (or JAPA)	570
Latin America (LATAM)	5
Europe, Middle East and Africa (EMEA)	1038

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.
By activity

C7.3c

(C7.3c) Break down your total gross global Scope 1 emissions by business activity.

Data center activities: The figure cited here represents fuel use for backup electricity at our standalone data centers in Austin, Texas and Salt Lake City, Utah.	150
Various business activities, including but not limited to manufacture of hardware and business services (office-based activities)	10150

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

North America	359481	289623	966325	285716
Asia Pacific (or JAPA)	105204	93234	148730	45623
Latin America (LATAM)	2885	2885	8585	0
Europe, Middle East and Africa (EMEA)	134760	33535	453774	393807

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.
By activity

C7.6c

(C7.6c) Break down your total gross global Scope 2 emissions by business activity.

Operations: Various business activities, including but not limited to manufacture of hardware and business services (office-based activities), business offices & internal data center operations.	255841	218694
Emissions from colocation data center facilities associated with Oracle Cloud services.	346488	200583

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?
Increased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

Change in renewable energy consumption	10534	Decreased	2	Oracle increased its total renewable energy MWh by 65% in 2020. Oracle has a 100% renewable energy target by 2025. The emissions value percentage was calculated by dividing the estimated savings (10,534) by the previous year's 1 and scope 2 gross emissions (577,203 MTCO2e). Resulting in 1.8%. The difference in gross scope 1 and scope 2 emissions between 2020 and 2019 is an increase of 35,426.
Other emissions reduction activities		<Not Applicable>		
Divestment		<Not Applicable>		
Acquisitions		<Not Applicable>		
Mergers		<Not Applicable>		
Change in output	45960	Increased	8	Increased demand for Oracle services continued through CY2020. Large expansions to the cloud infrastructure and new campus builds are the primary driver of increased emissions in CY20. The emissions value percentage was calculated by dividing the increase (45,960) by the previous year's scope 1 and scope 2 gross emissions (577,203 MTCO2e). Resulting in 7.9%. The difference in gross scope 1 and scope 2 emissions between 2020 and 2019 is an increase of 35,426.
Change in methodology		<Not Applicable>		
Change in boundary		<Not Applicable>		
Change in physical operating conditions		<Not Applicable>		
Unidentified		<Not Applicable>		
Other		<Not Applicable>		

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?
Market-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?
More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	Yes
Consumption of purchased or acquired steam	Yes
Consumption of purchased or acquired cooling	Yes
Generation of electricity, heat, steam, or cooling	Yes

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

Consumption of fuel (excluding feedstock)	HHV (higher heating value)	0	53833	53833
Consumption of purchased or acquired electricity	<Not Applicable>	725146	841520	1566666
Consumption of purchased or acquired heat	<Not Applicable>	0	591	591
Consumption of purchased or acquired steam	<Not Applicable>	0	34	34
Consumption of purchased or acquired cooling	<Not Applicable>	0	6709	6709
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	3413	<Not Applicable>	3413
Total energy consumption	<Not Applicable>	728560	902687	1631246

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

Consumption of fuel for the generation of electricity	Yes
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Fuels (excluding feedstocks)
Natural Gas

Heating value
HHV (higher heating value)

Total fuel MWh consumed by the organization
53280

MWh fuel consumed for self-generation of electricity
7929

MWh fuel consumed for self-generation of heat
45352

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration
<Not Applicable>

Emission factor
0.18124

Unit
metric tons CO2e per MWh

Emissions factor source
EPA EF Hub scope 1 emission factor; as of June 2021.

Comment

Fuels (excluding feedstocks)
Diesel

Heating value
HHV (higher heating value)

Total fuel MWh consumed by the organization
552

MWh fuel consumed for self-generation of electricity
552

MWh fuel consumed for self-generation of heat
0

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration
<Not Applicable>

Emission factor
0.18123

Unit
metric tons CO2e per MWh

Emissions factor source
US EPA Emission Factors for Greenhouse Gas Inventories, 9 March 2018

Comment

C8.2d

(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

Electricity	11894	11894	3414	3414
Heat	45352	45352	0	0
Steam	0	0	0	0
Cooling	0	0	0	0

C8.2e

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero emission factor in the market-based Scope 2 figure reported in C6.3.

Sourcing method
Unbundled energy attribute certificates, Renewable Energy Certificates (RECs)

Low-carbon technology type
Wind

Country/area of consumption of low-carbon electricity, heat, steam or cooling
Please select

MWh consumed accounted for at a zero emission factor
30799

Comment
In 2020 we purchased low carbon energy at several facilities, including 27,219 MWh and 3,580 MWh of renewable energy credits (RECs) in the U.S. and India respectively.

Sourcing method
Other, please specify (Renewable energy use at our global facilities as included in our suppler agreements)

Low-carbon technology type
Low-carbon energy mix

Country/area of consumption of low-carbon electricity, heat, steam or cooling
Please select

MWh consumed accounted for at a zero emission factor
725146

Comment
Globally Oracle renewable energy usage increased to 725,146 MWh's, this is up from 365,542 in 2019.

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
Oracle 2020 GHG Inventory Assurance Review Letter_28JUL2021.pdf

Page/ section reference
page 1

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
100

C10.1b

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach
Scope 2 location-based

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
Oracle 2020 GHG Inventory Assurance Review Letter_28JUL2021.pdf

Page/ section reference
page 1

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
100

Scope 2 approach
Scope 2 market-based

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
Oracle 2020 GHG Inventory Assurance Review Letter_28JUL2021.pdf

Page/ section reference
page 1

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
100

C10.1c

(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Scope 3 category
Scope 3: Business travel

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
Oracle 2020 GHG Inventory Assurance Review Letter_28JUL2021.pdf

Page/section reference

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)

Scope 3 category
Scope 3: Waste generated in operations

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Complete

Type of verification or assurance
Limited assurance

Attach the statement
Oracle 2020 GHG Inventory Assurance Review Letter_28JUL2021.pdf

Page/section reference
page 1

Relevant standard
ISO14064-3

Proportion of reported emissions verified (%)
100

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?
Yes

C10.2a

(C10.2a) Which data points within your CDP disclosure have been verified, and which verification standards were used?

C8. Energy Oracle 2020 GHG Inventory Assurance Review Letter_28JUL2021.pdf	Energy consumption	ISO 14064-3	In addition to our emissions data, we verify our total energy consumption (MWh), as reported in C8.2a.

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?
No, and we do not anticipate being regulated in the next three years

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?
No

C11.3

(C11.3) Does your organization use an internal price on carbon?
No, and we do not currently anticipate doing so in the next two years

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?
Yes, our suppliers
Yes, our customers

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement
Information collection (understanding supplier behavior)

Details of engagement
Collect climate change and carbon information at least annually from suppliers

% of suppliers by number
100

% total procurement spend (direct and indirect)
42

% of supplier-related Scope 3 emissions as reported in C6.5
87

Rationale for the coverage of your engagement
This engagement initiative covers 100% of Oracle's strategic direct hardware suppliers (direct procurement), representing a significant portion (80%) of Oracle's total spend. As a member of the Responsible Business Alliance (RBA), we have established a formal process for engaging with our suppliers on a variety of issues related to climate change, including energy consumption and GHG emissions, water use, and hazardous substances. In 2018, we engaged with our strategic suppliers to report data on their carbon, water and waste footprints via the RBA platform, aiming to achieve a supplier response rate of 85% based on hardware spend . Oracle leverages quarterly scorecards for our strategic suppliers, and provides training to new supplier managers around quarterly Social and Environmental Responsibility (SER) deliverable requests and why they are important. In addition, Oracle is an active member of the RBA Environmental Sustainability working group, and contributed to revising language in the code to address energy and water issues in the supply chain. Oracle also evaluated the RBA environmental maturity model to determine how it may be applied to our own strategic manufacturing suppliers, in addition to being leveraged by other RBA members. These efforts help us to not only educate our supply chain on various climate-related issues and strategies, but also to help us manage our own environmental impact, and that of our products.

Impact of engagement, including measures of success
The impact of engagement includes greater transparency into Oracle's supply chain, and the associated risks and areas for improvement. Our measure of success is tracked in a variety of KPI's including percentage of suppliers who track emissions, who have emissions reduction programs, and who have Net Zero targets. Our goal is to obtain this data for 100% of our key direct suppliers by 2025. In 2020, we are ahead of our engagement targets and have collected data for over 80% of the direct suppliers.

Comment

Type of engagement
Information collection (understanding supplier behavior)

Details of engagement
Collect climate change and carbon information at least annually from suppliers

% of suppliers by number
80

% total procurement spend (direct and indirect)
58

% of supplier-related Scope 3 emissions as reported in C6.5
13

Rationale for the coverage of your engagement
Oracle's in-direct procurement team has set a target ensuring 80% of the key suppliers have emissions reductions targets in place by 2025. The data in this engagement documents the progress of that goal.

Impact of engagement, including measures of success
As part of Oracle's Sustainable Procurement program, we are requesting quantitative and qualitative reporting from our key indirect suppliers to better understand supplier behavior and to identify potential areas for improvement. These metrics are compiled into supplier success stories that are shared with Oracle employees company-wide.

Our measure of success is tracked in a variety of KPI's including percentage of suppliers who track emissions, who have emissions reduction programs, and who have Net Zero targets. Our goal is to obtain this data for 100% of our key indirect suppliers by 2025. In 2020, we are ahead of our engagement targets and have collected data for over 80% of the direct suppliers.

Comment

Type of engagement
Engagement & incentivization (changing supplier behavior)

Details of engagement
Run an engagement campaign to educate suppliers about climate change
Climate change performance is featured in supplier awards scheme

% of suppliers by number
100

% total procurement spend (direct and indirect)
100

% of supplier-related Scope 3 emissions as reported in C6.5
100

Rationale for the coverage of your engagement
Several of Oracle's business divisions have included Oracle's Sustainability strategy into recurring Business Review Meetings (SBR's). These meetings discuss various topics related to Oracle's overall supplier management. In these meetings Oracle's internal and external sustainability goals are presented. These numbers represent the subset of indirect procurement suppliers that are managed by the business divisions with advanced sustainability goals as described. The number of suppliers is 100% because this program is available across all aspects of our operations and is open to any supplier.

Impact of engagement, including measures of success
Several of the business units in conjunction with their SBR's prepare a scorecard measuring a supplier's performance against its peers. This methodology is known as TQRDC (technology, quality, responsiveness, delivery, & cost), in 2019 Travel and Cloud Operations augmented the TQRDC mechanisms to add sustainability as part of the scoring, resulting in a TQRDCS methodology. Supplier scores are used in conjunction with sourcing events. We measure our success in this program measuring the number of RFX events that used the TQRDCS as part of the award considerations.

Comment

C12.1b

(C12.1b) Give details of your climate-related engagement strategy with your customers.

Type of engagement
Collaboration & innovation

Details of engagement
Run a campaign to encourage innovation to reduce climate change impacts

% of customers by number
100

% of customer - related Scope 3 emissions as reported in C6.5
3

Portfolio coverage (total or outstanding)
<Not Applicable>

Please explain the rationale for selecting this group of customers and scope of engagement
As a strong proponent of the circular economy, Oracle provides several Take Back programs for 100% of our hardware customers. In the absence of such programs, Oracle's hardware products could result in significant electronic waste at the end of their useful life. Hence, the rationale for offering these programs to our hardware customers is to help mitigate any environmental impacts or security risks that may be caused by improper disposal of old or decommissioned IT equipment. Customers who use our Take Back programs have access to free on-site services, including disk erasure, as concerns around data security continue to grow. Each year, approximately 40,000 spare parts are harvested, tested and provided to Oracle Service to support customers and extend the useful life of product. Customers who upgrade after 4-5 years of use help support other customers who choose to run a product for 8-12 years, thus conserving natural resources. With the growth of Oracle's Cloud business, we anticipate the percent of systems we take back versus systems we ship into the market to grow from ~16% today, to more than 50% over the next several years. Our Reverse Supply Chain is distributed across the 3 regions; Americas, Europe and Asia. Processing Take Back material locally acts as an investment in those regions, and reduces transportation miles, as well as associated carbon emissions.

Impact of engagement, including measures of success
Oracle's Take Back programs return 40,000 spare parts annually to service Oracle products, support customers, and extend the useful life of additional products. As a result, we are able to significantly reduce electronic waste in our operations and advance the circular economy. The success of this initiative is measured by the volume of material collected through Oracle's Take Back programs, and the percentage diverted from landfill. In FY19, Oracle collected more than 3 million lbs of material, of which 99.5% was recycled or reused.

Type of engagement
Education/information sharing

Details of engagement
Run an engagement campaign to education customers about your climate change performance and strategy

% of customers by number
100

% of customer - related Scope 3 emissions as reported in C6.5

Portfolio coverage (total or outstanding)

<Not Applicable>

Please explain the rationale for selecting this group of customers and scope of engagement

Oracle released a 'digibook' titled The Sustainable Supply Chain, with the goal of enabling our customers to advance sustainability within their own organizations. The digibook includes key sustainability initiatives companies are enabling today, how businesses across different industries are managing more sustainable operations, and Oracle's modern suite of solutions that help companies meet their sustainability goals. The publication was shared with Oracle's customers, supply chain managers and professionals from several companies. The rationale for selecting this group was to provide valuable guidance and thought leadership to both existing and prospective customers. The % of Scope3 emissions is not calculated.

Impact of engagement, including measures of success

The Sustainable Supply Chain digibook has been shared with more than 7,400 users, including Oracle customers, and has reached additional users through online and in-person engagement, including blogs, customer campaigns, etc. Success is measured by the number of users reached.

Type of engagement
Education/information sharing

Details of engagement
Run an engagement campaign to education customers about your climate change performance and strategy

% of customers by number
100

% of customer - related Scope 3 emissions as reported in C6.5

Portfolio coverage (total or outstanding)
<Not Applicable>

Please explain the rationale for selecting this group of customers and scope of engagement

Oracle OpenWorld is Oracle's annual customer conference, engaging over 60,000 attendees. The event is designed and implemented with sustainability in mind, and has set aggressive sustainability goals around emissions offset, water and waste reduction. During the event, Oracle customers are engaged in several sustainability sessions and have the opportunity to learn about Oracle's climate change performance and strategy. In addition, Oracle hosts a Sustainability Innovation Awards event at OpenWorld each year, where we recognize customers who are using Oracle products and services to meet their own sustainability goals. 2019 marked the 12th anniversary of these awards. OpenWorld and nominations for Sustainability Innovation Awards are open to all Oracle customers. The Scope 3 impact is not calculated by Oracle.

Impact of engagement, including measures of success

The success of this engagement is measured by the progress achieved toward our event sustainability goals (e.g. emissions offset, water and waste reduction), as well as the number of customers engaged through the Sustainability Innovation Awards. While there was no event in 2020, Oracle and its venue partners offset over 55,115 pounds of carbon at the 2019 event, which represents 100% of onsite carbon emissions and 144,632 tons of CO_2 have been offset by Oracle OpenWorld over the past 9 years.

Type of engagement
Education/information sharing

Details of engagement
Run an engagement campaign to educate customers about the climate change impacts of (using) your products, goods, and/or services

% of customers by number
100

% of customer - related Scope 3 emissions as reported in C6.5

Portfolio coverage (total or outstanding)
<Not Applicable>

Please explain the rationale for selecting this group of customers and scope of engagement

Oracle hosts several forums for building awareness and sharing best practices with our customers on an ongoing basis, through videos, customer case studies, and news. Oracle has a dedicated Sustainability YouTube channel and a Sustainability Matters blog, which are accessible to existing and potential customers around the world. Each of these engagements are available to 100% of Oracle customers. Oracle does not measure the Scope 3 impact for these engagements.

Impact of engagement, including measures of success

The success of this engagement is measured by the number of views garnered and subscribers engaged. The impact of engagement includes a growing audience of existing and potential customers through these online platforms. The Oracle Sustainability Solutions YouTube channel has more than 900 subscribers, and the customer success stories have collectively garnered more than 50,000 views to date.

Type of engagement
Education/information sharing

Details of engagement
Share information about your products and relevant certification schemes (i.e. Energy STAR)

% of customers by number
100

% of customer - related Scope 3 emissions as reported in C6.5

Portfolio coverage (total or outstanding)
<Not Applicable>

Please explain the rationale for selecting this group of customers and scope of engagement

All customers have access to energy efficiency information for our devices and services. Oracle publishes several tools to help customers understand Oracle's environmental performance. Due to the broad nature of Oracle products this includes everything from Energy Star details on Hardware to our overall Corporate performance. Oracle uses a variety of customer engagement tools to share information about our products and services. Each of these engagements are available to 100% of Oracle customers. Oracle does not measure the Scope 3 impact for these engagements.

Impact of engagement, including measures of success

Success of this engagement isn't quantifiable. However, the impact of the engagement is significant to Oracle because it's important to our customers efforts to meet their climate change targets. As an example, Oracle provided to its customers the percentage of Renewable Energy for each of its OCI datacenters and customers can obtain

site specific advanced environmental details such as, Location Based Emissions, Market Based Emissions, Co2e Factors, and Renewable Energy % (year over year), thus allowing customers to use environmental performance as an aspect of service on boarding.

C12.3

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?
Trade associations

C12.3b

(C12.3b) Are you on the board of any trade associations or do you provide funding beyond membership?
Yes

C12.3c

(C12.3c) Enter the details of those trade associations that are likely to take a position on climate change legislation.

Trade association
Information Technology Industry Council (ITI)

Is your position on climate change consistent with theirs?
Consistent

Please explain the trade association's position
ITI's Environmental Leadership Council leads industry engagement in product materials selection and design; green procurement standards and policies; product stewardship and e-recycling initiatives; and supply chain transparency and sustainability challenges.

How have you influenced, or are you attempting to influence their position?
Oracle serves on the Board of Directors of the Information Technology Industry Council (ITI) and works with ITI to promote improved energy efficiency and reduced energy use within states and the United States federal government. These actions align with ITI's position on climate change, and are considered among ITI's key focus areas.

Trade association
Advanced Energy Economy (AEE)

Is your position on climate change consistent with theirs?
Consistent

Please explain the trade association's position
AEE is the primary association representing the advanced energy industry. They promote the environmental and economic benefits of a range of advanced energy solutions, including energy efficiency and tools to incorporate renewable energy into the electric grid.

How have you influenced, or are you attempting to influence their position?
Oracle serves on the Board of Directors of AEE and shapes all of AEE's policy positions on issues that impact the market size for our products, particularly the energy efficiency solutions we provide to utilities. We also help implement those policy positions by supporting advocacy efforts.

Trade association
DigitalEurope

Is your position on climate change consistent with theirs?
Consistent

Please explain the trade association's position
DigitalEurope's Digital Sustainability Policy Group (DSPG) aims to be the trusted and preferred partner for environmental policy makers, reaching out for constructive discussion with other stakeholders. It advocates the integration of environmental considerations at the stage of product design with the aim of reducing all relevant potential environmental impacts over its entire life cycle. The aim is to demonstrate leadership in this area, helping to support other industries through advancement in electronics, software applications and services.

How have you influenced, or are you attempting to influence their position?
Oracle's work with DigitalEurope's Digital Sustainability Policy Group encompasses the following focus areas: Chemicals, Ecodesign, Waste, Resource efficiency. Each focus area addresses a number of topical issues including substance restrictions, eWaste, material and energy efficiency, GHG measuring, and ecolabels.

Trade association
American Chamber of Commerce to the EU

Is your position on climate change consistent with theirs?
Consistent

Please explain the trade association's position
AmCham EU strives to promote a coherent, science-based and balanced approach to sustainable growth. It supports better regulation and facilitation of the transatlantic dialogue on environmental issues. The committee identifies, monitors, evaluates and makes policy recommendations on European environmental policies including: • Chemical legislation (REACH) • RoHS and Waste Electrical and Electronic Equipment (WEEE) Directive implementation • Circular economy • Resource efficiency and waste • Conflict minerals • Air quality

How have you influenced, or are you attempting to influence their position?
Oracle engages in committee work at AmCham EU, particularly in the environment committee and the transport, energy and climate committee. Both committees cover current issues like resource efficiency, waste and circular economy, RoHS implementation and review, as well as conflict minerals. A senior Oracle executive currently holds the position of Chairman of the Board for the organization.

C12.3f

(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

The global business processes which span all business divisions at Oracle are governed by Oracle's Environmental Steering Committee (ESC) – which includes representatives from several business units, including the Public Policy and Government Affairs teams, and which is led by Oracle's Chief Sustainability Officer (CSO) – has processes in place to ensure a common approach that is consistent with Oracle's overall strategy on climate change. These processes include risk identification and assessment, cross-functional marketing and communications, and stakeholder and supply chain engagement. The ESC meets quarterly, with sub-committees and working groups meeting more frequently. This team ensures all of Oracle's direct and indirect activities that influence policy are consistent with our overall climate strategy.

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication
In mainstream reports

Status
Complete

Attach the document
June 21, 2021 10k.pdf

Page/Section reference
Throughout the report. Climate impact on pages 30-34.

Content elements
Governance
Strategy
Risks & opportunities

Comment
Oracle Annual Report 10k

Publication
In voluntary sustainability report

Status
Complete

Attach the document
ccr2020-report.pdf

Page/Section reference
Throughout the report key sections include Governance, Operations, Clean Cloud, & Customers.

Content elements
Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets
Other metrics

Comment

Publication
In voluntary communications

Status
Complete

Attach the document
twitter.png
linkedin.png
press release.png
blog.png

Page/Section reference
Social media examples

Content elements
Strategy
Other metrics

Comment
Oracle shares several aspects of its sustainability stategy and customer success on our external social media pages.

C15. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C15.1

(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.

| Row 1 | Chief Sustainability Officer | Chief Sustainability Officer (CSO) |

SC. Supply chain module

SC0.0

(SC0.0) If you would like to do so, please provide a separate introduction to this module.

Oracle is committed to developing practices and products that help protect the environment. We offer a comprehensive and fully integrated stack of cloud applications, platform services, and engineered systems that help our companies achieve environmental performance improvement, while creating business value. We employ socially and environmentally responsible business practices throughout our supply chain, facilities, and energy-efficient data centers.

To produce our hardware products that we market and sell to third-party customers and that we utilize internally to deliver as a part of our Oracle Cloud operations, we rely on both our internal manufacturing operations as well as third-party manufacturing partners. Our internal manufacturing operations consist primarily of materials procurement, assembly, testing and quality control of our Oracle Engineered Systems and certain of our enterprise and data center servers and storage products. For all other manufacturing, we generally rely on third-party manufacturing partners to produce our hardware-related components and hardware products and we may involve our internal manufacturing operations in the final assembly, testing and quality control processes for these components and products. We distribute most of our hardware products either from our facilities or partner facilities. Our manufacturing processes are substantially based on standardization of components across product types, centralization of assembly and distribution centers and a "build-to-order" methodology in which products generally are built only after customers have placed firm orders. Production of our hardware products requires that we purchase materials, supplies, product subassemblies and full assemblies from a number of vendors. Our hardware supply chain supplier network is diverse and multi-tiered, with several vendors specializing in the manufacture of specific parts and components. For this reason, we do not believe we can credibly allocate emissions to individual products and customers. Instead, we prefer to focus our resources on lowering our own energy use and emissions, as well as encouraging our suppliers to do the same.

To this end, Oracle engages with industry, trade, and government organizations to define standards and best practices around supply chain management. As a member of the Responsible Business Alliance (RBA), Oracle actively participates with other industry group members to address issues in our respective hardware supply chains. Oracle's direct hardware supply chain suppliers are also invited to RBA webinars and training sessions on energy efficiency and greenhouse gas (GHG) reporting. To further assess environmental impact in our hardware supply chain, we leverage a supplier scorecard, which helps us better measure and manage the environmental footprint of suppliers in our direct hardware supply chain.

As a strong proponent of the circular economy, Oracle offers various take back programs to allow our customers and suppliers to return excess used products or materials. These programs help protect the environment and provide valuable services to our customers. In FY19, Oracle collected more than 3million lbs of material, of which 99.5% was recycled or reused.[SM2] . We continue to work with contracted recycling sites and sites with R2 or e-Stewards certification in several countries. These certifications, coupled with our own audits, help ensure that our recyclers and their downstream processors have proper environmental, health and safety controls in place and are compliant with local law. We assist our customers in their end of-life planning and in many cases offer de-install transportation and recycling services at no charge. As our customers increasingly move to Oracle Cloud, we will have greater control over the deployment and end-of-life treatment of our assets. As a result, we anticipate the percent of systems we take back versus systems we ship into the market to grow from ~16% today, to more than 50% over the next several years.

For more information, please visit oracle.com/citizenship.

SC0.1

(SC0.1) What is your company's annual revenue for the stated reporting period?

| Row 1 | 31682000000 |

SC0.2

(SC0.2) Do you have an ISIN for your company that you would be willing to share with CDP?
No

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

SC1.2

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

SC1.3

(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Diversity of product lines makes accurately accounting for each product/product line cost ineffective	Oracle's product portfolio spans more than 900 products, and our hardware supply chain consists of over 200 direct hardware suppliers around the world. Many of these suppliers specialize in the manufacture of specific parts and components, which makes it very difficult to measure the carbon footprint of finished products. For this reason, we are unable to accurately allocate emissions to individual products/product lines. Oracle engages with industry, trade, and government organizations to define consistent standards and practices around hardware supply chain environmental management. As a member of the RBA, Oracle actively participates with other industry group members to address issues in our respective hardware supply chains. Oracle's direct hardware suppliers are also invited to RBA webinars and training sessions on energy efficiency and GHG reporting. To further assess environmental impact in our hardware supply chain, we leverage a supplier scorecard, which helps us better measure and manage the environmental footprint of suppliers in our direct hardware supply chain.
Customer base is too large and diverse to accurately track emissions to the customer level	Oracle has over 430,000 customers in more than 175 countries around the world, many of whom use multiple Oracle products and services. This makes it very difficult to accurately allocate emissions to individual customers. Oracle continues to develop products and services that help protect the environment, and energy efficiency is an important consideration in our product design and manufacturing process. Calculating emissions data at the enterprise level is the most strategic and accurate approach for Oracle.

SC1.4

(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?
No

SC1.4b

(SC1.4b) Explain why you do not plan to develop capabilities to allocate emissions to your customers.

Oracle continues to develop products and services that help protect the environment, and energy efficiency is an important consideration in how we design and manufacture our products. That said, the emissions generated by our hardware products are contingent upon several factors that are beyond our control – such as our customers' usage patterns and business needs, and the energy efficiency of facilities where our equipment is manufactured and housed. For these reasons, we are unable to formulate a meaningful and standardized measure to calculate the emissions generated by our hardware products.

As we evolve our portfolio of products and services, we expect our supplier and customer networks to become increasingly diverse. Consequently, allocating emissions to individual products and customers will also become increasingly difficult. Given these factors, we believe that calculating emissions data at the enterprise level is the most strategic and accurate approach for Oracle. This coupled with our commitments around emissions make large scale investments in tools and data management a lower priority when the eventual calculated value will be zero.

Oracle provides a revenue/emissions intensity factor for its customers to account for their emissions using revenue dollar per C02e.

SC2.1

(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.

SC2.2

(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?
No

SC4.1

(SC4.1) Are you providing product level data for your organization's goods or services?
No, I am not providing data

Submit your response

In which language are you submitting your response?
English

Please confirm how your response should be handled by CDP

| I am submitting my response | Investors Customers | Public | Yes, I will submit the Supply Chain questions now |

Please confirm below
I have read and accept the applicable Terms