Oracle Ecosystem

Oracle Corp.
2300 Oracle Way
Austin, TX 78741
Phone: (650) 506-7000; www.oracle.com

Outside Relationships

Regulators

US & Foreign Regulation

US Federal

- US Patent and Trademark Office (USPTO) (Registration and Renewals of Patents and Trademarks)
- US Copyright Office (Registration of Copyrights)
- US Federal Trade Commission (FTC) (Unfair & Deceptive Data Protection Regulation)
- US Department of Defense (DOD) (Cybersecurity Regulation)
- US Treasury Department (Prohibition on Dealing with Designated Persons and Nations)
- Internal Revenue Service (IRS) (Tax Regulation)

US State

- California Consumer Privacy Act (CCPA) (Data Protection Regulation)

Foreign

- European Commission (Regulator for Product Safety Electronic Waste Disposal)
- European Union General Data Protection Regulation (GDPR) (Data Rights & Privacy Regulation)
- Japanese Financial Services (FSA) (Regulates Financial Securities)
- Securities and Exchange Board of India (Regulates Financial Securities)

Capital

- Noteholders
- Deutsche Bank Trust Company Americas
- Hedge Counterparties

Bond Financing

Commercial Paper Financing

Foreign Currency and Interest Rate Derivatives

Suppliers

Selected Suppliers

- Dell (Enterprise Solutions, End User Computing)
- HP Inc. (Enterprise Solutions)
- IBM Corp. (Software)
- Ptc Inc. (Software Products)
- Unisys (Technology)

Key Technology Suppliers

Strategic Alliances

- Microsoft
- Zoom
- Cognizant
- Amazon Web Services
- Accenture
- KPMG
- Dell

Strategic Alliances for Technology Exchanges, Product Development, Joint Sales and Marketing, or New Market Creation

Customers

- Commercial
- Large Global Corporate Businesses
- Large National Corporate Businesses
- Medium-Sized Businesses
- Small-Sized Businesses
- Public Sector
- Government Agencies
- Educational Institutions

Business Regulation

Direct Sales and Indirect Sales (via Oracle Partner Network)

Oracle Corporation (Delaware Corporation)

Debt Structure

Debt ($71.6 B @ 5/31/20) | Credit Ratings (Senior Long Term Debt): Moody's Baa2 (Moody's); BBB+ (Fitch), A (S&P)

$3.0B Commercial Paper Program No Commercial Paper Outstanding as of May 31, 2020	Senior Notes due 2021-2025 ($28.7 B) (1.94-3.93%)	Senior Notes due 2026-2030 ($11.8B) (2.69-3.30%)	Senior Notes due 2031-2040 ($14.3B) (3.30-6.52%)	Senior Notes due 2041-2050 ($12.8B) (4.00-4.50%)	Senior Notes due 2051-2060 ($4.75 B) (3.87-4.40%)

Equity Structure

Equity

Stock Repurchase Program Authorized: $30.0 Billion Balance: $16.6 Billion Expiration: None	*Common Stock* Authorized: 11 Billion Issued: 2.884 Billion (3/5/21) Record Holders: 8.5 Billion

Governance

Board of Directors

Lawrence J. Ellison	Safra A. Katz	Jeffrey O. Henley	Committees: Independence (I), Finance & Audit (F), Governance (G), Compensation (C)
Jeffrey S. Berg (I, F, G)	Michael J. Boskin (F)	Bruce R. Chizen (G, F)	
George H. Conrades (C, I)	Rona A. Fairhead (F)	Renée J. James	
Charles Moorman IV (C, I)	Leon E. Panetta (C, G)	William G. Parrett (G)	
Naomi A. Seligman (C)	Vishal Sikka		

Executive Officers

Lawrence J. Ellison *Chairman & Chief Technology Officer*	Safra A. Catz *Chief Executive Officer*	Jeffrey O. Henley *Vice Chairman of the Board*
Edward Screven *EVP & Chief Corporate Architect*	Dorian E. Daley *EVP & General Counsel*	William Corey West *EVP, Corporate Controller & Chief Accounting Officer*

Corporate Matters

Human Resources	Finance and Accounting	Information Technology	Legal
Talent Acquisition	Budget Support	Software Licenses	Transactions
Talent Development	Internal Audit	IT Equipment	Intellectual Property
Compensation	Accounting	IT Infrastructure	Regulatory Affairs
Benefits	Financial Reporting	Security Protocols and Cybersecurity	Public Policy
Employee Engagement	Treasury/Cash Management	Data Processing Systems	Compliance
Culture	Tax	Information Development	Contract Management
Diversity & Inclusion	Risk Management	Artificial Intelligence	Corporate Governance
Labor Relations	FP&A	Data Analytics	International Policy
	Insurance		Employment Law
	Investor Relations		

Sales and Marketing	Social Responsibility	Communications	Strategy
Advertising	Philanthropy	Internal Communications	M&A
Retail Accounts	Sustainability	Media Relations	R&D
e-Commerce	Education	Public Relations	Business Development
Wholesaler, Distributor and Agent Relations	Health Initiatives		

Operations

CLOUD & LICENSE
2020 Revenues: $32.52 Billion (83% of Total)

Oracle Cloud Services

Sales, marketing and delivery of applications across a broad range of industries and infrastructure technologies through(a) cloud and on-premise deployment models, including cloud services and license support offerings, and (b) cloud license and on-premise license offerings

Applications Technologies
(40% of Cloud Services & Licenses Revenues)

Products & Services

Oracle Cloud Software as a Service (SaaS)

- Oracle Enterprise Resource Planning (ERP): Oracle E-Business Suite; PeopleSoft; Improves Decision Making & Workforce Productivity
- Oracle Enterprise and Performance Management (EPM): Analyzes Financial Data
- NetSuite: Enables companies to manage key business processes in a single system via ERP and client relationship management (CRM) software.
- Oracle Supply Chain Management (SCM): Internet of Things (IoT) Intelligent Apps Cloud; Oracle Cloud Procurement; Blockchain; Product Lifecycle Management (PLM); Intelligent Track & Trace; Optimizes & Digitizes Supply Chains
- Oracle Customer Experience (CX): Oracle Data Cloud (Advertising); Oracle Marketing; Oracle Service; Oracle Sales Delivers Consistent & Personalized Customer Experiences
- Oracle Human Capital Management (HCM): Core HR; Oracle Talent Management; Oracle Recruiting; Oracle Workforce Management; Oracle Payroll; Oracle HR Help Desk Provides Complete Workforce Insights

- On-Premises Applications: Oracle software on a business's own hardware and infrastructure: PeopleSoft, E-Business Suite, 1D Edwards, and Siebel
- Industry Specific Applications: Personalized customer experiences in a variety of industries, including, retail, automotive, financial services, and communications.
- Oracle License Support: Protect and enhance our customers' investments in Oracle applications and infrastructure technologies.
- Oracle Applications Licenses: Designed to manage and automate core business functions across the enterprise.

Competitors: SAP; Adobe Systems; salesforce.com; Workday

Infrastructure Technologies
(60% of Cloud Services & Licenses Revenues)

Products & Services

Oracle Cloud Infrastructure as a Service (IaaS)
Oracle Generation 2 Cloud Infrastructure

- Analytics: Uses built-in machine learning and AI.
- Application Development: Integrated platform allows for less coding.
- Cloud Based Storage: Block, Object, & Archive Storage
- Observability & Management: Monitors & manages applications & infrastructure.
- Networking, Connectivity, & Edge Services: Layer 2 isolation prevents workload disruption & extends IT infrastructure.
- Applied Software Technologies: Integrates AI, blockchain, machine learning, data science, & digital assistants.
- Integration: Accelerates digital transformation initiatives.
- Security, Identity, & Compliance
- Compute: Delivers performance, scalability, and services needed to run demanding enterprise workloads and the most modern cloud native applications.
- Dedicated Region: Cloud@Customer Access IaaS capability behind company firewalls

Oracle Database Licenses

- Oracle Autonomous Databases: Autonomous Data Warehouse Cloud (ADW) Automates manual IT tasks; Transaction Processing Cloud (ATP) Conducts transactional analysis
- JSON: Simplifies developing JSON-centric applications
- SQL: MySQL; NoSQL
- ExData: Cloud Service; Cloud@Customer
- Database Cloud Service: Bare Metal Oracle infrastructure on dedicated hardware; Virtual Machine Shared computing with provisioned block storage

- Java Licenses: Oracle WebLogic Allows customers to license Java or access Java Enterprise Edition.
- Oracle Middleware Licenses: Enables customers to design and integrate Oracle and non-Oracle business applications.

Competitors: Microsoft; IBM; Amazon.com; Alphabet/Google Cloud

HARDWARE
2020 Revenues: $3.44 Billion (9% of Total)

Oracle Infrastructure Technologies

Provides (a) Oracle Engineered Systems, servers, storage, industry-specific hardware, operating systems, virtualization, management and other hardware-related software to support diverse IT environments and (b) hardware support to customers, including software updates of the software components that are essential to the functionality of their hardware products (such as Oracle Solaris) and product repairs, maintenance services, and technical support services.

Products & Services

Oracle Engineered Systems
Pre-integrated Products Combining Multiple Oracle Technologies

- ExData Database Machine: Computing platform
- Zero Data Loss Recovery Appliance x8M: Continuously protects databases
- Database Appliance x8: Allows customers to grow revenue and reduce costs
- Private Cloud Appliance x8: Enables infrastructure consolidation

Servers

- Oracle SPARC Server: Reliable, secure and scalable for UNIX environments.
- Oracle x86 Server: Using Intel Microprocessors

Storage

- Zero Data Loss Recovery Appliance: Recovery focused data protection.
- ZFS Storage Appliance: Unified storage system.
- Storagetek: Tape storage and automation

Industry-Specific Hardware Offerings

- POS Terminals
- Session Border Control Technology
- Data Management Solutions

Operating Systems, Virtualization, Management, and Other Hardware-Related Software

- Development Tools
- Management Tools
- File System Tools

Hardware Support

- Maintenance
- Repairs
- Technical Support

Competitors: Hewlett Packard Enterprise (HPE); Cisco Systems; Intel

SERVICES
2020 Revenues: $3.11 Billion (8% of Total)

Provides services to customers and partners to help maximize the performance of their investments in Oracle applications and infrastructure technologies.

Services

Consulting Services

- IT Strategy Alignment
- Integration
- App Development
- Security Assessments
- Enterprise Architecture Planning and Design
- Software Enhancement and Upgrades
- Implementation: Oracle True Cloud Method

Advanced Customer Services
On-Site and Remote Support

- Annual, Fixed Scope, and Time Materials Service
- Priority Support
- Standard System Installation
- Cloud Services
- Replaceable Unit Installation
- Systems Support

Education Services

- Training Programs
- Certification Programs
- Private Events
- Instructor-led Classes
- Live Virtual Training
- Custom Training
- Video Training
- In-App Guided Learning
- Online Learning Subscriptions

Competitors: CGI; IBM; HPE; Cisco Systems

Sale of Support, Maintenance, and Education Services to Accompany Hardware and Cloud & License Products

Software Licenses Sales & Additional Applications Technologies Sales

Infrastructure Technologies Sales

Manufacturing and Other Hardware Supplies

Hardware Sales

Selected Applications Technologies Customers: Adventist Health; DocuSign; illy; City of Memphis

Selected Infrastructure Technologies Customers: Mazda; Zoom; University of Oxford; FedEx

Selected Hardware Customers: Exelon; Toyo Engineering; Halliburton; Tractor Supply Co.

Selected Suppliers: Western Digital Corporation (Computer Hardware); Pentair Plc (Technical Solutions); On Semiconductor Corp. (Semiconductors); Alpha and Omega Semiconductor Ltd.(Semiconductors)

Outside Relationships

Customers

Selected Services Customers

- GOL Linhas Aéreas
- Cox Enterprises
- Alameda County (California)
- Unigen Corp.
- La Meridien Visconti Rome
- Infosemantics

Suppliers

Professional Services Firms

- Ernst & Young (Auditor)
- Fierce Government Relations (Lobbyist)
- Nickles Group (Lobbyist)
- Orrick, Herrington & Sutcliffe (Legal Services)
- DLA Piper (Legal Services)
- Morgan, Lewis & Bockius (Legal Services)
- Isobar Digital (Digital Marketing)

Professional Services

Capital

Significant Shareholders

- Vanguard Group (5.34%)
- BlackRock Fund Advisors (3.10%)
- SSgA Funds Management (2.65%)
- Loomis, Sayles & Co. (1.18%)
- Geode Capital Management (.99%)
- Institutional Ownership 47.24%

Dividends and Common Stock Repurchases

Equity Capital

Regulators

Securities Regulators

- U.S. Securities and Exchange Commission (Securities Law, Disclosure and Reporting Requirements; Anti-Bribery Law Record-Keeping Regulation)
- New York Stock Exchange (Listing & Maintenance Regulation)

Securities Regulation and Stock Exchange Listing Rules

Key Company Data
(as of May 31, 2020)

Share Data

- Stock Exchange: NYSE
- Ticker Symbol: ORCL
- Share Price: $84.61 (as of 06/08/21)
- Earnings Per Share: $4.18 *Trailing 12 Months*
- Forward Annual Dividend: $1.28
- Market Capitalization: $243.98B (as of 06/08/21)

Financial Highlights

Results of Operations

- Revenues: $39.1B
- Operating Expenses: $25.2B
- Operating Income: $13.9B
- Operating Margin: 35.5%
- Net Income: $10.1B

Financial Condition

- Total Assets: $115.4B
- Total Liabilities: $102.7B (including $85.5B of Long Term Debt)
- Equity: $12.7B

Cash Flow

- From Operations: $13.1B
- From Investing: $9.8B
- From Financing: ($6.1B)

Resources

- Employees: 135,000 *(US: 47,00; ROW: 88,000)*
- R&D Investment: $6.1B

Glossary of Terms

- **Autonomous Database**: A cloud database that uses machine learning to automate routine management tasks traditionally performed by database administration.
- **SaaS**: Software-as-a-Service, a software distribution model in which a service provider hosts applications for customers and makes them available to these customers via the internet.
- **IaaS**: Infrastructure-as-a-Service, a form of cloud computing that provides virtualized IT infrastructure computing resources over the internet.
- **IoT**: Internet of Things, a network of physical devices connecting over the web.
- **Cloud Computing**: On-demand availability of computing resources.
- **Session Border Control Technology (SBC)**: Helps service providers deliver trusted, carrier-grade real time communications.
- **JSON**: Language-independent data format derived from JavaScript.
- **SQL**: Domain specific language used in programming designed for managing data.

Recent Developments

Cloud Computing Service: Oracle recently launched a cloud computing service powered by data center chips from Ampere Computing, making it the second major cloud company to offer an Arm-based service, following Amazon Web Services.

Nashville Footprint: Oracle recently paid $254M to acquire more than 60 acres of Nashville riverfront property following the sale of its historic San Jose office for $155M and downsizing its footprint in the San Francisco Bay Area.

Soccer Alliance: The Premier League recently chose Oracle as its official cloud provider. In this capacity, Oracle will deliver groundbreaking football statistics during global broadcast coverage starting with the 2021-22 season.

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