Discussion Topics

- Compensation Philosophy
- Current Market Positioning
- Actual Base Salary Spend vs. Market Movement
- Voluntary Attrition
- Compa Ratios
- Proposed Focal Budgets
Compensation Philosophy

• Total Compensation Focus
  – Base Salary
  – Variable Pay (Bonus/Incentive/Commission)
  – Equity

• Pay for Performance/Potential
  – Employees with highest performance/potential along with those in critical roles should be rewarded at greater levels

• Market Competitive
  – Ensures Oracle can attract and retain high performing/potential employees.

• Pay Within Our Means
  – Being fiscally responsible by managing our compensation spend.
Current Market Positioning

* Sales (Sales and Pre-Sales Job Functions)
  - Base Salary range midpoints targeted slightly below 50th percentile of market
  - OTE targeted at the 60th percentile of market

* Non-Sales (All Other Job Functions)
  - Base Salary range midpoints targeted at 50th percentile of market

* Market Peer List
  - Accenture, Adobe, AMD, Apple, BMC, CA, Cisco, EMC, Facebook, Google, HPE, IBM, Informatica, Intel, Juniper, Microsoft, NetApp, Open Text, Qualcomm, Red Hat, Salesforce, SAP, Symantec, Teradata, VMWare, Workday and Yahoo.
  - Supplemented with local market competitors where applicable.
Actual Base Salary Spend vs. Market Movement

Top 5 Countries

Top 5 Countries make up [ ] of overall employee population. [ ] of PD; [ ] of Sales; [ ] of Support; [ ] of Consulting; [ ] of G&A; [ ] of Mkting and [ ] of Support

[ ] was in [ ] with a budget of [ ]
Product Development
Voluntary Attrition

Compa Ratios are generally [redacted] – ranges from [redacted] within our [redacted] largest countries

- Sales [redacted]
- Development [redacted]
- G&A [redacted] higher
Proposed Focal

- Run separate processes for Sales (Sales & Pre-Sales job functions) and Non-Sales (all other job functions)
  - Separate budgets for each as well
- Effective Date – October 1, 2016
  - HCM Public Cloud Go-Live scheduled for October 24, 2016
- Eligibility Cutoff Date – 60 days prior to effective date
- Budgets by Country
  - excludes Argentina, Brazil and Venezuela
- Focus spend most tenured top talent/critical role employees
- OFSS process aligned to Oracle timeline and budget
# Total Proposed Budget - Oracle

<table>
<thead>
<tr>
<th>Region</th>
<th>Non-Sales</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>USD</td>
</tr>
</tbody>
</table>

[Table content not visible]
## Total Proposed Budget - OFSS

<table>
<thead>
<tr>
<th>Region</th>
<th>Non-Sales</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>USD</td>
</tr>
</tbody>
</table>

Insert data here.
Appendix

This slide can also be used as a Q and A slide
Kate – we need to know what was the budget percentage by the US, India, China, GB and Romania.
# Sales Voluntary Attrition by Country

<table>
<thead>
<tr>
<th>Country</th>
<th>HC FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>HC FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>Country</th>
<th>HC FY15</th>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
</table>

*Oracle Confidential - Highly Restricted*
Non-Sales Voluntary Attrition

by Country

<table>
<thead>
<tr>
<th>Country</th>
<th>MC</th>
<th>PTA</th>
<th>PTSA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
