

Cloudflare Limited

Directors' Report for the Year Ended 31 December 2020

The directors present their report and the financial statements for the year ended 31 December 2020.

Directors of the Company

The directors who held office during the year were as follows:

M B Prince

M M Zatlyn

Employment of disabled persons

Cloudflare is an equal opportunity employer, and this commitment to equal opportunity applies to all areas of employment, including recruitment, hiring, training, promotions, compensation, benefits, transfers, disciplinary action, and beyond. This commitment is compelled by our policy and unwavering commitment that everybody should be treated fairly and feel comfortable and respected at work.

Employee involvement

The company keeps employees fully informed of the company's strategies and their impact on the performance of the company and the group and encourages employee participation. Team meetings are held for each division to give information on company matters and provide an opportunity for discussion.

Streamlined energy and carbon reporting

Cloudflare's calculations were prepared in accordance with the GHG Protocol Corporate Standard, Greenhouse Gas Scope 2 Guidance, as well as ISO14064.

Emissions Category	Metric Tons (MT) Carbon Dioxide Equivalent (CO ₂ e)
Scope 1	0
Scope 2 Location-based	321.50
Scope 2 Market-based	0
Total	321.50

Cloudflare's Scope 2 emissions are derived from purchased electricity.

Cloudflare's market-based Scope 2 emissions are zero for 2020 as a result of the company's renewable energy purchases.

Methodology

Usage data at Cloudflare facilities was measured in two ways:

- All facilities that Cloudflare had access to electrical utility information reported actual usage.
- All facilities that did not have access to actual usage data used the average intensity method based on energy use intensity (EUI) factors provided by the U.S. Energy Information Administration.

Cloudflare defined its organizational boundaries for the emissions inventory calculation using the control approach, and included all of its global operations.

This is the first reporting year with regards to Streamlined Energy & Carbon Reporting compliance. Therefore no emissions data from previous years is available as a comparative.