



Task Force on Climate-Related Financial Disclosures (TCFD)

Governance

Board oversight

Nominating and Governance Committee

The Nominating and Governance Committee is responsible for sustainability oversight and reviews strategies, policies, practices, performance and reporting related to corporate sustainability matters. The Committee provides periodic updates to the full Board. This Committee receives updates, including an overview of sustainability, from the Sustainability Program Office on behalf of the Sustainability Executive Steering Committee at least annually, as well as reviews-focused environmental metrics quarterly.

Talent, Culture and Compensation Committee

The Talent, Culture and Compensation Committee provides oversight of human capital management. The committee also determines salaries and contingent compensation for executives, including establishing targets, incentive awards and incentive compensation plans.

Audit Committee

The Audit Committee oversees Equinix's accounting practices, system of internal controls, audit processes, and financial reporting processes, which include the financial disclosures filed with the U.S. Securities and Exchange Commission (SEC).

Management oversight

Sustainability Executive Steering Committee

The Sustainability Executive Steering Committee provides support and guidance for the organizational sustainability strategies and programs that enable Equinix to address climate-related risks and opportunities. The Executive Steering Committee meets every six months and is updated on progress, impacts and priorities by the Sustainability Program Office. As of

December 31, 2024, the Sustainability Executive Steering Committee comprised Equinix's Executive Chairman, Chief Executive Officer and President, Chief Financial Officer, Chief Business Officer, Chief Legal Officer and Executive Vice President of Global Operations.

Equinix's CEO and President is the highest-ranking individual in the company and a member of the Steering Committee. As a member of the Board, the CEO and President is also a key liaison between the company and the other Board members. It is essential that sustainability be built into her strategy and responsibilities. The CEO and President reports to the Executive Chairman and the Board, who ultimately have the remit to manage threats and risks, including climate-related issues.

Equinix's Chief Financial Officer (CFO), who reports to the CEO and President, has climate-related responsibilities because the position manages financial and non-financial reporting as well as oversees Equinix's global finances and budget. The CFO's oversight of the annual budget has a direct impact on the implementation of climate-related projects. Equinix's CFO has been working to increase the level of transparency around climate-related risks and opportunities, including supporting disclosures beyond our annual sustainability report such as the Task Force on Climate-Related Financial Disclosures (TCFD).

Equinix's Sustainability Program Office (SPO) is led by the Senior Vice President of Corporate Finance and Sustainability. The Program Office has a dedicated team that is responsible for the day-to-day oversight of Equinix's sustainability strategy, including how we are evolving our climate-related strategy. The SPO provides thought leadership, subject-matter knowledge and program management to ensure Equinix has the people, programs and systems in place to evolve its climate-related risk management across a range of material topics. The SPO collaborates across a range of functional areas related to material topics such as design and construction, operations, renewable energy and energy procurement, energy efficiency, and global procurement. The SPO reports directly to the CFO and engages with the CEO through the Sustainability Executive Steering Committee.

Strategy

Overview

To prioritize relevant climate risks for Equinix, a qualitative climate screening was conducted to identify, assess and quantify Equinix's climate-related transition and physical risks, as well as corresponding opportunities. Operational leaders across key functional business areas

were engaged to establish a detailed understanding of how Equinix currently addresses climate risks to successfully execute business objectives.

The physical and transition risks that were screened to align with the TCFD's identified risk categories and the following risks below (Table 1) were identified by Equinix stakeholders as relevant. The susceptibility of Equinix to the risks in terms of preparedness, agility and adaptability was assessed across short- (before 2030), medium- (2030-2050) and long-term (beyond 2050) horizons.

Table 1. TCFD physical and transition risk categories assessed

Risk category	Description	Time frame
Acute Physical	Increasing frequency and severity of event-driven extreme weather events	Medium to long
Chronic Physical	Rising mean temperatures and increased temperature variability	Long
Chronic Physical	Rising sea levels	Long
Chronic Physical	Changes in precipitation patterns	Long
Transitional – Technology	Uncertainty of the cost of technological innovations that support the energy transition to a low-carbon economy	Medium
Transitional – Reputation	Uncertain and changing perceptions of Equinix's contribution to the transition to a low-carbon economy	Short to medium
Transitional – Legal & Policy	Policies that act to constrain adverse effects of climate change or promote adaptation to climate change	Medium to long
Transitional – Market	Uncertain shifts in supply and demand for Equinix services	Medium

Opportunities considered in these workshops are included in Table 2.

Table 2. Opportunities assessed by Equinix stakeholders

Risk category	Description	Time frame
Resource efficiency	The efficiency of Equinix's operations (data centers and offices)	Short to medium
Energy source	Equinix's use of lower-emission sources of energy and participation in the carbon market	Medium to long
Products and services	The shift of consumer preferences toward Equinix data centers due to their efficiency and Equinix's role in the transition to a low-carbon economy	Short to medium
Markets	Equinix's access to new customers	Medium to long
Resilience	Equinix's ability to continue to do business in the midst of climate-related risks through resilience planning and reliability of services	Medium to long

Risks were prioritized based on the scope of their impact and which risks are within Equinix's direct management control (first-order risks).

Physical risk

The following priority physical risks were modeled using scenario analysis.

Drought

Changes in precipitation patterns leading to increased drought conditions at Equinix data centers, as a portion of Equinix's data center portfolio relies on water for cooling.

Flooding

Increased risk of flooding of Equinix data centers through increased frequency and severity of extreme precipitation events increasing the risk of surface flooding, and rising sea levels and storm surge increasing the risk of coastal flooding.

Scenario analysis modeling was completed against the Representative Concentration Pathways (RCP): Low 4.5 (2°C), High 4.5 (2–4°C) and 8.5 (4°C). These RCPs were used to evaluate the various climatic impacts in 2030 and 2050 “future world” scenarios, initially focusing on the highest-priority physical risks. In the analysis, Equinix modeled for the likelihood—through climate model alignment—and financial implications of these risks in each scenario and time horizon. The analysis assesses the scope of the possible future impact of these risks and facilitates Equinix's understanding on how future investment can enhance its operational resilience.

Increased frequency and severity of drought was measured by analyzing changes in observed precipitation during a specified time interval against a broader precipitation probability distribution available from the Standardized Precipitation Index (SPI). Changes in drought could lead to increased operational costs and operational limits on key resources such as power and water. Therefore, business implications tied to drought were based on Equinix's energy and water consumption, and assumptions were made, backed by existing case studies and peer-reviewed external resources, on how energy costs and water costs may increase under future drought scenarios.

Increased frequency and severity of flooding was measured through analyzing for changes in extreme precipitation events—and for coastal locations, changes in storm surge due to sea-level rise. Flooding at vulnerable sites could put critical outdoor systems at risk and pose a reputational risk if flooding were to cause more frequent downtime. To understand the implications of future flood risk under various scenarios, the current flood zone exposure of our portfolio was used. Generally, the analysis demonstrated that if a site is already exposed to flooding (via a flood zone or coastal location), climate change could further exacerbate this risk and could result in increased property damage and business interruption.

Through this analysis, it was found that drought and flooding risk may increase across some of Equinix's portfolio in every scenario and time horizon. It confirmed that investments in water and energy efficiency could be of strategic advantage in building our operational resilience, particularly in those sites that are vulnerable to both risks.

Transition risk

Equinix conducted transition risk scenario analysis to evaluate our exposure to risk driven by the global transition to a low-carbon economy. To quantify this exposure, we modeled for our business's carbon pricing exposure using the six Network for Greening the Financial System (NGFS) scenarios (Below 2°C, Net Zero by 2050, Delayed Transition, Divergent Net Zero, Nationally Determined Contributions, Current Policies) across Equinix-specific greenhouse gas (GHG) emissions growth and reduction scenarios based on our emissions. We leveraged NGFS scenarios for our analysis due to the number, variety and robust nature of scenarios available. These scenarios were developed by central financial institutions from eight major economies and build on Intergovernmental Panel on Climate Change (IPCC) assessments, socioeconomic assumptions and three different climate integrated assessment models. Through a shadow emissions price, the scenarios provide a proxy for how potential shifts in government policy intensity, changes in technology and shifts in consumer preferences could impact organizations.

The analysis indicated that our climate commitments such as procuring clean and renewable energy to cover 100% of our electricity consumption and our near-term science-based targets directly reduce our risk exposure to different future carbon policy environments that are aligned to a 1.5–2°C world. Additionally, this analysis indicates that our ambition to set a long-term climate target could result in the avoidance of significant financial and strategic risk by decoupling emissions from business growth.

Business and strategy

Operations

The cost of electricity is a significant component of Equinix's operational spend. As a result of climate change, emerging regulations related to greenhouse gas emissions at the local, state or national level in the form of taxes or fees could increase Equinix's cost of electricity and hence its operational costs. Through scenario analyses of possible future worlds (2°C, 2–4°C, 4°C), Equinix found that key portions of the portfolio are expected to experience increased drought conditions, which may increase both electricity costs and water costs depending on the use of local hydropower in the region

for electricity generation and whether each specific facility relies on water for cooling the data center. This risk exposure is helping to shape our investment strategy as described below to build resiliency across the portfolio.

With the aim to mitigate the impact of energy costs, Equinix evolved its operational strategy to increase its focus on renewable energy coverage procurement and strategically reach its long-term 100% clean and renewable energy coverage target across its global operations by 2030. Equinix primarily focused on regions with existing carbon pricing schemes, including European countries such as France.

Products and services

Equinix is committed to deploying data center technologies, innovations and strategies for reducing energy and water consumption. As digital transformation continues to reshape nearly every industry across the globe, we believe we are uniquely positioned to offer high performance and efficient data center products and services to our customers and partners. At the same time, there is concern from our stakeholders—including customers, investors and communities—around the volume of electricity needed to power the growing IT loads of the world. Every data center we design, build and operate in our portfolio has high operational standards, and we are using a suite of ambitious climate targets to drive execution in our business to decarbonize our value chain. Equinix was the first data center company to set a near-term approved science-based target. In using an Equinix data center, our customers can reduce the carbon associated with their digital infrastructure footprints and access renewable energy across many more markets than feasible for a single company.

Supply chain

Equinix designs, builds and operates data centers and digital services globally. Our supply chain primarily consists of the construction materials and utilities needed to provide the space, power and cooling that we sell to our customers. Climate-related risks and opportunities have impacted our supply chain resilience, and we recognize the importance of collecting our key suppliers' sustainability and climate data and incorporating emissions reduction targets in our supply chain.

Our supplier capabilities engagement program is designed to transform how we select and collaborate with our suppliers by incorporating climate performance into the business award outcomes and providing incentives and training to build supplier capabilities. The information we collect and relationships we build provide greater insight into numerous aspects of our suppliers' ambition and performance, including sustainability information and environmental KPIs, such as carbon emissions.

R&D investing

Many of our teams such as the CTO Office, Design and Construction, and Operations conduct R&D on which innovations, technologies, infrastructure changes and process improvements will be best suited to meet the evolving needs of our data centers due to climate change—for example, changing temperature or climate regimes or extreme weather patterns in different regions. Our mechanical and electrical engineers are regularly exploring new technologies and schemes to implement to drive cost savings and enhance reliability or resiliency.

We enable our customers to monitor environmental and operational information across their Equinix deployments with Equinix Smart View, a data center infrastructure management (DCIM) SaaS application providing real-time access to their deployment. In 2022, Equinix opened its Co-Innovation Facility (CIF) at our campus in Ashburn, Virginia. The CIF enables partners to work with Equinix on trialing and developing innovations. Our innovations, including liquid cooling, high-density cooling, intelligent power management and on-site prime power generation, are some of the innovations being explored in the CIF in partnership with data center technology innovators.

Financial planning

Revenue

Customers increasingly care about whether Equinix is protected from physical and transition risks related to climate change and whether Equinix can offer data center services with renewable energy coverage. We are seeing sustainability incorporated at a high level across all of our request for proposals (RFPs) and a significant increase in the quantity of sophisticated questions related to sustainability requirements across approximately one-third of all requests. We review our annual financial planning and business strategy in the face of power prices, our renewable energy goal, and the needs of customers—evolving our strategy and programs as new climate risks and opportunities present themselves.

Operating expenses

The impacts of climate-related risks and opportunities on our operating costs are factored into our financial planning processes annually and during quarterly business reviews with each country manager, as well as into our business strategy. Our strategy is to actively manage against energy price volatility, reliability and supply risk through our Global Utilities & Renewable Energy group. We have power contracts to purchase power at fixed rates in certain locations. We also procure renewable energy coverage to mitigate climate-related risks and to protect against price volatility, future greenhouse gas regulations, and changing reputational or market risks. We manage the efficiency

of our data centers through our global environmental sustainability and energy efficiency programs by monitoring power usage effectiveness (PUE)—a data center efficiency metric. Reducing PUE means that less power is being used to cool our customers' IT loads, which results in a lower carbon footprint.

CAPEX

Climate risks such as data center disruption (including hurricanes and floods) are prioritized when working with our insurers, in order to improve resiliency. Equinix takes steps to mitigate/avoid these risks through actions such as increasing floor levels above flood plains and constructing roofs designed to withstand excessive wind speeds. We have conducted a scenario analysis to assess how changing acute extreme precipitation events and rising sea levels may change our future flood risk exposure. Risks from climate influence our efficiency upgrades and retrofits. Our Global Design Standards program works to promote integrating sustainability and efficiency into global design specs.

Access to capital

Investors are increasingly asking for sustainability strategies and reviewing Equinix's annual sustainability report, prepared with reference to the GRI Standards, for transparency and progress. Equinix responds to various inquiries from investors and rater/rankers such as CDP and MSCI.

Green finance continues to serve as an integral part of our sustainability strategy at Equinix. Our green bonds demonstrate Equinix's continued commitment to design, build and deliver the most reliable, secure and efficient data center and digital infrastructure possible in order to benefit our customers, our investors and the communities in which we operate. More information on our Green Finance Framework and green bond allocations can be found on our sustainability website. As we expand our global sustainability initiatives in support of our mission to design, build and operate data centers to enable a more sustainable digital world, these investments will help to propel our programs across multiple areas of innovation, including green buildings, renewable energy, energy efficiency, resource conservation, decarbonization solutions and climate change adaptation.

Asset-level business strategy and financial planning

Data centers are physical infrastructure assets that are subject to climate-related risks, including wildfire, hurricane, flood, tornado and other natural disasters; extreme temperatures; water damage; and power loss. Any failure of our physical infrastructure or damage to customer infrastructure within our data centers could lead to significant costs and disruptions that could

reduce our revenue and harm our business reputation and financial results. Therefore, these risks are regularly monitored and evaluated as part of Equinix's Enterprise Risk Management (ERM) program, mitigation measures such as Business Continuity Plans (BCP) are put in place, sustainability and regular reporting to the Nominating and Governance Committee of the Board of Directors is undertaken. Our scenario analyses of drought and flood risks across future temperature regimes and time horizons provide further understanding of which locations may have the highest increased future risk due to climate change. Scenario analysis will help build a resilient strategy through more effective risk monitoring and evaluation.

Through our approach to analyzing climate risk, Equinix aims to bolster our resilience in the face of future climate uncertainty. The climate risk assessment, completed cross-functionally with our stakeholders, provided the qualitative data necessary to understand Equinix's position in the climate risk landscape. By conducting scenario analyses, we gathered the quantitative information necessary to understand the risk exposure of our locations and assess the adaptive capacity of at-risk locations to specific identified physical climate risks.

Our drought and extreme precipitation analyses examined the median (50th percentile) and upper extreme (95th percentiles) of 30 downscaled LOCA models (from the 1/16th degree LOCA climate data set) across the three different future world scenarios (RCP Low 4.5, RCP High 4.5 and RCP 8.5), as the models included address a range of scenarios spanning several possible futures. Our coastal flooding analysis looked at the median (50th percentile) and upper extreme (95th percentiles) of NASA climate data across the same future scenarios. We analyzed multiple scenarios to explore how different assumptions about critical driving forces can yield very different outcomes and thus allow us to better understand and assess the range of potential risks, opportunities and uncertainties. Looking across three possible future scenarios enhances our resilience by providing an overview of conditions Equinix could be susceptible to from a lower warming scenario (RCP Low 4.5) to a higher warming scenario (RCP 8.5). To understand the likelihood of these risks impacting our locations, we also analyzed the climate model alignment in each RCP scenario. A higher degree of alignment was interpreted as a higher degree of likelihood that the risk will occur to the level and time horizon defined. The uncertainty accounted for in this analysis allows for Equinix to test the agility and resilience of its strategy in the face of physical climate change and demonstrate the strategic importance of designing data centers that are able to efficiently operate within this changing environment. Insights from these analyses allow us to identify key opportunities to embed climate-related considerations into our long-term strategy.

The usage of the NGFS carbon pricing scenarios in our transition risk analysis will build a robust understanding of the effects of our strategy, as these scenarios use three different integrated assessment models (GCAM 5.3, MESSAGEix-GLOBIOM and REMIND-MagPIE 4.2) to better capture the variability of future policies and key drivers. NGFS pricing is driven by the Global Change Analysis Model (GCAM), an integrated assessment tool, which represents the behavior and complex interactions between energy systems, water, agriculture and land use, economy, and climate.

Risk management

Identifying and assessing climate-related risks

Climate risk assessment, development and action begins with our dedicated subject-matter experts on our sustainability and risk teams, identifying and evaluating potential impacts of climate change along with key internal business stakeholders, as well as our third-party consultants.

Our Board of Directors has ultimate responsibility for risk oversight, while management has responsibility for risk management. The Board and its committees oversee the company's top risks, including strategic, operational, financial, regulatory, compliance and external risks.

The Board's Nominating and Governance Committee oversees the Governance, Risk and Compliance Committee (GRCC). Led by our SVP, Global Regulatory, Public Policy, Privacy and Compliance, the GRCC comprises cross-functional senior leaders from legal, compliance, risk management and internal audit, among other departments, with the responsibility of monitoring and managing risks.

The GRCC reviews and prioritizes key enterprise and emerging risks for presentation to our executive team on a quarterly basis. From these discussions, selected risks are brought to the Nominating and Governance Committee for further evaluation. Based on the committee's assessment, these risks may be escalated and reported to another relevant committee or to the full Board, as appropriate, for additional oversight.

In addition, the GRCC considers enterprise and emerging risks via our ERM program. Following guidelines and best practices from the ISO 31000 standard (Risk Management – Principles and Guidelines)

and the COSO standard (Enterprise Risk Management – Integrating with Strategy and Performance), the ERM program facilitates robust identification, assessment, management, monitoring and reporting of key business risks.

We periodically survey and/or interview key business process owners, management and executives to identify risks. This process enables us to collect, analyze and prioritize risk information to develop an enterprise risk profile. In late 2024, we began a global risk identification process to update our enterprise risk list through interviews and surveys. That process feeds into our existing risk register, a comprehensive repository that outlines our identified risks and provides an overview of the overall risk landscape.

For key risks, we evaluate the effectiveness of existing controls, identify gaps and decide if additional actions are necessary to improve mitigation. We periodically review the key risks to ensure they are still relevant and reflect current conditions.

The ERM program includes an Emerging Risks team composed of a cross-functional group of internal leaders. The team meets monthly to identify fast-moving, potentially impactful risks, including operational, financial, geopolitical and industry risks. In 2024, the Emerging Risks team identified both internally and externally driven emerging risks that were then categorized and evaluated by executive management and the Nominating and Governance Committee.

We executed a climate risk assessment process—inclusive screening of potentially relevant climate-related risks based upon their likelihood, significance and scope of impact across the business in the near, medium and long term. The scope of this process is global and includes both organization-wide impacts and asset-level impacts. Key functional groups with responsibilities across our value chain were engaged to understand how climate risk relates to their functions and can be used to identify relevant risks. Those groups then rated the impact and preparedness of Equinix as low, medium or high for each identified relevant climate risk. The low, medium and high thresholds were calibrated based on strategic impact. The metrics used to rank impact and preparedness align with the metrics used in Equinix's ERM program and thus serve as the basis for determining which risks require additional mitigation. Following the rating process, the likelihood of physical risks was assessed via scenario analysis, as described earlier, due to the temporal uncertainty of physical climate risks.

Managing climate-related risks

Equinix's risk reporting structure enables our internal teams to monitor the status of key risks and the effectiveness of our mitigation efforts against these risks. Our Risk Management Practices are managed by our VP, Global Risk and Security, with support from the VP, Business Assurance Services. Key risks are communicated to the Board of Directors, and the Nominating and Governance Committee receives quarterly updates on key risk topics.

Risks, including those related to climate change, are managed at multiple levels throughout the organization and across cross-functionally engaged teams. Equinix recognizes management of climate change must be cross-functional, and given the nature of Equinix's business of building and operating data centers, climate-related physical risks (e.g., extreme weather) and transitional risks (e.g., energy pricing) are highly material to the business. Climate-related risks are prioritized via our climate screening and scenario analyses. Materiality determinations are made after modeling via scenario analysis and understanding the financial and strategic implications of priority risks.

Once risks have been identified, the risk assessment process identifies the risk drivers, mitigation efforts, methods, gaps, and action plans and results in a risk profile. An Executive Staff Risk Owner is designated as responsible for owning and managing the risk. The Executive and/or their designee are assigned to actively manage the risk and the associated risk profile and participate in the reporting to the Nominating and Governance, Talent, Culture & Compensation and/or Audit Committees of the Board. The risk profile is updated periodically and includes the following elements: owner, designee, risk definition, risk score, velocity, mitigation capability, drivers, controls, safeguards and mitigation measures. Additionally, risk appetite for each risk and key risk indicators (KRIs) are also defined.

To identify and assess risks at the asset (data center) level, the process begins during site selection, when natural hazard exposures are identified by the Risk Management function and considered as part of the business case for the site. This information is provided to the Real Estate team as a part of the decision criteria to select a site and then to the Design & Construction

team to ensure awareness of issues unique to a particular location. Potential design solutions are created to address exposures. The Business Continuity team then conducts a threat and risk assessment for each data center on an annual basis, which identifies major issues and their impact and likelihood. Risks are evaluated and scored for impact, likelihood and severity based on their potential human (i.e., death and injury), property (i.e., loss and damage), and business (i.e., loss of market share, business interruption) impact should an incident occur. Physical risks like hurricanes and floods are included in the assessment. The risk assessment is updated annually and includes risks consistent with the Global Risks Report by the World Economic Forum. This information is presented to the Business Continuity Executive Steering Committee, which includes the Global Head of Operations as well as executives and subject matter experts from within Equinix who meet at least quarterly.

The metrics used to assess relevant climate risks in our climate screening methodology align with metrics used in our Enterprise Risk Management process.

Metrics and targets

Equinix uses different metrics to understand our exposure to physical and transition climate-related risks and opportunities. Our climate risk assessment strategy has identified key additional metrics to track to understand our future exposure to climate-related risks. Transition risk metrics include the cost of renewable electricity, energy efficiency, energy consumption and distribution, supplier engagement progress, and our GHG emissions. Physical risk metrics focus on our water consumption, electricity consumption from the grid, increase in sustainable sourcing, and our global physical infrastructure resiliency.

Equinix has been measuring and reporting on GHG emissions in line with the Greenhouse Gas Protocol since 2015. This measurement and reporting inherently reduces Equinix's risk exposure to increasing expectations from stakeholders (e.g., employees, customers and investors) for emissions disclosure and regulation of corporate climate disclosure. Risks associated with Equinix's footprint in the transition to a low-carbon economy include the risk of policies that drive carbon pricing and regulation of corporate climate reductions.

Equinix's climate targets and progress toward them are available at sustainability.equinix.com.