

EXHIBIT 26

Message

From: Mulloy, Chuck [/O=SAP/OU=AMERICA1/CN=RECIPIENTS/CN=000000112384]
Sent: 1/17/2005 3:31:55 AM
To: Oswald, Gerhard [/O=SAP/OU=Europe1/cn=Recipients/cn=000000034905]; Bradley, David [/O=SAP/OU=AMERICA1/CN=RECIPIENTS/CN=000000226125]; Breuer, Martin [/O=SAP/OU=Europe1/cn=Recipients/cn=000000114001]; Graf, Peter [/O=SAP/OU=AMERICA2/cn=Recipients/cn=000000103249]; McCarthy, Anne [/O=SAP/OU=AMERICA1/CN=RECIPIENTS/CN=000000131178]; McStravick, Gregory [/O=SAP/OU=AMERICA1/CN=RECIPIENTS/CN=000000124784]; Popper, Susan [/O=SAP/OU=AMERICA1/CN=RECIPIENTS/CN=000000102891]; Ziemen, Thomas [/O=SAP/OU=Europe1/cn=Recipients/cn=000000042894]; Wendell, Michael [/O=SAP/OU=AMERICA2/cn=Recipients/cn=000000115912]; Clarke, Christopher [/O=SAP/OU=AMERICA1/CN=RECIPIENTS/CN=000000119114]; Homlish, Martin [/O=SAP/OU=AMERICA1/CN=RECIPIENTS/CN=000000061818]; Mann, Steven [/O=SAP/OU=AMERICA1/CN=RECIPIENTS/CN=000000119821]; Wohl, William [/O=SAP/OU=AMERICA1/CN=RECIPIENTS/CN=000000041767]; WAGNER, STEFAN [/O=SAP/OU=Europe2/cn=Recipients/cn=000000038169]; Welz, Bernd [/O=SAP/OU=Europe1/cn=Recipients/cn=000000034205]; APOTHEKER, Leo [/O=SAP/OU=Europe1/cn=Recipients/cn=000000042403]; Tseng, Stephen [/O=SAP/OU=AMERICA1/CN=RECIPIENTS/CN=000000128549]; Fanghaenel, Karsten [/O=SAP/OU=Europe1/cn=Recipients/cn=000000115438]; KIRCHNER, Tobias [/O=SAP/OU=Europe2/cn=Recipients/cn=000000134364]; Word, Jeffrey [/O=SAP/OU=AMERICA2/cn=Recipients/cn=000000064566]; Clarke, Christopher [/O=SAP/OU=AMERICA1/CN=RECIPIENTS/CN=000000119114]; Mackey, James [/O=SAP/OU=AMERICA1/CN=RECIPIENTS/CN=000000065459]; Agassi, Shai [/O=SAP/OU=AMERICA2/cn=Recipients/cn=000000115784]
Subject: FW: Safe Passage Strategy Deck Update
Attachments: Safe Passage v6.ppt
Importance: High

All,

The attached deck is the version that will be reviewed in hard copy during the meeting today at 1:00pm in Barcelona.

Best regards,

Chuck

-----Original Message-----

From: Lutz, Scott
Sent: Sunday, January 16, 2005 3:22 PM
To: Mulloy, Chuck; Bradley, David; Breuer, Martin; Graf, Peter; McCarthy, Anne; McStravick, Gregory; Popper, Susan; Ziemen, Thomas; Wendell, Michael; Clarke, Christopher; Homlish, Martin; Mann, Steven; Wohl, William
Subject: Safe Passage Strategy Deck Update
Importance: High

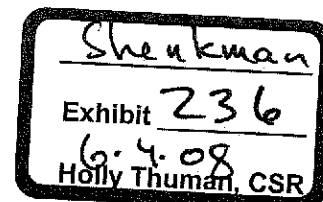
All: please find attached an updated Safe Passage strategy deck. Minor edits and inclusion of specific Field Enablement tactics from Mike Wendell.

Susan: Would you please arrange to have 10 color copies of this deck printed for Marty's meeting scheduled for early Monday afternoon. Thank you in advance.

Thanks!



Safe Passage
v6.ppt



SAP-OR00092046

UNITED STATES DISTRICT COURT
NORTHERN DISTRICT OF CALIFORNIA
Case #: 07-cv-01658-PJH
PLNTF EXHIBIT NO. 0141
Date Admitted: _____
By: _____
Nichole Heuerman, Deputy Clerk

Regards,

Scott R. Lutz

Global Solutions Marketing, Mid-Market Programs

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Safe Passage: Winning Customers
and Markets From Oracle-PeopleSoft-
J.D. Edwards

Executive Overview
January 16, 2004
v6

CONFIDENTIAL

THE BEST-RUN BUSINESSES RUN SAP 

Overview

SAP's approach to the ORCL-PSFT merger should be defined by the following key principles of engagement:

- SAP has the winning strategy and we should play an aggressive game to keep Oracle off balance
- The press and analysts will do the job for us of discrediting Oracle (and Microsoft's response) – SAP's role is that of confident leader
 - Continued leadership voice in advertising and hard-hitting, targeted direct marketing
 - Proactive press/analyst/influencer discussions to seed our perspective
 - "SAP cares about our customers" and "SAP understands the challenges you now face"
- The PSFT-JDE installed base is segmented into a number of addressable groups with distinct migration needs and paths – SAP must adopt a targeted strategy for communicating specific solutions and offers
 - Lead with an attention grabbing ERP and support offering. Then, build specific tailored offerings to targeted segments
- SAP must have an integrated strategy and coordinated execution
 - North America to lead execution, with global teams to drive syndication as appropriate
- Our implementation began months ago and continues today – we have an aggressive timeline which incorporates substantive SAP offerings

“Convert and Contain”

Goal: Our goal is to convert the majority of the PeopleSoft and J.D. Edwards customer base to SAP and contain Oracle's potential growth in the next generation application market.

Strategy: By offering full maintenance and support of PeopleSoft and J.D. Edwards systems, migration tools along with favorable upgrade licensing terms to SAP NetWeaver and mySAP ERP, SAP will siphon off the cash flow that Oracle needs to build or acquire its next generation applications. SAP will establish or re-invigorate relationships with potentially thousands of new and existing customers.

Key Tactics:

- Announce a dramatic, market changing PeopleSoft and J.D. Edwards support and upgrade offering in January, just as Oracle announces their new strategy.
- Reach out to the joint SAP-PSFT-JDE accounts within the “Global 1,000” (est. 450) over the next 30 days (February) and aggressively convert their maintenance contracts to SAP and facilitate immediate adoption of NetWeaver and planned adoption of mySAP ERP at PSFT and JDE installations within those enterprises.
- Announce a joint initiative between SAP and IBM to service, support and upgrade the existing PeopleSoft and JDE installations by perhaps combining the IBM BCS PeopleSoft/JDE practice with the SAP practice and enable hundreds of IBM channel partners around the world to engage PeopleSoft and JDE accounts on behalf of the joint SAP and IBM initiative.
- Roll out targeted direct marketing and sales programs to a variety of PSFT and JDE market segments including strategic installed bases of mid market manufacturing, project/service industries, local/state governments and HCM
- Wrap up the first half 2005 Safe Passage campaign at the SAPPHIRES with high profile closing events and special tracks to further education and nurture PeopleSoft and J.D. Edwards customers.

Initial Target Audience and Offer

Target Audience

SAP clients with active investments in PeopleSoft products (Enterprise, EnterpriseOne, World) at the corporate level and/or plant/division level.

Offering:

MySAP ERP License Upgrades for PeopleSoft customers includes:

- Standard* mySAP ERP user license
- Standard* SAP NetWeaver user license
- PeopleSoft product maintenance (advanced offering) which includes access to PeopleSoft migration and integration packages and tools when available
- Partner community to provide the local, hands on tools, services and experience in successful upgrades to SAP solutions.

Terms:

- Standard mySAP ERP terms and conditions
- Based on previous PSFT investments* as a contribution toward the SAP license(s) as per the same terms and conditions of the R/3 Upgrades (conversion credit)
- Standard discounts apply
- Normal annual maintenance due upon contract completion (17%), prior to PSFT conversion credit

* All license offers include no engines. Based book value is same present terms and condition in current programs (e.g. 70%)

"We Care" Messaging

There's a problem in the industry...

Customers' carefully constructed enterprise IT strategies have been put at risk because of Oracle's hostile takeover of PeopleSoft and the former J.D. Edwards.

- It is unclear how Oracle will deliver business solutions and support for their competing product families while they dramatically reduce their technical and customer support resources.
- For at least two to three years, PeopleSoft and J.D. Edwards customers will have to choose between either no new functionality to solve crucial industry challenges, or the disruption of a major migration project to Oracle.
- As the IT industry is consolidating customers/companies and IT budgets remain under pressure, businesses need to re-evaluate their IT strategies.

"We Care" Messaging

But it's not enough to provide the best business software solutions. As the market leader, we must actively help customers leverage their entire IT portfolio (investments) to become best-run businesses.

Moving from a Safe Harbor to Safe Passage:

With more than 30 years of steady growth and exceptionally stable management, SAP has remain safe harbor for our customers -- delivering the world's largest and most comprehensive family of proven business solutions, specifically tailored to more than 25 distinct industries in more than 120 countries around the world -- driven by the industry's largest investment in research and development.

But our customers' world has been changed by Oracle, forever, and therefore SAP must provide a safe passage for our customers with investments in PeopleSoft and J.D. Edwards with a roadmap to protect their investments and evolve to the next generation of business solutions.

Safe Passage:

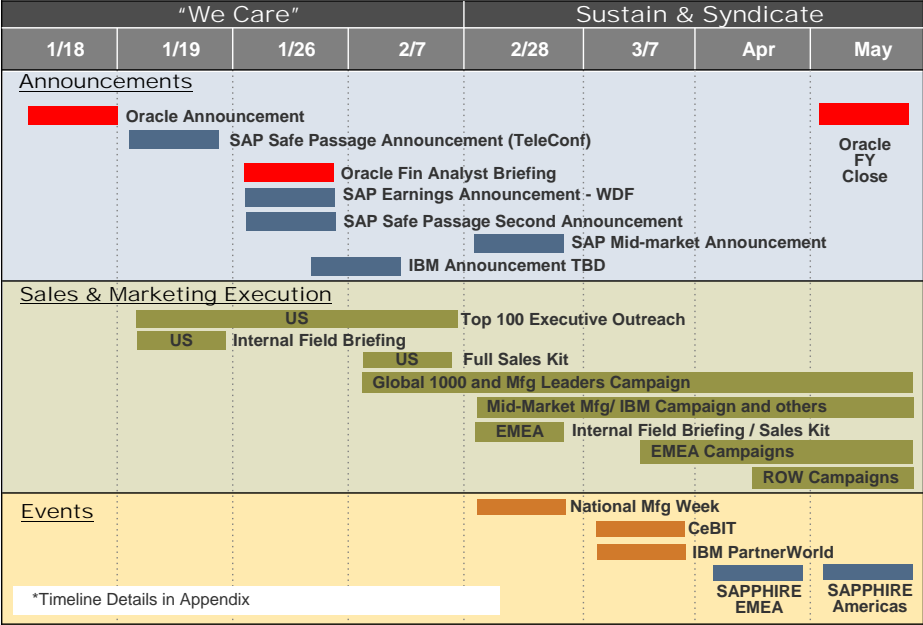
SAP provides customers who have deployed PeopleSoft and J.D. Edwards systems with a flexible solution that includes SAP applications, technology and maintenance services. This gives companies a safe passage away from the uncertainties arising from the hostile takeover of PeopleSoft and a roadmap to evolve to the next generation of business solutions.

Safe Passage features three fundamental elements:

1. Maintenance of PeopleSoft and J.D. Edwards applications so that companies can leverage existing investments in those systems and evolve at a time and pace appropriate to their individual requirements and situation.
2. SAP NetWeaver to help them immediately integrate their diverse IT landscape with one open platform and to enable flexible business processes across the entire company.
3. mySAP ERP to enable customers can take advantage SAP's industry leading industry-specific solutions built along the Enterprise Services Architecture blueprint.



Initial Timeline*



*Timeline Details in Appendix

Initial Target Segments and Offerings

Target Market Segment	Current Situation	SAP Competitive Goals	SAP and Partner Offerings
Global Fortune 1000 (General)	Shared SAP/PSFT/ORCL accounts	<ul style="list-style-type: none"> ▪ Establish ESA roadmaps ▪ Negate Oracle "FUD" about SAP platform direction 	<ul style="list-style-type: none"> ▪ ESA strategy and migration plan ▪ NetWeaver-led shared services strategy
Global Manufacturing Leaders			<ul style="list-style-type: none"> ▪ ESA-led, NetWeaver-enabled plant/subsidiary migration offering that finishes the job of Corporate Financial and HR systems integration with plant-level JDE ▪ Vertical GTM programs with PSFT's strongest partners (e.g., IBM in Life Sciences)
Mid-market Manufacturing Value Chains (Mfg/WD/Retail) (OneWorld XE Installed Base, Select PSFT)	JDE heavily penetrated installed base; XE end-of-life in Feb '05; Loyal AS/400 – iSeries users	<ul style="list-style-type: none"> ▪ Plan to migrate to SAP in 18-36 months 	<ul style="list-style-type: none"> ▪ For Discrete Mfgs industry segments, SAP support for XE, coupled with "simulated pilot" capabilities, migration planning resources, and preferential licensing ▪ For Process Mfgs industry segments, introduce SAP Asset Management bundled with SAP Support for XE and SAP NetWeaver to enable 3-way lifecycle management (asset owners, operators, 3rd-party maintenance) ▪ Leverage IBM routes to markets and incentives

Other Focused Targets include Project/Service Industries, Local/State Government and Select Regions (e.g. A/NZ) and Products (HCM)



Teleconference

Context: Follows Oracle announcement on previous day. WSJ will have broke story on Safe Passage on morning of 19th.

Spokespersons:

- Bill McDermott – Washington DC – Customer Impact Story
- Shai Agassi – Walldorf – Migration & Upgrade Offering Story

Key Messages:**Bill McDermott - Customer Impact Story**

“Here’s the Situation:...”

- Customers’ put at risk because of Oracle’s hostile takeover...
- Unclear how Oracle will deliver business solutions...

“The Trouble is...”

- For at least the next two to three years, PeopleSoft and J.D. Edwards customers will have to two bad choices...

“Therefore...”

- As the IT industry is consolidating...and budgets remain under pressure, businesses need to re-evaluate their IT strategies ...drive business innovation.

Reassert Safe Harbor value statement:

- For more than 30 years, SAP has remained 100% focused on what’s best for customers....

We at SAP believe that our customers with investments in PeopleSoft and J.D. Edwards need a **safe passage** away from the uncertainties arising from the hostile takeover of PeopleSoft and a roadmap to evolve to the next generation of business solutions.

To that end I would like to introduce Shai Agassi to speak now, who has a exciting announcement and offer for PeopleSoft and former J.D. Edwards customers...

delivering the world’s largest and most comprehensive family of proven business solutions, specifically tailored to more than 25 distinct industries. And today, with the SAP NetWeaver™ platform, SAP is helping companies leverage their existing software investment by ensuring openness and interoperability with virtually any technology environment.

Key Messages:

Shai Agassi – Upgrade Offering Story

Reiterate Safe Passage value statements...

Introduce the support and upgrade offering

- Comprehensive maintenance services so they leverage existing investments... TomorrowNow background and details
- Providing those customers with SAP NetWeaver to help them immediately integrate their diverse IT landscape with one open platform and to enable flexible business processes across the entire company.
- With the deployment of mySAP ERP, customers can take advantage SAP's industry leading industry-specific solutions built along the Enterprise Services Architecture blueprint.

Discuss Offering Details and Terms:

- Treating them as SAP customers....

Wrap up with positive statement on how SAP helps business grow two ways: innovation for differentiation (NetWeaver) and increased productivity with built in expertise of the world best-run businesses (mySAP ERP).

Possible IBM Announcement: ???

Introduce Q/A:

Expected News Cycle: Expect major business and IT outlets to provide a high degree coverage.

1-2 exclusive interviews for Bill McDermott and Shai Agassi. Bill Wohl to conduct rest of media.

Active Program through Q1 – Q2

- Offering the story as exclusive to the WSJ
- Monitoring Oracle strategy announcement for last minute adjustments
- Targeted outreach to various high impact outlets for the 19th
- Focus on top ten geo markets globally; US market is key battleground. Consider Leo/Bill McD./Hans Peter/Ernie as prime spokespersons
- Non-disclosure pre-briefings with Gartner/Meta, AMR and others
- Investor relations educate financial analysts to influence market behavior
- Keep high ground, and avoid appearing to be reactive to competitive offerings
- Demonstrate success stories at major SAP events (SAPPHIREs, Business Forums, etc.)
- Focus reporters on key business challenges faced by targeted segments of the market (e.g., global manufacturing leaders attempting to integrate plant-level JDE)
- External program also facilitates recruitment efforts from JDE/PS/Oracle
- Internal communication designed to keep employee audience “on message”
- Highlight customer successes from previous conversions

Highly Targeted Integrated Marketing Communications

Direct Mail



Email



Landing Page



Outbound Telemarketing



Sales Enablement Strategy

- Prepare sales force with initial information about overall message, strategy and offer through SMI prior to announcement
 - Update Safe Harbor SMI page to Safe Passage with offer overview
 - Prepare FAQ
 - Provide references of SAP customers who also run PSFT and will endorse offer & program
 - Leverage existing Safe Harbor competitive information
- Conduct webcasts to further educate and train AEs on offer & program
- Drive awareness and use of Sales Response Line for real-time updates and answers
- Secure Executive support to assist in setting sales appointments in Top 50 identified accounts
- Deliver full sales kit to assist AEs in sales calls
- Roll out additional enablement on segmented offers
- Communicate importance of “no pressure” tone to AEs through all sales enablement efforts
- Syndicate to other regions

Delivery & Syndication Plan

US Launch Plan				Syndication Plan			
1/19	1/26	2/7	2/27	March	April	May	June
<u>Announcement</u>							
<u>Sales Execution & Enablement</u>							
<u>Direct Marketing</u>							



Appendix Slides

THE BEST-RUN BUSINESSES RUN SAP 

Initial Timeline

Date	Event	SAP Message
Jan 14	ORCL internal announcement	<ul style="list-style-type: none"> ▪ Proactive press/analyst/partner discussions to provide substantive perspective on Oracle's intentions and directions ▪ Insert SAP messaging into Oracle press coverage ▪ Announce "We Care" high level messaging ▪ Communication earnings call (?), FAQ! ▪ internal announcement of R/3 equivalent maintenance offering for PSFT customers
Jan 18	ORCL industry analysts/press event	
Jan 19	SAP Safe Passage announcement	
Jan 26	ORCL financial analyst event SAP Earnings announcement (WDF) SAP Second Announcement	
Mid-late Jan Jan 26	SAP FKOMs Expected Oracle Rebuttal	<ul style="list-style-type: none"> ▪ Inform Field and Partners of approach, key messages, resources
Mid-Feb	Proactive press/analyst outreach and Direct Marketing campaign	<ul style="list-style-type: none"> ▪ Introduce SAP offerings with promotional launch ▪ Continued press coverage of Safe Passage campaign ▪ Leverage IBM supporting programs through joint communications
Late-Feb	Nat'l Mfg Week IBM PartnerWorld Proposed IBM Announcement (<ul style="list-style-type: none"> ▪ Mid Market PSFT/JDE Manufacturing campaign kicks off ▪ Selected 3-way alliance discussions with large partners; ▪ SAP and IBM ecosystem support announcement ▪ Regional SI offering (TBD)
March	CeBit; HK Keynote Launch EMEA programs	<ul style="list-style-type: none"> ▪ SAP mid-market ad campaign breaks ▪ HK CeBit keynote references Safe Passage ▪ EMEA syndication. Germany launch point - CeBIT ▪ Announcement of targeted support and migration offerings ▪ Declaration and proof of superior value in specific industries/segments ▪ Closing events and PSFT VIP tracks
March-Ongoing	US Business Forums Best of SAP Tour	
Apr-May	SAPPHIRES	

SAP-OR00092063, Safe Passage, SAPPHIRES, SAP-OR00092063, 23, 2004, 16

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Safe Passage Team

Project Team	Lead/Support
Management Steering Committee	<ul style="list-style-type: none"> ▪ Leo Apotheker, Chair ▪ Shai Agassi ▪ Gerhard Oswald ▪ Marty Homlish
Program Management Team	<ul style="list-style-type: none"> ▪ David Bradley Martin Breuer Peter Graf Anne McCarthy ▪ Greg McStravick Susan Popper Thomas Ziemer
Project Oversight Office	<ul style="list-style-type: none"> ▪ Global Marketing/Scott Lutz ▪ NA Sales & Marketing /Mike Wendell
Offering & Messaging	<ul style="list-style-type: none"> ▪ Scott Lutz Mike Wendell Thomas Ziemer Peter Graf ▪ Thomas Baur Costanza Tedesco Bill Wohl
Sales & Marketing Execution	<ul style="list-style-type: none"> ▪ Mike Wendell Steve Mann Chris Clarke Thomas Ziemer ▪ Thomas Baur Denise Leo Ori Inbar Greg Peay
AR / PR Execution	<ul style="list-style-type: none"> ▪ Bill Wohl Chris Clarke Rick Stockton

SMI page to be updated

The screenshot shows the SAP Sales and Marketing Intranet interface. The main content area is titled "Competitive & Market Intelligence" and features a section for "SAP Safe Harbor Campaign, The Solution for PeopleSoft and J.D. Edwards Customers". The text below this title discusses Oracle's acquisition of PeopleSoft and SAP's position. It includes several bullet points under sub-sections: "Powerful Offers for PeopleSoft and J.D. Edwards Customers Considering a Replacement", "Customer References", "Press/Analyst Information", and "Competitive Sales Materials and Tools". The left sidebar contains navigation links for "Competitive & Market Intelligence Home", "Competitive Intelligence", "Market Intelligence", "Competitive Battle Cards", "Customer Satisfaction Survey", "Local Competitive Intelligence Contacts", "Global Competitive Intelligence Contacts", and "SAP Corporate Profile". Below this are sections for "Assistants" (Sales Resource List, Tell a friend about this page, Rate this page) and "Asset Basket" (No assets available).

Current Safe Harbor assets that can be leveraged include:

- Customer References, of SAP successes when competing against [PeopleSoft](#), [J.D. Edwards](#) and [Oracle](#)
- Press/Analyst Information including the latest [analysts' coverage](#)
- Competitive Sales Materials and Tools including Competitive Battlecards and Competitive Sales Guides



Sales Enablement & Execution Deliverables

Deliverable	Due Date	Dependencies/ Owners	Deliverable Owner
Offer Overview in SMI	1/18	Offer Messaging and Details- S. Lutz	C. Clarke/M. Lewin
AE FAQs	1/18	Content- M. Wendell	C. Clarke/M. Lewin
Customer References	1/19	NW- O. Inbar ERP- TBD	C. Clarke/B. Pleibel
Scenario Migration and Integration Briefs	1/19	One Voice Editing- J. Kalfel	D. Frauenfeld
Fact Sheet	1/19	IDC Analysis- S. Mann	S. Mann
Sales Response Line Briefing	1/26	Offer Messaging and Details- S. Lutz	O. Wagner
Sales Briefing Webcasts	1/26		M. Wendell
Top 50 Customer Profiles	1/26	Top 50 List- M. Wendell	K. Peterson
Sales Script (Talking Points)	1/26	Offer Messaging and Details- S. Lutz	M. Wendell
Thank You Letter	1/26	Offer Messaging and Details- S. Lutz	D. Leo
Full Sales Kit (Sales Discussion Guide, Competitive Guide, Customer Successes)	2/3	All of the above	E. Sander

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Direct Marketing Deliverables

Deliverable	Due Date	Dependencies/ Owners	Deliverable Owner
Inbound & Outbound Tele scripts	2/3	Offer Messaging and Details- S. Lutz	D. Leo
Direct Mail/e-mail & Landing Page	2/3	Offer Messaging and Details- S. Lutz	D. Leo
Targeted Lists	2/3	CMI Lists crossed vs. SAP- S. Mann	G. Peay/S. Flett

Field Enablement Tasks

Prepare internal resources

- Webex for Telesales and Regional ERP Task Force (Tuesday, 1/18)
- Onsite briefing for EMEA Sales Management Team (Tuesday, 1/18)
- Determine syndication of programs to ROW (1/18)
- Finalize and approve Field Enablement Kit (Tuesday, 1/18)
- Create sap.com landing page, 1-800 # prompt (Tuesday, 1/18)
- Place Field Enablement Kit on SMI (Tuesday evening, 1/18)

Educate Field Sales org

- Email to Field Sales announcing mandatory webex (Tuesday evening, 1/18)
- Mandatory Field Sales webex coinciding with Press Briefing (Wednesday, 1/19)

Executive Outreach for Top 50

- Identify and profile Top 50 accounts (Wednesday, 1/19)
- Begin outbound Executive Outreach to Top 50 (Wednesday, 1/19)

Open items

- Approval of Field Enablement Kit (Sales, PSO, TN, Legal, GM, etc.)
- Conversion Credit terms approved for US
- SI Partner engagement
- TomorrowNow details

Field FAQ

What has Oracle promised PSFT (JDE) customers?

What did SAP announce on January 19th?

What is our key message, and who are we targeting?

What is the value prop to the customer?

What is our offer?

What else can we include in the offer?

When talking to these customers, what should I listen for?

What questions/objections might the customer have?

What partners are available to help?

Questions regarding TomorrowNow

- What PSFT and JDE versions are covered?
- What are the details of their support model?
- What value does SAP/TN bring that a customer can't get from another MSP?

External FAQs

Bill Wohl to contribute
press FAQs
Wendell to contribute
Field FAQs