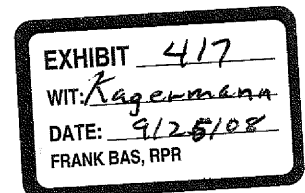
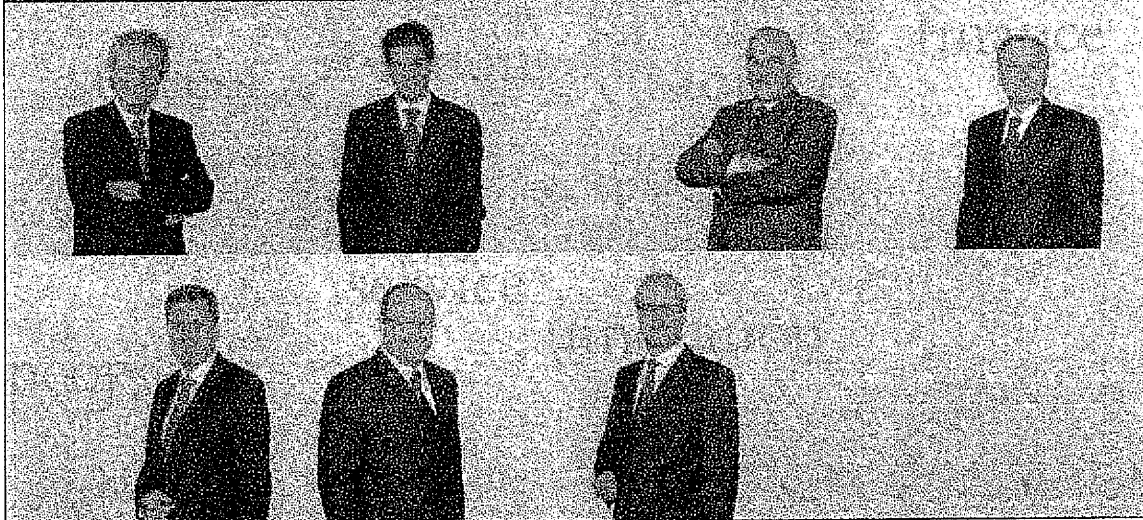


# **EXHIBIT SS**

**TomorrowNow  
Global Leadership Meeting  
Lake Tahoe, January 11, 2007**

Thomas Ziemer  
Service Solution Management, SAP AG



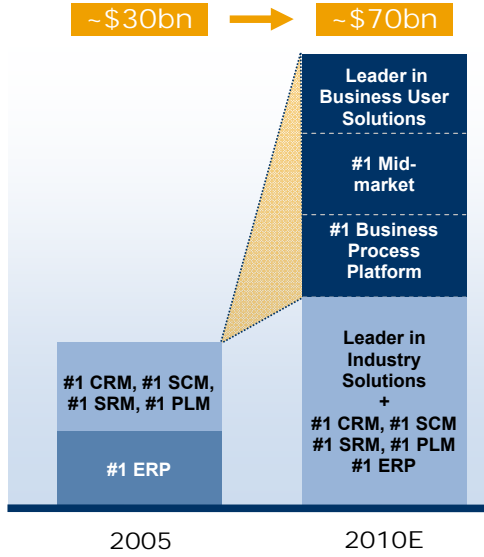
HIGHLY CONFIDENTIAL - ATTORNEYS' EYES ONLY

SAP-OR00007470

UNITED STATES DISTRICT COURT  
NORTHERN DISTRICT OF CALIFORNIA  
Case #: 07-cv-01658-PJH  
PLNTF EXHIBIT NO. 0953  
Date Admitted: \_\_\_\_\_  
By: \_\_\_\_\_  
Nichole Heuerman, Deputy Clerk

# SAP Priorities by Cluster

Expand Addressable Market by Organic Growth



<b>Business User</b>	<ul style="list-style-type: none"> <li>■ Duet</li> <li>■ Usability (Project Muse)</li> <li>■ Analytics</li> </ul>
<b>Midmarket</b>	<ul style="list-style-type: none"> <li>■ A1s without compromise</li> <li>■ Modernized simplified A1 ("New A1")</li> <li>■ "New A1" as appliance for 2 industries</li> <li>■ CRM on Demand, deployment models</li> </ul>
<b>Platform</b>	<ul style="list-style-type: none"> <li>■ Service Enablement of ERP2005 (BPP)</li> <li>■ Establish SAP NetWeaver as the integration platform #1</li> <li>■ Enterprise SOA showcases</li> <li>■ Ecosystem</li> </ul>
<b>Industries</b>	<ul style="list-style-type: none"> <li>■ Improve solution for "services industries"</li> <li>■ New industry positioning</li> </ul>
<b>Suite</b>	<ul style="list-style-type: none"> <li>■ Stabilize CRM</li> <li>■ Accelerate ERP upgrade</li> <li>■ End-to-end supportability</li> <li>■ SCM</li> </ul>
<b>Best-Run SAP</b>	<ul style="list-style-type: none"> <li>■ BPR for volume business</li> </ul>

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Launch Strategic Products

ESOA Roadmap Completed

- ✓ mySAP ERP 2005 generally available
- ✓ mySAP ERP evolves into a BPP
- ✓ Duet, SAP xApps
- ✓ SAP Analytics, BI-Accelerator
- ✓ SAP CRM On-Demand
- First pilot customer testing of enhanced midmarket portfolio
- mySAP Business Suite on a BPP
- Enhanced Midmarket portfolio available



Enterprise Service-Oriented Architecture Established

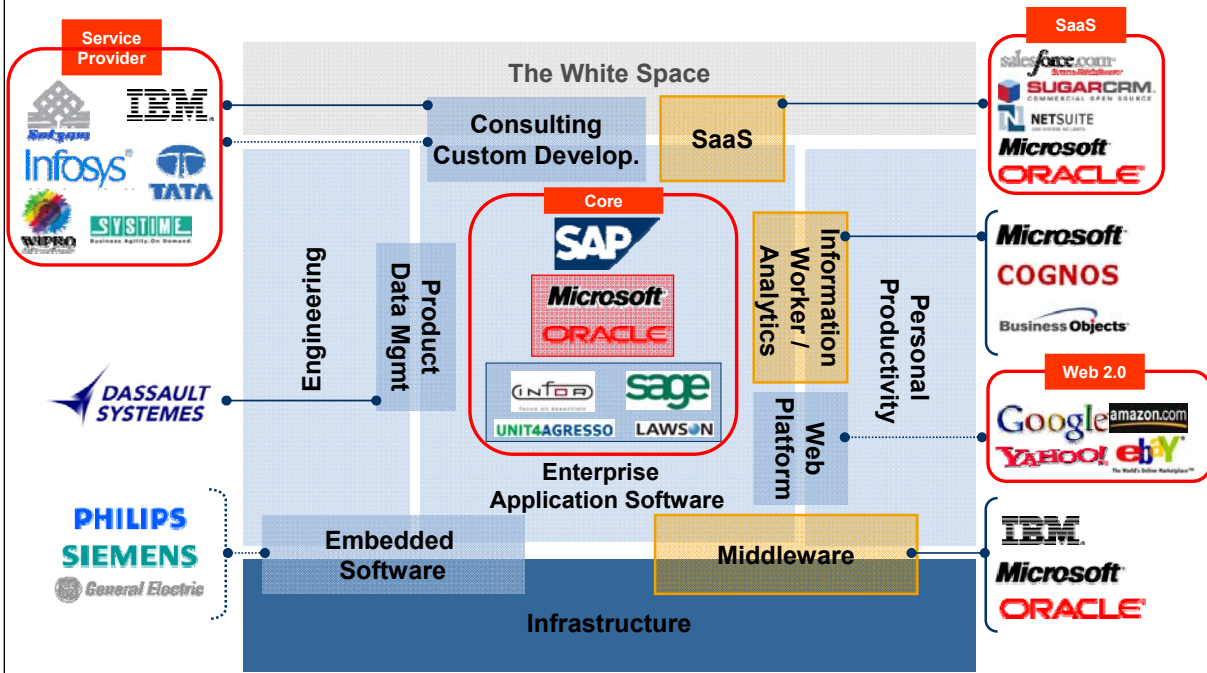
⋮

Addressable Market \$75bn

- mySAP Business Suite on a BPP
- Enhanced midmarket portfolio available

- ~20% market share, \$15bn in product revenue (CAGR 2007-2010 of 15%)
- ~100,000 customers
- ~2/3 of installed base on Enterprise SOA
- ~50% of SAP's software revenues from new products
- ~40-45% of SAP's order entry from midmarket

# Comprehensive Competitive Environment



Oracle Building Blocks



**Oracle**

**The Information Company  
Complete, Open**

**Database  
Grid Computing**

- Database
- Real Application Clusters (RAC)
- Enterprise Manager
- Partitioning
- OLAP
- Security
- Lite
- Times Ten

**Fusion  
Middleware**

- Application Server
- Integration / SOA
- Hot-Pluggable
- Business Intelligence
- Identity Management
- Data Hubs
- Collaboration Services
- Process Orchestration
- Java Development Tools

**Information Age  
Applications**

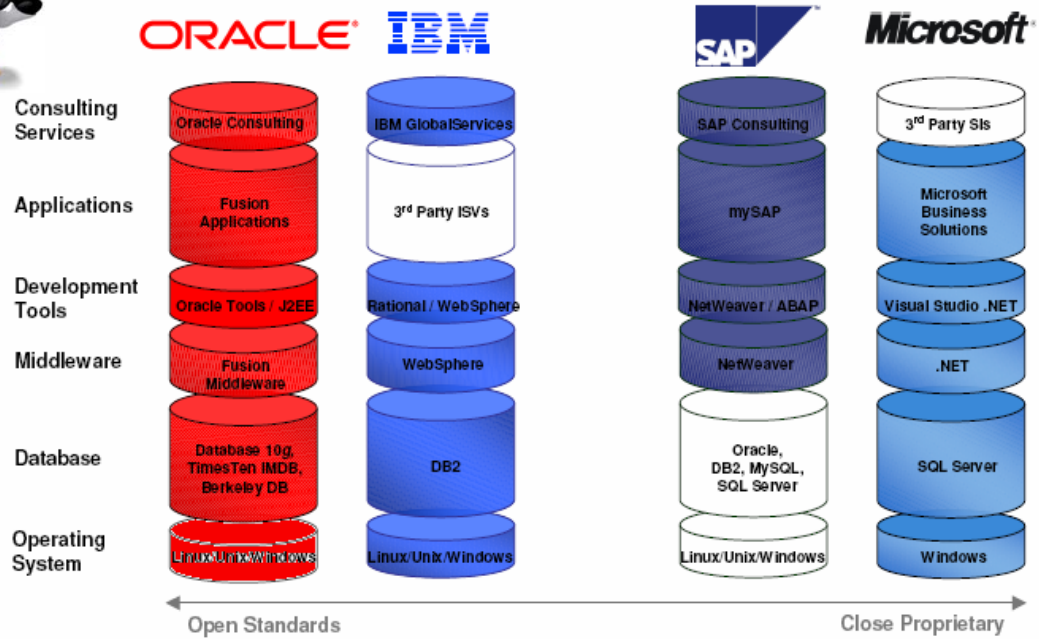
- Oracle E-Business Suite
- PeopleSoft Enterprise
- Siebel CRM
- JD Edwards EnterpriseOne
- JD Edwards World
- Oracle Retail
- i-flex
- Communications Billing
- ProfitLogic
- G-Log

ORACLE

Source: SSM



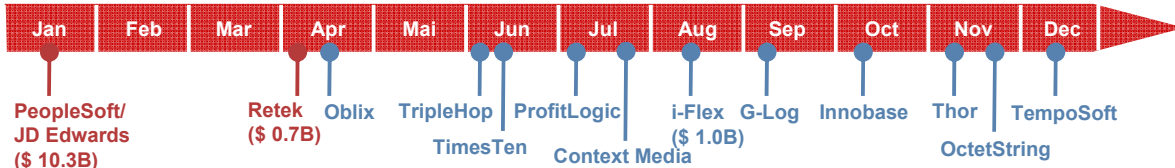
# Oracle – Complete Stack



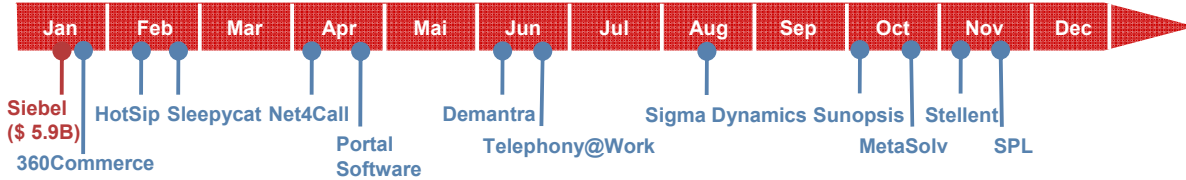


# Chronology of Oracle's Growth by Acquisition Strategy

## 2005



## 2006



### 2005 Acquisitions

- **Context Media:** Enterprise content integration software
- **G-Log:** Logistics management
- **i-Flex:** Banking
- **Innobase:** Open source database
- **Oblix:** Identity management
- **OctetString:** Identity management
- **PeopleSoft/JD Edwards:** Enterprise applications
- **ProfitLogic:** Retail
- **Retek:** Retail
- **TempoSoft:** Retail
- **Thor:** Identity management
- **TimesTen:** Real time data management software
- **TripleHop:** Enterprise search products and technology

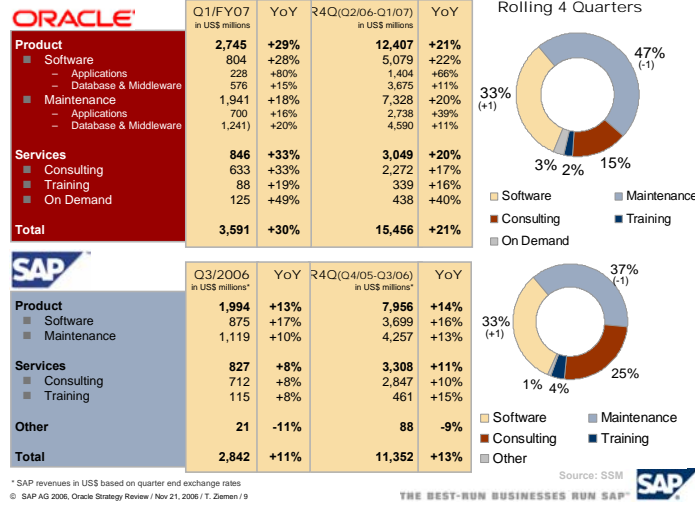
Since January 2005, Oracle has made more than 20 acquisitions, totaling approx. US\$ 21B

### 2006 Acquisitions

- **Demantra:** SCP
- **Portal Software, HotSip and Net4Call:** Telecom software
- **Siebel:** CRM
- **Sigma Dynamics:** Real-time predictive analytics technology
- **Sleepycat:** Open Source DB
- **Telephony@Work:** Telecom software
- **360Commerce:** Retail
- **Sunopsis:** Data integration
- **MetaSolv Software:** OSS service fulfillment, media & communication
- **Stellent:** Enterprise content management software
- **SPL:** Utilities & tax management software

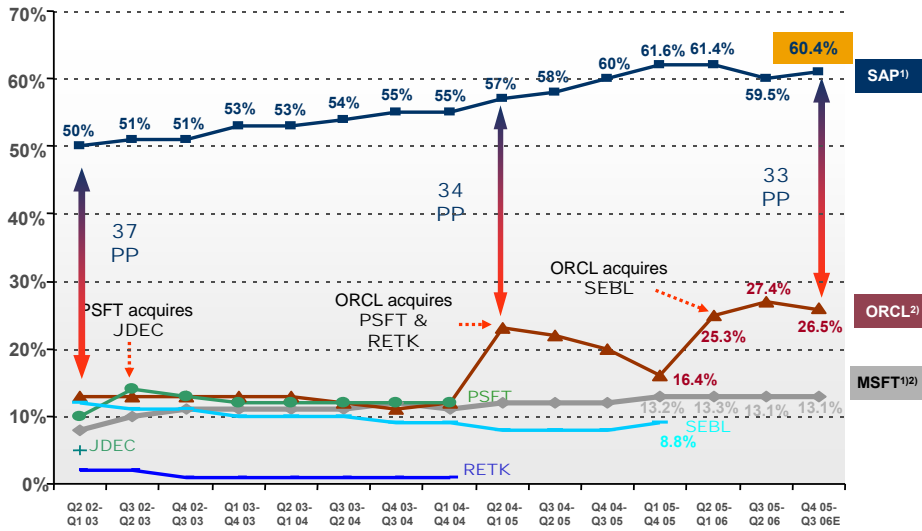
„Oracle would have to spend an est. \$17B on acquisitions to generate a sustained EPS CAGR of 20% over the next three years (2007-2009)“ *BernsteinResearch, Oct16, 2006*

## Financial Performance – SAP vs. Oracle (1/2)



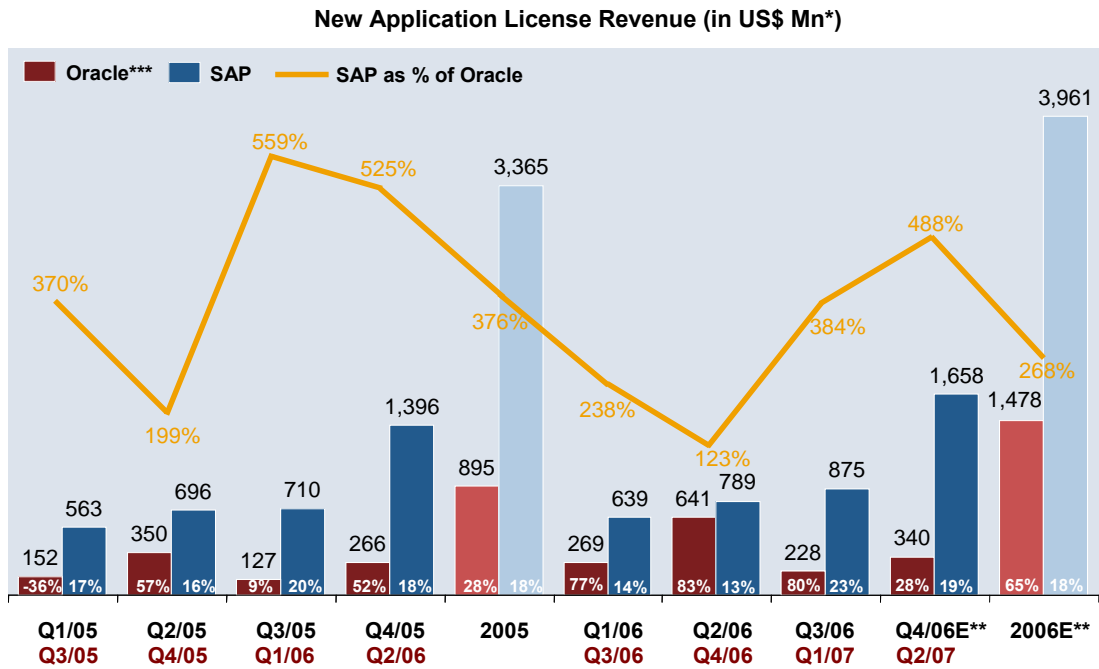
# Relative Size - Total Software Revenue

(rolling 4 quarters; based on application software revenues)



Source: CMI Analysis based on Company Data and Financial Analysts Estimates as of October 12<sup>th</sup> 2006  
<sup>1)</sup> Forecast by Financial Analysts (MSFT) and SAP internal estimates  
<sup>2)</sup> Fiscal year is not calendar year - Comparison based on most recent quarter (e.g. SAP Q1 vs. Oracle Q3)

# New Application License Revenue – SAP vs. Oracle

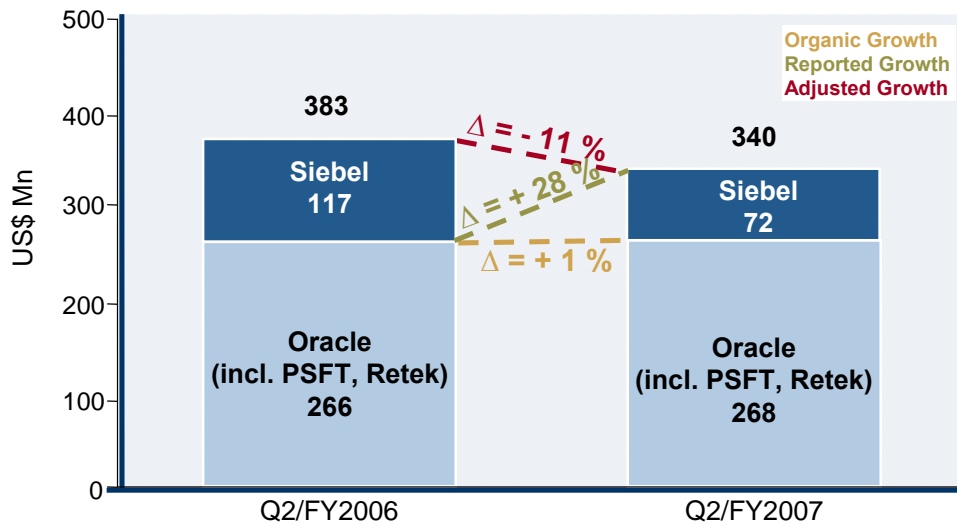


\* SAP revenues in US\$ based on quarter end exchange rates  
 \*\* Estimates based on analyst reports from CIBC, Jefferies & Company, Morgan Stanley  
 \*\*\* Closest respective quarters (Oracle Fiscal Year ends May 31)

Source: SSM 

## Oracle Q2/FY2007 Results – New Application Licenses

- On December 18, Oracle reported new application license revenue of US\$ 340M for Q2/FY2007 which is an increase of 28% over Q2/FY2006
- Oracle's application growth is overstated since the comparison does not consider the independent results for Siebel in Q2/FY2006 (-11% adjusted growth instead of +28%)



## “Let’s beat the enemy” – SAP vs. Oracle

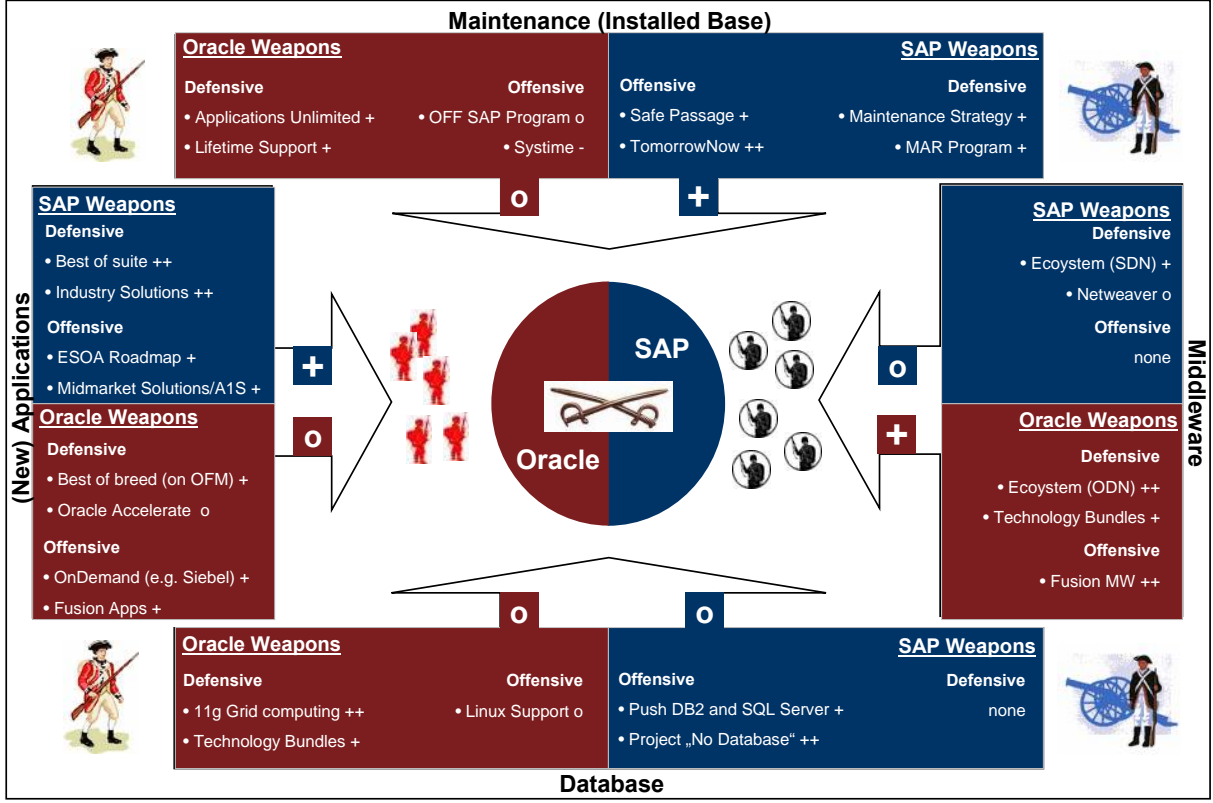
“



“Let me give you a word of warning and it's a very serious word of warning. **We have just won a few battles. This is the beginning of the war, not the end of the war.** You have to assume my dear colleagues that we are dealing with a **very shrewd, very smart, very tough and a very rich competitor.** And it will not simply sit there and simply accept the fact that we are going to take every day market share away from them (...) We are just at the letter A and we have many more letters to work our way through (...) So I'm calling on everyone: the war is out there, we are dealing with a very mean, very tough competitor and on behalf of everyone who fights these people every day I'm calling upon everyone: **let's act as a united SAP so that we can beat the enemy (...)**”

Leo Apotheker  
Member of the SAP AG Executive Board  
SAP AG

# Battleground: Oracle vs. SAP





# Safe Passage Update

January 11, 2007

**Thomas Ziemen**  
**Service Solution Management**  
**SAP AG**

THE BEST-RUN BUSINESSES RUN SAP™ 





Safe Passage is a smooth way consisting of license credit, maintenance and productized migration support for constrained Oracle customers who want to escape uncertain waters and enter the safe haven of SAP.

### Applications

- Best-in-class mySAP business software applications
- Integration of your IT landscape (SAP NetWeaver)
- Recognition of your previous investments (up to 75% license credit) in Oracle, PSFT, JDE, Siebel or Retek

### Migration Services

- A flexible roadmap to the future, founded on SAP NetWeaver\*
- Assessment of current Oracle, PSFT, JDE, Siebel or Retek implementation
- Free of charge migration tools and predefined content provided by SAP and Partners

### Maintenance

- Support for PSFT, JDE or Siebel via SAP subsidiary, TomorrowNow
- 50% savings on current support and maintenance fees

\* included with your mySAP license

# Safe Passage Offering – Extended in the Course of Time

**SAP EXTENDS SAFE PASSAGE TO SIEBEL.**

SAP is now offering the Safe Passage program to Siebel customers who are facing uncertainty arising from the acquisition of Siebel by Oracle. SAP, the recognized CRM leader, can offer you the security of a technology partner with a clearly defined roadmap for migration to a service-oriented architecture and the ability to deliver the next generation of CRM solutions.

**SAP Offers Safe Passage for Enterprises Running PeopleSoft, JD Edwards, Retek, or Siebel Solutions**

Companies running solutions from PeopleSoft, JD Edwards (JDE), Retek, and Siebel now have a safe passage to IT investment protection. With the Safe Passage program from SAP, you can take advantage of comprehensive offerings that help you face the uncertainties of the end of life of your PeopleSoft, JDE, Retek, or Siebel solutions.

SAP, the world's leading provider of business software solutions, offers a stable and trusted alternative for customers seeking a clear path forward. SAP has defined a clear roadmap for migration to best-in-class business software, as well as the service-oriented SAP NetWeaver integration and application platforms, to drive business innovation via next-generation applications.

**SAP NetWeaver: The Key to a Smooth Migration**

The SAP NetWeaver platform has a proven track record of success. The following information illustrates how the platform performs in a real-world environment:

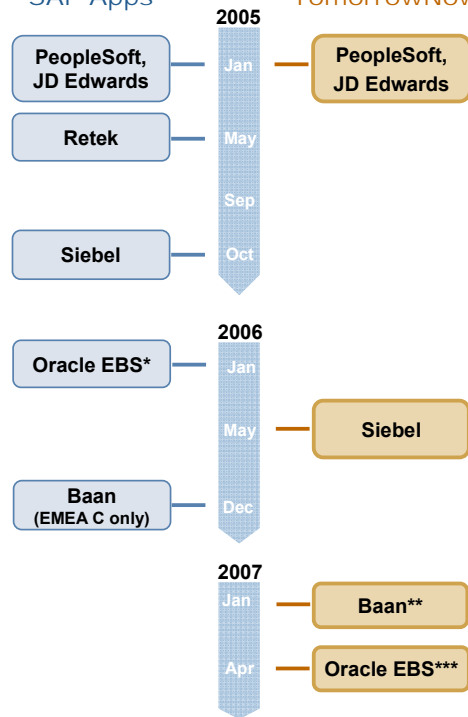
- Demco Flexible Business Operations** – Learn more about how SAP NetWeaver enables you to integrate people, information, and processes flexibly so you can efficiently identify problems, analyze operations, and improve performance.
- Demco Loans 100** – Discover how you can discern, monitor, and resolve existing and potential operation challenges more quickly, efficiently, and securely through collaborative information sharing and problem resolution using SAP NetWeaver.
- Customer Success Story: The PCF, PP (K)** – Examine how HP's strategy to offer products, services, and solutions at low cost and excellent customer service is enhanced by SAP NetWeaver components – through efficient integration of new and existing software, enabling an end-to-end IT approach. [Login required.](#)
- DCI Case Study: How Zeev Used SAP NetWeaver to Improve Time-to-Market** (PDF, 293 KB) – Find out how the Carl Zeiss Group, a global provider of optical and opto-electronic products and solutions, uses the SAP Exchange Infrastructure (SAP XI) component to reduce time-to-market for new integration projects.

You should concentrate on your business – not worry about the effects of the Oracle acquisition on your PeopleSoft, JDE, Retek, or Siebel software. If your current provider is spending more time on its business than on your software, then turn to the company that has spent more than 30 years delivering flexible, open, and reliable solutions: SAP.

**Need to learn more? Contact us or call the SAP sales office nearest you.**

## SAP Apps

## TomorrowNow



- \* Not officially announced, but part of Safe Passage Program according to Apollo
- \*\* Not finally decided yet (depending on demand development in EMEA C)
- \*\*\* Not decided yet (Board approval needed)

## What is Safe Passage?

*A current Oracle, PeopleSoft, JD Edwards, Retek, or Siebel customer that chooses to either replace their existing implementation in favor of SAP or defer migration to Oracle Fusion by purchasing a maintenance contract from TomorrowNow.*

### **Software Discount:**

- **The customer accepts the license discount from SAP and replaces their existing PSFT, JDE, Siebel, Retek, or Oracle E-Business implementation**

### **TomorrowNow Maintenance Only:**

- **The customer just purchases a TomorrowNow maintenance contract**

### **Competitive Replacement:**

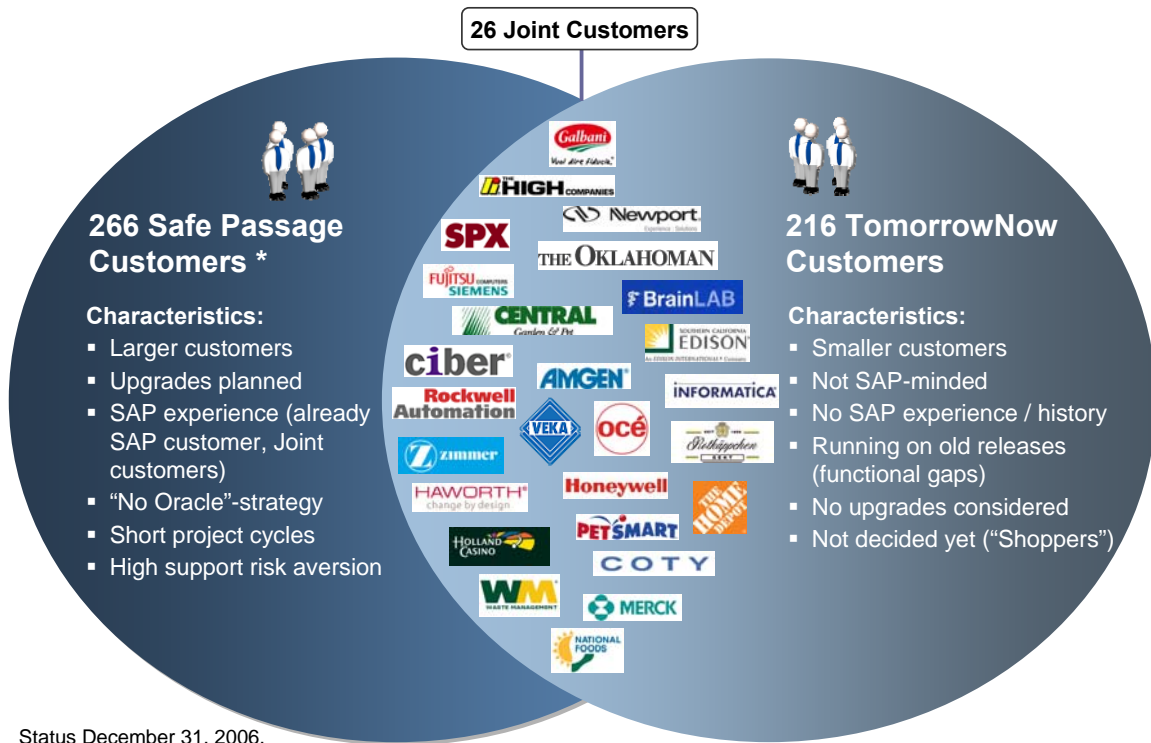
- **The customer replaces their existing PSFT, JDE, Siebel, Retek, or Oracle E-Business implementation but the deal is not officially booked as Safe Passage**



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Status December 31, 2006,

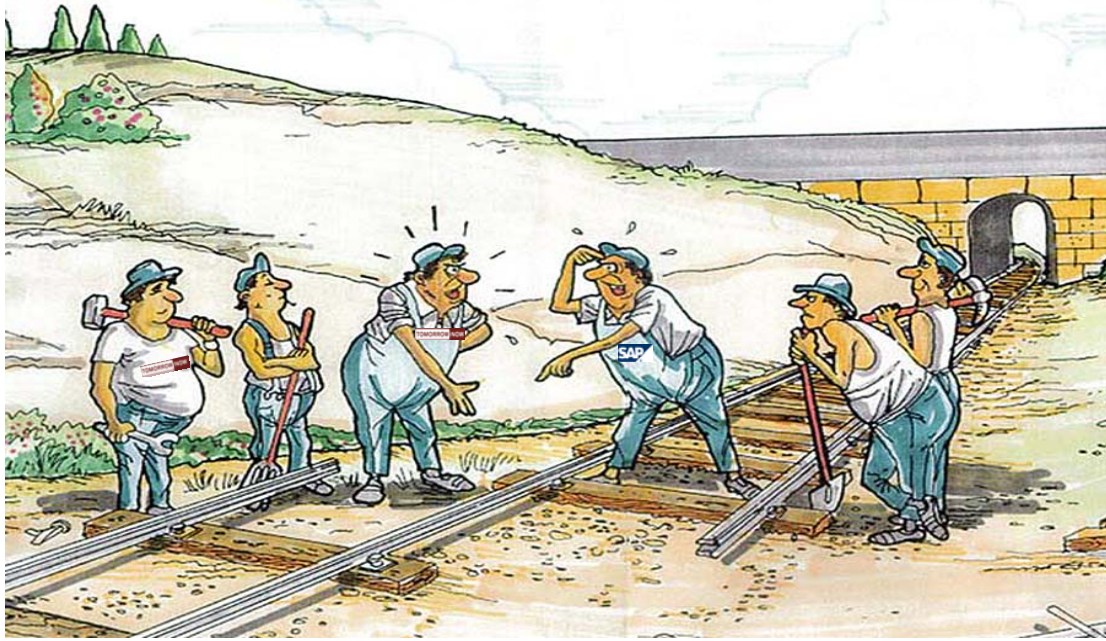
\* Safe Passage December deals not included yet

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## Team Work



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## Safe Passage – Customer Tracking

### Customer Tracking, Jan 2007

	<u>No.</u>	<u>% of Total</u>
Total Number of Safe Passage Customers	266	100 %
↓		
With Called-Off SAP Installations	187	70 %
↓		
With Messages („Active Installations“)	168	63 %
↓		
With Prod. Systems („Live Customers“)	135	51 %
↓		
Customer Satisfaction* (n=47)	8.0	(SAP average: 7.4)

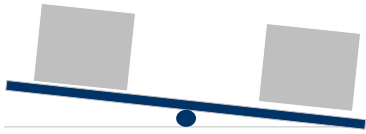
\* CSS 2006, Q18: „Overall Satisfaction with SAP Service & Support“ / 10-point scale (1= very dissatisfied, 10= extremely satisfied)

© SAP AG 2006. Thomas Ziemer, Service Solution Management

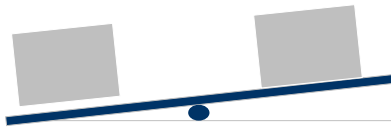
Source: SSM

THE BEST-RUN BUSINESSES RUN SAP™





**30%** of TomorrowNow customers think TomorrowNow is a first step on the road to SAP



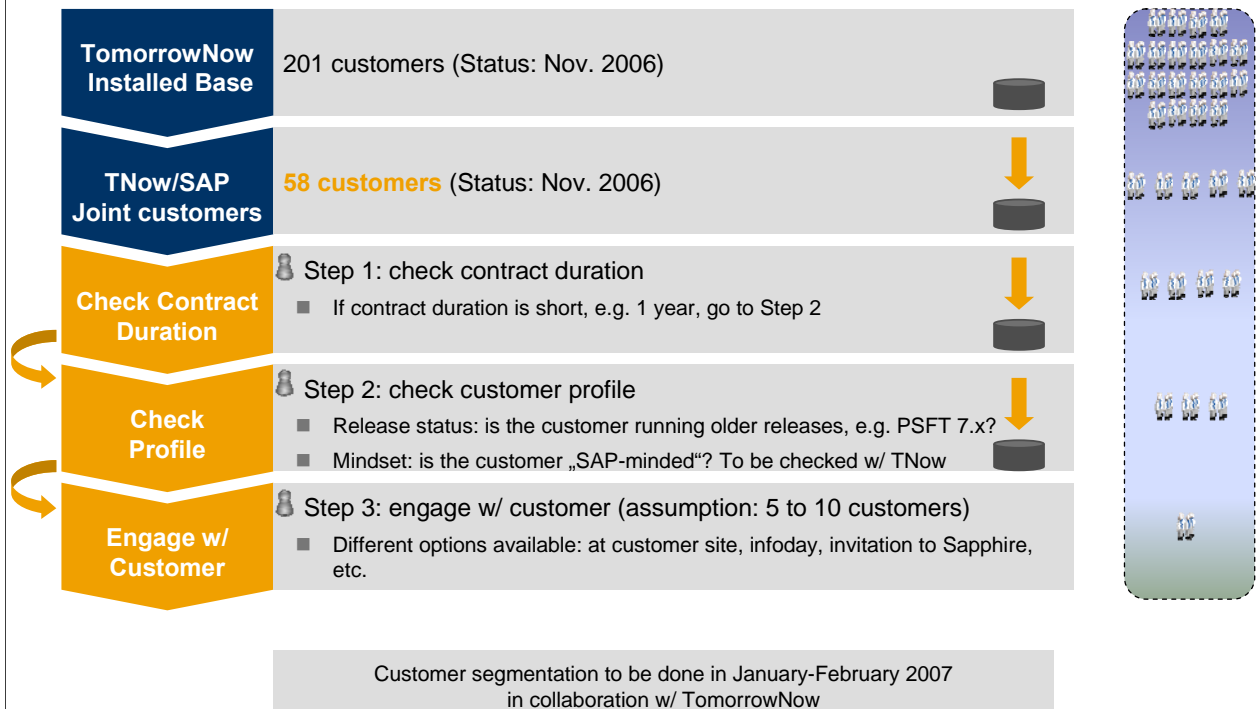
**20%** of TomorrowNow customers think SAP is too big for them as they are smaller companies



**50%** of TomorrowNow customers are open and know they will switch somewhere

Source: Assumption from Bob Geib - TomorrowNow

# Convert2Win: Customer Segmentation 2007

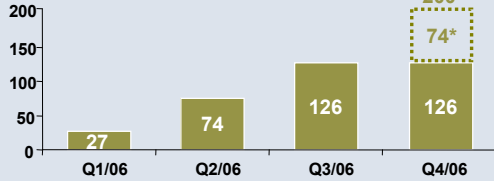




# Safe Passage Applications – Key Achievements 2006

Safe Passage – 2006 Customers

Cumulative Number of Deals

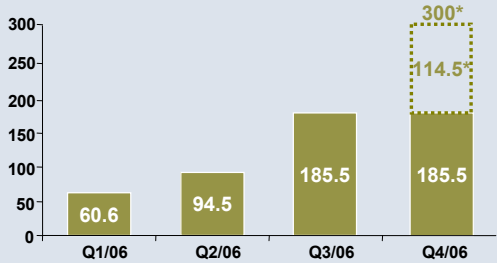


- 126 Safe Passage deals signed in 2006 (50 Americas, 23 EMEA C, 29 EMEA N, 24 APA)
- 140 Safe Passage deals signed in 2005 (77 Americas, 17 EMEA C, 28 EMEA N, 18 APA)

\* Forecast

Safe Passage – 2006 License Revenue

Cumulated Yearly Net Software Value (in €M)



- € 185.5M license volume lost for Oracle in 2006
- Approx. € 170.0M license volume lost for Oracle in 2005

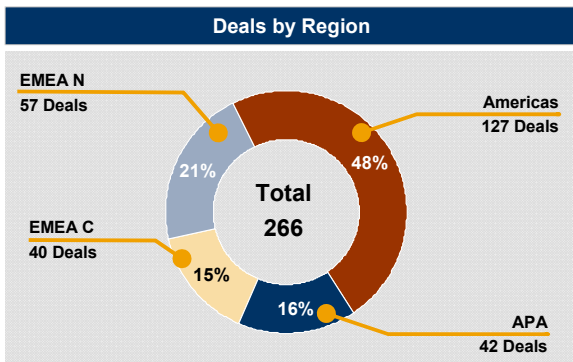
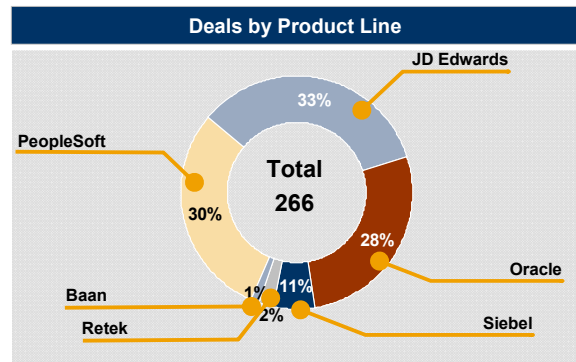
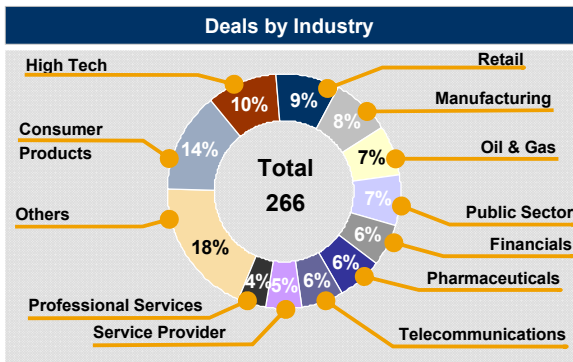
\* Forecast

Selected 2006 Customers

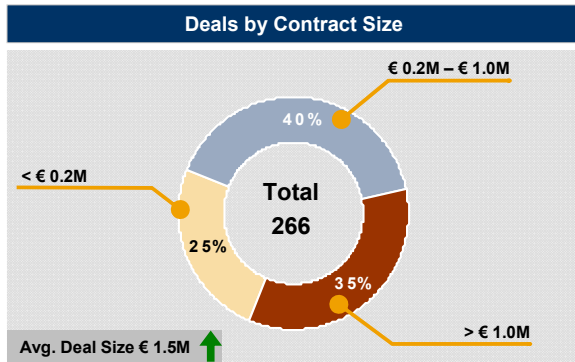
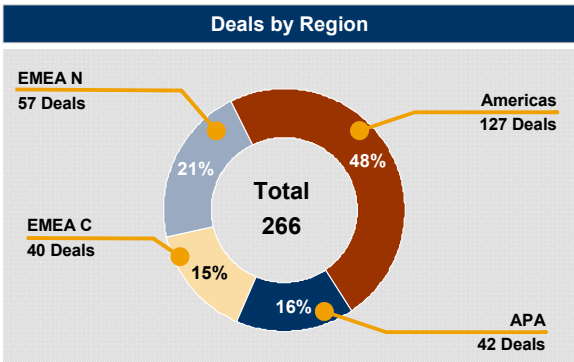
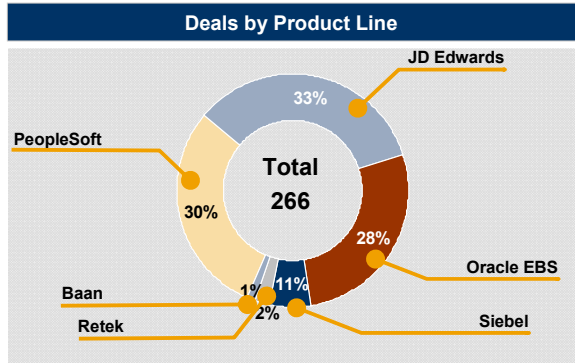
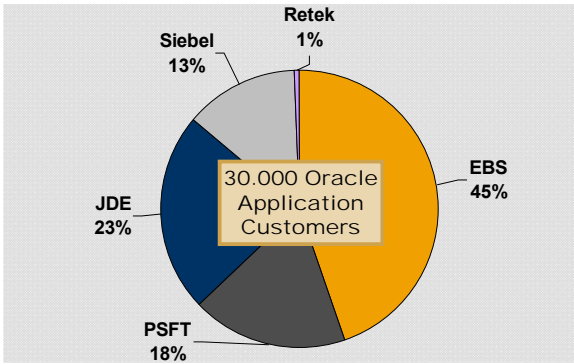
Selected 2006 Customers:

- BrainLAB
- Verizon
- FUJITSU COMPUTERS SIEMENS
- PETSMART
- BearingPoint
- vodafone
- Telefonica Móviles
- XEROX
- Felmann
- TXU Energy
- 中国海洋石油总公司 CHINA NATIONAL OFFSHORE OIL CORP.
- WAGNER

# Safe Passage – Customer Analysis by December 31, 2006



# Safe Passage – Customer Analysis by December 31, 2006

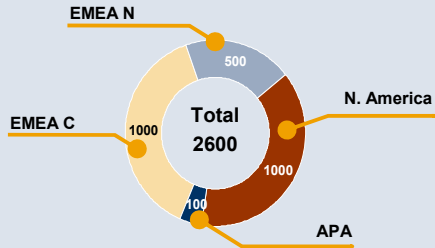


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# Baan Competitive Replacement Program

## Market Potential



- Target 2006: 10 deals (7 contracts already signed)
- Target 2007: 30 deals

## Early References in Belgium and Netherlands



### Selected Implementation Partners



## Milestones

- Launch in EMEA Central in Q3 via [Press Release](#) on September 25, 2006
- Marketing campaign in Q4
  - Baan customer satisfaction survey via external tele company
  - Baan customers w/ high or medium interest currently being mailed by SAP
- Customer Infodays
  - e.g. Itelligence, w/ 32 Baan customers in Stuttgart (currently 5 opportunities out of the event)

## Maintenance & Migration Services

- TomorrowNow
  - As of January 1<sup>st</sup>, 2007
  - 3 dedicated headcount out of Amsterdam
  - Partner Picolog as subcontractor for second level support
- Migration Tools & Content
  - Leveraging SAP ADM infrastructure
  - First Baan content pack available in December 2006

# Management Summary – TommorrowNow

## Value Proposition

- Hurt Oracle by taking away maintenance revenue SAP View
- Serves as bridge for future SAP license business for (smaller, not SAP-minded customers)
- Offer lower priced 24x7 maintenance alternative to PeopleSoft, JD Edwards, and Siebel customers with 50% savings on current support and maintenance fees Customer View
- Provide those customers with a choice to migrate to SAP (at their own pace)

## Business Case Analysis

- TomorrowNow established as cornerstone of the Safe Passage Program
  - Safe Passage pipeline (403 opportunities currently in process), TomorrowNow pipeline (816 open opportunities), and revenues justify the cost of the acquisition and additional operating expenses
  - Installed base grown to 216 customers with 228 TomorrowNow customer contracts signed in 2006 (139 new contracts and 89 renewals in 2006; 121 signed in 2005 with 75 new deals and 46 renewals)
  - In total € 41.4 million reduction of Oracle maintenance revenue since acquisition of TomorrowNow
  - € 9.0 million TomorrowNow stand-alone revenue in 2006 (€ 3.5 million in 2005)

## Lessons Learned

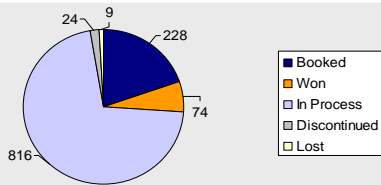
- Field: Another year needed to finalize global alignment with SAP Sales organization
- Marketing: Oracle Disruption Campaign Q3/2006 resulted in high lead success rate for TomorrowNow, i.e. high return on marketing investments
  - Oracle Turn up the Heat Campaign resulted in 150+ opportunities for TomorrowNow (17 contracts signed)
- F&A: Globalization of business in cooperation with SAP regions is a challenge and was underestimated as such → Need to actively manage regional shared services for TNow

## Conclusion

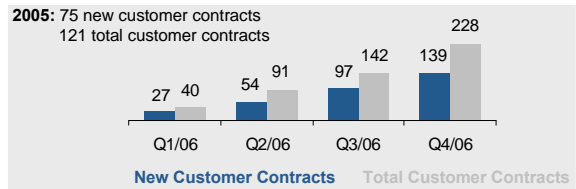
- TomorrowNow is a strategic investment and serves as strategic weapon against Oracle:
  - Take away maintenance revenue from Oracle
  - Create pre-pipeline of future SAP customers
- TomorrowNow still operates at a loss in 2006 but Break-even is expected for 2008 after completion of globalization and business scoping in 2007 (in line with board assumption to become a profitable business within 2-3 years after acquisition)

# KPI Framework – TomorrowNow (Status December 31, 2006)

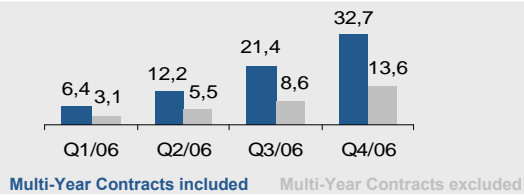
## TomorrowNow Opportunities (in CoD)



## Cumulated Number of New Customers & Client Contracts in 2006



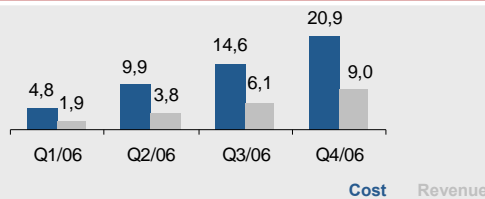
## 2006 Contract Volume (in €M)



## Cumulated\* Maintenance Volume Taken Away From Oracle in 2006 (in €M)



## Cost vs. Revenue in 2006 (Cumulative in €M)



## Customer Retention

