

EXHIBIT 34

Message

From: Ziemen, Thomas [/O=SAP/OU=EUROPE1/CN=RECIPIENTS/CN=000000042894]
Sent: 12/23/2004 8:05:11 AM
To: APOTHEKER, Leo [/O=SAP/OU=EUROPE1/CN=RECIPIENTS/CN=000000042403]; Agassi, Shai [/O=SAP/OU=America2/cn=Recipients/cn=000000115784]; Homlish, Martin [/O=SAP/OU=America1/cn=Recipients/cn=000000061818]
CC: Kagermann, Henning [/O=SAP/OU=EUROPE1/CN=RECIPIENTS/CN=000000046252]; Oswald, Gerhard [/O=SAP/OU=EUROPE1/CN=RECIPIENTS/CN=000000034905]
Subject: PeopleSoft Attack Program
Attachments: PS_Attack_Program_12_2004_V6.ppt

Leo, Shai, Marty,
please find enclosed the updated version of the PeopleSoft Attack Program Presentation including the latest feedback and agreements.



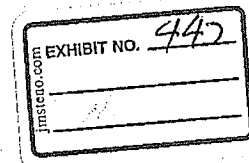
PS_Attack_Prog..

Regarding the PSFT license recognition the current agreement is to start with minimum 75% of the net net license and leave it to the Regional Sales Heads to lift it up to 100%. Over time we should start reducing that recognition (75-100% for the first year, 50-75% for the second and after that only 50%).

Merry Christmas and a very happy New Year,

Thomas

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SAP-OR00253278

UNITED STATES DISTRICT COURT
NORTHERN DISTRICT OF CALIFORNIA
Case #: 07-cv-01658-PJH
PLNTF EXHIBIT NO. 0012
Date Admitted: _____
By: _____
Nichole Heuerman, Deputy Clerk

A Roadmap for PSFT Customers to SAP

Positioning Overview December 21, 2011

Thomas Ziemer
Service Solution Management
SAP AG

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PeopleSoft Attack Program Map					
No.	Tasks	Status	Due Date	Owner	Next Step
1	Check legal implications with legal department	Done	12/04	J. Schotten	
2	Customer Base Analysis (e.g. joint customers, applications, verticals)	In Progress	01/05	M. Breuer, T. Baur	Match PSEI with SAP I Base, Handover customer list to field
3	Development Messaging and Communication Plan (e.g. Customer letter, Press releases)	In Progress	01/05	H. Heitmann, B. Wohl	Alignment with M. Homlish, P. Graf
4a	Define Maintenance Offering Package (e.g. develop service contract)	In Progress	03/05	T. Ziemer	Specification of Service offering
4b	Define Productized Integration & Migration Services (e.g. develop migration package for PSEI/HRFF, BusiBase objects)	In Progress	03/05	T. Ziemer	Develop Tools and Content, first prototypes available for PKOM
5	Identify appropriate partners leveraging knowledge, customer base ability to execute	In Progress	01/05	J. Mackey, J. Robertson	Check tomorrow how and other vendors
6	PSEI Hiring Program (Solution Management and S&S), Perception Creation and Knowledge Transfer	In Progress	03/05	S. Ries, A. Pöhl	Identify key PSEI People, Headhunter, recruiting event
7	Identify pilot customers, check customer base of vendor of appropriate pilots (e.g. Siemens)	In Progress	02/05	M. Breuer	Talk to Siemens (M. Brandl), Conduct further Customer Interviews
8	Go to Market Plan, Define Winning Proposition and Offering for Customers, Develop Sales Kit	In Progress	01/05	M. Homlish, P. Graf	Alignment with Global Field (M. Breuer), US Sales Initiative (C. McStravick), ERP Initiative (T. Baur)
9	Check Readiness of SAP's support and System (e.g. Infrastructure, Knowledge, Resources)	In Progress	03/05	T. Ziemer	Alignment with U. Hommel, K.H. Pöse

Situation and Opportunity

Situation

Oracle and PeopleSoft will merge

- Oracle tries to capture maintenance revenue
- Oracle tries to migrate customers to Oracle applications

Lots of uncertainties in PeopleSofts installed base (12.750 in total)

- Mostly with 6000 former JDE customers

Strong overlap between SAP and PeopleSoft customers

- PeopleSoft HR and SAP
- PeopleSoft Enterprise One (former JDE) and SAP

SAP is running a PeopleSoft win-back campaign in the US and soon also worldwide

Opportunity

Independent service providers have started to offer maintenance for PSFT customers

- TomorrowNow is the most aggressive player
- Many more are being founded

Microsoft told PSFT customers to look for a new vendor

- Explicitly mentioned MS Business Solutions and SAP (running on Windows)

IBM has not communicated on this issue (yet)

- Most likely PSFT customers are used as targets for outsourcing (especially those running PSFT HR)

PSFT Service Offering as "Key Value Proposition"

- Special Service Maintenance Offering for PeopleSoft Customers, including Standard and additional Advanced Services for 17% maintenance fee in order not to kill our common business model
- Clear and Smooth Upgrade Path from PSFT to SAP leveraging specific standardized, productized Migration & Integration Services incl. Tools, Content, Knowledgeware
- The Service Offering comes in combination with a Software License Up-Switch Offering (similar to the R/3 -> mySAP ERP upgrade) to avoid the risk of leaving customers vulnerable to the non-SAP software offerings

The product sold is mySAP ERP

- Customers need to commit early to the SAP overall vision which has its strengths in a combination of apps and technology delivered as mySAP ERP
- The maintenance offer for PSFT customers provides the safety buffer that they need to leverage the current PSFT investment and to replace it by mySAP ERP later. Customers must license mySAP ERP to get the maintenance for the PSFT solution!
- We sweeten the deal by treating PSFT customers like R/3 customers in an "upgrade" discussion (i.e. license fees for PSFT will be recognized when cutting the mySAP deal)

SAP NetWeaver is the "lock"

- Customers are required to first deploy NetWeaver as part of their ERP deal (in order to manage the lifecycle of the PSFT solution)
- They should integrate their existing SAP and non-SAP solutions with SAP NetWeaver

Roadmap and Value Proposition for PSFT Customers

Investment Protection

- Best-in-class support and price/performance ratio
- Reliability
- SAP Support ECO System

Replacement

- Safe Harbor
- Trusted Advisor
- Optimized Business Processes
- SAP viability

Maintenance for PSFT

SAP provides ongoing support for PSFT software until 2009

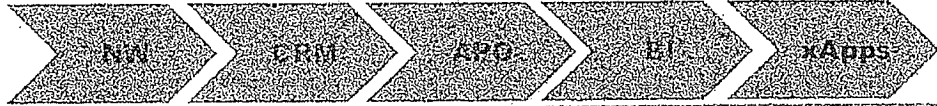
Smart with SAP

Commit
(Sign mySAP ERP Contract and receive Maintenance for PSFT)

Switch
(Migrate from PSFT to mySAP ERP)

2005

2009



Extend
(Deploy NetWeaver and additional SAP Solutions)

Value Extension

- Investment Protection
- Extended Business Solution Scope
- End-to-End Business Processes
- Innovative Solutions

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Service Offerings for PSFT Customers

ROADMAP TO SAP

SAP Standard Services

Maintenance Package

Active Global Support and advanced services for 24/7 maintenance free based on PSFT performance volume

Integration Service Package

Plug and play connectivity to smooth integration of PeopleSoft with SAP, CRM, SCM, MDM

Migration Service Package

End-to-end migration tools and content for PeopleSoft to SAP and outstanding teams

Customer Benefits

Investment Protection

- Service Portfolio
- Safe harbor
- Interoperability
- Optimization of Support
- Save of Service Spendings

Business Extension

- Incremental Deployment
- Increased Value
- Functional Enhancements
- Composite Applications
- Innovative Solutions

Replacement

- Higher Efficiency
- Reduced TCO
- Optimized Processes
- Trusted advisor
- Reliability

PeopleSoft Software Maintenance & Support Package

SAP on CSW Maintenance for PeopleSoft Solutions via mySAP ERP contract

- Global 24x7 problem resolution Application fixes for serious issues
- Support Period with no required upgrades
- Tax & Regulatory Updates
- Senior Primary Support Engineer
- Operational Risk Assessment

Partner with the leader in ITCS Advanced Services

- Safeguarding (e.g. OS-DB Migration)
- IT Risk Management & Security Assessment
- Customer specific service planning
- Integrated & automated service procedures (monitoring tools, self diagnostics)
- Access to Best Practices
- Solution & System Landscape Optimization
- Solution Manager embedded Service System
- Service Collaboration platform

Integration with SAP

- SAP NetWeaver as integration Platform for any kind of solution
- Entitlement for mySAP ERP
- Connectivity to additional SAP Solutions
- Migration tools & infrastructure

SAP

- Effective issue resolution by dedicated highly experienced professionals possessing functional, technical and troubleshooting skills
- Global processes and organizational to manage critical situations and drive issue resolution
- SAP Active Global Support is ISO 9001:2000 compliant
- SAP Active Global Support is over 3000 people strong

IBM

- Risk Mitigation
 - Reduced number and duration of business disruptions, failures or shutdowns
 - Effective Monitoring of the technical throughput of end-to-end business processes throughout PeopleSoft and SAP landscapes
 - Reduced time to value
 - Shorter implementation cycles
 - Increased resource utilization and effectiveness
 - Reduced IT expenditure - leveraging SAP packaged tools and content versus needing to buy or build (e.g. help desk and other tools)

SAP

- SAP has been in business for 30+ years
- SAP Development organization ISO 9001:2000 compliant
- SAP Development organization is 6000 people strong
- \$1.8B R&D budget - larger than our competitors' ERP revenues

17%

PeopleSoft produced Integration & Migration Services

Migration Package
(30-50 Business Objects)

- Extraction Tool
- Migration Repository
- Upload Tool
- Business Process Mapping
- Knowledge Ware
- Go-Live Check

Billing

Package Price = \$750 (per business object download)

Consulting Services (Time & Efforts)

Integration Package
(20-25 Business Processes)

- Prebuild Adapters
- Portal & Web Services
- Configured Messagebroker
- Business Process Mapping
- Knowledge Ware
- Go-Live Check

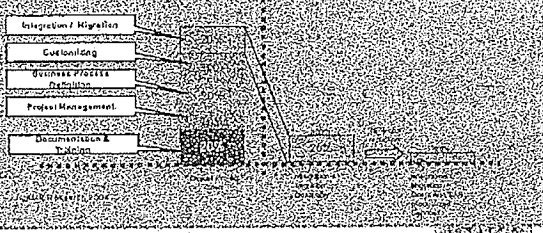
Billing

Package Price = \$1500 (per business process download)

Consulting Services (Time & Efforts)

SAP Value Proposition

- Global delivery capabilities
- Integrated Services
- Standardized Offering
- Integrated Quality Control
- Risk Mitigation
- Reduced Time to Value
- Reduced TCO

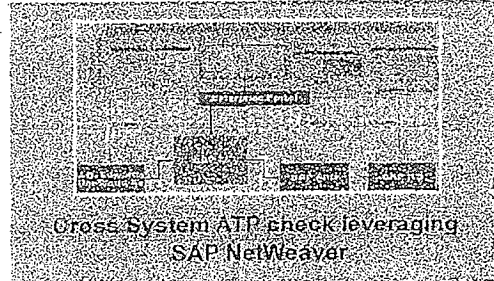


Integration & Migration Reference Cases

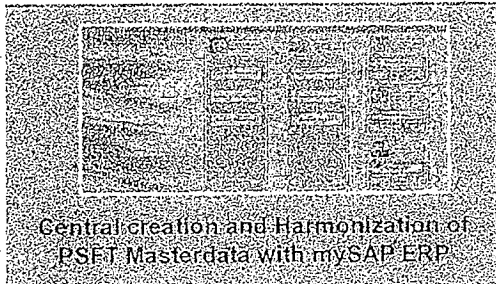
PSFT Integration with mySAP CRM



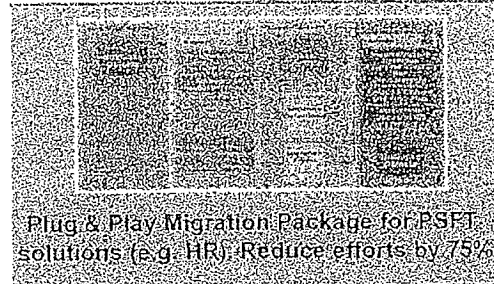
PSFT Integration with mySAP SCM

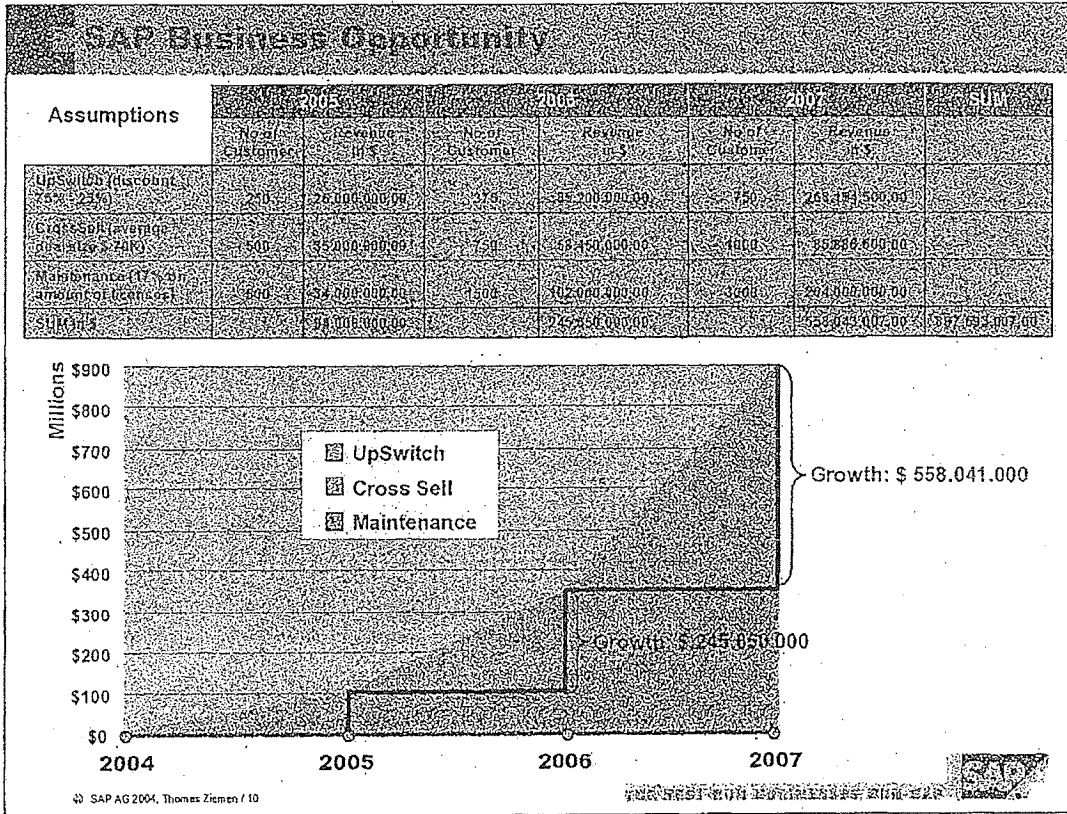


PSFT Integration with mySAP MDM

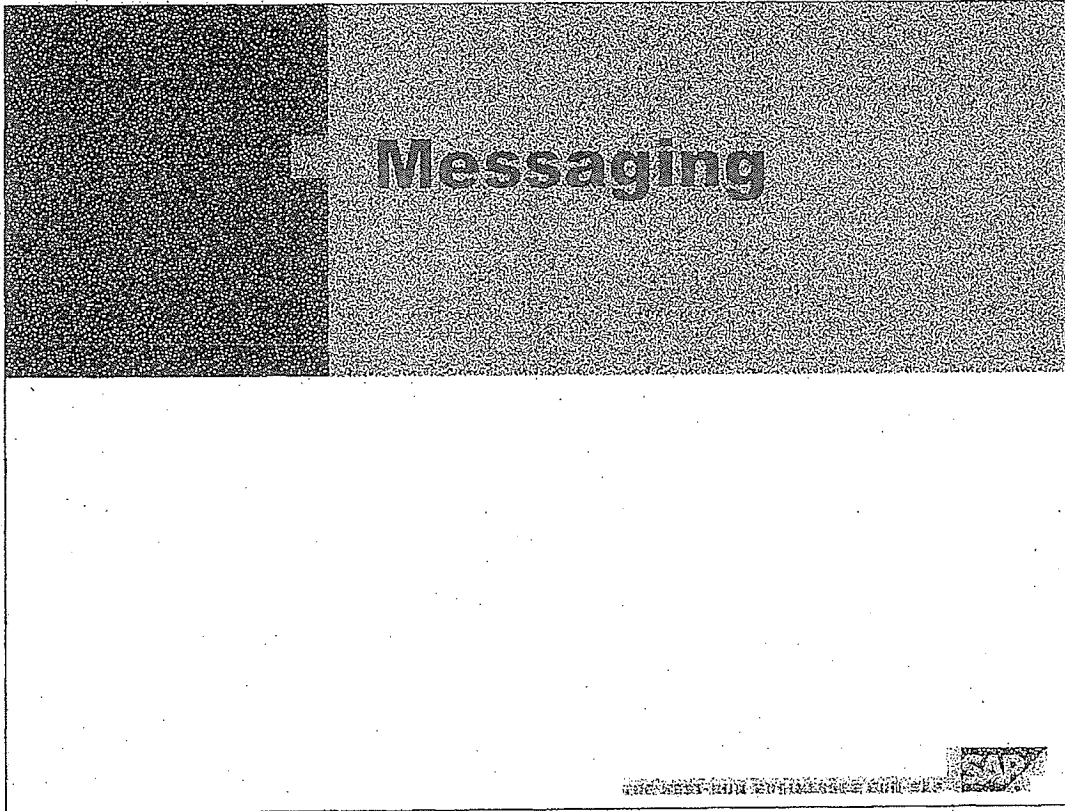


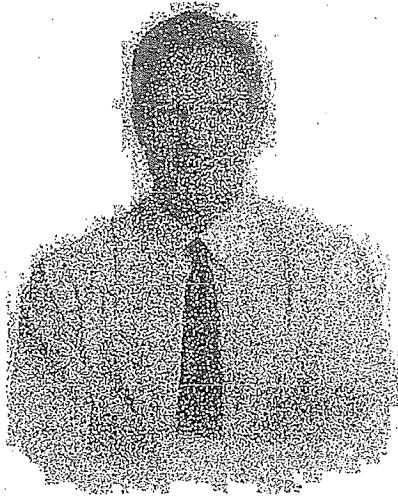
PSFT Migration to mySAP ERP





The transition to a "GOOD ENOUGH" world creates an opportunity for SAP's competitors we can trust they will seize. Keeping them off our turf will require a dual approach:
 RE-INVENT OUR SOLUTIONS AROUND ESA/NETWEAVER,
 REINFORCE OUR STRENGTH - INDUSTRY SOLUTIONS.





SALES Recipe:

1. **Commit** (Up-Sell)
2. **Switch** (Replace)
3. **Extend** (Cross-Sell)
4. **Reference**



Recipe For Success - Step One: Commit

Key message

- "We're the safe harbor and will treat you as good as an R/3 customer!"

Winning proposition

- "SAP is the only vendor who can deliver the next platform (applistructure)"

Product to license

- mySAP ERP, with the same recognition we have for SAP R/3 customers (i.e. first year minimum 75% recognition of PSFT net net license)

Promise we make

- You can leverage your investment into PSFT and stay on PSFT until 2009 while SAP will provide support for it. You can switch to the complete mySAP ERP solution at any time.

What do you implement today

- SAP NetWeaver to manage the lifecycle of the PSFT solution
- SAP NetWeaver with pre-packaged integration scenarios for PSFT and SAP software as well as 3rd party.



Recipe for Success – Step Two: Switch

Key message

- "You have already licensed mySAP ERP – Use this best ERP solution now!"

Winning proposition

- "mySAP ERP is built for SAP NetWeaver. You already have SAP NetWeaver deployed. Now get the next generation application that's integrated with it (providing higher flexibility)"

Product to license

- Additional mySAP user licenses (e.g. for ESS, MSS, etc.)

Promise we make

- Moving from Psft to SAP won't be more difficult as moving from one Psft release to the next

What you implement

- SAP migration tools and mySAP ERP

Recipe For Success – Step Three: Cross-Sell (Optional)

Key message

- “You now have the foundation, extend it’s use for all your industry-specific processes”

Winning proposition

- “SAP has mastered end-to-end processes in your industry and SAP NetWeaver has provided them with unmatched flexibility”

Promise we make

- You can become a more competitive organization by using more SAP solutions (better differentiation, productivity and flexibility lead to more innovation)

Products to license and implement

- mySAP Business Suite
- xApps
- Development tools
- ...

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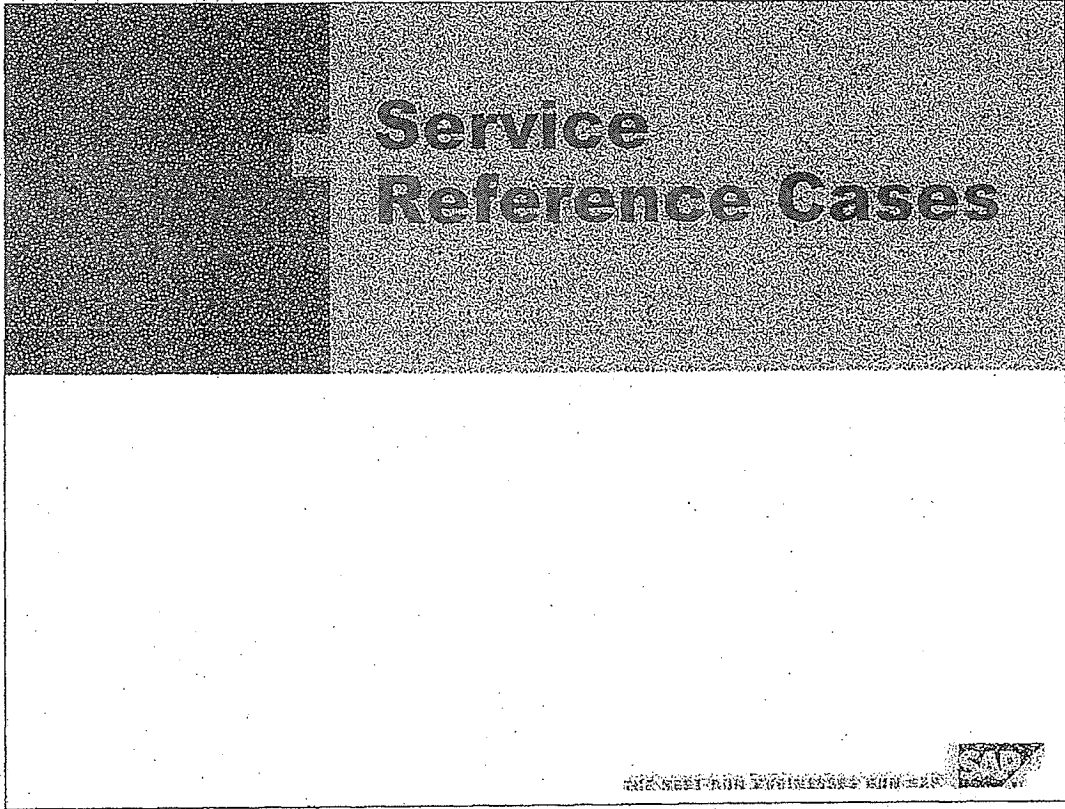
Recipe For Success - Step Four: Reference

SAP NetWeaver needs references for customers who do not run SAP applications but still integrate using SAP NetWeaver

The Peoplesoft customers who buy into the approach laid out here are great references for non-SAP integration!

Points to hammer home with these reference

- Openness/standards compliance today
- One integrated platform (vs. lots of moving pieces) today
- Strategically positioned as the platform of the future (combining apps and tech elements into one platform)



Service Reference Cases

Service Productization

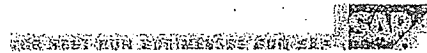


Integration

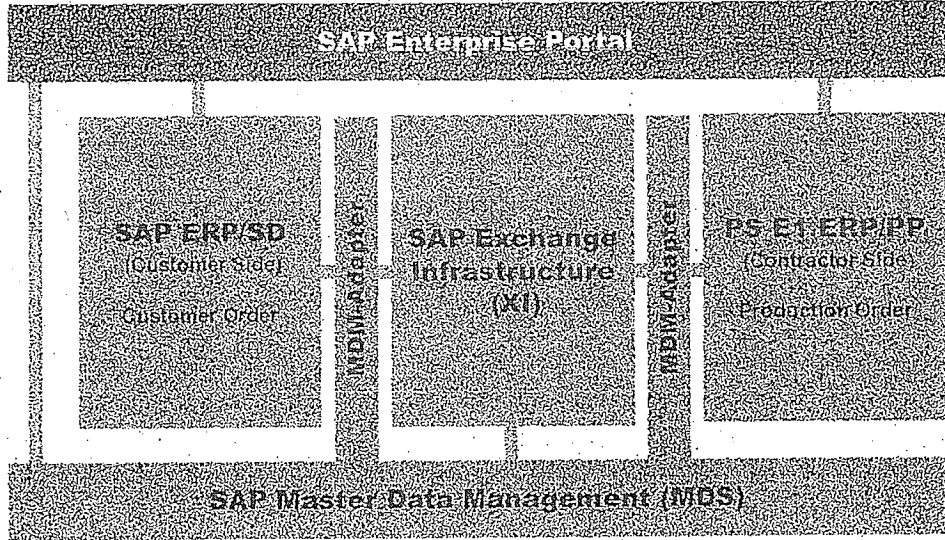
- JD Edwards OneWorld (PSFT E1):
Integration of Manufacturing functionality to SAP ERP
- JD Edwards OneWorld (PSFT E1)
Integration of SAP APO into JDE Backoffice
- PSFT Enterprise:
Harmonization of CRM Masterdata with SAP ERP

Migration

- JD Edwards OneWorld (PSFT E1):
Customer Master Data Migration to SAP ERP



SAP - PSFT E2 Integration Scenario: Production Order

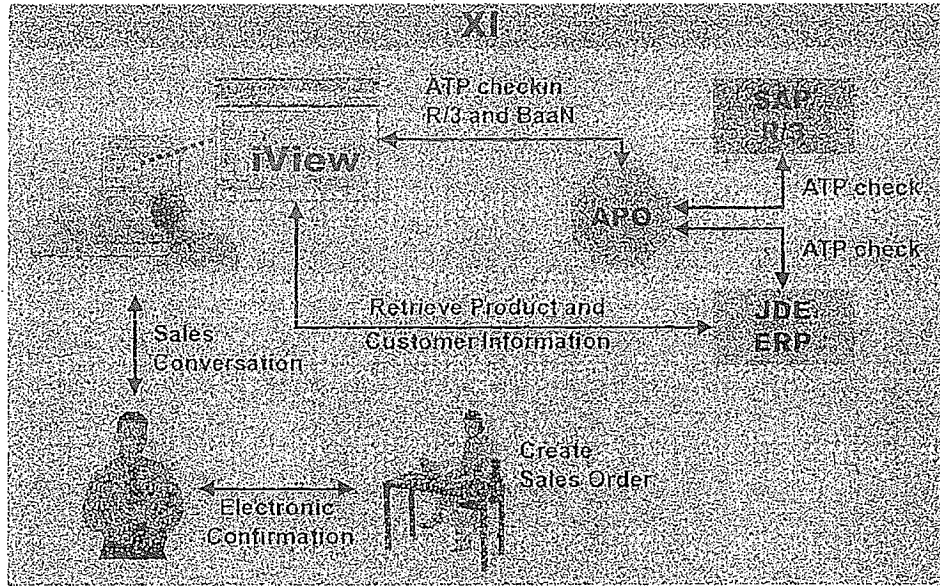


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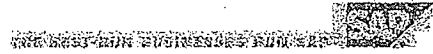
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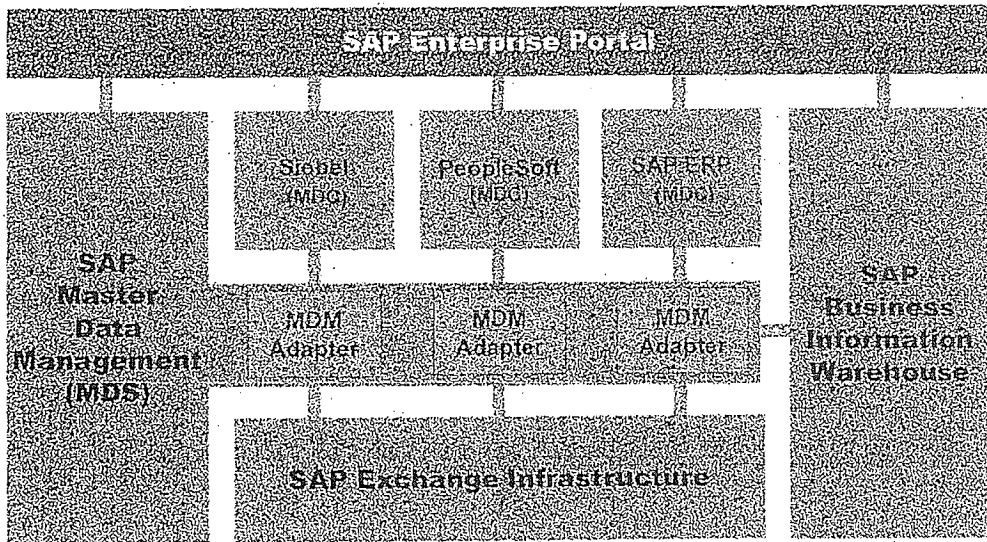
SAP - PSFT E1 Integration Scenario ATP Check



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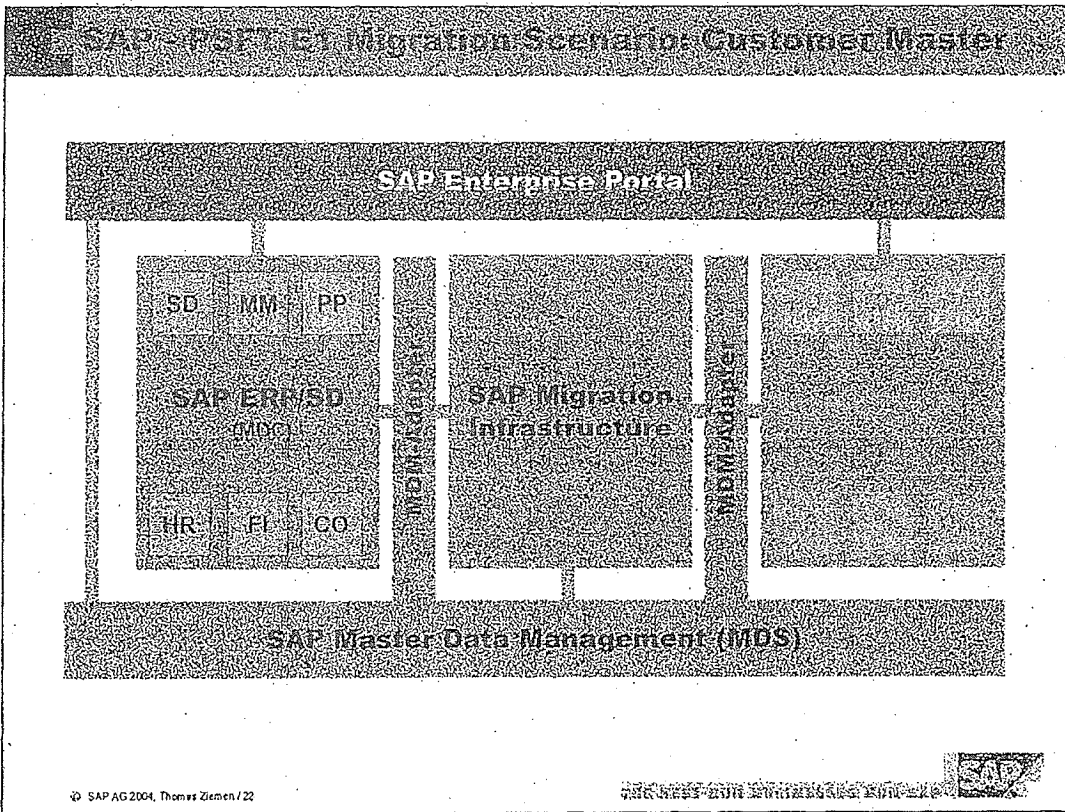


SAP - PSFT Integration Scenario: MDM for Customer Data



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Migration Process with Generic Export Tool

