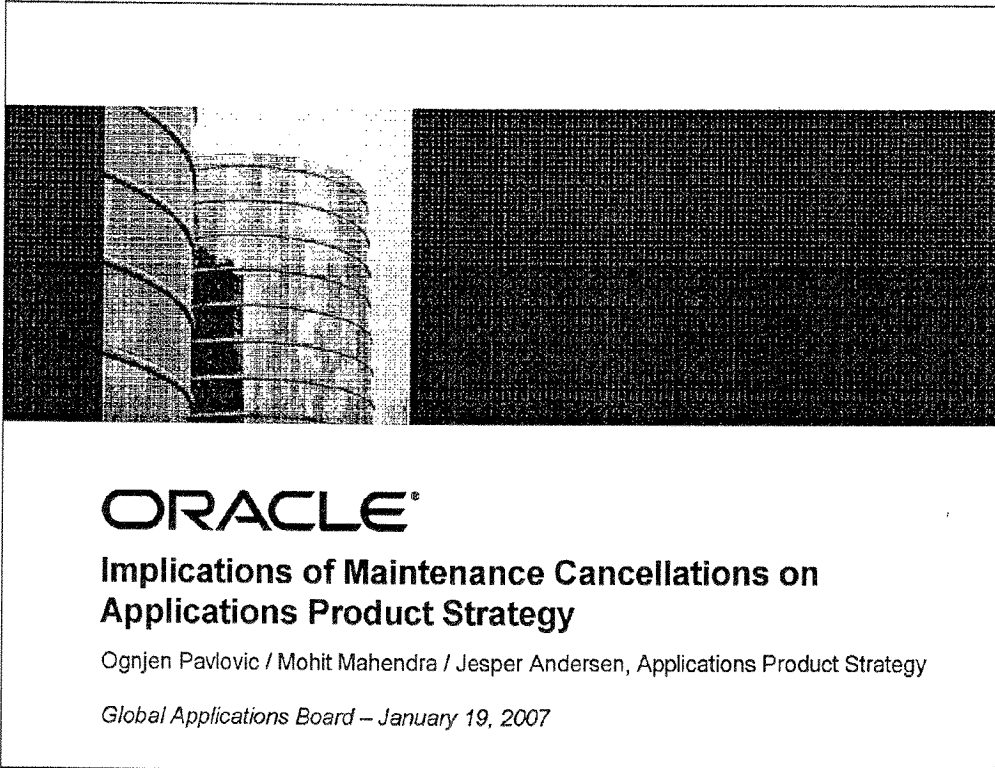


# **EXHIBIT 41**

The image shows a slide with a header image of a building facade and the Oracle logo. Below the logo is the title "Implications of Maintenance Cancellations on Applications Product Strategy" and the authors "Ognjen Pavlovic / Mohit Mahendra / Jesper Andersen, Applications Product Strategy". The date "Global Applications Board – January 19, 2007" is at the bottom of the slide content.

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**Implications of Maintenance Cancellations on  
Applications Product Strategy**

Ognjen Pavlovic / Mohit Mahendra / Jesper Andersen, Applications Product Strategy

*Global Applications Board – January 19, 2007*

# Maintenance is critical to profitability

High impact on margins which are difficult to quickly replace

1. Oracle's license & maintenance margins are vastly different
  - 10-15% margin for license vs. 84-91% for maintenance
2. Loss of \$100mil in maintenance contracts is equivalent to generating ~\$470mil in license revenue (4.7x multiplier) to maintain margins



For period Q4'06 and Q1'07	EBS	PSFT	Siebel	IDE E1	IDE World	Retail
Lic Rev Generated/Lic Rev Required, to replenish lost margin	488%	116%	389%	56%	133%	

\* Detailed model calculation example in the appendix. Both \$100mil of maintenance revenue lost and 470mil of license revenue replacement is on Day1. Model extends margin impact over 5years.



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**Cancellations – By Contract Size (4Q06 - 2Q07)**

By size of contract	Cancel\$/ Cancel%	ORCL	PSFT	JDE	Siebel Apps
	Upper Third	\$2.5 1%	\$11.6 5%	\$10.2 12%	\$1.1 1%
Middle Third	\$6.1 2%	\$10.5 5%	\$5.1 7%	\$3.9 4%	
Bottom Third	\$17.2 6%	\$21.3 9%	\$11.7 14%	\$5.1 6%	
Total Cancel	\$26	\$43	\$28	\$10	
Total ATR	\$902	\$692	\$254	\$263	
Cancel%	3%	6%	11%	4%	

- Small contracts/small customers => higher churn across all product lines
- JDE => high cancellations across the board
- PSFT cancellations moderate-high
- EBS and Siebel large contracts are very sticky

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# Cancellation Reasons

Data sample: Cancellations in FY07-Q1

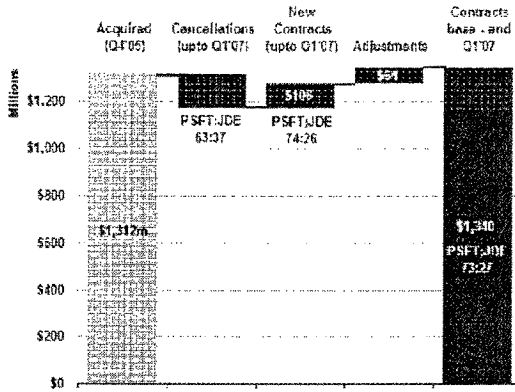
Cancellation Reason	PSFT	ORCL	SEBL	JDE E1	JDE World	Retail	Grand Total
Customer Decline/No Response/Cancel Notice	32%	53%	37%	29%	55%	14%	37%
License no longer used	20%	26%	27%	2%	8%	0%	18%
Move to competitor	16%	18%	16%	16%	12%	0%	11%
Cost of Service	5%	6%	1%	3%	3%	6%	4%
Cancel/Replace	4%	4%	10%	7%	1%	14%	6%
Others	11%	10%	9%	7%	11%	22%	11%
Unknown	11%	0%	0%	35%	8%	44%	13%

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# PSFT Acquisition performance

Contracts base since acquisition (PSFT + JDE, 6 Qtrs: Q4'05 thru Q1'07)



- Without adjustments (price/currency), combined contracts base would have declined
- JDE seeing lower replenishment levels than PSFT due to lower license sales and higher cancellation rates. Bottom line=>Not generating enough to cover for maint. losses



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