---------------------------------------------------------------------------------------------------------------------------- SAP 2001

\*{strengthen, relationships, existing customers, gain, new customers, business}

\*{business model, business}

\*{modern e-business solution, new customers}

\*{context, challenging business environment, leadership position, increase, sales}

\*{change, market conditions, demand, increase}

\*{position, leader, market, e-business solutions}

\*{New Economy, dot-com bubble, return, values, successful business, efﬁciency, customer satisfaction, proﬁtability}

\*{solutions, companies, increase, efﬁciency}

\*{strategic initiatives, areas, customer relationship management (CRM), supply chain management (SCM), enterprise resource planning (ERP), exchanges, portals, invest, technologies, protect, customers’ software investments, success, best-run business}

\*{modern world, business, complexity, growing, complexity, company’s landscape}

\*{customers, effective support, needs}

\*{topic, open, integrated platforms}

\*{Openness, software provider, need, customer, solutions}

\*{interest, customers, solutions, partners, competitors, integrated}

\*{integrating, business processes, product, system, enterprise boundaries}

\*{connecting, data, understanding, business processes, effectively connect, systems}

\*{leader, area, global driver, technologies, open standards, transparent interfaces}

\*{products, requirements, customers, gain, advantages}

\*{mySAP.com® e-business platform, technologies support, open standards}

\*{Companies, foundation, implement, combine, types of applications, SAP systems solutions, providers}

\*{customers, free use, combination of products, needs}

\*{stands, complete solutions, customer-speciﬁc applications}

\*{employees, customers, department}

\*{software products, implemented}

\*{employees, individualized, access, information, role, company, intuitive personalized, user interface}

\*{Portals, best answer, challenge, leading providers, portal technologies, TopTier}

\*{knowledge, resources, teams, business intelligence, knowledge management, workplace}

\*{expert, consultants, new company}

\*{created, leading provider, portals, Portals}

\*{expanded, strategic partnership, Commerce, specialist, electronic marketplaces, Internet}

\*{technical basis, integrating business processes, company boundaries, technologies, electronic marketplaces}

\*{areas, Web services}

\*{applications, company, integrate, applications, company boundaries}

\*{solution}

\*{same lines, extended applications, CRM, SCM, product lifecycle management (PLM), support, collaboration, heterogeneous environments}

\*{new applications, implemented, integrated, traditional ERP market, dominates, growth}

\*{leader, solutions, portals, exchanges, SCM, PLM, ERP, important areas of CRM}

\*{leadership, market share}

\*{measure, success, requirement, mySAP.com solutions, quality, customers, optimum solution}

\*{business, building, long-term relationships, customers}

\*{customers, real-world experience, feeling, market, customers’ investments, safe, long-term, substantial return investment (ROI)}

\*{success, difﬁcult, possible, hard work, global employees, management, customers, partners, goal}

\*{opportunity}

\*{investors, test}

\*{trust, accompany, success}

\*{excellent position, perspectives}

\*{global success, book, ERP software}

---------------------------------------------------------------------------------------------------------------------------- SAP 2002

\*{difficulties, challenging, economic uncertainty, terrorist attacks, United States, accounting scandals, consumer and investor behavior}

\*{companies, adapt}

\*{performed exceedingly well, achieve, best earnings}

\*{greatest challenge, adjusting, revenue, growth, profitability, improved, overall efficiency, long term, massive reductions, staff, careful cost-cutting measures, rationalization, global infrastructure}

\*{intensive customer support, optimized product quality, research and development, spending, savings, detriment, customers}

\*{GROWING MARKET SHARE}

\*{ability, adapt, effectively, competitors}

\*{market share, competitors, overall customer-satisfaction levels, outperforming, area}

\*{CUSTOMOER-FOCUSED INNOVATION}

\*{develops, solutions, customer’s needs}

\*{customers, require, quick return on investment (ROI), long-term security, lower total cost of ownership (TCO), information technology (IT), investments}

\*{innovative products, market, leveraging, business and technological expertise}

\*{development, SAP NetWeaver™, SAP Entreprise Services Architecture, most significant, technological advances}

\*{SAP NetWeaver, integrates, heterogeneous, IT systems, business processes, information, users, boundaries}

\*{integrating, technologies, Microsoft NET, IBM WebSphere, ensures, flexible IT infrastructures}

\*{customers, reduce, complexity, IT infrastructures, reduce, operating cost}

\*{SAP NetWeaver, technological basis, SAP Entreprise Services Architecture, enables, design of state-of-the-art, solutions, specific business tasks}

\*{technology, existing applications, used, more effectively, IT investments, protected}

\*{SAP NetWeaver platform, enhanced, solutions, mySAP Business Suite, industry-specific functions}

\*{developed, mySAP Customer Relationship Management, mySAP Supplier Relationship Management, other solutions}

\*{developed, new software solutions, easy to configure, SAP cross applications (SAP x Apps™)}

\*{solutions, built, customers’ heterogeneous applications, datasets, bundle, functions, user requires}

\*{facilitates, deployment, new functions, using, existing systems and applications}

\*{established, small and midsize businesses unit, important step, market segment, growth, worldwide}

\*{SAP Business One™, mySAP All-in-One™, global brand, small and midsize businesses}

\*{INCREASED PRODUCTIVITY}

\*{solutions, core element, customers’ business processes}

\*{breadth and depth, cost/benefit ratio, solutions, crucial, success, customers}

\*{quality, software components, extends, capabilities, entire solution}

\*{increasing efficiency, succeeded, delivering, products, outstanding quality, marker}

\*{improved, consulting, service, support, enabling, increase, number of customer systems, live}

\*{achieved, increasing support costs}

\*{TRUSTED ADVISOR}

\*{level of quality, managed, increase, role, trusted advisor, limited IT budgets}

\*{customers, worldwide, increasing efficiency, SAP solutions, trust, strong, strategic partner, offering, in-depth knowledge, address, specific needs}

\*{Key aspects, a trusted advisor, reliability, independence, difficult market economy}

\*{succeeded, increasing, profitability, focusing, organization, more strongly, market demands} \*{created, strong foundation, maintaining, independence, future}

\*{overall, economic climate, strong recovery}

\*{IT spending, added value, contribute, spending, increase}

\*{demand, grow, business application software, optimizes, critical business processes, minimizes investment risks}

\*{adapt, new customer requirements}

\*{solutions, technology, architecture, provide, business value, customers}

\*{focus, marketing, issue-specific packaged solutions}

\*{solutions, combinations of applications and services, designed, handle specific business problems}

\*{minimize, implementation risks, customers, offer, faster return on investment}

\*{foundation, growth, market share}

\*{ensure, stable, uncertain market, comprehensive product portfolio, powerful, integrative technologies, flexible, optimized infrastructure}

\*{concentrate, efficiently deploying resources, reducing costs, increase profitability, strategically investing, research and development, ensure, future growth}

\*{BUSINESS INTEGRITY}

\*{Responsible, corporate governance, fundamental value}

\*{Principles of Corporate Governance, transparent communication}

\*{ADAPTING, INNOVATING, WINNING}

\*{corporate culture, essential, excellent performance}

\*{flexibility, innovative thinking, stand out}

\*{partners, customers, contribution, dedication}

---------------------------------------------------------------------------------------------------------------------------- SAP 2003

\*{customers, economic, political situation}

\*{strategic goals, improve, earnings per share, increase, market share, forecasts, stagnant market}

\*{executed, strategy, currency, impact of strong euro, exceed, guidance, record, operating income, earnings per share, margin growth}

\*{gains, market share, measured}

\*{share price, increased, outperformed, German DAX, Goldman Sachs Software Index}

\*{CHALLENGING}

\*{business priorities, companies, pressures, corporate governance, focus, core business, primarily cost controls, lean operations, efficiency, customers, center of business}

\*{Companies, increase, profitability, businesses, effectively, flexibility, exploit, new opportunities, economic recovery}

\*{Technology, business goals}

\*{information technology, investments, faster return, monitored projects}

\*{Companies, technology solutions, solve, business problems, technology, technology’s sake}

\*{Decision-makers, lower risk projects, swifter return, investment (ROI), decline, size, trend, successfully managed offset, increase, deals, signed}

\*{Software vendors, pressure, deliver, future proof solutions, satisfy, customers, demands}

\*{substantial industry consolidation, business software sector, effects}

\*{fewer competitors, competitive landscape}

\*{experienced, unprecedented pricing pressures, benefit, long-established relationships, customers, reliable partner}

\*{competitors, operations, self-induced challenges, created, mergers acquisitions, sharpen, focus, customers’ needs}

\*{currency impact, license revenues, focus, operating margin, increase, spending, research and development (R&D)}

\*{commitment, innovating, customers, Wall Street Journal Europe, European Innovation Award, radio frequency identification (RFID) technology}

\*{restructured, Company, goals, changes, buying, patterns}

\*{management transition, co-founder, former co-CEO, operations, mid-long-term strategic direction, Company}

\*{transition, Company, execute, strategy, developed, shared, leadership, co-CEOs}

\*{Annual General Shareholders’ Meeting, Supervisory Board, Chairperson}

\*{MARKET LEADERSHIP, software industry, strengthen, global market leadership position}

\*{Translated, U.S. dollars, reporting, currency, competitors, increased software license revenue, market, decrease}

\*{worldwide share of market, competitors, compared, United States, market leader, increase, market share}

\*{market leadership, product lines}

\*{accomplished, goal, customer relationship management, vendor, market superior solution}

\*{mySAP Customer Relationship Management (mySAP CRM), customers, benefits, best-of-breed software, benefiting, lower total cost of ownership (TCO), integrated, suite of solutions}

\*{message delivered, customers, annual SAPPHIRE conferences, invest, innovation}

\*{smart, contributes, company’s bottom line, ROI, reducing, total cost of ownership, times of economic uncertainty}

\*{message, market, position}

\*{corporate culture, motivated employees, excellent performance}

\*{employees, flexibility, idealism, innovative thinking}

\*{opportunity, partners, customers, contribution, dedication}

\*{TECHNOLOGY LEADERSHIP}

\*{accomplishments, launch, Enterprise Services Architecture, NetWeaver technology platform, technical enabler, service-oriented architecture, adaptive business solutions}

\*{NetWeaver, companies, achieve, growth, change, innovation}

\*{customers, integrate, existing assets, landscapes, ROI, lower TCO}

\*{automate, new business processes, foster, change}

\*{business, financial transparency, integrating, business processes, applications, house, outsourced applications}

\*{NetWeaver, opens up, new dimension, elevates, infrastructure, enabler, enabler of change, change, sustainable, reduced risk, cost}

\*{effort, development organization, deliver, NetWeaver, promise, customer-oriented innovation, offerings, corporate realignment}

\*{Strategic Cross-Organizational Realignment initiative, created, business solution groups, increase, focus, developing, delivering, tailored industry solutions}

\*{created, Application Platform & Architecture group, set, architectural standards, develop, reusable software components}

\*{success, short-term story}

\*{operate, cycles, strategy, long-term}

\*{economic outlook, optimistic, focus, increasing, license revenue, focus, increase, profitability}

\*{execute, strategy of offering, innovative product, portfolio, customers, capitalize, growth opportunities, business processes}

\*{invest, business solutions, small midsize businesses, improve, products, new market segments}

\*{invest, research and development, develop, future growth, drive, market-wide adoption of NetWeaver}

\*{market}

\*{strengths, commitment, customers’ success, better economic outlook, benefit, competition, upswing, economy}

\*{Analysts, expressed, confidence, increase, market share, investment, recovers, Company, deliver, growth, earnings per share}

\*{analysis, success}

---------------------------------------------------------------------------------------------------------------------------- SAP 2004

\*{grow, software license revenue, analysts}

\*{challenging, market, demonstrated, strength, right path}

\*{predictions}

\*{cases exceeded, goals}

\*{software revenues, declined, returned, double-digit growth, increase, rapid weakening, U.S. dollar}

\*{software license, revenue, currency, grew}

\*{U.S. dollars, grew, software revenue, market, grew}

\*{LEADING INDUSTRY}

\*{turning point}

\*{solidified leadership position, industry, focus, customers, vision, future}

\*{leadership position, time}

\*{general availability, leading application, integration platform, NetWeaver}

\*{latest version, flagship product, mySAP ERP, successor, SAP R/3}

\*{first service-oriented business application, market based, NetWeaver}

\*{maintenance strategy, place, customers, transition, SAP R/3, mySAP ERP, improve, productivity}

\*{excellent results, product portfolio, customers, viable, leading expert, prepare, changing business environment, operate, SAP’s customer satisfaction}

\*{Regional successes, constant-currency software growth, United States, success, emerging markets, China, India, Russia}

\*{Product high-lights, position, major solution areas, enterprise resource planning, customer relationship management, supply chain management, supplier relationship management, product life-cycle management, success, key industries}

\*{strength, indication, successful transition, volume business model, contracts, direct sales channel, increased, indirect channel, increased}

\*{leadership, large enterprise segment, midmarket, SAP’s total order entry, companies, employees, revenue}

\*{generated, business, midmarket segment, competitors, generated}

\*{pro-forma operating margin, stock-based compensation, acquisition-related charges, ratio, indicates, management’s ability control costs, expenses, business operations, increased, percentage}

\*{increase, investments, innovation, research and development, increases, global headcount}

\*{added sales, marketing personnel, capitalize, opportunities, leveraged, low-cost locations, R&D, support services}

\*{INNOVATION}

\*{success, key factors, focus, customers, winning product portfolio, solid road map, future}

\*{dialogue, customers, mutual conclusion, future business drivers, ability, quickly adapt, business strategy, speed of innovation, market}

\*{strategic tool, powerful enabler, changing business environment}

\*{succeed, requires, new type of architecture, flexible, business, quickly adapted, needed}

\*{WINNING PRODUCT PORTFOLIO, service-oriented architecture, companies, create, change, business applications, support, strategy}

\*{vision, Enterprise Services Architecture, introduced, road map}

\*{Enterprise Services Architecture, framework, combines, business expertise, power of Web services}

\*{focused, new architecture, customers, flexible, deploy, technology, positioned, road}

\*{create, Enterprise Services Architecture, platform}

\*{NetWeaver, enabler, Enterprise Services Architecture, applications, infrastructure, level}

\*{commitment}

\*{NetWeaver reference customers, companies, Intel, Johnson & Johnson, Siemens}

\*{mySAP ERP customer contracts}

\*{expectations}

\*{NetWeaver, evolutionary course, business process platform}

\*{Customers, industry experts, combination, composition platform service, components, creates, ideal business platform economy, need, growth, innovation}

\*{business process platform, supports, operational processes, efficiency, business integrity, tools, customers, compose, differentiating, business scenarios, strategies}

\*{business process platform, companies, reuse, existing software capabilities, write, customized software code}

\*{goal, deliver, mySAP Business Suite, industry solutions, industry-leading business process platform}

\*{ORGANIZATION, STRATEGY}

\*{best organization structure, place, accelerate, growth, realigned, responsibilities, Executive Board members, solution, value chain}

\*{value chain, new idea, breakthrough innovation, product development, production, process, quality assurance, service, support, maintenance, marketing, sales, training, consulting, implementation, customer}

\*{new structure, improve, speed of decision making, focus, Board area}

\*{structure, ingredients, place, successful execution, strategy, right technology, right product portfolio, right organization}

\*{INVESTING, SUCCESS}

\*{commitment, customers, leadership, growth, shaping, future}

\*{long-term goal, build, leadership, customers, redefine, technology landscape, powerful vision, service-enabled business process platform}

\*{investment, platform, culmination, Enterprise Services Architecture strategy, competitive position, opens up, new opportunities, revenue, profit growth}

\*{investment, success, company}

\*{employees, contribution, dedication}

\*{leading, dynamic company, share, success}

---------------------------------------------------------------------------------------------------------------------------- SAP 2005

\*{outstanding}

\*{organic growth, industry, successful strategy, benefit, customers, partners, shareholders}

\*{Customer satisfaction, extended, peer group share}

\*{Companies, partner, advisor, innovating business}

\*{increase, share, outperformed, Goldman Sachs GSTI Software Index}

\*{company, invest, people, new products, new sales, channels, expand, market}

\*{accomplished}

\*{challenging environment, outperformed, competitors, software market}

\*{extended, leadership, small midsize enterprise segment}

\*{success, long-term, core values, customer-centric approach, excellence, product offering, focus, delivering, promises, customers}

\*{HIGHLIGHTS}

\*{positioned, investments, organic growth, immediate return}

\*{grew, software license revenue, deals, increased}

\*{region, success, North America, Asia-Pacific}

\*{profitability, rose, percentage, pro-forma operating margin, pro-forma earnings per share, increase}

\*{product, progress, enterprise, services architecture (ESA), leading vision, computing, reality}

\*{first software provider, develop, deliver, mySAP Business Suite solutions, new architecture, customers, mySAP ERP}

\*{industry, gains, growth, process industries, record increase, retail}

\*{support, delivery of business solutions, extending, development partner ecosystem}

\*{technology, companies, developing, complementary solutions}

\*{process, co-innovation, customers, access, greater number, innovative solutions}

\*{independent software vendors (ISVs), supporting, NetWeaver platform, members, Developer Network}

\*{partnerships, partnership, Microsoft Project Mendocino, Siemens healthcare, Intel, high-performance analytics packaged solution, HP, IBM technology}

\*{product, offering, customers, small acquisitions, Triversity Khimetrics retail, Lighthammer, manufacturing, TomorrowNow maintenance, support, non-SAP systems}

\*{cooperation, TomorrowNow, customers, Safe Passage program}

\*{strengthened, dialog, key shareholders}

\*{set, objectives, transparency, communication, financial community}

\*{Investors, positive feedback, long-term strategy}

\*{Transparency, theme, corporate social responsibility initiatives}

\*{effective form, engagement, unique strengths, expertise}

\*{transparency, education, governance, community development}

\*{results, companies, long-term partnership, software vendor, trust}

\*{Annual Report, companies, innovating, solutions, efficient, manage, complex businesses, support, high quality, products, fast access information}

\*{success, dedication, creativity, employees}

\*{customers, countries, reason, offer, best products, quality}

\*{diverse talent pool, employees, hired}

\*{WINNING FORMULA}

\*{business software, market, created}

\*{continue, deliver, best class products, customers need, need}

\*{research, companies, need, change, business models, gain, competitive advantage}

\*{new generation, architecture, ESA}

\*{new architecture, revolutionizes, software, developed, implemented}

\*{set, goals}

\*{product pipeline, market position}

\*{add, new strategic products, users, enterprises of sizes}

\*{sets, foundation, ambitions, expand, addressable market}

\*{increased, enthusiasm, generation technology, customers, ESA Adoption Program, expanded, product road map, proof points}

\*{focus, evolve, NetWeaver platform, Business Process Platform, flexible environment, support, business models, future}

\*{launch, new products, midmarket, expand, eco-system, partners, generation technology}

\*{accompanying, journey, customers, partners, shareholders, employees}

\*{deliver, high-quality business software, exceeds, expectations, customers, long-term value shareholders, positioned, future}

\*{business model flexibility, companies of sizes, new heights}

---------------------------------------------------------------------------------------------------------------------------- SAP 2006

\*{significant milestones, long-term growth targets}

\*{ability, drive, new innovation, expansion, product portfolio, global availability, business process platform}

\*{increase in revenues, increase in adjusted net income, demonstrate, growth company, consistently, delivers, outstanding results}

\*{ambitious targets}

\*{achieved, software revenue growth, constant currencies}

\*{target, excellent result, comparison, market peers}

\*{increased, market share, regions, against, main competitors}

\*{strategy, organic growth, innovation, co-innovation, customers, partners}

\*{customers’ ability, innovate, dependent on IT, ability, innovate faster, competitors, more important, proved, organic growth strategy, best way, sustain, first-mover advantage}

\*{successfully deliver, product road map, introduce, new software category, represents, radical innovation, product and business models}

\*{strong growth}

\*{double-digit growth, software license revenue}

\*{profitability, adjusted operating margin}

\*{high level of customer confidence, delivering, existing customers}

\*{target, service-enabling, software, easier, customers, execute, desired changes, business}

\*{service-enabled, ERP application, SAP ERP}

\*{functional enhancements, SAP ERP, optional enhancement packages, eliminating, need, customers, continually upgrade, take advantage, newest technology, business process innovations}

\*{Providing, software, needs of companies, traditionally, SAP software, core pillar, strategy, market}

\*{new products, address, needs of users, analyze data, new business insights}

\*{Duet software, Microsoft, enable}

\*{introduced, new product deployment model, SAP CRM}

\*{continued, grow, industry}

\*{lead, market, mix of strong performance in traditional industries, chemicals, oil, gas, utilities, strategic industries, retail, financial services}

\*{executed, complementary acquisitions, purchase, three software companies, Khimetrics, Virsa, Frictionless Commerce, chief assets, Praxis Software Solutions, Factory Logic}

\*{global ecosystem, partners}

\*{new partnerships, Asia, Tata Consultancy Services, India, Neusoft Group, China, Fujitsu, Japan, new marketing cooperation agreement, Cisco Systems, United States, Canada, governance, risk, compliance applications}

\*{industry value networks}

\*{networks, independent software vendors, systems integrators, develop solutions, industry-specific business pains}

\*{exchange, business best practice, customers, partners, fundamental, success}

\*{responsibility, best practice, transparency, governance, stakeholders, business leaders}

\*{membership, stakeholder forums, UN Global Compact, International Business Leaders’ Forum, Extractive Industries Transparency Initiative, tour SAP University Alliances program}

\*{testimony, customers, evidence, continuing success}

\*{different, industries, geographies, business needs, innovation and growth agendas}

\*{asset, people}

\*{invest, employees, hired, worldwide, global research and development centers}

\*{GROWTH OPPORTUNITIES}

\*{enormous, growth potential}

\*{share of wallet, large-and midsize customer base, entire SAP product suite, business process platform}

\*{extend, platform, industry-specific versions}

\*{develop, product offering, small businesses, midsize companies}

\*{new version, SAP Business One, small businesses}

\*{huge, revenue opportunity, midsize companies, enterprise software buyers}

\*{developing, ‘non-buyers’}

\*{innovating, business model, low cost and risk, swift return, IT investments}

\*{investment, build, “try-run-adapt” model, enable, quickly access, configure, run software}

\*{minimize, investment risk, alternative licensing models, leasing, different financing options}

---------------------------------------------------------------------------------------------------------------------------- SAP 2007

\*{experienced}

\*{introduced, new solution, small businesses, midsize companies}

\*{course, future}

\*{innovations, product, business models, enhanced, core business, achieve, excellent results}

\*{generated, revenue, excess, ﬁrst time}

\*{constant currency basis, growth, operating margin, upper limit, guidance}

\*{new customers, increased, market share, percentage}

\*{successful}

\*{shareholder, development, share price}

\*{invested, true investment}

\*{Executive Board, employees}

\*{decision}

\*{decisions, justify, trust}

**\*{Strong Growth}**

**\*{**pursue, strategy, organic growth}

\*{increasing software, software-related service revenue, constant-currency basis}

\*{result, exceeds, forecast}

\*{core business, profitable}

\*{results, hampered, investments, SAP Business ByDesign}

\*{short-term investments reward, medium-long-term beneﬁts}

\*{SAP Business ByDesign, completes, small business, midsize companies}

\*{market leaders, area, products, SAP Business, SAP Business}

\*{SAP Business ByDesign, newly developed product, new business model, SAP, entered, demand market}

\*{demand products, vendors, SAP Business ByDesign, supports, business processes, customers}

\*{portfolio, encompasses, solutions, enterprises of sizes, industries}

\*{industry, expertise, particular, key strengths}

\*{Co-innovation, network of partners, software industry}

\*{Working, partners, gain, new knowledge, generate, fresh ideas, stay, competition}

\*{enhancing, research and development organization, centers of innovation, select, universities, University Alliance program, industry forums, online communities, Co-Innovation Lab, opened, Palo Alto, California}

**\*{Secure, Innovations, Customers}**

\*{uncompromising commitment, customers’ requirements, innovation leadership, products, add, value, create, competitive advantages, customers}

\*{illustrates, changed, role of enterprise, software, eﬃciency, cost reduction, primary concern, enterprise software, focuses, new ways, add, value, diﬀerentiate, companies, global competition}

\*{shift, business process platform based, enterprise, service-oriented architecture, enterprise SOA}

\*{platform, companies, implement, process improvements, new business models}

\*{road map, establish, enterprise SOA, task, completed, release of SAP ERP 6.0., customers, enterprise SOA production, evidence, success, innovation strategy, SAP Business Suite, complemented, live installations of SAP NetWeaver}

\*{customers, spells, agility, productivity, implementations, future innovations}

\*{complex up-grade projects, customers, new functions, implement, SAP enhancement packages}

\*{delivery, adds, new capabilities, customers’ software, risks, system stability, traditional upgrades}

\*{release, customer relationship management (CRM) application, SAP CRM 7.0, SAP Business Suite}

\*{developers, united, new functions, improved, usability}

\*{user, interface, Internet technology, mobile devices}

\*{combination of usability, functionality, ﬂexibility, rarity, enterprise applications, demand, SAP CRM 7.0}

**\*{Further Growth Opportunities}**

\*{innovations, strategy, specialized software vendors, large acquisitions}

\*{answer, market segment, potential growth, complements, SAP’s portfolio, vendors, established, presence, increase, growth, area, strategic move}

\*{completed, acquisition, Business Objects, top of business user market}

\*{market, covers, personnel, levels of company, employees, executive board, business data, real-time analyses, jobs}

\*{market leader, ﬁeld, Business Objects oﬀers, ideal addition, products}

\*{software, quickly and easily conducting, analyses, supporting, decision-makers, adapting, business processes, created, competitive advantages, customers, SAP}

\*{markets, reacted hesitantly, acquisition, new business model, SAP Business ByDesign}

\*{successful, new areas}

\*{ambitious plans, reality, establishing, enterprise SOA, success}

\*{share price, reﬂect, success}

\*{operating income, excellent condition, ambitious growth strategy, superb potential promise, increases, revenue, margin}

\*{need, employees, promise}

\*{attractive employer, magnet, talent}

\*{secure, services, employees, enhance, company’s performance}

\*{SAP’s headquarters, Germany, acknowledged, Germany’s best employer, social commitment}

\*{ingeniousness, founders, performance, employees, business partners, customers}

\*{eﬀorts, foundation, creating, lasting value, shareholders}

---------------------------------------------------------------------------------------------------------------------------- SAP 2008

\*{global economy, runs, software}

\*{companies, organizations of sizes, trust, innovative products, services, sector of industry}

\*{global presence, well-diversified customer base, crises, individual industries, regions}

\*{economic crisis, global scale}

\*{business, fell off}

\*{unable match, extraordinary growth}

\*{revenue software, software-related services, compared, non-GAAP, constant-currency basis}

\*{market share, grew, organic growth, acquisition of Business Objects}

\*{stringent cost-containment measures, initiated}

\*{compromising, delivery of services, promised, new products, customers, saved, costs, final quarter, leading, increase, non-GAAP operating margin}

\*{agility, company, investors, SAP stock, outperformed, major benchmark indexes}

\*{economic crisis, worsened, uncertainty, spread}

\*{reduce, costs}

\*{address, payroll, intend, reduce, workforce, positions, factor, reaching, goal}

\*{reduction, created, new jobs, counting, Business Objects people}

\*{recognize, innovative workforce, drives, success, remain, steadfast, place, work}

\*{positioned, handle, economic crisis}

\*{doubled, addressable market, track, pass, customers, new products, generating, license, revenue}

\*{improve, market, small business, midsize company segment}

\*{investments, worth}

\*{transferred, portfolio, service-oriented architecture (SOA), expand, offerings, Business Objects}

\*{customers, flexibly adapt, business processes, business models, organizations, SAP BusinessObjects solutions, customers, best real-time tools, analyze of relevant business information, insight, formed, decisions, flexibility, implement, decisions, efficient processes}

\*{customers, strategic agility, need, weather, current storm, start, growing}

\*{long term growth prospects, depend, ability, innovate}

\*{topical examples, SAP Business Suite 7, launched, represents, development, business software, SAP Business ByDesign, new midmarket segment, concentrating, new business model, profitable, SAP Enterprise Support, new support, offering, customers, navigate, complexities of landscapes}

\*{support, services, unrivaled, marketplace, competitively priced}

\*{solutions, support, sustainability}

\*{concerns, social and ecological issues, global tide of regulation, create, great opportunities, SAP}

\*{intend, lead, market, sustainability, demonstrate, commitment, establishing, company­wide sustainability practices}

\*{Sustainable success, business, key focus, custom of maintaining, seamless management transition}

\*{tradition}

\*{Executive Board, invest, trust}

---------------------------------------------------------------------------------------------------------------------------- SAP 2009

\*{changes, business environment, customers, adapted, new market reality}

\*{Customer, buying behavior, shifted, emphasis, smaller transactions projects, immediate return, decision making, moved, business executives, traditional IT power base of CIO, requirements, solutions, CEOs, COOs, CFOs, manage, performance, compliance, gain, business insight, faster decision making}

\*{respond quickly, new normal, customer behavior, transformation, closer, customers, increase, speed, value}

\*{new foundation, sustainable growth, implemented, principles, engagement, employees, powerful assets, costs, reducing, focus, improving, operating margin}

\*{transformation efforts, combined, strong field execution, renewed, focus, innovation, results, software, software-related service, SSRS revenue, down, non-GAAP, constant currencies}

\*{Execution, Asia Pacific, Americas regions, BRIC countries, United States, United Kingdom, Germany, leading}

\*{outstanding customers, key industries, banking, insurance, public sector, telecommunications}

\*{exceeded, operating margin, target, non-GAAP, constant currencies}

\*{companies, industries, grow}

\*{innovative, competitive, focused, technology investments, advantage, positive economic outlook}

\*{powerful, expand, leadership, enterprise application software market, new innovative products, new customer opportunities, sustainable, top-line margin growth}

\*{changes, Executive Board, designed, intensify, accelerate, business strategy}

\*{focused, delivering, faster pace, innovation, customers, consume, solutions, premise, demand, device}

\*{customers, drive down, cost of operations, orchestrating, information technology, consistency, security of data, business processes}

\*{leverage, latest technologies, virtualization, cloud, memory, business solutions, implement, use, seamlessly integrate, SAP and non-SAP environments}

\*{forefront, SAP Business ByDesign solution, delivering, volume-ready cloud suite}

\*{delivering, demand, extensions, market-leading SAP Business Suite 7, customers, choice, premise, demand, hybrid}

\*{market innovations, networked applications, depth industry solutions, applications, designed, business users, informed, productive, efficient}

\*{leverage, industry’s largest ecosystem, drive, growth, innovation, customers}

\*{partners, support, success, working, partnering}

\*{co-CEOs, working relationship, complementary skills, accelerate, SAP’s transformation}

\*{joint ambition, foster, culture of innovation, engages, inspires, people, goal, customers, best-run businesses}

\*{stand, information technology, individual applications, products, society, flourish}

\*{strengthening, strong partnerships, stakeholders, new generation, profitable growth}

\*{successful conclusion, testimony, market leadership, trusted advisor status, earned more, customers, innovative power, drive, employees, partners}

\*{changed, market environment, internal transformation, prepared, positioned, opportunities}

---------------------------------------------------------------------------------------------------------------------------- SAP 2010

\*{started, goal, growth, company}

\*{concentrate, delivering, superior value, customers, refocused, strategy, innovation}

\*{started, vision, run}

\*{centered, everything, mission, customers, best-run businesses}

\*{strategy, strengthen, leadership, traditional business, double, addressable market, investing, new innovations, change, customers}

\*{strategy, combined, excellent execution, produced, solid results}

\*{broad-based, double-digit increases, software, software-related service, SSRS, revenue, regions}

\*{High growth markets, BRIC countries, over-gains software, revenue}

\*{non-IFRS, SSRS revenue, increased, exceeded, company guidance}

\*{added, new customers, small midsize companies}

\*{guidance, non-IFRS operating margin, constant currencies}

\*{innovation strategy, focus, new game-changing technologies, memory, computing, mobile, computing, cloud computing}

\*{delivered, innovations, categories}

\*{launched, SAP Business ByDesign, companies, practices, cloud, installation}

\*{launched, High-performance Analytic Appliance (SAP HANA), customers, analyze, real time, business, change, landscape}

\*{development of SAPHANA, leading of rapid innovation cycle}

\*{innovation pipeline}

\*{partners, powerful innovation, customers}

\*{innovation, company, options, businesses}

\*{promote, co-innovation partners, customers, optimal choice, orchestrating, customers’ data, processes, diverse landscapes}

\*{acquisition of Sybase, leader, enterprise mobility, stage, unwired enterprise, evolution, mobile devices, new desktop}

\*{aggressively pursuing, transformative technologies, virtualization, cloud, memory computing, deliver, solutions, easier, implement, use, integrated, SAP and non-SAP environments, customers, operate, real-time, information, fingertips}

\*{development practices, connected, development teams, customers, delivery of solutions, market}

\*{field sales teams, grew, savvier, positioning, solutions, shorter implementation times, lower total cost, ownership, deliver, value, customers}

\*{value management disciplines, dollar, customers, spend, expect, return}

\*{company, create, holistic cycle, strategy, business, outcome, customers, SAP, open, partner, ecosystem}

\*{focus externally, customers, strides, people, strategy}

\*{appointment, member, SAP executive Board, charge of human resources, promises, new focus, greatest asset, employees}

\*{organization, focus, leadership, people, development}

\*{culture, inspires, people, goal, customers, best-run businesses}

\*{setbacks}

\*{accountable company, responsibility, mistakes, subsidiary}

\*{amount awarded, jury, trial, disproportionate, options, reduce, amount}

\*{valuable lesson, transparency, good governance}

\*{customers, actions, tomorrow, isolated, discontinued}

\*{momentum, performance, achieve, goals, expand, market leadership, business software}

\*{challenge, goal, valuable, customers, employees, shareholders}

\*{helm, confidence, company, strategy, management team}

\*{innovator, market leader}

\*{strengthening, partnerships, stakeholders, new generation, profitable growth}

---------------------------------------------------------------------------------------------------------------------------- SAP 2011

\*{connections}

\*{Economies, dependent}

\*{Companies, global, operate, ecosystems, partners, customers, competitors}

\*{Populations, converge, urban areas, people, living better, longer lives, immense strain, resources, climate}

\*{Sustainable consumption, optional, necessity}

\*{connectedness, brought, emergence, digital technologies, evolve, rates}

\*{data, planet, doubling}

\*{mobile devices, connected, Internet}

\*{new software, offerings, cloud, easy and efficient use}

\*{people, linked, social networks}

\*{developments, represent, opportunity}

\*{Technology, innovative software, digitized world, sustainably, improving, people’s lives}

\*{vision, forms, foundation, customer-driven innovation strategy}

\*{executed, excellence, strategy}

\*{organizations, turned, innovate, growth, optimize, use of resources, inspire, people}

\*{double-digit growth}

\*{exceeded market expectations, non-IFRS software, software-related service, revenue growth}

\*{non-IFRS, operating profit, reached, resulting, non-IFRS, operating margin, increase, constant currencies}

\*{proof, strategy of growth, innovation, market place}

\*{innovations, creating, growth, new product areas, driving, demand, core applications, analytics software}

\*{Delivering, Value, Mark, Categories}

\*{deliver, value, customers, industry-specific, business solutions, market categories, Applications, analytics, mobile, cloud, database, technology}

\*{progress, categories}

\*{Applications, applications, introduced, SAP Business Suite Innovation Road Map}

\*{provides, customers, more innovation, less disruption, greater long-term predictability, extension of maintenance}

\*{delivery, Rapid Deployment solutions, software packages, preconfigured, industry expertise, customers, reduce, deployment time}

\*{acquisition, Right Hemisphere, step, improve, user interface, core products}

\*{Analytics, analytics solutions, customers, power, turn, insight, action, visibility, data, need, run, business, more effectively}

\*{introduced, latest portfolio, powerful analytics solutions}

\*{customers, understand, facets of businesses, fact-based decisions, events unfold}

\*{Mobile, trend, mobile}

\*{mobile solutions, customers benefit, new consumption models, device management, robust security}

\*{power of enterprise, employees, releasing, mobile apps, customers’ employees, work, anytime, anywhere, mobile devices}

\*{area, surpassed, revenue target, extending, reach of SAP software}

\*{Cloud, expanded cloud portfolio, customers, benefits, simple and efficient software consumption}

\*{achieved, key goal, companies, choose, cloud-based SAP Business ByDesign solution}

\*{complement, cloud, announced, acquisition of SuccessFactors, leading provider, cloud-based human capital management solutions, cloud company, users}

\*{acquisition, accelerate, momentum, cloud business}

\*{Crossgate, supports, creation, virtual business networks}

\*{Database, Technology, database, technology solutions, redefine, market}

\*{technology solutions, cohesive platform, customers, accelerate, streamline, investments}

\*{customers, extend, applications, people, adopt, new processes, devices, consumption models}

\*{Sybase database portfolio, combined, power, potential of SAP HANA, memory technology platform, opportunity, market, structured, unstructured data, fastest growing database company}

\*{SAP HANA platform, merits, special notice}

\*{groundbreaking technology, non-disruptive innovation, market categories}

\*{increases, computing speeds, factor, customers, work, massive amounts of data, real time}

\*{SAP HANA, transform, market, renew, entire portfolio}

\*{future, co-innovate, partners, customers, realize, full potential}

\*{SAP HANA, generated, revenue, fastest, growing product, history}

\*{Investing, Growth Markets}

\*{expects, development growth markets}

\*{increase, investments, markets}

\*{spend, key areas, Creating, solutions, delivering, solutions, expanding, geographical footprint, building, support, network, nurturing, local ecosystem}

\*{invested, new development lab, Moscow, Russia, opportunity, local network, partners, customers, start-ups, important market}

\*{Further growth, market, investments, planned}

\*{Investing, People}

\*{innovative solutions, services, asset, employees}

\*{strengthen, focus, leadership, employee development}

\*{commitment, increase, Employee Engagement Index, measures, employee satisfaction, motivation}

\*{strides, goal, women, leadership positions}

\*{leadership positions, women}

\*{employee engagement, diversity, aspect, sustainable company}

\*{area of sustainability, report, increased, carbon, energy efficiency}

\*{Building, momentum}

\*{unprecedented momentum, moving}

\*{customers, value, focus, needs, non-disruptive breakthrough, innovation, deliver}

\*{Organizations, shifting, spending, software}

\*{well-positioned, exceed, goal, total revenue, achieve, non-IFRS, operating margin, reach, people, beautiful software}

\*{customers, industry partners, employees, shareholders, improve, people’s lives}

-----------------------------------------------------------------------------------------------------------------------------SAP 2012

\*{real-time world, reality}

\*{Cloud computing, changing, way software, consumed, evidenced, shift, spending, hardware, software}

\*{mobile devices, world, people, people, computing, power, pockets}

\*{devices, connected, Internet, bringing, people, businesses, closer, globe}

\*{Technology, moved, supporting, business}

\*{technology, business}

\*{technological advances, create, challenges}

\*{Data volumes, doubling, generating, information management challenges}

\*{technology, growth, global middle class, expected, resources, stressed, limits}

\*{Customers, face, world, accelerating, change, real time}

\*{unparalleled knowledge, critical business processes, overcome, global competition, use, economic, natural, and social resources, interact, customers, new and personalized ways, process, exabytes, information, flow, data centers}

\*{purpose, company, world, run, improving, people’s lives}

\*{**Strategy, Innovation}**

\*{introduced, focused, innovation strategy, doubled, market, solutions, market categories, Applications, Analytics, Cloud, Mobile, Database, Technology}

\*{focus, customers, strategy, deliver, gratifying, results}

\*{experienced, double-digit software and software-related (SSRS) growth (non-IFRS), double-digit SSRS growth}

\*{non-IFRS SSRS revenue, grew}

\*{Software, cloud subscriptions revenue growth, growth, competitor}

\*{cloud momentum, accelerate, annual cloud revenue, run, rate}

\*{achieved, non-IFRS, operating profit, growing}

\*{achieved, profitable growth, investments, global go-to-market activities, cloud business}

\*{results, customers, see, value, innovations, deliver, solutions, succeed, hyperconnected, unpredictable world}

\*{leader, applications, analytics, mobile}

\*{fastest-growing database company, build, unrivaled momentum, cloud}

\*{**SAP HANA®, Cloud}**

\*{two innovations, SAP HANA®, cloud-based solutions, delivered, outstanding results}

\*{SAP HANA, reinvented, real time}

\*{SAP HANA platform, customers, in-memory computing technology, five market categories}

\*{introduced, premier applications, run, SAP HANA, SAP® 360 Customer solution, SAP NetWeaver® Business Warehouse application}

\*{raised, bar, introducing, SAP Business Suite, powered, SAP HANA, innovation, SAP R/3®}

\*{Customers, breakthrough, SAP HANA, generated, software revenue}

\*{acquisition, SuccessFactors, cloud innovations, comprehensive and consistent cloud portfolio, market}

\*{cloud-based Ariba Network, adding, power, globally connected business}

\*{Innovations, SAP HANA, cloud solutions, changing, way, customers, consume, software, conduct business}

\*{delivering, innovations, address, today’s and tomorrow’s challenges, causing, disruption, customers’ business operations}

\*{**Leveraging, Strengths}**

\*{leverage, traditional strengths, include, experience, industries, expanding, ecosystem, suppliers, business partners}

\*{partner network, opportunities, develop, innovative products, solutions, increasing, potential sales channels}

\*{indirect sales, total software revenue}

\*{Sustainable Future}

\*{commitment, sustainable world, minimize, environmental footprint, impact, communities}

\*{electricity, consumed, renewable sources}

\*{reduced, greenhouse gas emissions, business growth}

\*{employees, delivered, volunteering, communities, work}

\*{commitment, achieving, sustainable success, demonstrated, integrate, sustainability, financial reporting}

\*{commitment, customers, employees, increase, customer loyalty, Net Promoter Score, increasing, employee engagement}

\*{focus, leadership, employee development, strides, goal, women, leadership positions}

\*{leadership positions, women}

\*{way, achieving, goals, revenue, non-IFRS operating margin, people, interacting, software}

\*{build, cloud business, fastest-growing database company}

\*{achieve, customers, minimize, environmental impact}

\*{**World, Run, Better}**

\*{Companies, lead, success, financial performance}

\*{impact, world, socially, environmentally, economically}

\*{solutions, opportunity, challenges, opportunities, addressing, lack of opportunity, people, world, contending, stress, ecosystems}

\*{business success, ability, seize, opportunity, fulfill, vision, world, run, better, real time}

-----------------------------------------------------------------------------------------------------------------------------SAP 2013

\*{launched, customer-centric innovation strategy, conviction, yesterday’s technologies, not solve, tomorrow’s challenges}

\*{customers, adopt, innovation faster, analyze, data, reach, customers, consumers, channels, manage, mobile workers}

\*{expanded, portfolio, investing, cloud-based solutions, mobile technology, introducing, SAP HANA, game-changing, in-memory technology}

\*{strategy}

\*{cloud, mobile, Big Data, dominant themes, IT industry}

\*{double-digit growth, success}

\*{fastest-growing mega-cap company, enterprise software industry}

\*{non-IFRS total revenue, growth, software, cloud subscription revenue}

\*{non-IFRS operating margin, increased}

\*{customers, companies, sizes, industries, mature, emerging markets}

\*{market position, innovation pipeline, opportunity, deliver, value, customers, reshape, technology landscape, lower cost, higher performance}

\*{trends, accelerated, focused, determined, win, growing areas, cloud, in-memory technology}

\*{SAP HANA technology, evolved, real-time database, in-memory platform}

\*{SAP HANA, companies, simplify, IT infrastructure}

\*{SAP Business Suite, SAP HANA}

\*{software portfolio, innovations, partner ecosystem, built, foundation, SAP HANA}

\*{launch, SAP HANA, generated, revenue, fastest growing products, history, enterprise software}

\*{SAP HANA, generated, revenue, increase}

\*{Cloud computing, mainstream, accepted, delivery model, United States, Asia, Europe}

\*{cloud, opportunity, simplify, software delivery, speed, value, customers, immediate access, innovation}

\*{annual cloud revenue, run, rate, reached}

\*{non-IFRS cloud subscription, support, revenue}

\*{SAP Cloud, powered, SAP HANA, broadest cloud portfolio, industry}

\*{users, solutions, cloud, companies, trade, goods, services, cloud-based Ariba Network}

\*{strategy, embedded, purpose, vision, world, run, better, improve, people’s lives}

\*{world, limited resources, solutions, people, South Africa, access, banking services, mobile phones, urban governments, countries, deliver, services, citizens, people, countries, access, education}

\*{uphold, commitment, United Nations Global Compact}

\*{non-financial performance indicators, increased, Net Promoter Score}

\*{reduced, carbon footprint}

\*{ranked, number one, software company, Dow Jones Sustainability Index}

\*{customers, choose, cloud solutions, data centers, grow, total energy use, increase}

\*{addressing, growth, powering, data centers, renewable energy}

\*{achieved, employee engagement score, highest benchmarks, indicator}

\*{employees, hard work, innovative spirit}

\*{momentum, foundation, future, goals}

\*{deliver, total revenue, cloud business}

\*{capture, growth, cloud, extended, time horizon, operating margin target}

\*{increase, customer loyalty}

\*{increasing, employee engagement}

\*{increasing, velocity, innovation, imperative}

\*{innovation, never lose, sight, human spirit, craves, simplicity, clarity}

\*{focus, simplify, everything}

\*{guiding, principle, deliver, profitable growth, vision, world, run, better, improving, people’s lives}

-----------------------------------------------------------------------------------------------------------------------------SAP 2014

\*{employees, delivered, performance, vision, world, run, better, improve, people’s lives}

\*{intractable CEO challenge, generation, complexity}

\*{common enemy, facing, businesses, sizes, industries, established, new operating principle, world, Run, Simple}

\*{**Business, Highlights}**

\*{backdrop, IT industry, transformation, executed, strength, stability, world, market leader}

\*{non-IFRS total revenues, non-IFRS operating profit}

\*{performance, result, managed, business transformation, accelerated, growth, cloud business}

\*{customer preference, shifts, software-as-a-service model, business results, evolve}

\*{transition, results, less upfront revenue, perpetual software licenses, cloud subscriptions, initial delivery}

\*{cloud business model, benefits, increased, revenue predictability, long term}

\*{cloud transition, accelerated}

\*{Non-IFRS cloud subscriptions, support, revenue, increase}

\*{annual total cloud revenue, run, rate, exceeded}

\*{cloud revenues, registered, cloud users, negligible}

\*{fastest-growing enterprise cloud company, scale, largest cloud company, world, measure, users}

\*{creating, green cloud, tied, environmental strategy, business strategy}

\*{increase, energy consumption, broader use, cloud solutions, reduce, carbon footprint}

\*{ranked, number-one, software company, Dow Jones Sustainability Index}

\*{non-financial performance metrics, successful}

\*{employee engagement index, increased, employees, engaged, supportive, strategy, united, trust}

\*{customers, satisfied, trusted partner, innovation, leading, increase, customer royalty, measured, Customer Net Promoter Score}

\*{performance, people, innovations portfolio, built, business challenges, opportunities, customers, worldwide}

\*{**Simplifier, SAP HANA}**

\*{fast-growing inputs, sources, social media, Internet, CEOs, clear, accessing, analyzing, data, clear manifestation, complexity}

\*{challenge, Run Simple, SAP HANA, manage, Big Data, enterprise, structured, unstructured}

\*{skyrocketing, customer adoption, established, leadership position, SAP HANA, SAP HANA customers, Business Suite, powered, SAP HANA customers, worldwide}

\*{unveiled, new breakthrough, SAP Simple Finance, solution, redefining, use, real-time financial data, successful businesses}

\*{Changing, Read, react, prediction, simulation, SAP Simple Finance, includes, functionality, features, natively, built, SAP HANA platform, delivering, consumer-grade user experience, revolutionary capabilities, finance professionals}

\*{SAP HANA, transformational business innovation platform}

\*{changing, everything, sports, SAP Match Insights, powered, SAP HANA, German National Football Team, 2014 FIFA World Cup, healthcare, Heidelberg’s National Center for Tumor Diseases, uses, SAP HANA, improve, diagnostic, patient treatment capabilities}

\*{Ebola outbreak, West Africa, infant mortality, United States, SAP HANA, uniting, future leaders, Hasso Plattner Institute, leading universities, business, political leaders, change, world}

\*{**Applications, cloud, built, business}**

\*{CIO, line-of-business executives, HR, procurement, sales, cloud, pervasive, computing, theme, generation}

\*{moves, build, broadest cloud portfolio, technology industry}

\*{portfolio, grew, stronger}

\*{SuccessFactors Employee Central, fastest-growing core HR management solution, marketplace}

\*{Combined, solutions, Fieldglass, cloud company, customers, manage, total workforce, temporary workers, fastest-growing segment, labor force}

\*{engaging, workforce, CEO, agenda, cloud, engaging, end-consumers, channel, device}

\*{sales force automation, place, legacy CRM, CEOS, build, growth strategies, digital economy}

\*{SAP solutions, customer engagement, commerce, aggressive growth, SAP hybris Marketing, SAP Cloud for Customer}

\*{cloud, accelerating, customers, cloud, one-size-fits-all option}

\*{invest, public, managed, cloud offerings, ensuring, customers, choose, run, applications, enterprises, SAP cloud, public, managed, hybrid}

\*{customer, chooses, consume, technology, ever-focused, innovating, industry, security, trust}

\*{**Business Network}**

\*{cloud, secure, real-time business network, reinvent, commerce, companies}

\*{started, Ariba, network, indirect materials, enterprise}

\*{expanded, Fieldglass, contract, workforces}

\*{completed, acquisition, Concur, largest software-as-a-service acquisition, business travel market, leadership position, business network}

\*{Concur, completes, network vision, customers, reinvent, resource management, categories, enterprise spend}

\*{defeat, complexity, adequate, business processes, end, walls, enterprise}

\*{business network, extends, processes, companies, Run Simple}

\*{**Road Ahead}**

\*{shape, future, enterprise technology}

\*{largest product announcement, SAP S/4HANA, next-generation business suite, built, digital, networked economy}

\*{SAP S/4HANA, designed, drive, instant value, lines of business, industries, sophistication, simplicity}

\*{business value perspective, SAP S/4HANA, create, opportunities, reinvent, business models, drive, new revenues}

\*{IT perspective, SAP S/4HANA, create, opportunities, simplify, IT landscape, reduce, total cost, ownership}

\*{SAP/4HANA, revolutionize, core business applications, broadest cloud portfolio, industries, lines of business, business network, reinvent, commerce, companies, collection, assets, company’s history}

\*{invite, stakeholders, explore, learn, business strategy, performance}

\*{transparency, extensive information, social and environmental performance}

\*{companies, financially and operationally sound}

\*{demands, purpose-driven companies, impact, people, environment}

\*{role model}

\*{employees, ecosystem, united, dedication, customers}

\*{future, customer, run, real time, run, networked, Run Simple}