

Dear Partners,

I am pleased to announce that Oracle and Siebel are now officially operating as one.

Over the past year, many of you have expressed your support for this combination. We appreciate your confidence. As the leader in customer relationship management software, we pledge our continued commitment to enabling your success and that of your customers and delivering the benefits we expect from this merger:

Customer-Centric Industry Solutions to Fit *Your* Business

We plan to provide end-to-end integrated business processes by combining the leading front-office, back-office, and industry solutions from Oracle and Siebel. The integration work has begun with a key focus on developing and enhancing business processes for more than two dozen industries. We believe these solutions will enable your customers to adapt more quickly to the rapidly changing business environment and significantly simplify their IT infrastructure and lower costs.

Comprehensive Business Analytics to Achieve Greater Business Insight

Our goal is to combine Siebel CRM analytics, Oracle ERP analytics, and industry-specific analytic content to provide the most comprehensive business analytics solutions to all of our applications customers. This is expected to give business executives and managers the ability to monitor, analyze, and act upon intelligence in real-time, while providing end-to-end visibility into company operations and financial performance.

Flexibility and Choice To Create a Superior Ownership Experience

Our combination creates the largest and most comprehensive offering of on-demand and on-premise solutions available today, giving your customers choice in how they procure, develop, implement, and deploy business applications. From optimized on-premise solutions to internet-based shared utilities to highly tailored, private environments, we deliver the flexibility and choice you need to maximize the business value of their software investments.

As we work to deliver the value of the combined companies, we are equally as focused on protecting the investments of our customers through our Lifetime Support Policy and continued development of our existing CRM products as planned, including Siebel products. We plan to accelerate Siebel's rapid pace of innovation of CRM solutions and

continue to offer customers the choice of an integrated suite or best-of-breed Siebel CRM solution. We also plan to evolve customers, at their own pace, to the next generation of our standards-based applications, Oracle Fusion Applications. Siebel CRM will be the centerpiece of our Oracle Fusion CRM strategy and we plan to incorporate the best features of all of our product lines into Oracle Fusion CRM.

For our Siebel and Oracle partners looking to deliver increased value to customers, this represents tremendous opportunity. You now have access to an expanded product footprint in customer-facing solutions, from a single vendor to address your customers' needs for CRM, analytics, customer data integration, ERP, and infrastructure technologies. Moreover, Siebel partners will be able to take advantage of Oracle's worldwide resources and increased partner investment while Oracle partners will benefit from Siebel's best-in-class customer-facing products, Customer Experience consulting, and proven best practices tailored to industry needs.

For Oracle, it will always be about the customer. Our goal is 100% customer satisfaction. We are dedicated to increasing the quality of support you and your customers have come to expect from Oracle and Siebel, without interruption. All support procedures, announced support timelines, and contacts for Siebel and Oracle products remain unchanged, so please continue to use the same channels you've been using. The Worldwide Alliances and Channels organization is dedicated to the success of our partners and the satisfaction and retention of your customers is our highest priority.

More detailed information about our plans for the combination and Customer Care numbers can be found at oracle.com/siebel.

Thank you for your continued support.

Sincerely,



Charles Phillips
President, Oracle