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Oracle Buys Taleo

Powering Great Employee Experiences

February 24, 2012

Cautionary Statement Regarding Forward-Looking Statements

Oracle is currently reviewing the existing Taleo product roadmap and will be providing guidance to customers in accordance with Oracle's standard product communication policies. Any resulting features and timing of release of such features as determined by Oracle's review of Taleo's product roadmap are at the sole discretion of Oracle. All product roadmap information, whether communicated by Taleo or by Oracle, does not represent a commitment to deliver any material, code, or functionality, and should not be relied upon in making purchasing decisions. It is intended for information purposes only, and may not be incorporated into any contract.

Cautionary Statement Regarding Forward-Looking Statements

This presentation contains certain forward-looking statements about Oracle and Taleo, including statements that involve risks and uncertainties concerning Oracle's proposed acquisition of Taleo, anticipated customer benefits and general business outlook. When used in this presentation, the words "anticipates", "can", "will", "look forward to", "expected" and similar expressions and any other statements that are not historical facts are intended to identify those assertions as forward-looking statements. Any such statement may be influenced by a variety of factors, many of which are beyond the control of Oracle or Taleo, that could cause actual outcomes and results to be materially different from those projected, described, expressed or implied in this presentation due to a number of risks and uncertainties. Potential risks and uncertainties include, among others, the possibility that the transaction will not close or that the closing may be delayed, the anticipated synergies of the combined companies may not be achieved after closing, the combined operations may not be successfully integrated in a timely manner, if at all, general economic conditions in regions in which either company does business, and the possibility that Oracle or Taleo may be adversely affected by other economic, business, and/or competitive factors. Accordingly, no assurances can be given that any of the events anticipated by the forward-looking statements will transpire or occur, or if any of them do so, what impact they will have on the results of operations or financial condition of Oracle or Taleo. In addition, please refer to the documents that Oracle and Taleo, respectively, file with the U.S. Securities and Exchange Commission (the "SEC") on Forms 10-K, 10-Q and 8-K. These filings identify and address other important factors that could cause Oracle's and Taleo's respective operational and other results to differ materially from those contained in the forward-looking statements set forth in this presentation. You are cautioned to not place undue reliance on forward-looking statements, which speak only as of the date of this presentation. Neither Oracle nor Taleo is under any duty to update any of the information in this presentation.

Additional Information about the Merger and Where to Find It

In connection with the proposed merger, Taleo will file a proxy statement with the SEC. Additionally, Taleo and Oracle will file other relevant materials in connection with the proposed acquisition of Taleo by Oracle pursuant to the terms of an Agreement and Plan of Merger by and among, Taleo, OC Acquisition LLC, a wholly owned subsidiary of Oracle, Tiger Acquisition Corporation, a wholly-owned subsidiary of Oracle, and Oracle. The materials to be filed by Taleo with the SEC may be obtained free of charge at the SEC's web site at www.sec.gov. Investors and security holders of Taleo are urged to read the proxy statement and the other relevant materials when they become available before making any voting or investment decision with respect to the proposed merger because they will contain important information about the merger and the parties to the merger. Oracle, Taleo and their respective directors, executive officers and other members of their management and employees, under SEC rules, may be deemed to be participants in the solicitation of proxies of Taleo stockholders in connection with the proposed merger. Investors and security holders may obtain more detailed information regarding the names, affiliations and interests of certain of Oracle's executive officers and directors in the solicitation by reading the proxy statement and other relevant materials filed with the SEC when they become available. Information concerning the interests of Taleo's participants in the solicitation, which may, in some cases, be different than those of Taleo's stockholders generally, is set forth in the materials filed with the SEC on Form 10-K and will be set forth in the proxy statement relating to the merger when it becomes available.

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Taleo [®]

Presenters

- **Mark Hurd**
President, Oracle
- **Michael Gregoire**
Chairman and CEO, Taleo
- **Thomas Kurian**
Executive Vice President, Oracle Development

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Taleo [®]

Taleo's Customers Include Leaders Across Industries

Retail and Hospitality	    
Financial Services	    
Technology	   
Media and Entertainment	    
Travel	   
Energy and Mining	     
Healthcare	    

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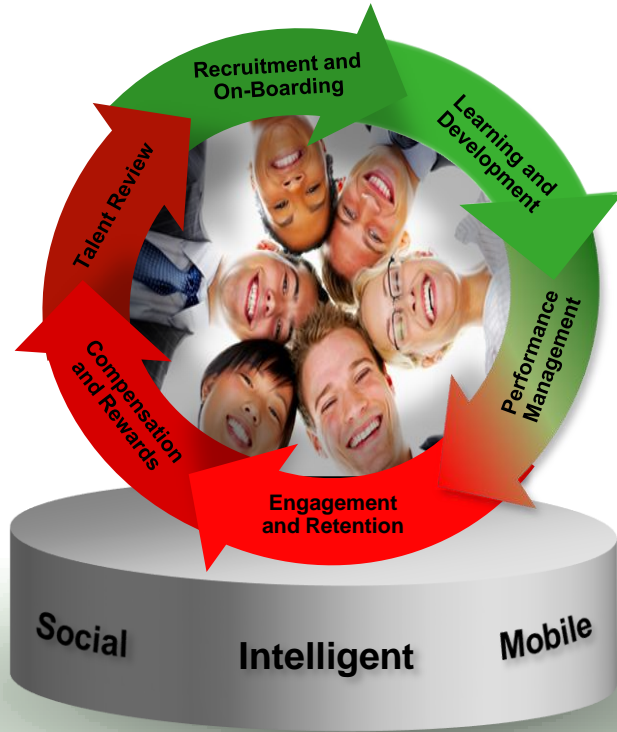
Taleo ®



How Oracle and Taleo Together Are Expected To Drive Human Capital Management

Oracle and Taleo

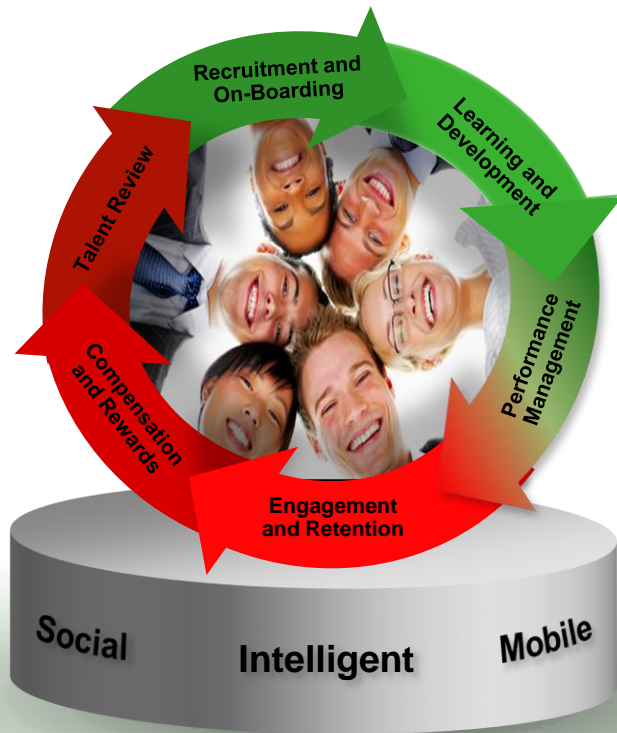
Delivering Great Experiences Throughout the Employee Lifecycle



- **Employees move through a continuous cycle**
 - Interview and start a new position
 - Develop skills and competencies
 - Perform their work and collaborate with others
 - Receive feedback and development goals
 - Accept compensation and rewards
 - Prepare for new positions
- **Employees, Managers, and HRMS Professionals need a complete set of tools**
 - Complete Talent Management to find & develop the best people
 - Complete Human Capital Management to align, manage, promote & reward your employees
 - Embedded Business intelligence to make informed decisions
 - Accessible anywhere on any mobile device
 - Integrated social networking to facilitate engagement
- **Organizations that invest find the best people, develop them better, have lower turnover, and achieve better business results**

Oracle and Taleo

Delivering Great Experiences Throughout the Employee Lifecycle



- Oracle and Taleo together expect to offer the best and most complete Human Capital & Talent Management offering in the Cloud



Taleo 

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- **Oracle intends to deliver unified Performance Management**
 - Combining Taleo and Oracle Fusion Performance Management
 - All features, seamless upgrade for all customers
- **Oracle is committed to Taleo and Oracle Fusion's products and is aggressively investing for growth**

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How We Plan to Deliver Superior Recruiting & On-Boarding

Three Project Examples

- **Plan, predict, and optimally source your workforce**
 - Understand your workforce structure, recruiting needs, talent gaps
 - Using Predictive Analytics with Recruiting
 - Develop more effective candidate sourcing strategies
 - With comprehensive Recruiting & Sourcing Analytics
 - Define critical roles & source top talent for positions internally
 - By integrating Recruiting, Performance Management & Talent Review
- **Provide flexible and configurable recruiting & on-boarding processes**
 - Automate the process of creating job placements and vacancies when employees leave
 - By integrating Core HRMS Workforce Management Processes with Recruiting
 - Make Recruiting & Employee On-boarding Processes highly configurable for different needs
 - Using Business Rules, a Portable Talent Profile, and industry specific processes
- **Engage candidates and develop new employees**
 - Use Social Networks for better referrals and candidate pipeline management
 - Using Social Network, Recruiting and Talent Profile
 - Enable new employees to have a clearly defined Learning & Development Program
 - By integrating Learning & Development with Recruiting & On-boarding Process

How We Plan to Deliver Superior Learning & Development

Three Project Examples

- **Engage & Help Employees Develop**
 - Enable new employees to have a clearly defined Learning curriculum
 - By integrating Learning & Goals Management with Workforce Lifecycle Manager
 - Engage employees through mentoring and collaborative learning
 - Using Social Network with Performance Management & Learning
 - Incent your top Talent to help other employees develop
 - Capture & weigh Learning & Social Participation in Performance Reviews
- **Develop targeted training for job-related skills and competencies**
 - Enable managers to recommend training as part of the performance review process
 - By integrating Learning with Performance Management
 - Prepare top talent for HR Job Changes & Promotions with appropriate training programs
 - By matching an Employee's Talent Profile and Career Paths with Learning Curriculum
- **Monitor and encourage compliance with certification requirements**
 - Ensure employees are up-to-date on required courses and compliance training
 - By integrating Core Human Resources and Learning
 - Provide visibility of certified employees to staff for specific roles and projects
 - Using Human Resources, Project Management, and Learning

How We Plan to Deliver Superior Performance Management

Three Project Examples

- **Recruit & Retain the Best People**
 - “Time to top talent”: Hire and re-hire the best talent
 - Using Performance Management, Portable Talent Profile, and Recruiting
 - Use an employee’s Talent Profile & Goals as predictors for promotion
 - Using Talent Profile and Predictive Analytics
 - Enable Managers to find the best talent they need for projects & job openings
 - By integrating a Talent Browser with Organization Chart
 - By creating a Talent Directory that is integrated with Recruiting/Sourcing
- **Continually develop employees with Performance Management**
 - Capture timely formal & informal feedback on employee performance
 - With Taleo Anywhere & Mobile Framework with Talent Profile
 - Enable employees to collaborate to align, manage, and complete goals
 - Using Social Network and Goal Management
- **Help HR Professionals offer more effective Development programs**
 - Enable HR Professionals to better profile your employees
 - With integrated Talent & Goal Analytics coupled with Social Network
 - Tailor performance management programs to different employee populations
 - Using Business Rules integrated with Performance & Goal Management

How We Plan to Deliver Superior Engagement & Retention

Three Project Examples

- **Provide visibility into risk and opportunities for employees**
 - Get an aggregate view of your employee population, at risk employees, and talent
 - Using Predictive Analytics with Human Resources & Performance Management
 - Measure multiple factors to highlight specific employees at risk
 - Using Predictive Analytics and Performance Management
 - Help at-risk top talent find alternate positions within your organization
 - With a Talent Profile integrated with internal Sourcing & Recruiting
- **Empower employees to develop their own careers**
 - Provide clear line of sight so they will know what they are working on is valuable
 - By integrating Social Network with Goal Management
 - Enable employees to build networks and relationships throughout the organization
 - Using Social Network, and Talent Browser with your employee Directory
 - Enable employees to find mentors within the organization
 - Using Social Network, Goal Management, & Talent Browser with your employee Directory
- **Enable flexible & configurable HR Practices**
 - Differentiate HR Service delivery based on population and cultural practices
 - Using Human Resources, Recruiting, Performance Management, and Learning all configurable with common Business Rules

How We Plan to Deliver Superior Compensation & Benefits

Three Project Examples

- **Make effective compensation decisions with better information**
 - Compare existing employees with new hires & market trends to avoid salary compression
 - Using Compensation Management with Recruiting
 - Reward & continually calibrate your top talent's compensation
 - With calibration tied to Pay for Performance (Performance Management & Compensation)
 - Align employees bonus and incentives payments to corporate objectives
 - Using Hyperion, Goal Management and Compensation Management
- **Provide employees with visibility to their total compensation**
 - Single compensation statement with salary, bonus, incentives, and benefits
 - Integrating Compensation Management, Benefits, and Incentive Compensation
 - Real-time views into incentive achievements and current payments against targets
 - Using Goal Management, Incentive Compensation, and Payroll
- **Deliver flexible process for rewards while maintaining budget and control**
 - Use compensation & benefits effectively to engage & retain your employees
 - Using Predictive Analytics and Performance Management
 - Differentiate budgets based on type of work, compliance requirements and company objectives
 - Using Hyperion, Human Resources, Compensation, and Goal Management

How We Plan to Deliver Superior Talent Reviews

Three Project Examples

- **Enable better talent decisions with more complete data**
 - View talent within and outside the enterprise when considering succession plans
 - Using Recruiting, Talent Profile, and Talent Review
 - Calibrate and Collaborate to ensure consistent Talent decisions
 - By integrating a portable Talent Profile with Talent Review and Social Network
- **Provide employees visibility into the process**
 - Allow self-nomination through selection of career paths and applications for internal positions
 - Using Talent Profile with Recruiting
 - Enable employees to have a clearly defined Learning curriculum for specific career paths
 - By integrating Learning & Talent Profiles
- **Provide a complete view of the workforce for Talent Review**
 - Identify key roles and source talent within and outside the enterprise for pipeline development
 - Using Talent Review with Recruiting
 - View all aspects of an employee profile to ensure consideration for appropriate roles
 - Using Talent Profile with Talent Review

The Oracle and Taleo Difference

Full Employee Lifecycle in the Cloud

ORACLE® Taleo X

Recruiting and Candidate Sourcing	✓
Talent Acquisition and On-boarding	✓
Workforce Lifecycle Management	✓
Learning Management	✓
Performance Management	✓
Talent Review	✓
Goals Management	✓
Succession Management	✓
Global Human Resources	✓
Worker Directory & Employee Portrait	✓
Global Payroll	✓
Compensation Management	✓
Benefits Management	✓
Incentive Compensation Management	✓
Enterprise Social Network	✓
Works with any HRMS System	✓



Customer Success

Taleo Success Story: Hyatt

Easily Identify Top Candidates, Improving Productivity By 50%



COMPANY OVERVIEW:

- Hyatt is a leading global hospitality company with 478 properties in 45 countries and more than 75,000 employees.



CHALLENGES:

- Needed to assess cultural fit, customer service values and work ethic, when selecting best candidates for entry level positions

TALEO PROVIDES:

- Recruiting

BENEFITS:

- Integrated prescreening tools and behavioral assessments focus managers on high quality candidates
- Recruiters are able to access the Taleo system via mobile devices to quickly make offers on open positions
- Fills thousands of jobs annually while cutting costs and turnover, reducing advertising expenses by 50%, and increasing productivity by 50%

Taleo Success Story: Qantas

Automate Recruiting Resulting in a 50% Reduction In Approval Time



COMPANY OVERVIEW:

- Qantas is widely regarded as the world's leading long distance airline and one of the strongest brands in Australia with 36,000 employees worldwide.



CHALLENGES:

- Needed an automated talent management solution to source and recruit candidates quickly and with ease

TALEO PROVIDES:

- Recruiting
- Sourcing

BENEFITS:

- 50% reduction in recruitment approval time
- 30% less time between decision to hire and making an offer
- 20,000 candidates registered in under two months
- Successfully sourcing candidates directly

Oracle Fusion Success Story: Barry-Wehmiller

Identify, Develop, and Retain Internal Talent

Barry-Wehmiller

COMPANY OVERVIEW:

- Barry-Wehmiller is a diversified global supplier of manufacturing technology and services across a broad spectrum of industries. Barry-Wehmiller is a well-balanced and financially solid company with a healthy pattern of growth for more than 20 years.



CHALLENGES:

- Company is big on promoting employees from within and investing in its talent
- Older HRMS System could no longer meet its global and self-service Core HR and talent management needs

FUSION SAAS HCM PROVIDES:

- Human Resources
- Benefits

BENEFITS:

- Integrated people development tools to meet corporate goals
- State of the art, open standards technology
- Integrated Analytics to make better decisions faster
- Flexibility in deployment options now and in the future

Oracle Fusion Success Story: Red Robin

Modernize, Attract and Retain Gen Y Employees



COMPANY OVERVIEW:

- Red Robin Gourmet Burgers has been the Gourmet Burger expert since 1969, when the first Red Robin® restaurant opened in Seattle. Now, with more than 450 restaurants across the U.S. and Canada, Red Robin offers craveable, high-quality menu items.



CHALLENGES:

- Competitive pressure to leapfrog others in the industry by modernizing back office
- Younger employees, high turn over, ongoing on-boarding and training efforts

FUSION SAAS HCM PROVIDES:

- Fusion Human Resources
- Fusion Talent Review

BENEFITS:

- Quicker on-boarding and simplified training
- User experience that every user loves including Gen Y
- Integration between HCM & Financial Management
- Embedded analytics to make timely decisions
- Flexible, cutting-edge, and easily configurable system

Oracle Fusion Success Story: LivingSocial

Simplify Benefits Processing, Pay For Performance



COMPANY OVERVIEW:

- The company is the social commerce leader behind LivingSocial Deals, a group buying program that invites people and their friends to save up to 90 percent each day at their favorite restaurants, spas, sporting events, hotels and other local attractions in major cities.



CHALLENGES:

- A huge need for HR and Talent Management system capable of improving ability to identify, manage, and develop highly skilled employees
- Prepare and position the company for continued growth
- Require modern integrated SaaS solution

FUSION SAAS HCM PROVIDES:

- Fusion Human Resources
- Fusion Benefits
- Fusion Compensation
- Fusion Transactional Business Intelligence

BENEFITS:

- Position the business for future expansion by effectively managing global workforce
- Compliance with state and local government regulations
- Modern, easy to use UI appealing to younger workers

Oracle Fusion Success Story: D.R. Horton

Simplify Benefits Processing, Gain Workforce Visibility



COMPANY OVERVIEW:

- D.R. Horton, Inc., America's Builder, is the largest homebuilder in the United States, based on its 16,695 homes closed in the twelve-month period ended September 30, 2011. Founded in 1978 in Fort Worth, Texas, D.R. Horton has operations in 73 markets in 25 states in the East, Midwest, Southeast, South Central, Southwest and West regions of the United States.



CHALLENGES:

- Gain better visibility into its workforce
- Optimize and automate benefits processing
- Simplify payroll processing

FUSION HCM PROVIDES:

- Fusion Human Resources
- Fusion Payroll
- Fusion Benefits

BENEFITS:

- Integrated Suite that automates HCM Business Processes
- Simplified payroll processing and benefits administration
- User Friendly, Attractive User Interface
- Integrated & easily extensible Business Intelligence

Customers See the Value of the Pending Combination

"I look forward to the Oracle and Taleo partnership. It leverages Oracle's overall technology power with Taleo's talent management suite industry focus, and that can only lead to a more powerful and rewarding customer and end-user experience."

--Joe Almodovar
Senior Director, Global HRIS & Payroll
A.T. Kearney

"We are excited about our future with Taleo due to the recent acquisition news of Taleo by Oracle. The talent Oracle has acquired in Taleo, the leader in talent management, together with the strong reputation and financial backing of Oracle makes the future organization very strong."

--HR Systems Manager
One of the US's largest healthcare management companies.

"I honestly think this is a positive move and brings added 'horse power' to Taleo's total talent management suite."

--William Peterson
Director of Comp and Benefits
Phoebe Putney Memorial Hospital

"We are optimistic about Oracle's acquisition of Taleo, because we use Oracle as our core HR operating system, while using Taleo as our core Talent Management system. We believe there are potentially significant opportunities to be leveraged with the marriage of these two companies and the synergizing of the two technologies."

--Senior HR leader at large transportation organization



"We are an Oracle and Taleo customer, and we feel good about the acquisition. We look forward to working with the combined company going forward."

--VP of HR at a large retailer

"Congratulations all and GREAT NEWS!! This is cloud consolidation at work and we knew this would happen one day, we are so glad we will now be one big happy family!"

--Global Head of Recruiting
Large Financial Institution, Asia Pacific

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Customers See the Value of the Pending Combination

Why?

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Taleo 

- Leading cloud services & domain expertise
- Increased R&D investment
- Comprehensive solution with HR, Payroll and Talent Management
- Taleo management & employees to accelerate solution momentum
- Strong focus on commitment to all Taleo and Oracle Fusion SaaS products
- Strong focus on maintaining and building upon existing customer relationships
- Specialized sales & delivery organization
- Continued partner management & engagement

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Key Takeaways for Oracle & Taleo Customers

- Oracle and Taleo together are expected to offer the best and most complete Human Capital & Talent Management offering in the Cloud
- Oracle will continue to offer Talent Management that works with Oracle & non-Oracle HRMS/HCM Systems both on-premise and in the Cloud
- Oracle intends to integrate Taleo with the Oracle Public Cloud, extending Taleo with Social Networking, Identity Management, Business Analytics, & Data Services capabilities
- Oracle is committed to the existing Taleo products, including Taleo Business Edition, and will accelerate investment and focus
- Oracle continues to provide unprecedented flexibility and choice of deployment models – on premise, private cloud, public cloud, or hybrid

More Information

- [Oracle.com/taleo](https://www.oracle.com/taleo)
- [Taleo.com/oracle](https://www.taleo.com/oracle)

Hardware and Software

ORACLE®

Engineered to Work Together

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