

The background image shows two men in dark suits sitting in a modern office environment. They are looking at documents and laptops on a low table. The office has large windows and a curved ceiling structure. A yellow banner is overlaid on the left side of the image.

INVESTOR PRESENTATION

November 2009

THE BEST-RUN BUSINESSES RUN SAP



Any statements contained in this document that are not historical facts are forward-looking statements as defined in the U.S. Private Securities Litigation Reform Act of 1995. Words such as “anticipate,” “believe,” “estimate,” “expect,” “forecast,” “intend,” “may,” “plan,” “project,” “predict,” “should” and “will” and similar expressions as they relate to SAP are intended to identify such forward-looking statements. SAP undertakes no obligation to publicly update or revise any forward-looking statements. All forward-looking statements are subject to various risks and uncertainties that could cause actual results to differ materially from expectations. The factors that could affect SAP’s future financial results are discussed more fully in SAP’s filings with the U.S. Securities and Exchange Commission (“SEC”), including SAP’s most recent Annual Report on Form 20-F filed with the Securities and Exchange Commission. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of their dates.

Agenda



1. **Overview and Current Environment**
2. Customer Segmentation, Growth Opportunities and Market
3. Focus Areas
 - Large Enterprise Segment
 - Timeless Software
 - SAP Business Suite 7
 - SAP BusinessObjects Explorer
 - Premier Customer Network
 - Industry Penetration within Fortune 500 Companies
 - SAP's LE On-Demand and SaaS Product Offering
 - Sustainability at SAP
 - SME Segment
 - SAP's Mid-Market Product Portfolio
 - SAP Business ByDesign
 - SAP Enterprise Support Overview
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Appendix - Q3 & 9M 2009 Financials

The World's Leading Provider of Business Application Software



**Undisputed market leader with >92,000 customers in 120 countries
– the largest customer base in enterprise applications**



- A solid track record of growth and return to investors
- Strong sales opportunity into installed base – business with existing customers accounts for ~80% of order entry
- Steadily increasing share of recurring revenues
- Recognized global brand (27th most valuable in the world according to BusinessWeek)
- Deepest industry knowledge with more than 25 industry solutions available
- Strong focus on ecosystem to foster co-innovation
- Leading product and technology innovation with ~15,000 developers



Strike the Right Balance Between Profitability and Innovation

■ Focus on profitability

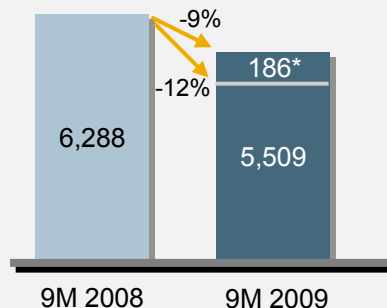
- SAP takes measures to adapt to the economic environment and ensure its **long-term competitiveness**
- **Tight cost control** on all variable expenses and capital expenditures
- **Outstanding margin performance** over the past four quarters

■ Innovation is the foundation for future growth

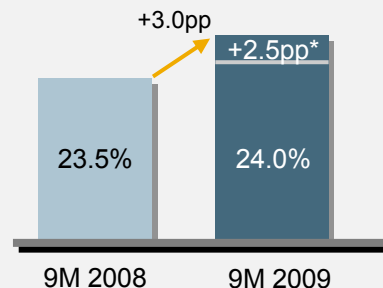
- **Strong maintenance business with high recurring revenue stream and excellent cash flow** provides SAP the **ability to innovate** uninterrupted

Prudent Cost Management Results in Expanded Margin and Increased Free Cash Flow

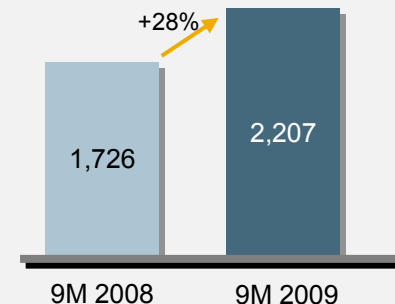
■ Operating Expenses (in € million)



■ Operating Margin



■ Free Cash Flow (in € million)



* From restructuring charges All figures Non-GAAP

Current Market Environment

SAP's Execution in a Tough Spending Environment



- While the environment has stabilized, SAP is still up against some difficult challenges created by the global economic recession
- Customers are continuing to buy SAP software, but the customer wants to consume the software quickly and in increments over multiple periods
 - This has led to smaller deal sizes with lower average selling prices and more phased deals
 - SAP is driving more multi-year agreements with phased and subscription deals
 - SAP continues to see good progress in its move toward a higher volume model
- Pipeline continues to build and SAP sees healthy pipelines in all regions



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SAP's Solutions Offerings

The Right Offer for Each Customer Segment



	Go-to-Market	Customer Segment	SAP's Focus	Primary Solution Offering
<p>Large Accounts</p> <p>~70% of order entry</p> <p>>19,500 customers</p>	Direct	<p>Large Enterprises (> 2,500 employees)</p> <p>~\$30b market</p>	<ul style="list-style-type: none"> ■ Increase share of wallet ■ Add new customers in less penetrated industries 	<p>SAP Business Suite 7</p> <p>SAP BusinessObjects LE product portfolio</p> <p>Expansion of industry solutions portfolio</p>
<p>Small and Mid-sized Enterprises</p> <p>~30% of order entry</p> <p>>70,500 customers</p>	Hybrid (indirect and direct)	<p>Upper Midsize (500 to 2,500 employees)</p> <p>~\$15b market</p>	<ul style="list-style-type: none"> ■ Increase market traction through fast start program 	<p>SAP Business All-in-One</p>
	Hybrid (indirect and direct)	<p>Lower Midsize (100 to 500 employees)</p> <p>~\$15b market</p>	<ul style="list-style-type: none"> ■ Improve profitability and expand go-to-market ■ Greenfield opportunity 	<p>SAP Business ByDesign</p>
	Indirect	<p>Small Businesses (<100 employees)</p> <p>~\$10b market</p>	<ul style="list-style-type: none"> ■ Increase customer base with the help of qualified channel partners 	<p>SAP Business One</p> <p>SAP BusinessObjects SME product portfolio</p>

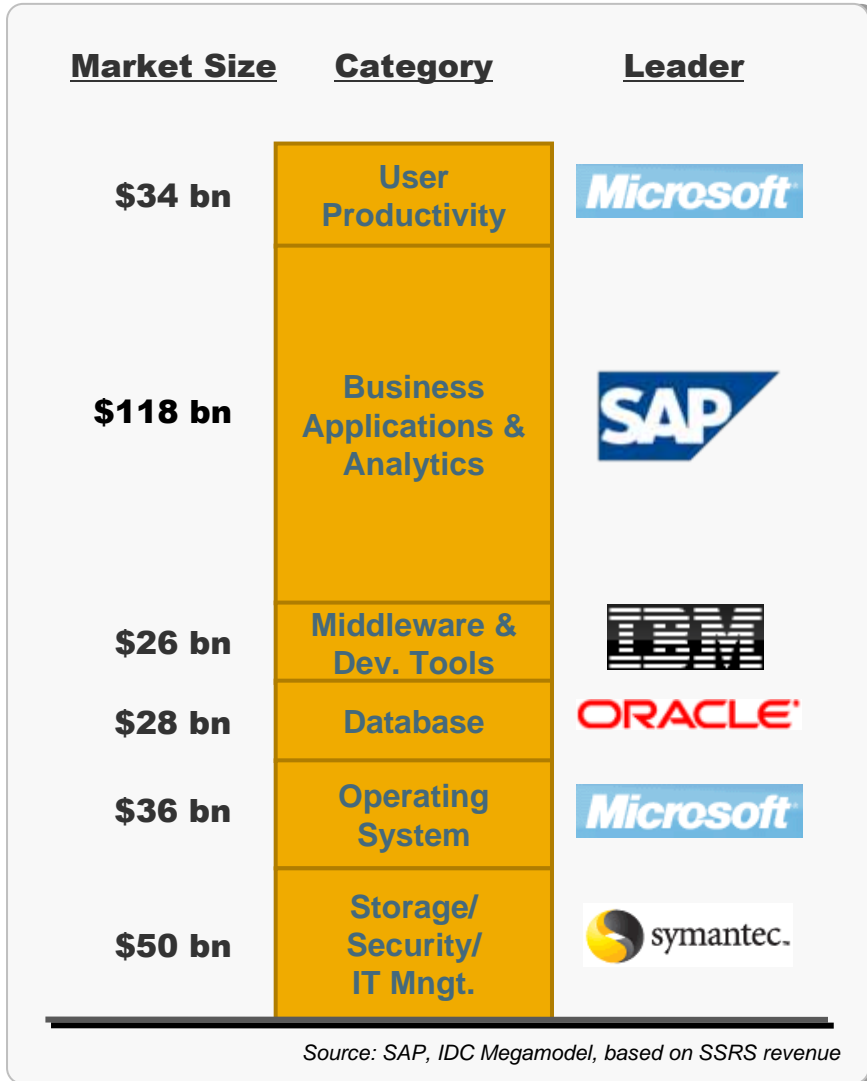
SAP is Well Prepared to Capture Future Growth Opportunities



Growth beyond SAP's existing Business Suite – Opportunities to drive profitable top-line growth

Business User Apps	Industry-Specific Applications	Midmarket	Fast Growth Markets	On-Demand Apps	Sustainability	Acquisitions
<ul style="list-style-type: none">■ Huge up-sell opportunity of SAP Business Objects products into installed base■ Continued expansion of BI product offering	<ul style="list-style-type: none">■ Low penetration of industry specific functionality even in the large enterprise segment■ Focus industries: Banking, Public Sector, Retail, Utilities, Health-care	<ul style="list-style-type: none">■ Compelling product offering already available today■ Big sales opportunity in fast growth markets	<ul style="list-style-type: none">■ New go-to-market strategy created in order to capture the growth opportunities in certain markets, e.g. BRIC, Middle-East and Africa	<ul style="list-style-type: none">■ SAP will become a leader in the on-demand space and sees on-demand as the major evolution of the industry■ SAP already has a complete portfolio of on-demand offerings	<ul style="list-style-type: none">■ Sustainability applications provide growth opportunities to new and exist. customers■ Dedicated products to provide customers the ability to holistically manage sustainable operations	<ul style="list-style-type: none">■ Generally small to mid-sized acquisitions to expand functionality■ Larger acquisitions if it makes strategic and financial sense

SAP is the Undisputed Market Leader in the Most Important Segment of the Software Stack



- Customers do not like to be locked into one vendor for the entire stack
- SAP has a clear focus on its core competency – business applications & analytics (SAP #1)
- Business applications and analytics is by far the largest segment of the software stack
- An ecosystem of partners innovates faster than any individual company
- Product and sales synergies across categories are limited

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– SME Segment

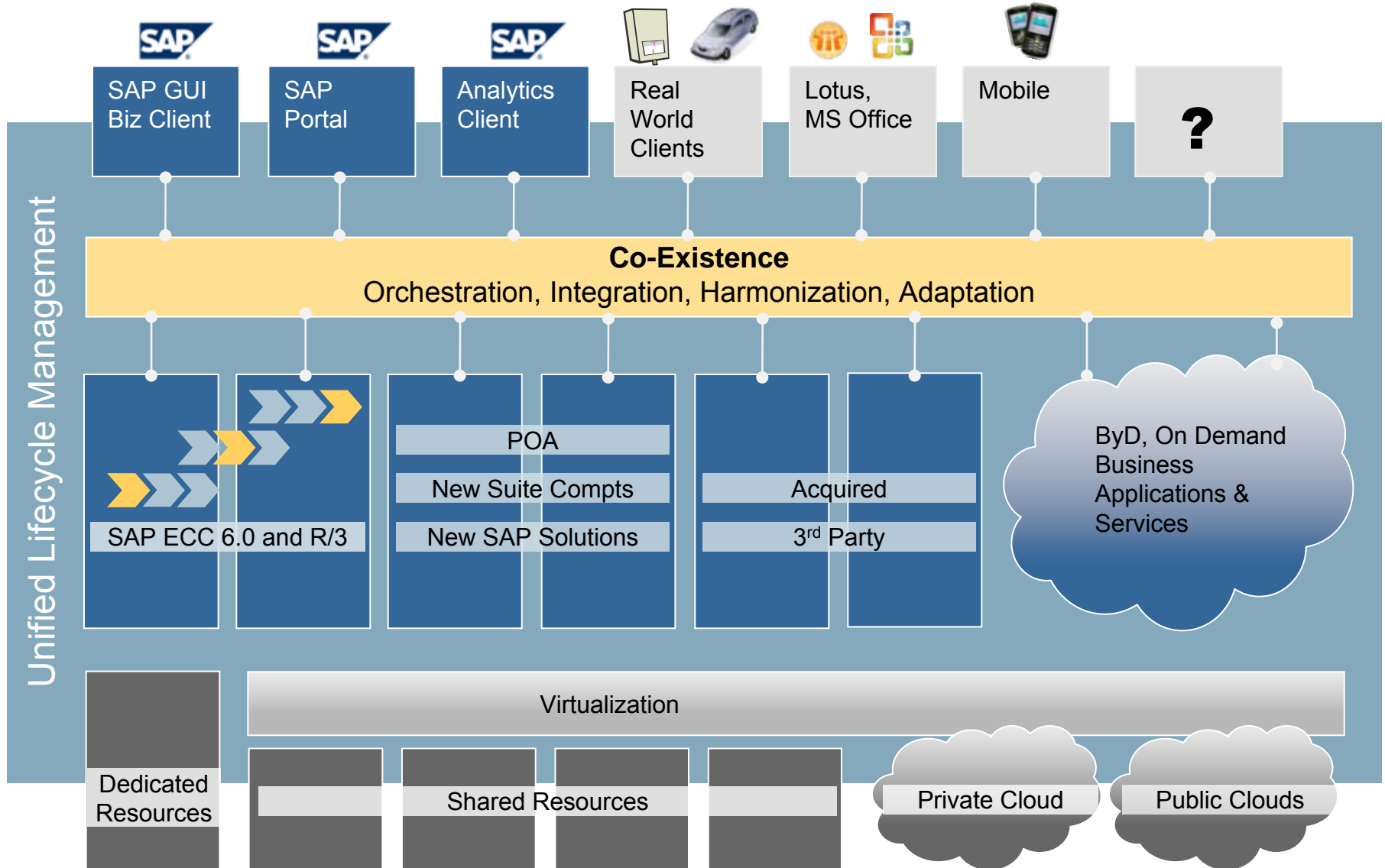
- SAP's Mid-Market Product Portfolio
- SAP Business ByDesign

– SAP Enterprise Support Overview

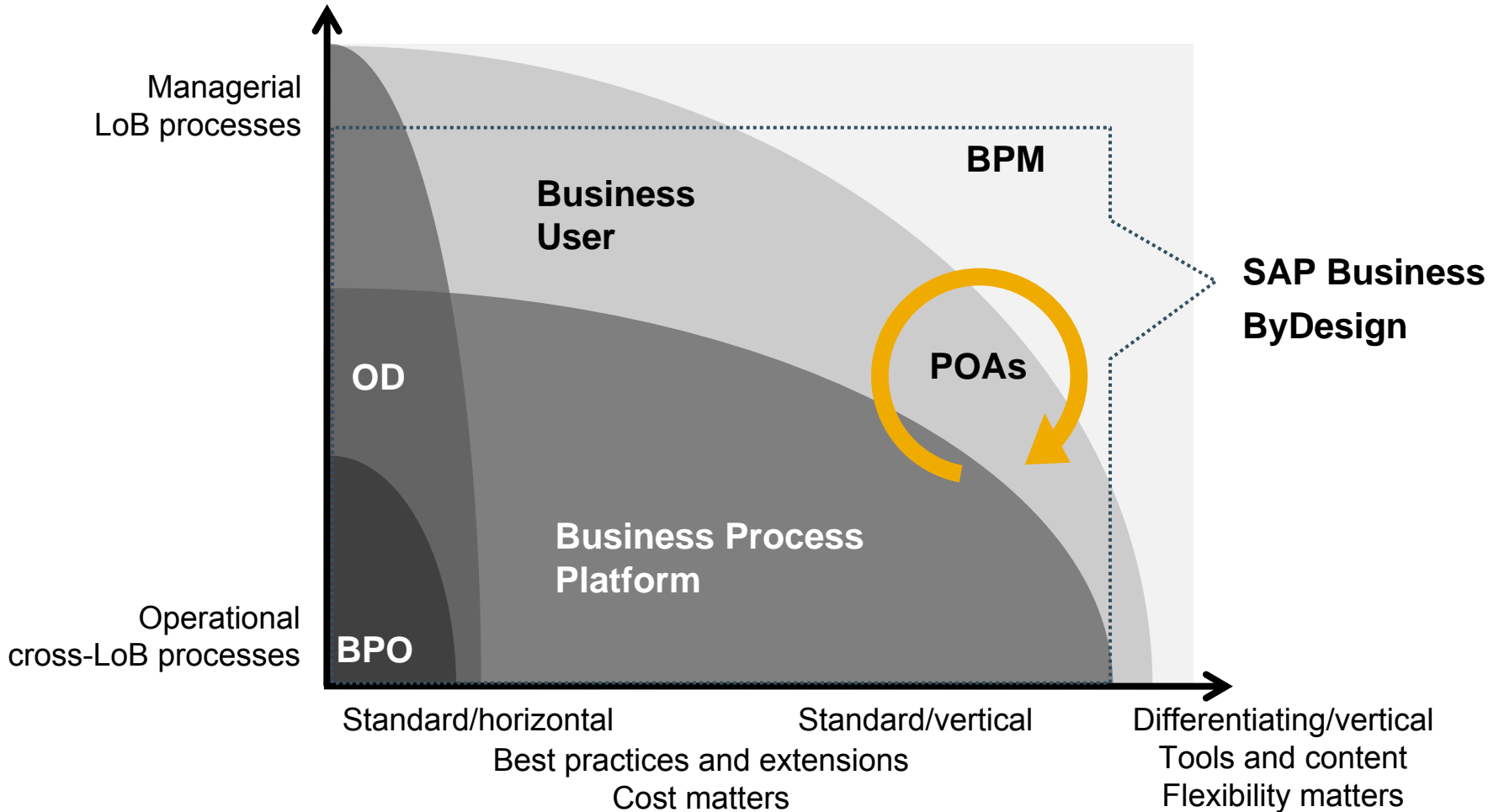
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Timeless Software – Innovation without Disruption



SAP Delivers on Past Commitments and Drives Innovation



SAP Business Suite 7

650+ Customers Live After 4 Months of General Availability



Harmonized UI Experience



Embedded Analytics Insight



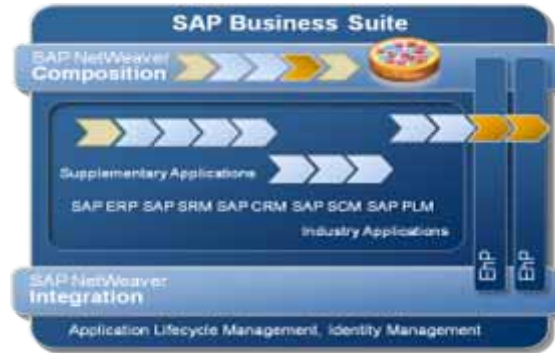
SOA enablement Own Practices



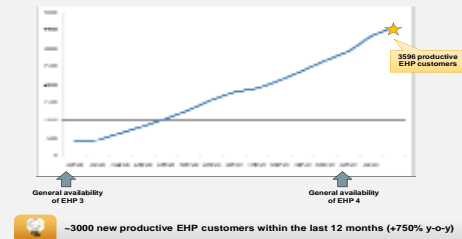
End-to-end Processes Integrity



27 end-to-end processes across application and lines of business boundaries



Enhancement Packages Innovation Consumed



Solution Mgr & Lifecycle Mgmt Lower TCO

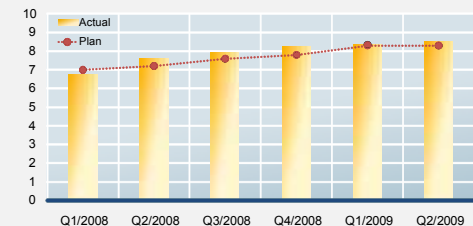


Packaged Solutions Business Value. Fast.



23 packages immediate market response.

Industry Best Practices Quality



SAP Business Suite 7

Best Practices, Own Practices, Best Insight...at Lower TCO



SAP Business Suite

SAP NetWeaver
Composition



Supplementary Applications

SAP ERP SAP SRM SAP CRM SAP SCM SAP PLM

Industry Applications

SAP NetWeaver
Integration

Application Lifecycle Management, Identity Management



Embedded analytics

For more business insight and control

Harmonized UI across applications and processes

For increased end user productivity

SOA enablement

2,800 services supporting flexible own practices

End-to-end processes

For business integrity and IT efficiency

Enhancement packages

Non-disruptive innovation for all lines of business

Industry Best Practices

150 innovations for improved business performance in core processes – on time and quality

Packaged Solutions

Addressing immediate business priorities with quick deployment and fast ROI

Solution Manager and Lifecycle Mgmt

For lower TCO and sustainable IT excellence

Value Scenario
“Inspired Shopping Experience” (Retail)



SAP BusinessObjects Explorer...

- Combines intuitive information search and exploration functionality with the high performance and scalability of SAP NetWeaver BW Accelerator
 - Offers immediate insights into vast amounts of data to enable users to explore business at the speed of thought and improve their ability to make sound, timely decisions.
 - Delivers powerful functionality that includes
 - Search across data fields and metadata
 - Intuitive exploration of data and charts
 - Automated relevancy and chart generation
 - High performance and scalability
- As a result, all business users have easy access to all the information they need to make confident decisions based on up-to-date, reliable information



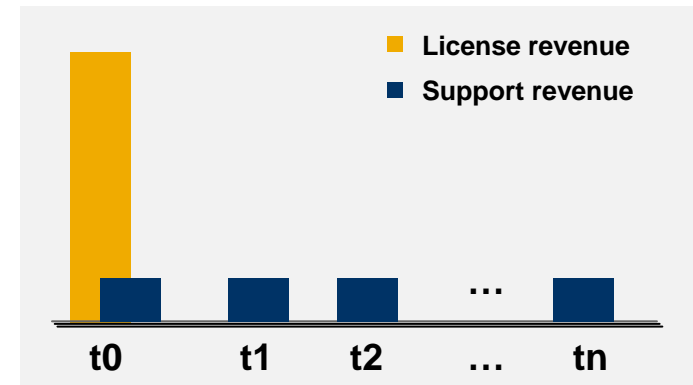
Unique Account Management for SAP's Largest Customers



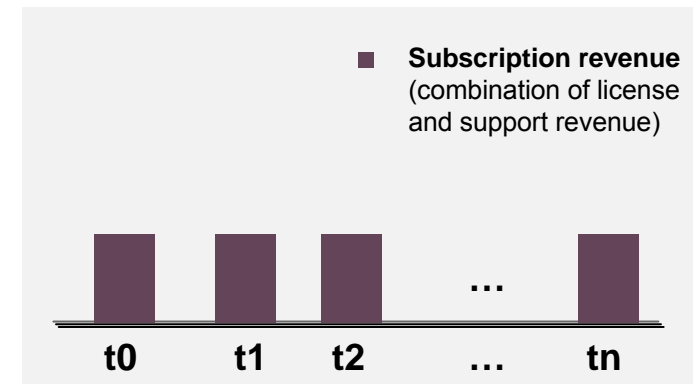
Key highlights of SAP's Premier Customer Network

- SAP is building strong, long-term, strategic partnerships with its Top 400 customers based on experience from the successful established GEA portfolio
 - **Joint execution on a roadmap**
 - **Close collaboration with customers** on enabling their business strategy through a longer term technology roadmap
 - **Financial predictability for both, the customers and SAP**
 - **Long-term commitment** that aligns software purchase and consumption with the value SAP delivers
 - **Subscription-based contracts** which help SAP to transition from quarterly deal focus to a more balanced financial performance
 - **Offering customers choice** in how they purchase the software – perpetual, subscription, phased deals

Dynamics of a **traditional license deal**



Dynamics of a **new subscription deal**



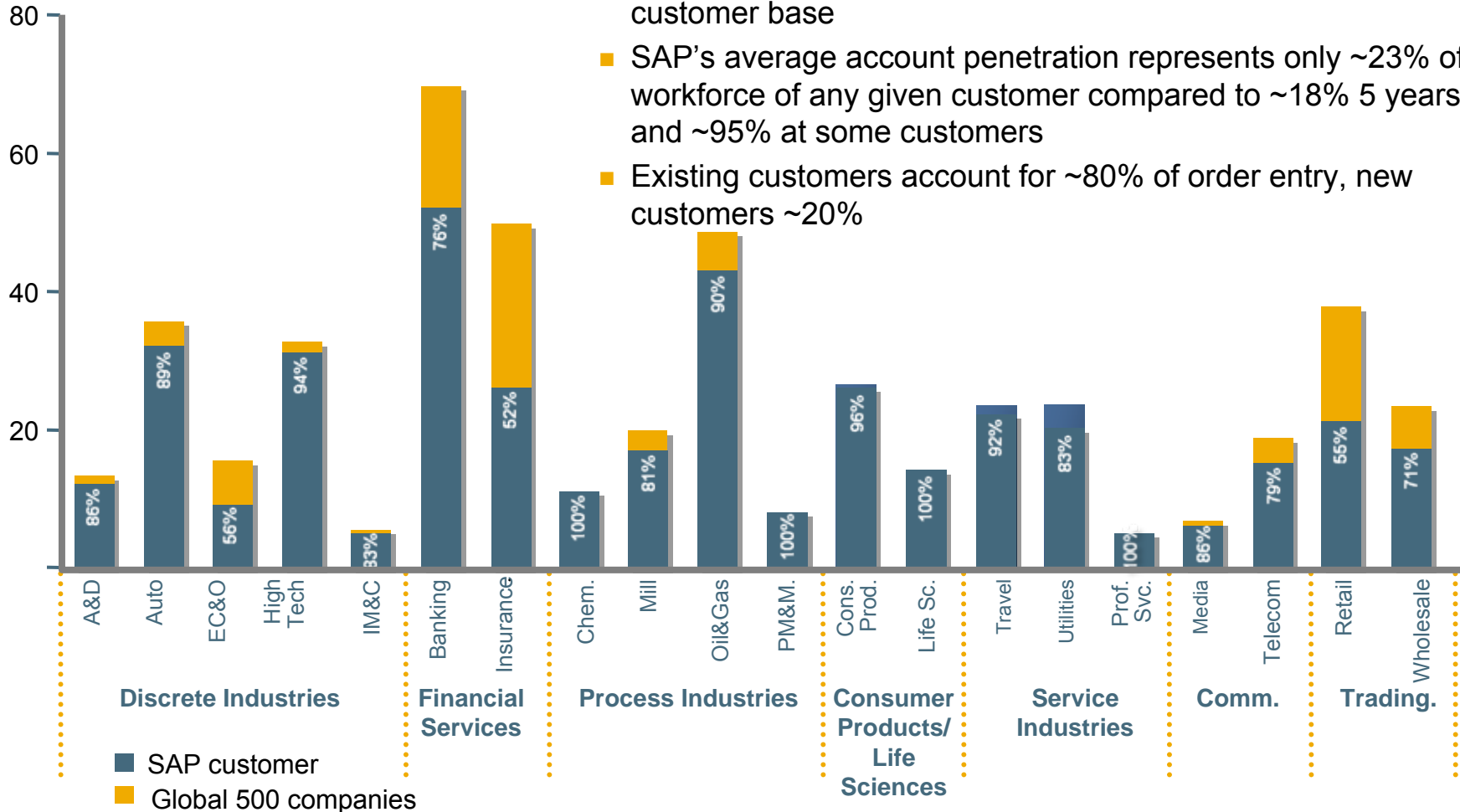
SAP has Steadily Increased its Account Coverage within the Fortune 500 Companies



76% of the Global 500 companies are SAP customers. Opportunity:

- There continues to be tremendous up-sell potential into existing customer base
- SAP's average account penetration represents only ~23% of the workforce of any given customer compared to ~18% 5 years ago and ~95% at some customers
- Existing customers account for ~80% of order entry, new customers ~20%

companies



Note: Public Services accounts are not considered in the Global 500 analysis
 Source: Fortune Magazine, Global 500 2007; SAP internal analysis

SAP's On-Demand Strategy

Applications for all Customer Sizes On-Demand



Large Enterprises

- On-premise and on-demand solutions will co-exist in customer environments ('hybrid' landscapes)
- SAP offers a growing set of on-demand solutions for large enterprises (CRM, e-Sourcing, Carbon Impact, BI OnDemand, crystalreports.com)
- Additional on-demand solutions will be fully integrated extensions of the SAP Business Suite

Small and Midsized Enterprises

- Higher readiness to run entire business on-demand
- SAP Business ByDesign – SAP's full-suite on-demand solution for the midmarket
- SAP BI OnDemand, crystalreports.com

On-Premise	On-Demand
Key Characteristics	
<ul style="list-style-type: none">■ Perpetual license or subscription■ At customer site■ Individual software stack	<ul style="list-style-type: none">■ Subscription■ Hosted by vendor or 3rd party■ Shared software stack
Key Advantages	
<ul style="list-style-type: none">■ Flexibility and differentiation■ Security	<ul style="list-style-type: none">■ Cost of ownership■ Speed of deployment
Service-Oriented Architecture	



Sustainability **governance** and **leadership** established

Clear **targets** set (Env., Social, Economic)

Carbon footprint reduced by 7% (07-08)

SAP runs SAP to manage performance

World class Sustainability **Report** (17k visitors)

Software leader in **DJSI** third time in a row

Planet Finance partnership

Clear Purpose employee engagement

Market leadership in **EHS**

Clear Standards acquired

More products in pipeline

30+ **co-innovation** customers

Sustainability **Map** thought leadership

Sustainability **EcoHub** with partners

Green IT community launched

Hopenhagen campaign

Clear Enterprise positioning

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SAP's SME Product Portfolio

Best-Fit Solutions for SME Customers



SAP Business One

A **single integrated solution** to manage their entire business

For **small businesses** who have outgrown their packaged accounting-only solutions

- 10~100 employees
- On-premise deployment
- Traditional licensing
- Go live in 6~8 weeks
- General business functionality
- 550+ add-on solutions, many industry specific
- Available in 20 languages and 40 country-specific versions

SAP Business ByDesign

The **best of SAP, delivered on-demand**

For **companies** who need business software but **don't want** to support a **large IT backbone**

- 100 to 500 employees
- SaaS deployment
- Monthly subscription
- Go live in 4~8 weeks
- General business functionality based on best practices
- Available in the US, United Kingdom, Germany, France, China and India
- More countries to follow

SAP Business All-in-One

A **comprehensive, integrated industry** solution to power your business end-to-end

For **midsize companies** with **industry needs** that want a scalable foundation

- 500~2,500 employees
- On-premise deployment
- Traditional licensing
- Go live in 8~16 weeks
- 660+ industry-specific solutions
- Available in 50+ countries
- **NEW Fast-Start Program**
- Pre-tested, preinstalled solutions
- Predictable project scope
- Go live in 6~8 weeks

SAP is fully committed to SAP Business ByDesign

- Feature Pack 2.0 became generally available in July 2009, a significant milestone that delivers increased business functionality
- Positive customer feedback from around 100 charter clients
- The next release will increase extensibility and flexibility while reducing operating costs
- SAP will continue with its controlled go-to-market approach in six countries in 2009 (US, Germany, UK, France, China, India)



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SAP's Primary Support Offering: Enterprise Support

Unparalleled Value for all Customers



- SAP's ES offering is a significant step from reactive problem solving to proactive management and improvement of a customer's IT landscape, including end-to-end solution operations for the entire application lifecycle.
- SAP Enterprise Support...
 - Protects investments while stimulating innovation
 - Supports integrated application lifecycle management
 - Manages business continuity
 - Improves business value
 - Supports reduction of total cost of operations
- SAP is the only vendor committed to meeting certain support KPI's

SAP and SUGEN KPI's

Value Drivers	KPI's
Business Continuity	<ul style="list-style-type: none">■ Increase number of days without outage■ Reduce mean time to resolve■ Reduce overall incidents
Business Process Improvement	<ul style="list-style-type: none">■ Number of emergency changes■ Impact of change■ Number of failed changes
Innovation & Protection of Investment	<ul style="list-style-type: none">■ On current technology stack■ Number of redundant custom code/objects
Total cost of Operations	<ul style="list-style-type: none">■ CPU Utilization and "overall power growth rate"■ Storage Utilization and growth rate■ Run & Maintain work required for deploying support packages and enhancement packages

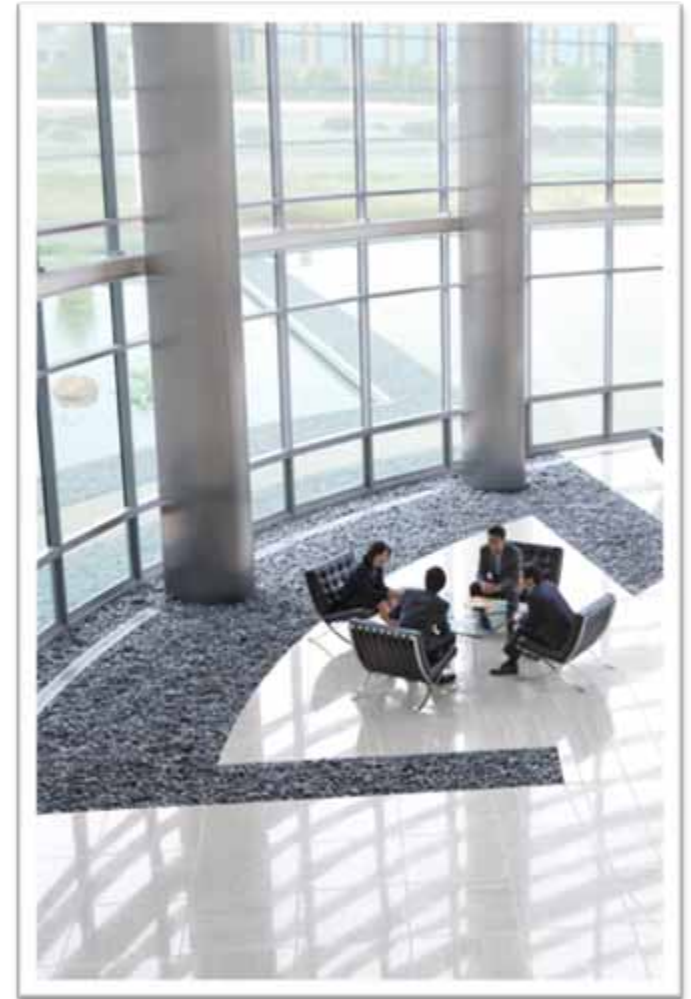
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- SAP is the **clear market leader** in the business applications industry
- **Strong growth opportunities** supported by a sustainable, robust, long term business model
- In the current environment **SAP has carefully managed its cost base**, putting a strong focus on **earnings protection**
- SAP's medium-term operating margin aspiration of 35%
- Using **product innovation** and targeted acquisitions, SAP expands into adjacent product areas and enhances product functionality where it can leverage its competitive advantages
- **SAP's market leadership** and **strong competitive position** can enable the company to emerge from the downturn even stronger
- SAP captures additional growth opportunities through
 - **Strategic partnerships** and **co-innovation**
 - A strong presence and clear commitment in the **fast growth markets**



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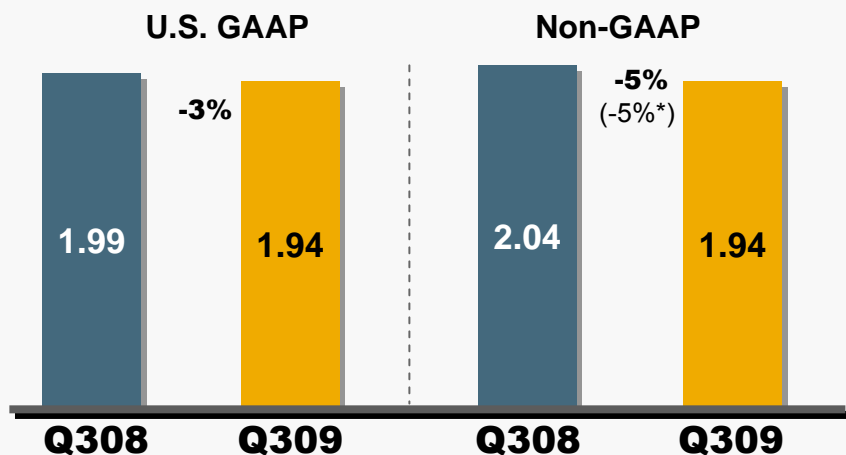
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Key Figures

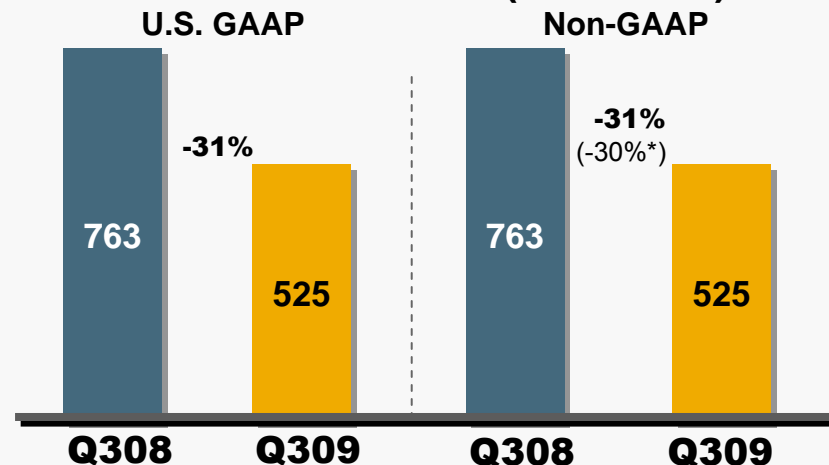
Third Quarter 2009



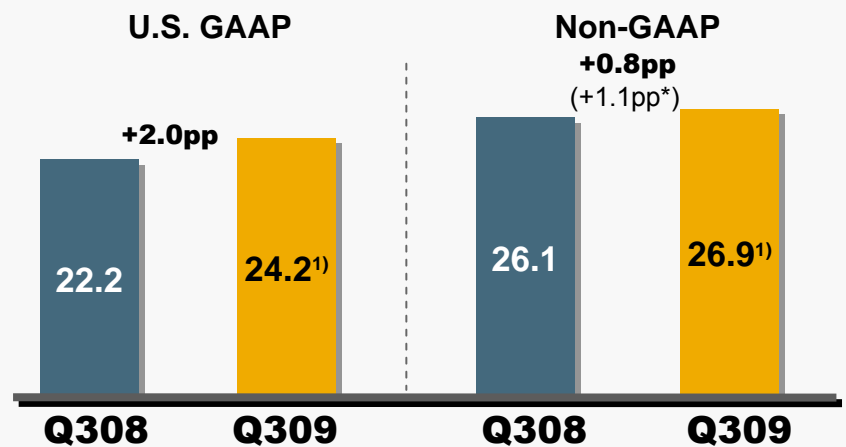
SW & SW-Related Serv. Revenue (€bn)



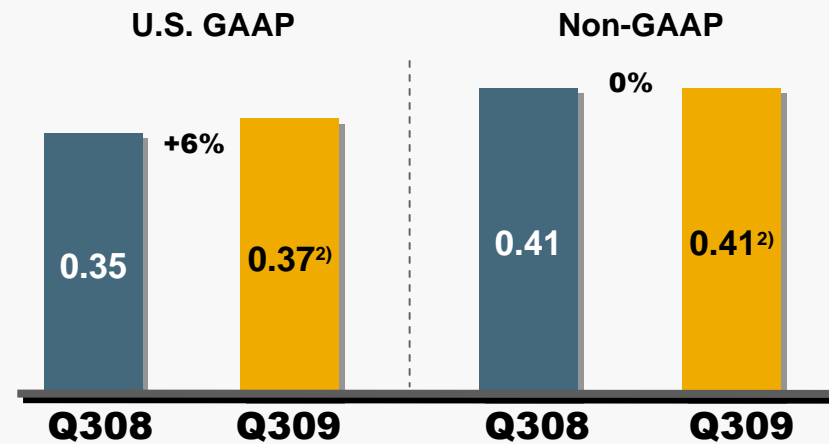
Software Revenue (€millions)



Operating Margin (%)



Basic EPS from Cont. Operations (€)



* at constant currencies

1) includes negative effect of 0.8pp from Q3 2009 restructuring charges of €21 million

2) includes negative effect of 0.01€ from Q3 2009 restructuring charges of €21 million

Key Figures

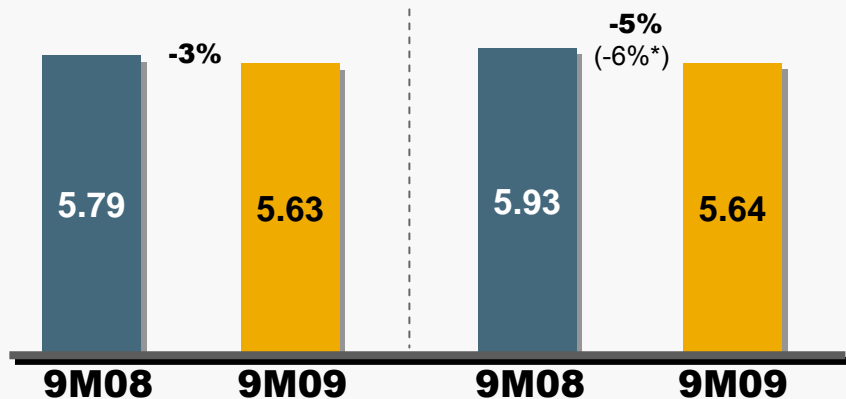
Nine Months 2009



SW & SW-Related Serv. Revenue (€bn)

U.S. GAAP

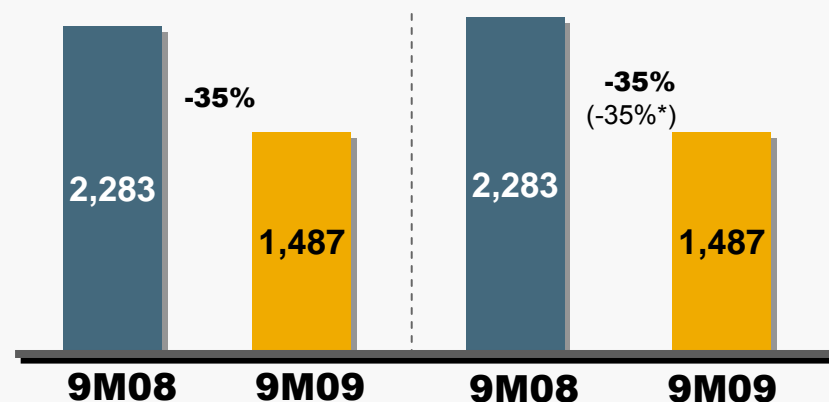
Non-GAAP



Software Revenue (€millions)

U.S. GAAP

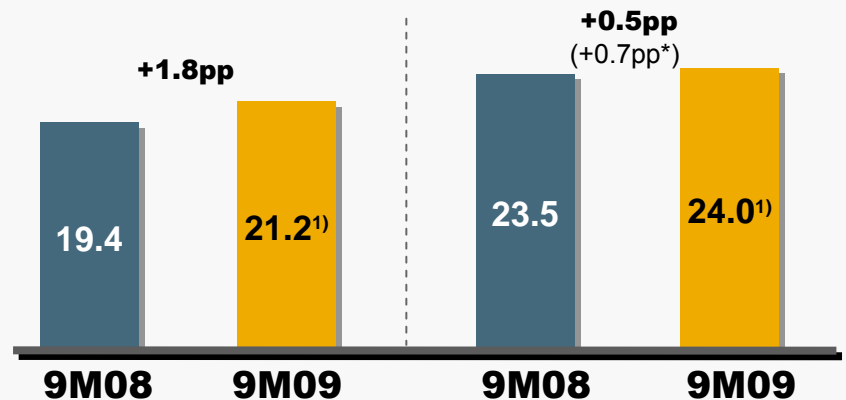
Non-GAAP



Operating Margin (%)

U.S. GAAP

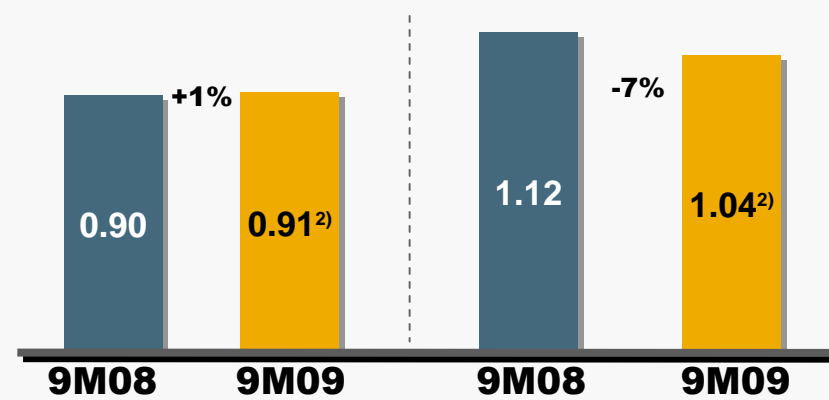
Non-GAAP



Basic EPS from Cont. Operations (€)

U.S. GAAP

Non-GAAP



* at constant currencies

1) includes negative effect of 2.5pp from 9M 2009 restructuring charges of €186 million

2) includes negative effect of 0.11€ from 9M 2009 restructuring charges of €186 million

Income Statement Overview

Third Quarter 2009 (U.S. GAAP and Non-GAAP)



	U.S. GAAP			Non-GAAP			Δ% constant currencies
	Q3 2009	Q3 2008	Δ%	Q3 2009	Q3 2008	Δ%	
€ millions, unless otherwise stated							
Software revenue	525	763	-31	525	763	-31	-30
Support revenue	1,333	1,167	14	1,333	1,208	10	10
Subscription & other softw.-rel. serv. rev.	79	64	23	79	64	23	22
SSRS revenue	1,937	1,994	-3	1,937	2,035	-5	-5
Consulting revenue	484	617	-22	484	617	-22	-22
Training revenue	60	105	-43	60	105	-43	-43
Other service revenue	20	26	-23	20	26	-23	-23
Professional & other services revenue	564	748	-25	564	748	-25	-25
Other revenue	7	19	-63	7	19	-63	-63
Total revenue	2,508	2,761	-9	2,508	2,802	-10	-10
Operating expenses	1,902	2,147	-11	1,834	2,071	-11	-12
Income from continuing operations	436	410	6	488	497	-2	N/A
Basic EPS from continuing op. (€)	0.37	0.35	6	0.41	0.41	0	N/A

Income Statement Overview

Nine Months 2009 (U.S. GAAP and Non-GAAP)



	U.S. GAAP			Non-GAAP			Δ% constant currencies
	9M 2009	9M 2008	Δ%	9M 2009	9M 2008	Δ%	
€ millions, unless otherwise stated							
Software revenue	1,487	2,283	-35	1,487	2,283	-35	-35
Support revenue	3,922	3,324	18	3,933	3,464	14	12
Subscription & other softw.-rel. serv. rev.	223	184	21	223	184	21	17
SSRS revenue	5,632	5,791	-3	5,643	5,931	-5	-6
Consulting revenue	1,554	1,832	-15	1,554	1,832	-15	-17
Training revenue	202	323	-37	202	323	-37	-38
Other service revenue	67	77	-13	67	77	-13	-14
Professional & other services revenue	1,823	2,232	-18	1,823	2,232	-18	-20
Other revenue	27	56	-52	27	56	-52	-54
Total revenue	7,482	8,079	-7	7,493	8,219	-9	-10
Operating expenses	5,896	6,513	-9	5,695	6,288	-9	-11
Income from continuing operations	1,077	1,068	1	1,238	1,339	-8	N/A
Basic EPS from continuing op. (€)	0.91	0.90	1	1.04	1.12	-7	N/A

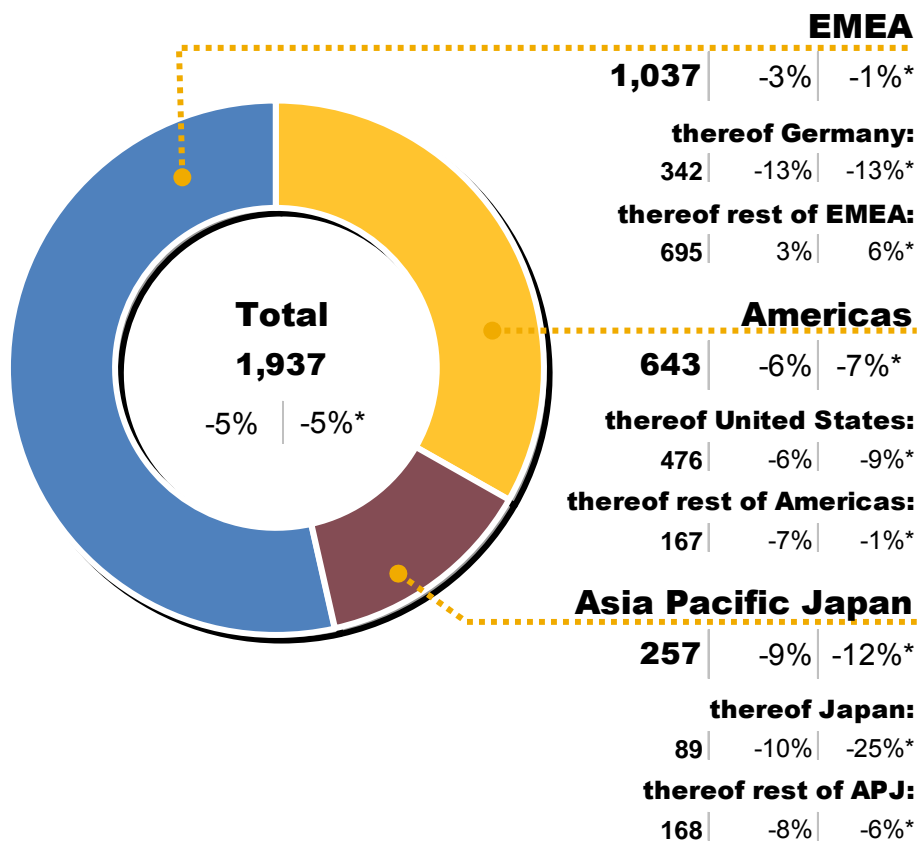
Non-GAAP Revenue Breakdown by Region

Third Quarter 2009

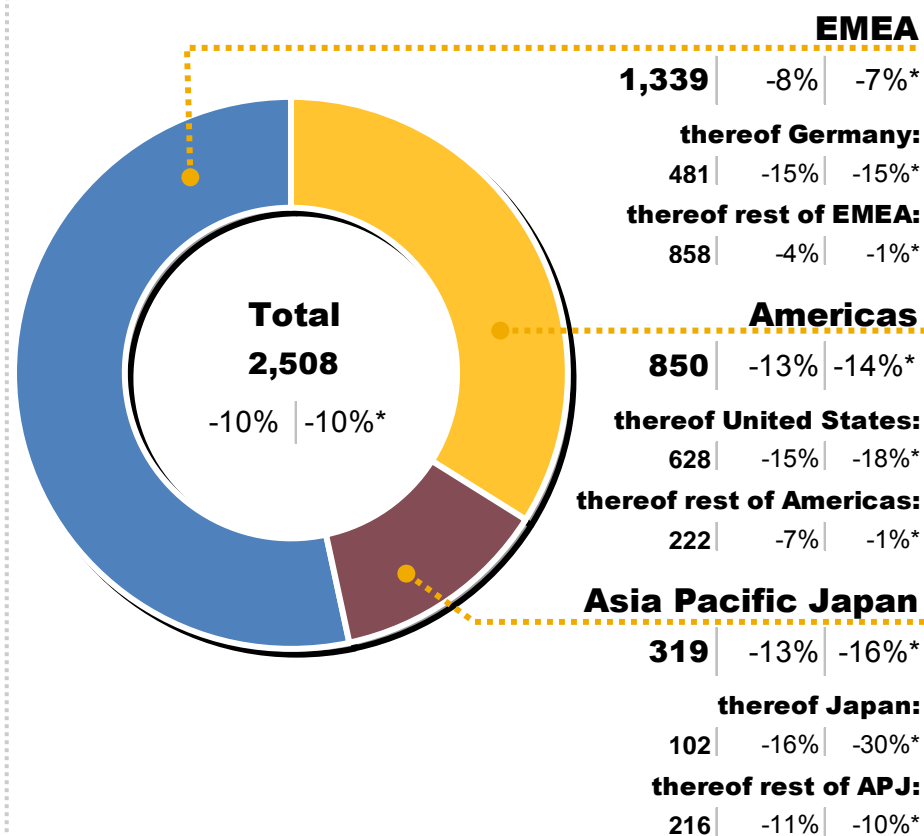


€ millions | yoy percent change | yoy percent constant currency change

Software and software-related service revenue by region **



Total revenue by region **



* At constant currencies

** By location of customers

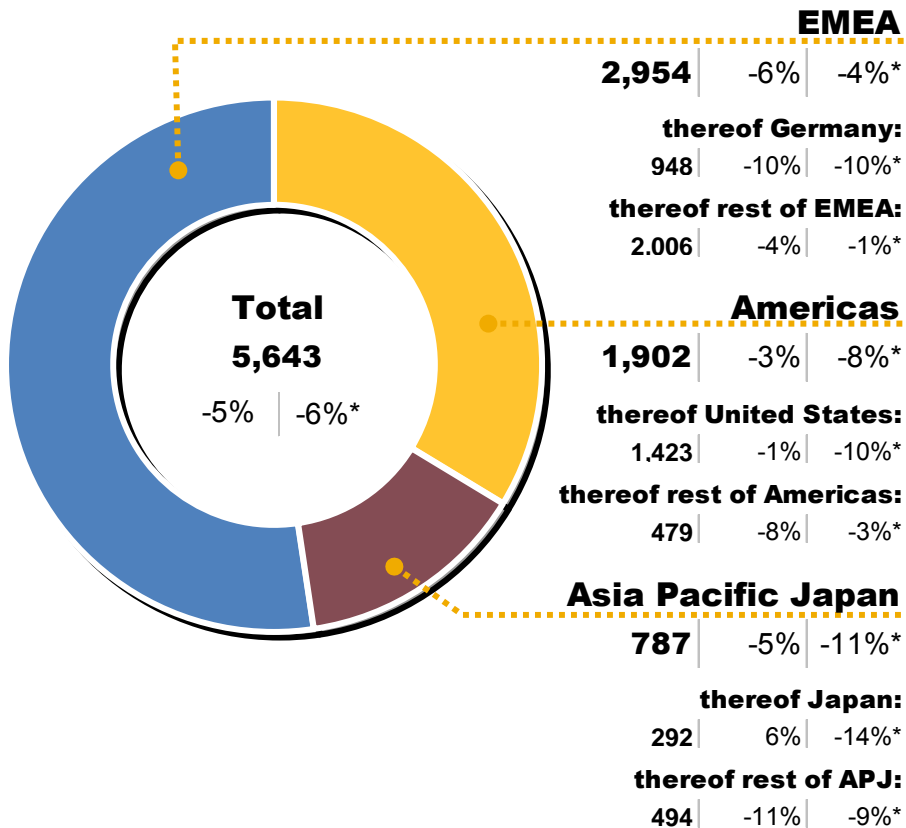
Non-GAAP Revenue Breakdown by Region

Nine Months 2009

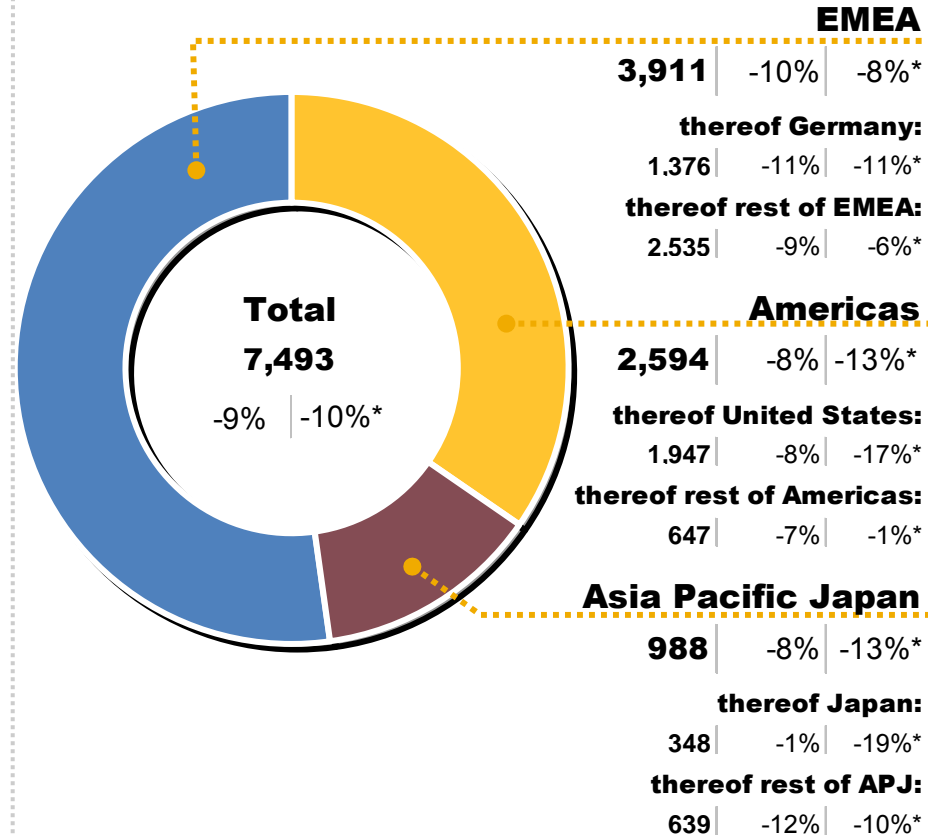


€ millions | yoy percent change | yoy percent constant currency change

Software and software-related service revenue by region**



Total revenue by region**



* At constant currencies

** By location of customers

Margin Analysis

Third Quarter 2009 (U.S. GAAP and Non-GAAP)



	U.S. GAAP			Non-GAAP		
	Q3 2009	Q3 2008	Δ%	Q3 2009	Q3 2008	Δ%
€ millions, unless otherwise stated						
SSRS revenue	1,937	1,994	-3	1,937	2,035	-5
SSRS cost	-412	-381	8	-366	-332	10
SSRS margin in %	78.7	80.9	-2.2pp	81.1	83.7	-2.6pp
PSOS revenue	564	748	-25	564	748	-25
PSOS cost	-436	-583	-25	-436	-583	-25
PSOS margin in %	22.7	22.1	0.6pp	22.7	22.1	0.6pp
SSRS & PSOS margin in %	66.1	64.8	1.3pp	67.9	67.1	0.8pp
Research and development	-381	-398	-4	-380	-395	-4
- as a percentage of total revenue	15.2	14.4	0.8pp	15.2	14.1	1.1pp
Sales and marketing	-515	-634	-19	-497	-611	-19
- as a percentage of total revenue	20.5	23.0	-2.5pp	19.8	21.8	-2.0pp
General and administration	-136	-156	-13	-134	-155	-14
- as a percentage of total revenue	5.4	5.7	-0.3pp	5.3	5.5	-0.2pp
Restructuring charges	-21	0	N/A	-21	0	N/A
- as a percentage of total revenue	0.8	0.0	0.8pp	0.8	0.0	0.8pp
Operating margin in %	24.2	22.2	2.0pp	26.9	26.1	0.8pp

SSRS: Software and software-related services

PSOS: Professional services and other Services

Margin Analysis

Nine Months 2009 (U.S. GAAP and Non-GAAP)



	U.S. GAAP			Non-GAAP		
	9M 2009	9M 2008	Δ%	9M 2009	9M 2008	Δ%
€ millions, unless otherwise stated						
SSRS revenue	5,632	5,791	-3	5,643	5,931	-5
SSRS cost	-1,192	-1,166	2	-1,053	-1,024	3
SSRS margin in %	78.8	79.9	-1.1pp	81.3	82.7	-1.4pp
PSOS revenue	1,823	2,232	-18	1,823	2,232	-18
PSOS cost	-1,423	-1,731	-18	-1,421	-1,731	-18
PSOS margin in %	21.9	22.4	-0.5pp	22.1	22.4	-0.3pp
SSRS & PSOS margin in %	64.9	63.9	1.0pp	66.9	66.3	0.6pp
Research and development	-1,118	-1,236	-10	-1,116	-1,218	-8
- as a percentage of total revenue	14.9	15.3	-0.4pp	14.9	14.8	0.1pp
Sales and marketing	-1,589	-1,912	-17	-1,534	-1,848	-17
- as a percentage of total revenue	21.2	23.7	-2.5pp	20.5	22.5	-2.0pp
General and administration	-393	-477	-18	-391	-476	-18
- as a percentage of total revenue	5.3	5.9	-0.6pp	5.2	5.8	-0.6pp
Restructuring charges	-186	0	N/A	-186	0	N/A
- as a percentage of total revenue	2.5	0.0	2.5pp	2.5	0.0	2.5pp
Operating margin in %	21.2	19.4	1.8pp	24.0	23.5	0.5pp

SSRS: Software and software-related services

PSOS: Professional services and other Services

Balance Sheet (U.S. GAAP)

September 30, 2009



Assets

€ millions	09/30/09	12/31/08
Cash and cash equivalents, short-term investments*	3,040	1,662
Accounts receivable, net	2,097	3,128
Other current assets	896	992
Current assets	6,033	5,782
Goodwill	5,019	5,009
Intangible assets, net	944	1,127
Property, plant and equipment, net	1,372	1,405
Other noncurrent assets	1,006	874
Noncurrent assets	8,341	8,415
Total assets	14,374	14,197

* incl. restricted cash

Shareholders' Equity & Liabilities

€ millions	09/30/09	12/31/08
Financial liabilities	1,506	2,574
Deferred income	1,050	611
Other current liabilities	2,248	2,649
Current liabilities	4,804	5,834
Financial liabilities	726	36
Provisions	509	497
Other noncurrent liabilities	503	595
Noncurrent liabilities	1,738	1,128
Total liabilities	6,542	6,962
Total equity	7,832	7,235
Total shareholders' equity & liabilities	14,374	14,197

Balance Sheet, Cash Flow, Liquidity Analysis

September 30, 2009

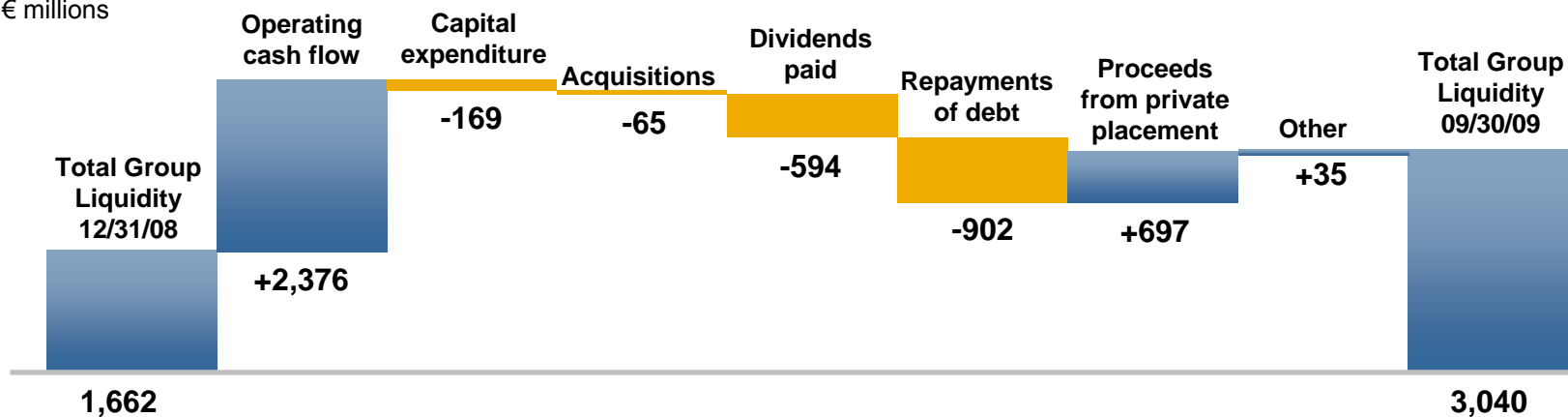


	09/30/09	12/31/08	Δ
Net liquidity (€ millions) ¹⁾	925	-659	N/A
Days sales outstanding (DSO)	78 days	71 days	7 days
Equity ratio	54%	51%	3pp

€ millions, unless otherwise stated	9M 2009	9M 2008	Δ%
Operating cash flow from continuing operations	2,376	1,970	21%
- Capital expenditure	-169	-244	-31%
Free cash flow	2,207	1,726	28%
Free cash flow as a percentage of total revenue	29%	21%	8pp
Cash conversion rate ²⁾	221%	184%	37pp

Total Group Liquidity ³⁾ Development

€ millions



1) Defined as cash and cash equivalents + restricted cash + short-term investments less bank loans and overdrafts

2) Defined as operating cash flow from cont. ops. as a % of income from cont. ops.

3) Defined as cash and cash equivalents + restricted cash + short-term investments

Headcount

September 30, 2009 – Continuing Operations Only



in full-time equivalents | $\Delta 9M$ | %9M

Headcount by Region

Headcount by Functional Area

EMEA

25,527 | -1298 | -5%

thereof Germany:

15,043 | -539 | -3%

thereof rest of EMEA:

10,484 | -759 | -7%

Americas

11,973 | -1,484 | -11%

thereof United States:

8,154 | -1,060 | -12%

thereof rest of Americas:

3,819 | -424 | -10%

Asia Pacific Japan

10,304 | -950 | -8%

thereof Japan:

1,189 | -224 | -16%

thereof rest of APJ:

9,115 | -726 | -7%

Research and development

14,888 | -659 | -4%

Sales and marketing

9,545 | -1,156 | -11%

General and admin.

3,116 | -128 | -4%

Infrastructure

1,446 | -89 | -6%

SW and SW-rel. services

6,319 | -138 | -2%

Prof. svs. and other svs.

12,490 | -1,561 | -11%

