


ORACLE®



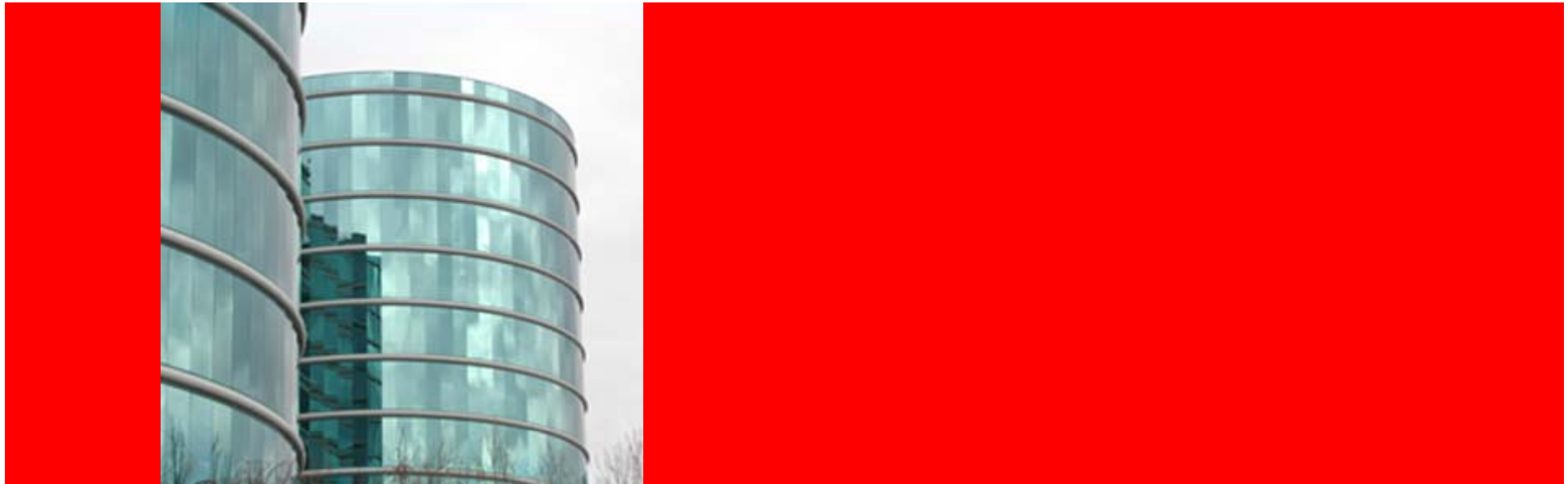
The following is intended to outline our general product direction. It is intended for information purposes only, and may not be incorporated into any contract. It is not a commitment to deliver any material, code, or functionality, and should not be relied upon in making purchasing decisions.

The development, release, and timing of any features or functionality described for Oracle's products remains at the sole discretion of Oracle.

Statements in this document with respect to Oracle Corporation Japan(OCJ)'s current plans, estimates, strategies and beliefs, and other statements that are not historical facts are forward-looking statements about the future performance of OCJ. These statements are based on OCJ's assumptions and beliefs in light of the information currently available to it. OCJ cautions you that a number of important risks and uncertainties could cause actual results to differ materially from those forward-looking statements.

The document is translation of Oracle Japan's FY11 full year result summary released on June 30, 2011, and errors and omissions excepted.

Oracle and Java are registered trademarks of Oracle and/or its affiliates. Other names may be trademarks of their respective owners.



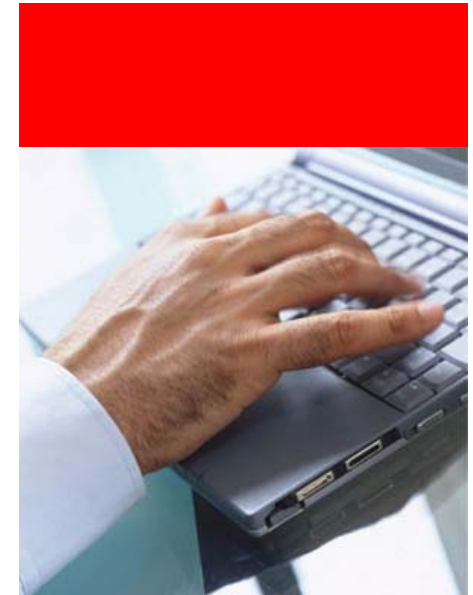
ORACLE[®]

Financial Analysts Meeting for fiscal year ending May 2011

Oracle Corporation Japan
June 30, 2011

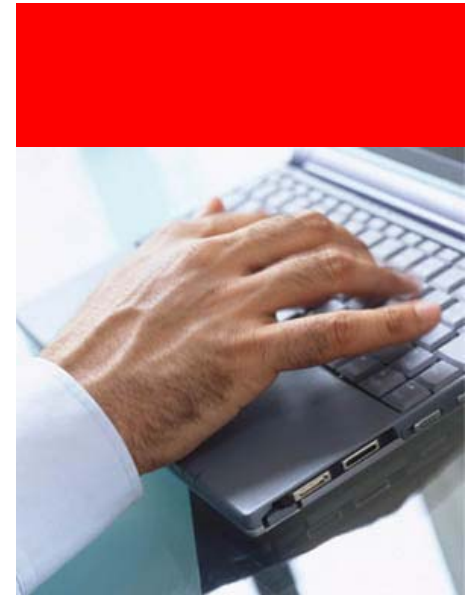
Agenda

- May 2011 Result
- May 2012 Forecast
- May 2012 Dividend and Dividend Policy
- Mid-term Strategy



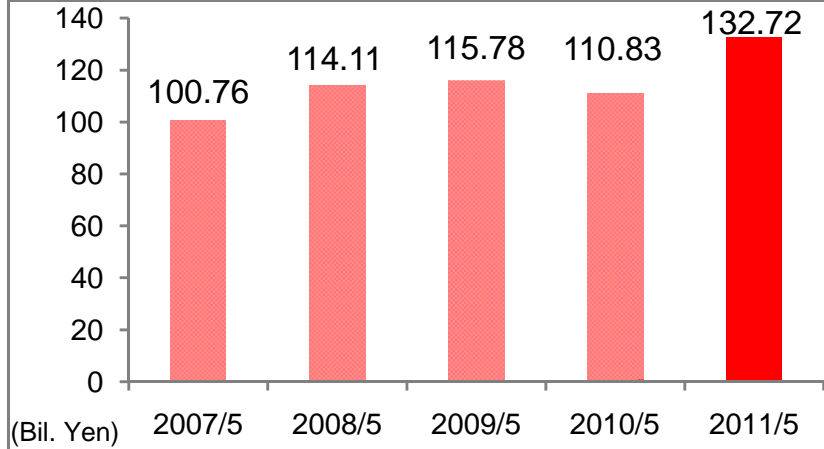
Agenda

- May 2011 Result
- May 2012 Forecast
- May 2012 Dividend and Dividend Policy
- Mid-term Strategy

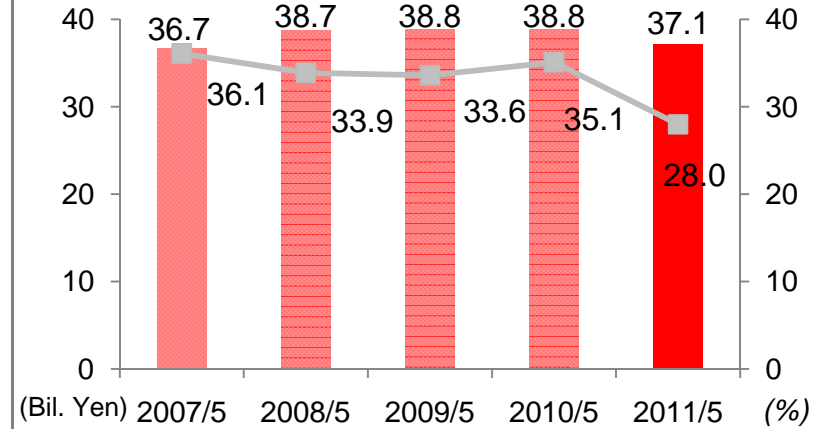


May 2011 Summary

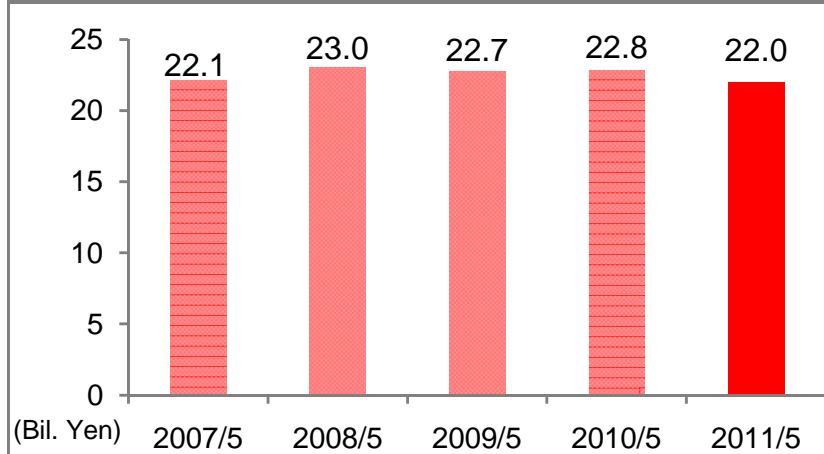
Revenue



Operating Income / Margin



Net Income



May 2011 Revenue by Segment

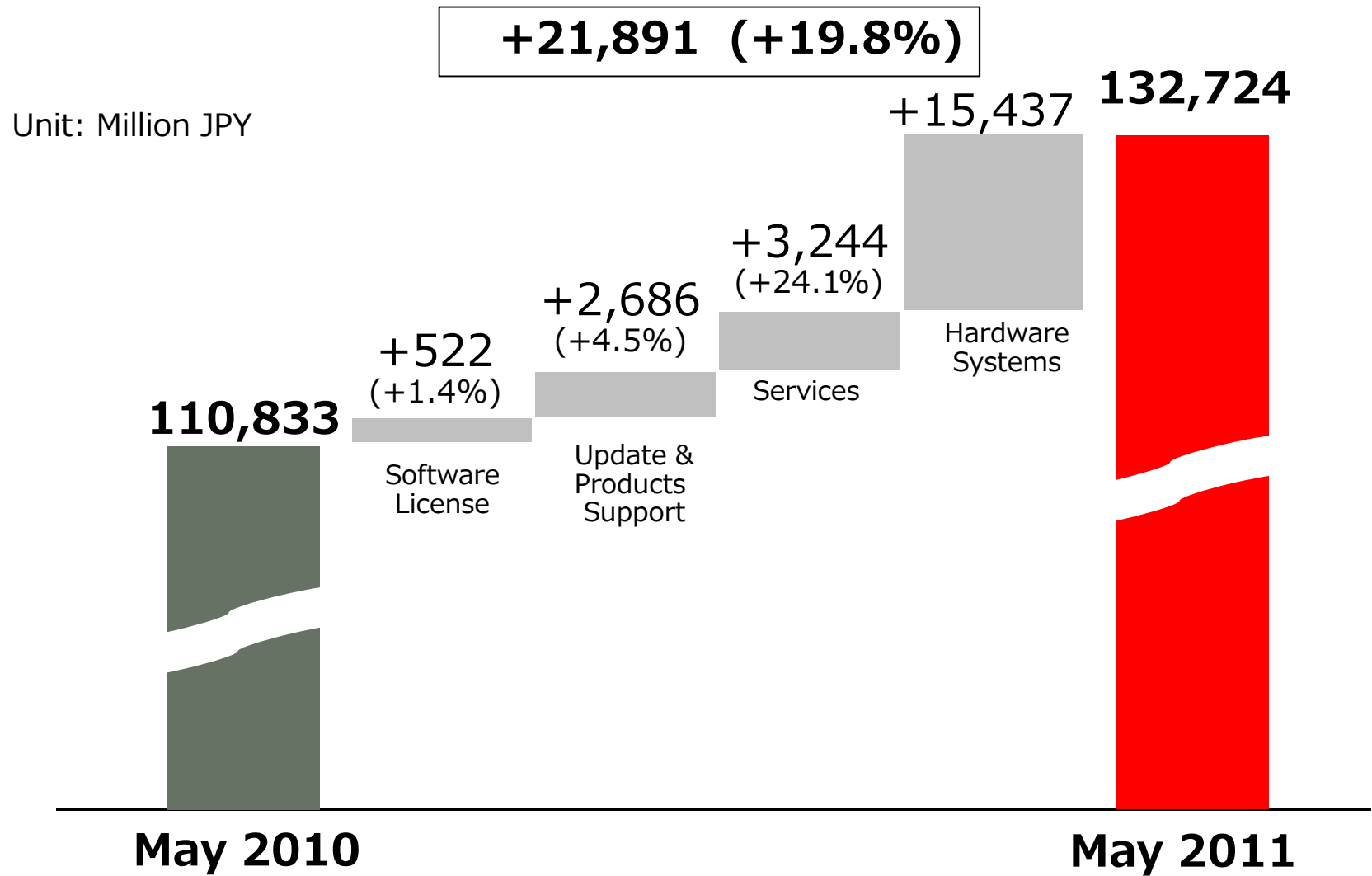
Unit: Million Yen

Segment	May 2011 Result	YoY	May 2010 Result
Database & Middleware	33,706	-4.0%	35,104
Applications	4,960	63.2%	3,039
Software License	38,666	1.4%	38,144
Update & Products Support	61,924	4.5%	59,237
Software Related Sub Total	100,591	3.3%	97,381
Hardware Systems Products	3,217	-	-
Hardware Systems Support	12,219	-	-
Hardware Systems Sub Total	15,437	-	-
Advanced Support	3,838	30.6%	2,937
Education	1,728	-2.9%	1,780
Consulting	11,129	27.4%	8,732
Service Sub Total	16,695	24.1%	13,451
TOTAL	132,724	19.8%	110,833

ORACLE



Revenue YoY



May 2011 COGS and SG&A

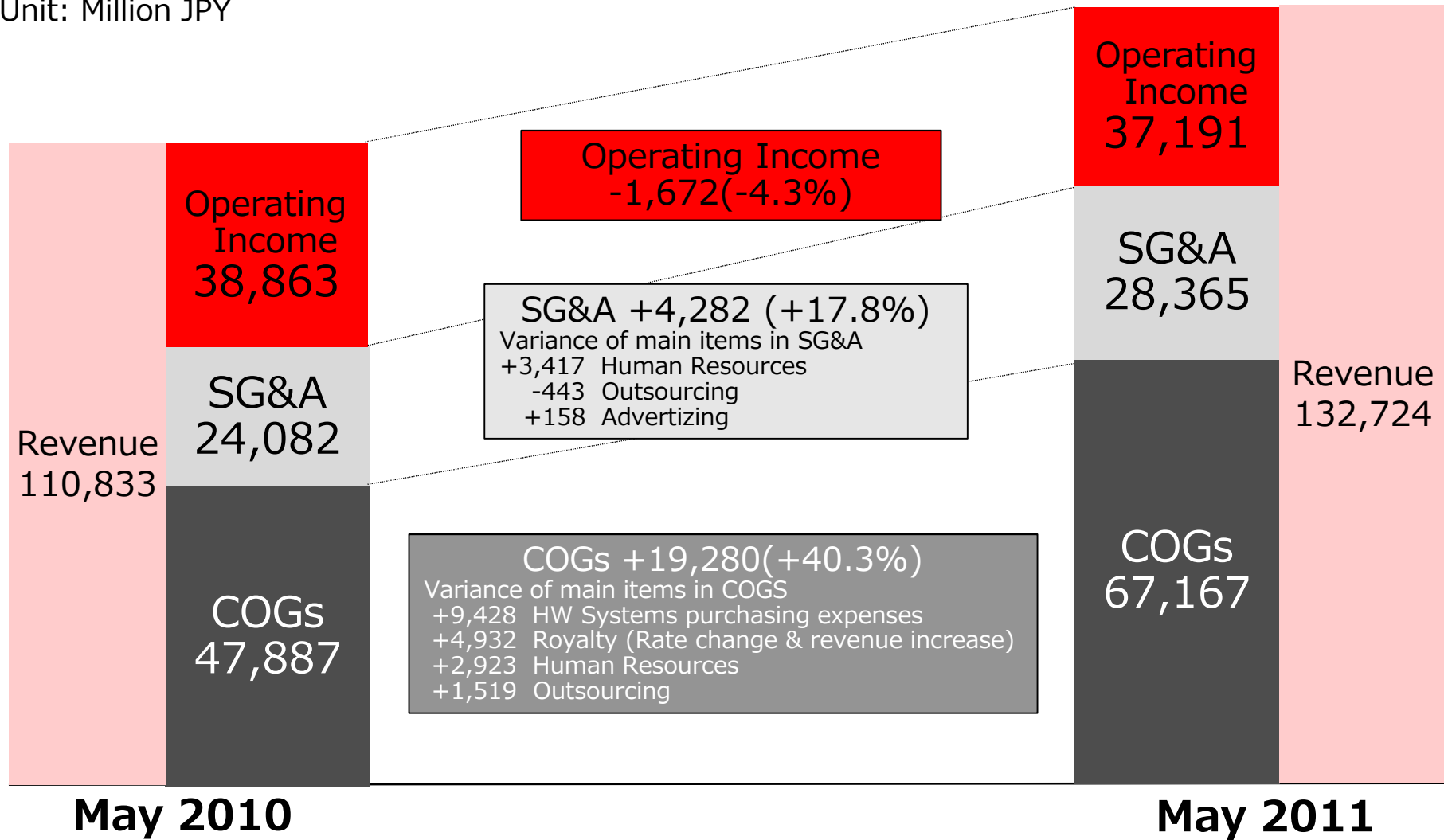
Summary of main items in COGS and SG&A

Unit: Million Yen

Main items	May 2011 Result	YoY	May 2010 Result
Cost of Goods Sold	67,167	40.3%	47,887
Royalty	41,031	13.7%	36,099
Hardware Systems Purchasing Expenses	10,157	1,292%	729
Human Resources	11,444	34.3%	8,521
External Contractor & Outsourcing	2,947	106.4%	1,427
Rent	533	86.7%	285
Selling, General & Administrative	28,365	17.8%	24,082
Human Resources	17,492	24.3%	14,075
External Contractor & Outsourcing	3,407	-11.5%	3,850
Advertising	1,737	10.0%	1,579
Rent	881	5.0%	839
Number of employees (including secondment from OIS)	2,585	+493	2,092

Operating Income YoY

Unit: Million JPY



May 2011 Dividend

- Reduction of Legal capital surplus and Legal retained earnings
 - To execute its financial strategy flexibly and secure the source of the return to the shareholders, the company will submit the agenda for reduction of Legal capital surplus and Legal retained earnings to the general shareholders meeting
 - Reduction amount of Legal capital surplus: JPY 28,164M
 - Reduction amount of Legal retained earnings: JPY 1,000M
- Special Dividend
 - Pay special dividend to shareholders of May 31, 2011, subject to the approval of above agenda at the general shareholders' meeting
 - May 2011 year end dividend

Year end dividend per share : JPY 390

(Normal dividend: JPY 93
Special dividend: JPY 297)

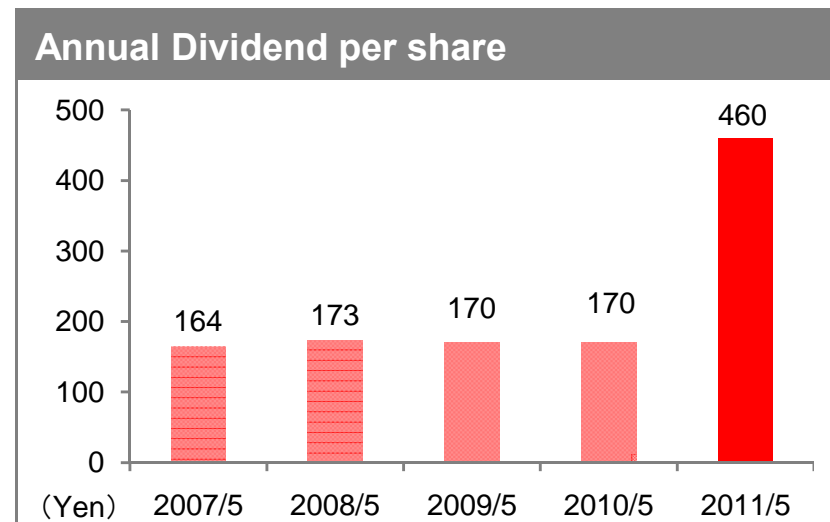
Annual dividends, including interim

dividend of May 2011 term : JPY 460

(Normal dividend: JPY 163)

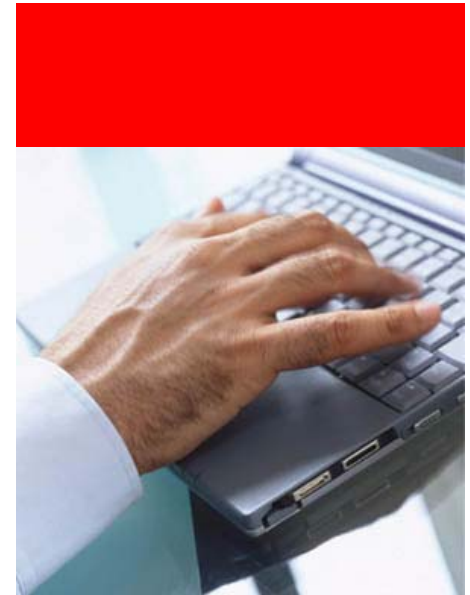
Dividend payment date:

Friday, August 26, 2011



Agenda

- May 2011 Result
- **May 2012 Forecast**
- May 2012 Dividend and Dividend Policy
- Mid-term Strategy





May 2012 Forecast

Unit: Million Yen

	May 2012 Forecast	YoY	May 2011 Result
Revenue	146,000	10.0%	132,724
Operating Income	38,600	3.8%	37,191
Ordinary Income	38,500	3.2%	37,316
Net Income	22,800	3.3%	22,065
EPS	JPY179.39	JPY5.77	JPY173.62

May 2012 Forecast – Revenue by segment

Segment	May 2012 Forecast	YoY	May 2011 Result
Database & Middleware	34,400	2.1%	33,706
Applications	6,000	21.0%	4,960
Software License	40,400	3.5%	38,666
Update & Products Support	64,300	3.8%	61,924
Software Related Sub Total	104,700	3.7%	100,591
Hardware Systems Products	14,600	353%	3,217
Hardware Systems Support	8,200	-32.9%	12,219
Hardware Systems Sub Total	22,800	47.7%	15,437
Cloud Services (formerly Advanced Support)	5,900	53.7%	3,838
Education	1,700	-1.6%	1,728
Consulting	10,900	-2.1%	11,129
Service Sub Total	18,500	10.8%	16,695
TOTAL	146,000	10.0%	132,724

Unit: Million Yen

ORACLE

May 2012 Forecast – Operating Expense

Forecast of operating expenses and its main items

	Main Items	May 2021 Forecast	YoY	May 2011 Result
Total Operating Expense*		107,400	12.4%	95,533
	Royalty	42,700	4.1%	41,031
	Hardware Systems Purchasing expenses	15,000	47.7%	10,157
	Human Resources	34,600	19.6%	28,936
	External Contractor & Outsourcing	5,600	-11.9%	6,354
	Advertising	2,000	15.1%	1,737
	Facilities**	3,800	1.3%	3,752

*Operating Expense: Sum of COGS and SG&A . Items are main items only.

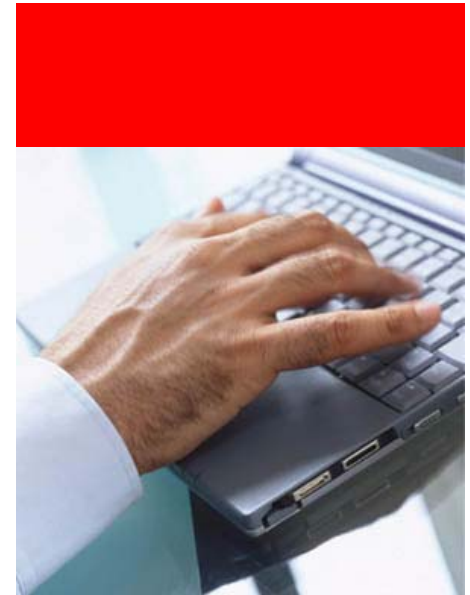
**Facilities are expense related to the building and fixtures (rent, depreciation & amortization, utilities, etc.)

Unit: Million Yen

ORACLE

Agenda

- May 2011 Result
- May 2012 Forecast
- May 2012 Dividend and Dividend Policy
- Mid-term Strategy



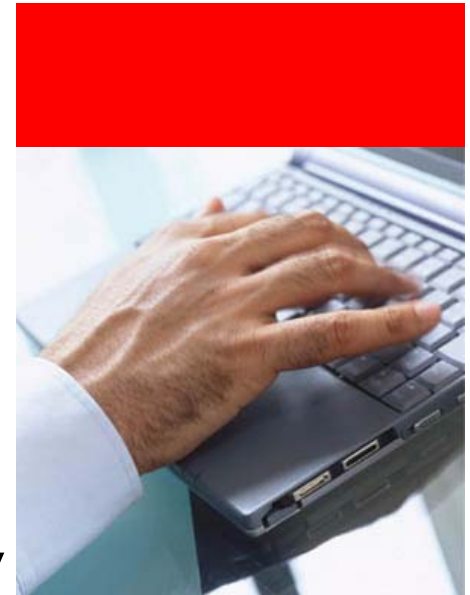


May 2012 Dividend Forecast & Dividend Policy

- May 2012 dividend forecast
 - JPY 72 per share as a year end dividend (payout ratio: 40.1%)
- Dividend policy for fiscal year May 2012 and onward
 - A stable and continuous return to shareholders through dividends
 - Comprehensively taking into account the balance between the cash required for the Company's business plan, business results, and cash flows.
 - Keeping financial indicators such as shareholders' equity ratio and return on equity at a reasonable level
 - Ensuring a management flexibility
 - Aim to achieve a dividend payout ratio of approximately 40% for the foreseeable future
 - To minimize administrative costs related to dividends, pay only one dividend a year, as a year-end dividend

Agenda

- May 2011 Result
- May 2012 Forecast
- May 2012 Dividend and Dividend Policy
- **Mid-term Strategy**

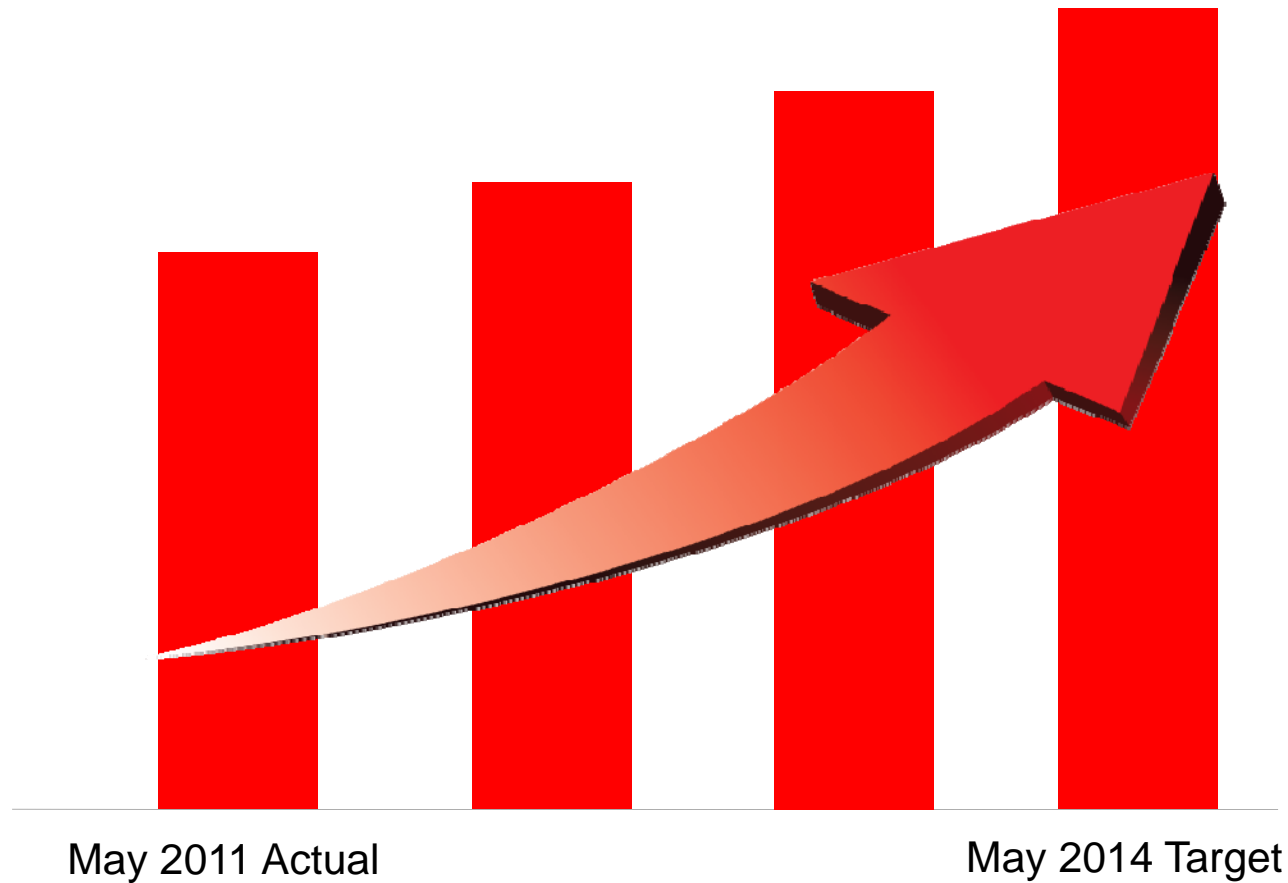




Oracle Japan Mid-term Business Strategy Sustainable Business Growth 2014

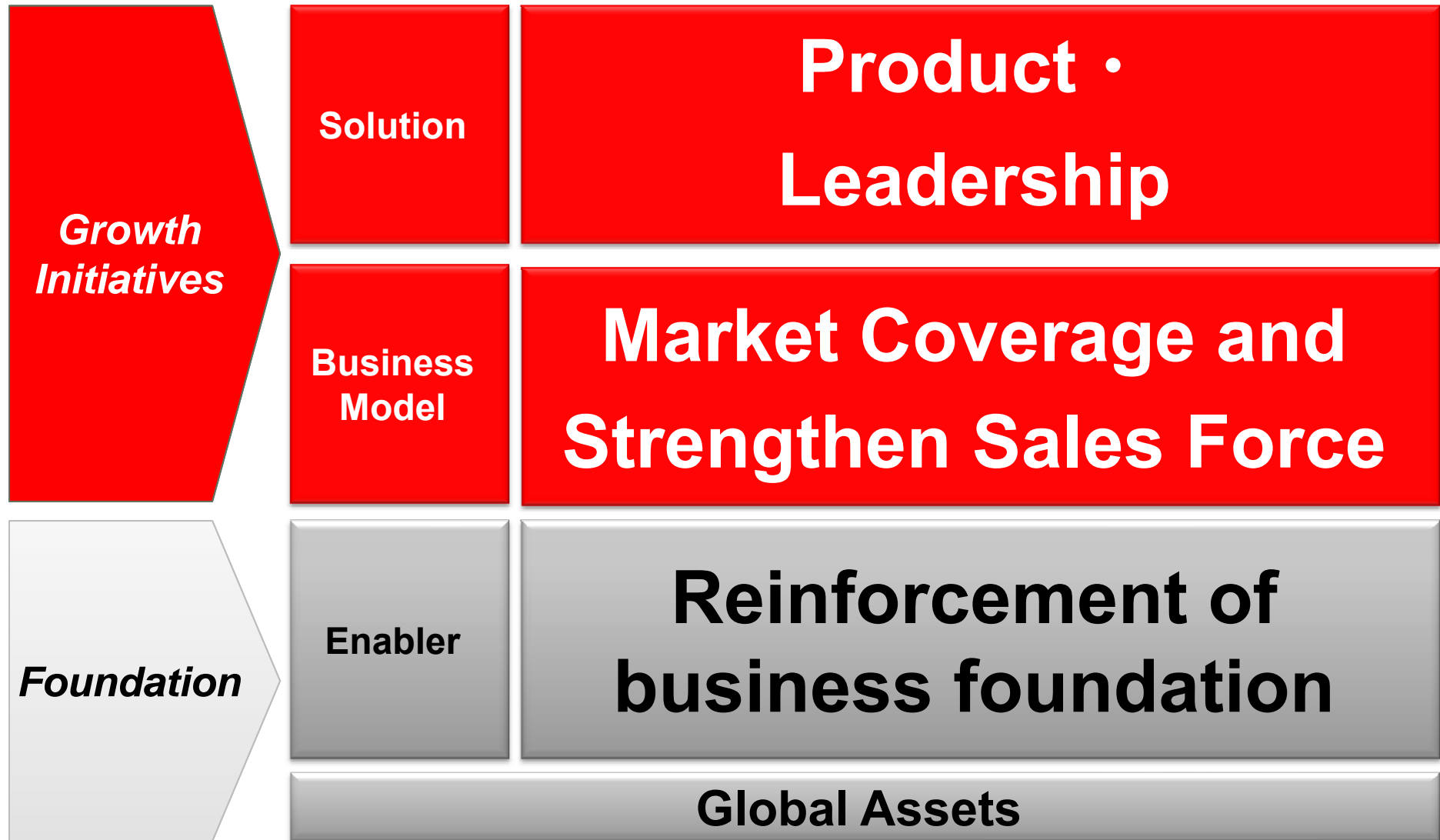
Target of mid term business strategy

May 2011 to May 2014 CAGR
Revenue +12% Operating income +10%

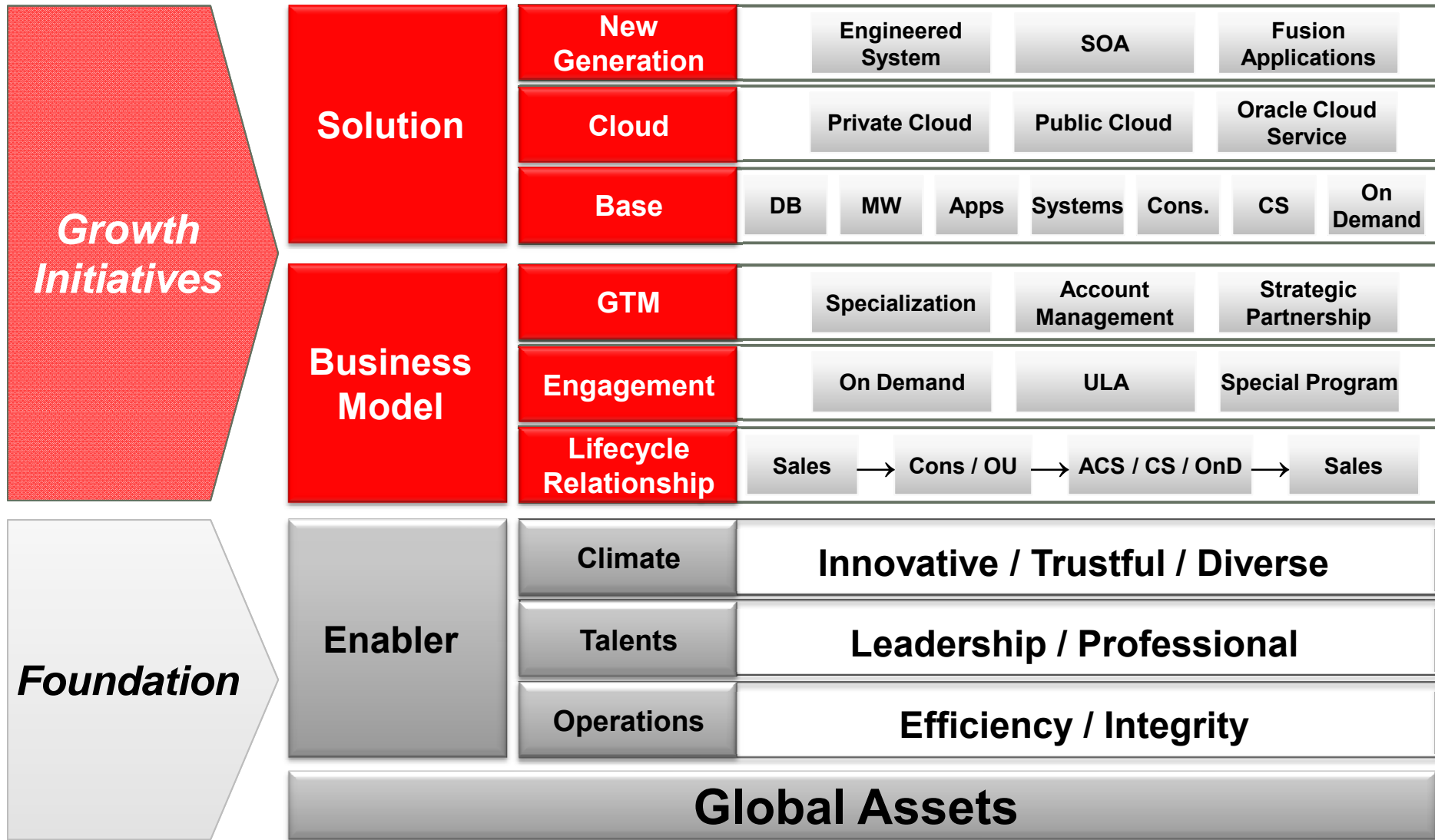


ORACLE

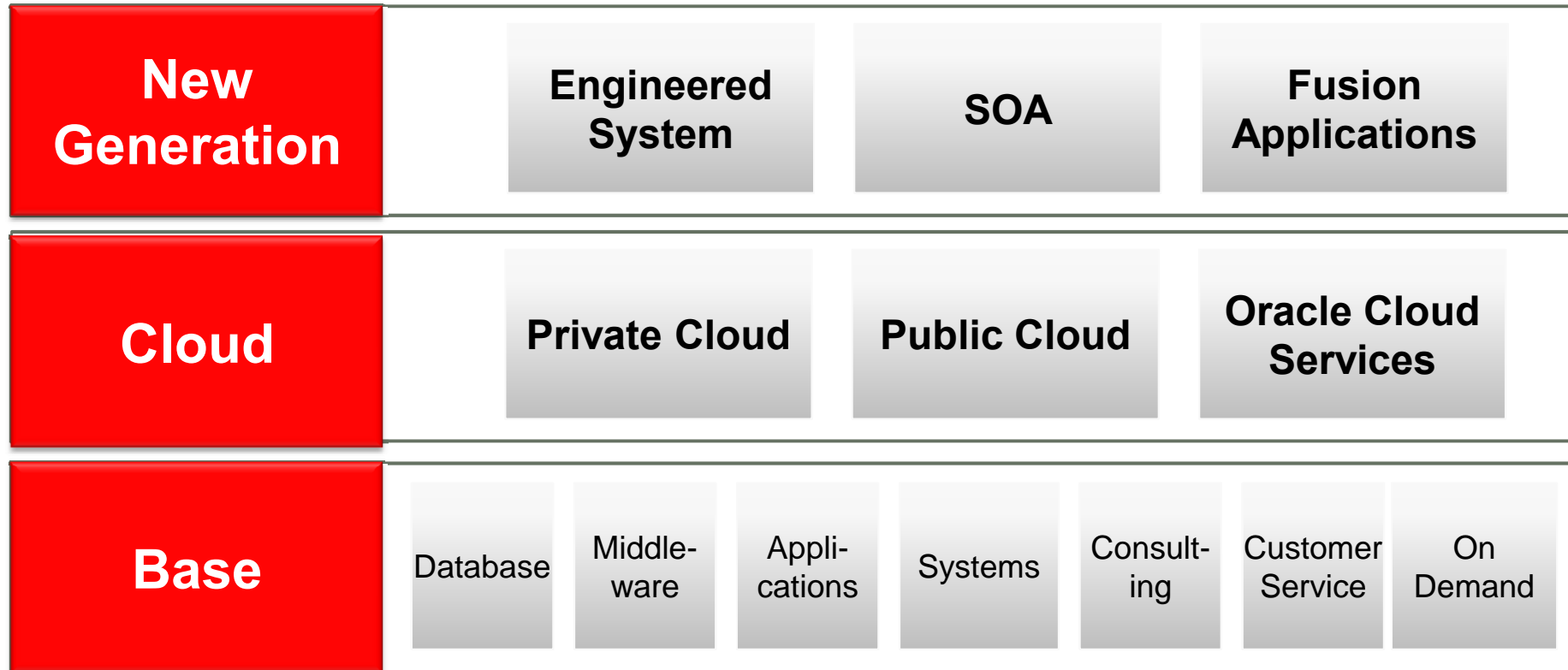
Mid-term Plan Direction



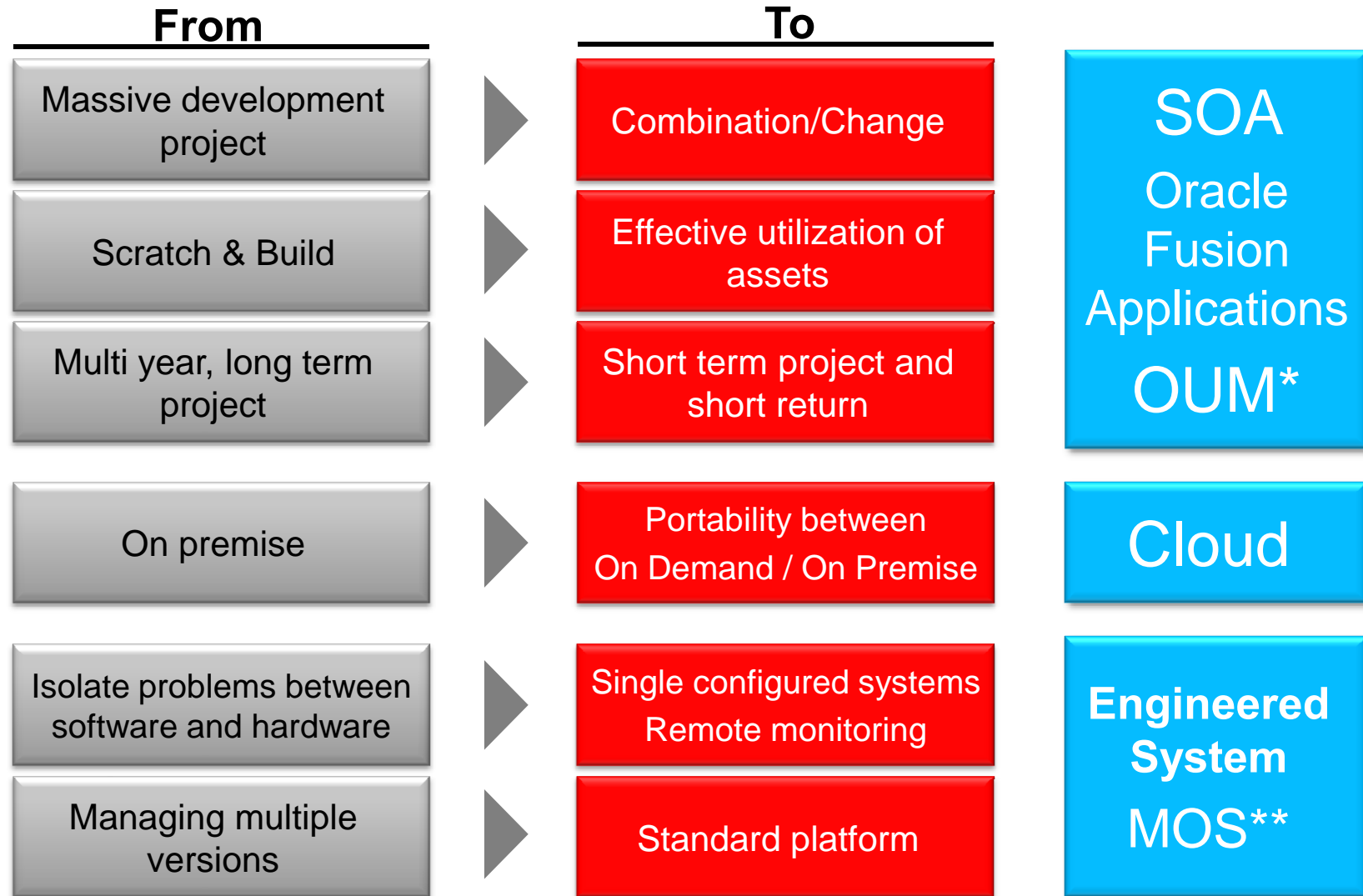
Mid-term plan - Framework



Solutions



Next Generation - Simplifying IT



*OUM: Oracle Unified Method Oracle's Full Lifecycle Method for Deploying Oracle-Based Business Solutions

**MOS: My Oracle Support, which delivers a personalized, proactive support experience to our customers and partners on a single integrated platform.

ORACLE

Oracle's position to "Cloud"

Oracle is "Cloud Provider"

- SaaS by Oracle CRM On Demand, IaaS/PaaS by Oracle On Demand

Oracle is "Enabler of Public Cloud"

- Provides necessary products to the Public Cloud providers

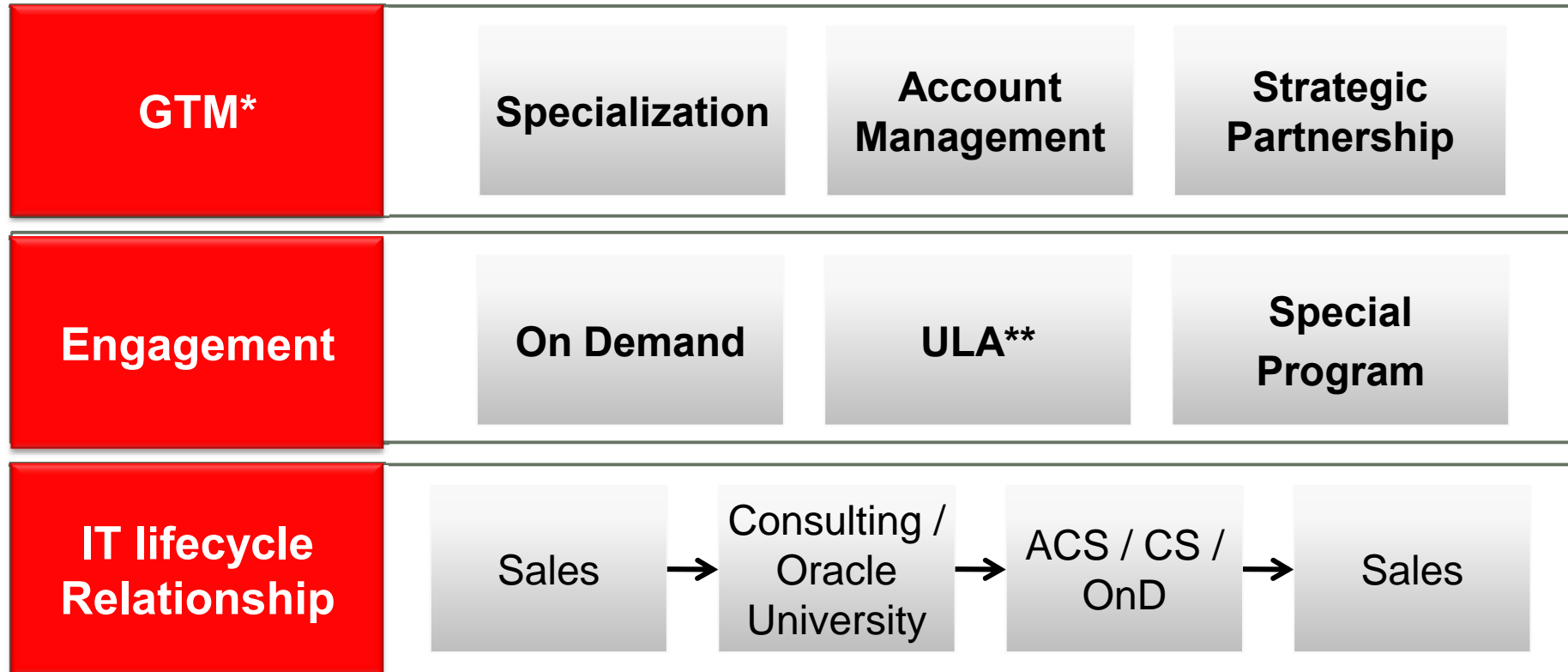
Oracle offers products for "Private Cloud"

- Provides necessary products to the customers own and manage the Private Cloud

*SaaS: Software as a service / IaaS: Infrastructure as a service / PaaS: Platform as a service

ORACLE

Business Model



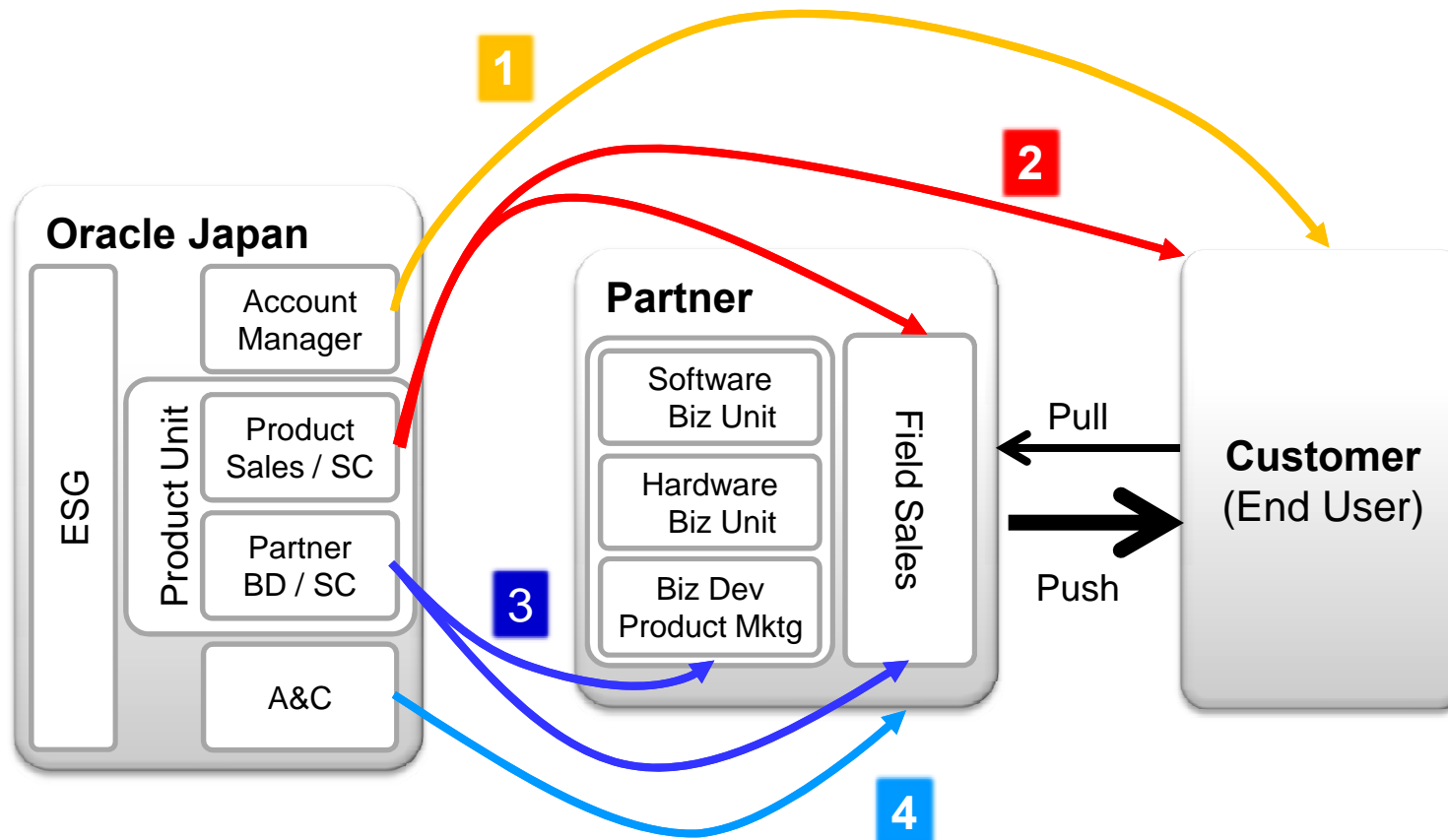
*GTM: Go To Market

**ULA: Unlimited License Agreement

Market coverage and Strengthen sales force



Strengthen Partner Relationship - Pull Push model



1. Strengthen account management, Oracle's total value proposition
2. Product specialization to deliver value
3. Build product readiness at partner
4. Focus on partner development and management



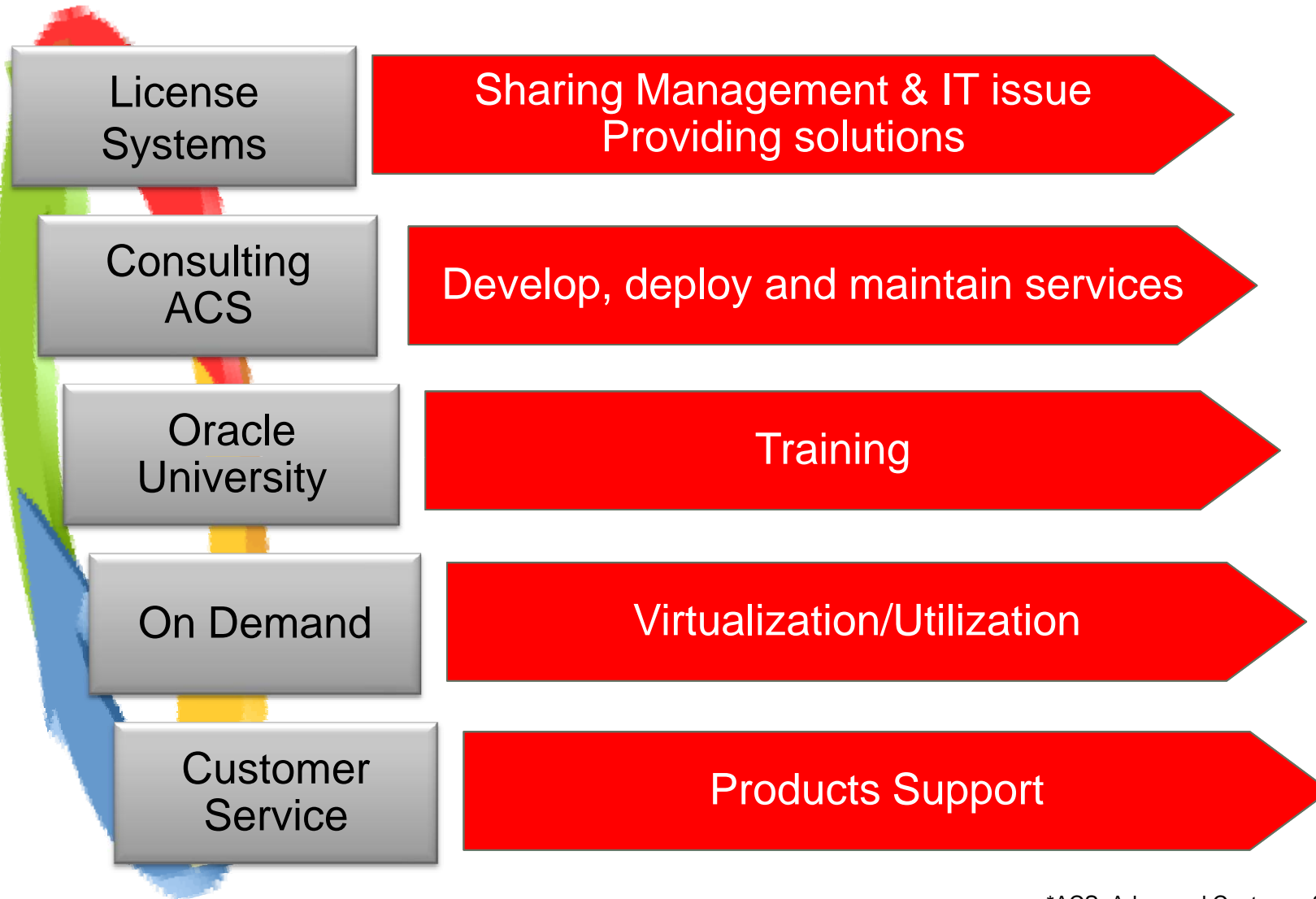
Engagement: Customer Value Maximization by ULA

1. Drastically reduced unit cost of technology vs. business as usual scenario
2. Increased IT flexibility and alignment
3. Accounting and Cash-flow Predictability
4. Several additional incremental sources of savings
5. Assured compliance



Customer Value Maximization

IT Lifecycle Relationship with customers



*ACS: Advanced Customer Services

ORACLE



Foundation Talents & Operations

Talents

- **Improve Professional Skill**
- **Enhancement of professional system**

Operations

- **Improve Efficiency**
- **Realize Operational Excellence**

Sustainably Grow, Grow, Grow !

ORACLE

Q&A

ORACLE®

Hardware and Software

ORACLE®

Engineered to Work Together

ORACLE®

ORACLE®