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 12 Attorneys for Defendant  
 ORACLE AMERICA, INC.

ORIGINAL

**FILED**  
**SAN MATEO COUNTY**  
 JAN 18 2019  
 Clerk of the Superior Court  
 By M. Ar  
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17-CIV-02669  
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 Compendium of Evidence in Support of  
 1607646  


SUPERIOR COURT OF THE STATE OF CALIFORNIA  
 COUNTY OF SAN MATEO

16 RONG JEWETT, SOPHY WANG, XIAN  
 17 MURRAY, ELIZABETH SUE PETERSEN,  
 18 MARILYN CLARK AND MANJARI KANT,  
 individually and on behalf of all others  
 19 similarly situated,  
 Plaintiffs,  
 20  
 v.  
 21 ORACLE AMERICA, INC.  
 22 Defendant.

Case No. 17CIV02669  
**COMPENDIUM OF EVIDENCE IN  
 SUPPORT OF DEFENDANT ORACLE  
 AMERICA, INC.'S MOTIONS FOR  
 SUMMARY JUDGMENT, OR, IN THE  
 ALTERNATIVE, SUMMARY  
 ADJUDICATION**  
 Date: May 31, 2019  
 Time: 9:00 a.m.  
 Assigned for all purposes to the Honorable  
 V. Raymond Swope  
 Department 23  
 Trial Date: Not Set  
 Date Action Filed: June 16, 2017

**VOLUME VI**  
**REDACTED**

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NO.	DOCUMENT
1.	<p data-bbox="545 338 1484 436">DECLARATION OF ERIN CONNELL IN SUPPORT OF DEFENDANT ORACLE AMERICA, INC.'S MOTIONS FOR SUMMARY JUDGMENT OR, IN THE ALTERNATIVE, SUMMARY ADJUDICATION</p> <p data-bbox="578 457 1463 556"><b>Exhibit A:</b> Plaintiff Marilyn Clark's Responses to Defendant Oracle America, Inc.'s Special Interrogatories to Plaintiff Marilyn Clark (Set One), dated August 31, 2018</p> <p data-bbox="578 577 1463 676"><b>Exhibit B:</b> Plaintiff Rong Jewett's Amended Responses to Oracle America, Inc.'s Special Interrogatories to Plaintiff Rong Jewett (Set One), dated January 22, 2018</p> <p data-bbox="578 697 1484 795"><b>Exhibit C:</b> Plaintiff Manjari Kant's Responses to Defendant Oracle America, Inc.'s Special Interrogatories to Plaintiff Manjari Kant (Set One), dated October 9, 2018</p> <p data-bbox="578 816 1484 915"><b>Exhibit D:</b> Plaintiff Xian Murray's Amended Responses to Defendant Oracle America, Inc.'s Special Interrogatories to Plaintiff Xian Murray (Set One), dated January 22, 2018</p> <p data-bbox="578 936 1484 1035"><b>Exhibit E:</b> Plaintiff Elizabeth Sue Petersen's Amended Responses to Defendant's Special Interrogatories to Plaintiff Sue Petersen (Set One), dated September 24, 2018</p> <p data-bbox="578 1056 1484 1155"><b>Exhibit F:</b> Plaintiff Sophy Wang's Amended Responses to Defendant Oracle America, Inc.'s Special Interrogatories to Plaintiff Sophy Wang (Set One), dated January 22, 2018</p> <p data-bbox="578 1176 1484 1274"><b>Exhibit G:</b> Excerpts from the transcript of the Deposition of Plaintiff Marilyn Clark, which took place on September 14, 2018</p> <p data-bbox="578 1295 1484 1394"><b>Exhibit H:</b> Excerpts from the transcript of the Deposition of Rong Jewett, which took place on March 23, 2018</p> <p data-bbox="634 1415 1170 1446"><b>Deposition Exhibit 27:</b> Rong Jewett Resume</p> <p data-bbox="634 1467 1170 1499"><b>Deposition Exhibit 28:</b> Rong Jewett Resume</p> <p data-bbox="634 1520 1425 1577"><b>Deposition Exhibit 29:</b> Performance Appraisal for Rong Jewett for period from June 1, 2012 through May 21, 2013</p> <p data-bbox="634 1598 1357 1629"><b>Deposition Exhibit 35:</b> Promotion Template for Rong Jewett</p> <p data-bbox="634 1650 1170 1682"><b>Deposition Exhibit 36:</b> Rong Jewett Resume</p> <p data-bbox="578 1703 1425 1759"><b>Exhibit I:</b> Excerpts from Volume I of the transcript of the Deposition of Plaintiff Manjari Kant, which took place on October 19, 2018</p> <p data-bbox="634 1780 1305 1812"><b>Deposition Exhibit 7:</b> LinkedIn profile for Manjari Kant</p> <p data-bbox="634 1833 1430 1864"><b>Deposition Exhibit 11:</b> Manjari Kant Salary &amp; Assignment History</p> <p data-bbox="634 1885 1438 1942"><b>Deposition Exhibit 20:</b> Performance Appraisal for Manjari Kant for period from June 1, 2011 through May 31, 2012</p>

**Deposition Exhibit 21:** Performance Appraisal for Manjari Kant for period from June 1, 2012 through May 31, 2013

**Deposition Exhibit 23:** Performance Appraisal for Manjari Kant for period from June 1, 2014 through May 31, 2015

**Deposition Exhibit 24:** Performance Appraisal for Manjari Kant for period from June 1, 2015 through May 31, 2016

**Exhibit J:** Excerpts from Volume II of the transcript of the Deposition of Plaintiff Manjari Kant, which took place on November 2, 2018

**Deposition Exhibit 28:** Manjari Kant Resume

**Exhibit K:** Excerpts from the transcript of the Deposition of Xian Murray, which took place on May 11, 2018

**Deposition Exhibit 3:** Email from Xian Luo to Sharon Yang, dated July 26, 2016, and attached resume of Xian Murray

**Deposition Exhibit 14:** Xian Murray Assignment History

**Deposition Exhibit 19:** Performance Appraisal for Xian Murray for period from June 1, 2011 through May 31, 2012

**Deposition Exhibit 20:** Promotion Template for Xian Luo

**Exhibit L:** Excerpts from the transcript of the Deposition of Plaintiff Elizabeth Sue Petersen, which took place on September 26, 2018

**Deposition Exhibit 4:** Advertisement placed on LinkedIn by Altshuler Berzon LLP

**Deposition Exhibit 10:** Google Hangout chat log between Elizabeth Sue Petersen and DeeAnna Muthart, dated March 9, 2018

**Deposition Exhibit 13:** Google Hangout chat log between Elizabeth Sue Petersen and DeeAnna Muthart, dated January 16, 2018

**Deposition Exhibit 35:** Performance Appraisal for Elizabeth Petersen for the period from June 1, 2012 through May 31, 2013

**Deposition Exhibit 36:** Performance Appraisal for Elizabeth Petersen for the period from June 1, 2013 through May 31, 2014

**Deposition Exhibit 37:** Performance Appraisal for Elizabeth Petersen for the period from June 1, 2014 through May 31, 2015

**Deposition Exhibit 38:** Performance Appraisal for Elizabeth Petersen for the period from June 1, 2015 through May 31, 2016

**Exhibit M:** Excerpts from Volume I of the transcript of the Deposition of Sophy Wang, which took place on March 9, 2018

**Deposition Exhibit 13:** Sophy (Xiang) Wang Resume

**Deposition Exhibit 16:** Promotion Template for Sophy Wang

**Deposition Exhibit 17:** Promotion Template for Sophy Wang

**Exhibit N:** Excerpts from Volume II of the transcript of the Deposition of Sophy Wang, which took place on March 30, 2018

**Exhibit O:** Excerpts from the transcript of the Deposition of Anje Dodson, which took place on July 17, 2018

**Exhibit P:** Excerpts from Volume I of the transcript of the Deposition of Kate Waggoner, which took place on July 26, 2018

**Deposition Exhibit 25:** PowerPoint Slide Deck titled “Oracle Compensation & Mapping”

**Deposition Exhibit 26:** “Global Job Classification” Table

**Deposition Exhibit 42:** Oracle Compensation Guidelines

**Deposition Exhibit 43:** Oracle Job Posting Descriptions

**Exhibit Q:** Excerpts from Volume II of the transcript of the Deposition of Kate Waggoner, which took place on July 27, 2018

**Deposition Exhibit 47:** Oracle Human Resources Website, Job Changes and Discretionary Titles

**Deposition Exhibit 51:** PowerPoint Slide Deck titled “Q4FY15 HR Webinar”

**Exhibit R:** Letter sent by James Finberg, counsel for Plaintiffs, to Kathryn Mantoan, counsel for Oracle, dated October 10, 2018

**Exhibit S:** Letter sent by James Finberg, counsel for Plaintiffs, to Erin Connell, Kathryn Mantoan, and Jessica James, counsel for Oracle, dated November 5, 2018

**Exhibit T:** Stipulation in Lieu of Deposition Regarding Plaintiffs Murray and Jewett’s Chat Messages entered by the Parties and dated December 4, 2018, and excerpts from the logs of chat messages produced by Plaintiffs Rong Jewett and Xian Murray.

**Exhibit U:** Declaration of Winifred Chang and attached translation of Google Hangout chat logs

**Exhibit V:** Plaintiffs’ Thirteenth Set of Requests for Production of Documents to Defendant Oracle America, Inc., dated October 1, 2018

**Exhibit W:** Affidavit of Custodian of Records and excerpts from the business records of Workday, Inc. pertaining to Manjari Kant

2.	<p>DECLARATION OF KATE WAGGONER IN SUPPORT OF DEFENDANT ORACLE AMERICA, INC.'S MOTIONS FOR SUMMARY JUDGMENT OR, IN THE ALTERNATIVE, SUMMARY ADJUDICATION</p> <p><b>Exhibit A:</b> PowerPoint Slide Deck titled "Annual Focal Program (Sales &amp; Non-sales) and Workforce Compensation"</p> <p><b>Exhibit B:</b> PowerPoint Slide Deck titled "Global Compensation Training – Managing Pay Module"</p> <p><b>Exhibit C:</b> PowerPoint Slide Deck titled "Global Compensation Training – Salary Ranges at Oracle"</p> <p><b>Exhibit D:</b> PowerPoint Slide Deck titled "Global Compensation Training – Job Classification and Global Table Module"</p> <p><b>Exhibit E:</b> PowerPoint Slide Deck titled "Managing Compensation"</p>
3.	<p>DECLARATION OF ANJE DODSON IN SUPPORT OF DEFENDANT ORACLE AMERICA, INC.'S MOTIONS FOR SUMMARY JUDGMENT OR, IN THE ALTERNATIVE, SUMMARY ADJUDICATION</p> <p><b>Exhibit A:</b> Oracle U.S. Employee Handbook Excerpts</p> <p><b>Exhibit B:</b> Candidate Visit Checklist for Pingping He</p> <p><b>Exhibit C:</b> Performance Appraisal for Yao Yao for the period from June 1, 2015 through May 31, 2016</p> <p><b>Exhibit D:</b> Performance Appraisal for Yao Yao for the period from June 1, 2016 through May 31, 2017</p> <p><b>Exhibit E:</b> Promotion Template for Yao Yao</p> <p><b>Exhibit F:</b> Candidate Offer Information for Yao Yao</p> <p><b>Exhibit G:</b> Performance Appraisal for David Manes for the period from June 1, 2013 through May 31, 2014</p> <p><b>Exhibit H:</b> Performance Appraisal for David Manes for the period from June 1, 2014 through May 31, 2015</p> <p><b>Exhibit I:</b> Performance Appraisal for David Manes for the period from June 1, 2015 through May 31, 2016</p> <p><b>Exhibit K:</b> Performance Appraisal for Owen Richards for the period from June 1, 2013 through May 31, 2014</p> <p><b>Exhibit L:</b> Performance Appraisal for Ray Winther for period from June 1, 2013 through May 31, 2014</p> <p><b>Exhibit M:</b> Performance Appraisal for Ray Winther for period from June 1, 2014 through May 31, 2015</p> <p><b>Exhibit N:</b> Performance Appraisal for Ray Winther for period from June 1, 2016 through May 31, 2017</p>

4.	<p>DECLARATION OF STEVEN MIRANDA IN SUPPORT OF DEFENDANT ORACLE AMERICA, INC.'S MOTIONS FOR SUMMARY JUDGMENT OR, IN THE ALTERNATIVE, SUMMARY ADJUDICATION</p> <p><b>Exhibit A:</b> Oracle Webpage titled "Products A-Z"</p> <p><b>Exhibit B:</b> Oracle Webpage titled "Strategic Acquisitions   Oracle"</p> <p><b>Exhibit C:</b> Oracle Webpage titled "Acquired Produces A-Z   Oracle"</p> <p><b>Exhibit D:</b> Oracle Webpage titled "What is CRM?   Oracle"</p>
5.	DECLARATION OF CHAD WAYNE KIDDER IN SUPPORT OF DEFENDANT ORACLE AMERICA, INC.'S MOTIONS FOR SUMMARY JUDGMENT OR, IN THE ALTERNATIVE, SUMMARY ADJUDICATION
6.	DECLARATION OF VICKIE THRASHER IN SUPPORT OF DEFENDANT ORACLE AMERICA, INC.'S MOTIONS FOR SUMMARY JUDGMENT OR, IN THE ALTERNATIVE, SUMMARY ADJUDICATION
7.	DECLARATION OF JOSEPH ALBOWICZ IN SUPPORT OF DEFENDANT ORACLE AMERICA, INC.'S MOTIONS FOR SUMMARY JUDGMENT OR, IN THE ALTERNATIVE, SUMMARY ADJUDICATION
8.	DECLARATION OF JAMES PAT CALDWELL IN SUPPORT OF DEFENDANT ORACLE AMERICA, INC.'S MOTIONS FOR SUMMARY JUDGMENT OR, IN THE ALTERNATIVE, SUMMARY ADJUDICATION
9.	DECLARATION OF LINDA KOOS IN SUPPORT OF DEFENDANT ORACLE AMERICA, INC.'S MOTIONS FOR SUMMARY JUDGMENT OR, IN THE ALTERNATIVE, SUMMARY ADJUDICATION
10.	DECLARATION OF DENISE LEE IN SUPPORT OF DEFENDANT ORACLE AMERICA, INC.'S MOTIONS FOR SUMMARY JUDGMENT OR, IN THE ALTERNATIVE, SUMMARY ADJUDICATION
11.	DECLARATION OF ANSHUMAN SHARMA IN SUPPORT OF DEFENDANT ORACLE AMERICA, INC.'S MOTIONS FOR SUMMARY JUDGMENT OR, IN THE ALTERNATIVE, SUMMARY ADJUDICATION
12.	DECLARATION OF ROCHELLE SUTHERLAND IN SUPPORT OF DEFENDANT ORACLE AMERICA, INC.'S MOTIONS FOR SUMMARY JUDGMENT OR, IN THE ALTERNATIVE, SUMMARY ADJUDICATION

Dated: January 18, 2019

ORRICK, HERRINGTON & SUTCLIFFE LLP

By: Erin Connell  
ERIN M. CONNELL  
Attorneys for Defendant  
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12 Attorneys for Defendant  
ORACLE AMERICA, INC.

13 SUPERIOR COURT OF THE STATE OF CALIFORNIA  
14 COUNTY OF SAN MATEO  
15

16 RONG JEWETT, SOPHY WANG, XIAN  
17 MURRAY, ELIZABETH SUE PETERSEN,  
18 MARILYN CLARK AND MANJARI KANT,  
individually and on behalf of all others  
similarly situated,  
19

20 Plaintiffs,

21 v.

22 ORACLE AMERICA, INC.

23 Defendant.

Case No. 17CIV02669

**DECLARATION OF ANJE DODSON IN  
SUPPORT OF DEFENDANT ORACLE  
AMERICA, INC.'S MOTIONS FOR  
SUMMARY JUDGMENT OR, IN THE  
ALTERNATIVE, SUMMARY  
ADJUDICATION**

**FILED BY FAX**

24 **REDACTED**  
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1 I, Anje Dodson, declare as follows:

2 1. I make this declaration in support of the motions of Oracle America, Inc.  
3 (“Oracle”) for summary judgment or, in the alternative, summary adjudication. I have personal  
4 knowledge of the matters discussed in this declaration or, where stated, base my statements on my  
5 review of records kept in the regular course of business by Oracle. If called to testify to the  
6 information in this declaration, I could do so competently. Before signing this declaration, I read  
7 it carefully to make sure it was accurate, and it is. I was not pressured or required to sign this  
8 declaration. I am providing this declaration voluntarily.

9 2. I am currently a Vice President of Human Resources at Oracle, and have been  
10 since approximately 2007. I have worked for Oracle for over 20 years. I came up through the  
11 ranks at Oracle, having previously held the titles: HR Representative, Senior HR Representative,  
12 HR Business Partner, Manager of Human Resources, Senior Manager of Human Resources,  
13 Director of Human Resources, and Senior Director of Human Resources.

14 3. In my current role, I am responsible for HR Operations, Technology, and HR for  
15 the Americas. I currently have ten direct reports and, in turn, report to Joyce Westerdahl,  
16 Oracle’s Head of Human Resources. Until the beginning of this year, I had responsibility for and  
17 oversight of Oracle’s Organization and Talent Development team, which oversees Oracle’s  
18 performance management and talent management processes as well as certain offerings for  
19 employee development and learning solutions.

20 4. In my capacity as head of HR for the America’s, I am familiar with Oracle’s U.S.  
21 Employee Handbook. Attached as **Exhibit A** is a true and correct copy of two excerpts from that  
22 handbook: Equal Employment Opportunity (ORACLE\_JEWETT\_00000420) and Focal Salary  
23 Review (ORACLE\_JEWETT\_00000455).

24 **Performance Management Appraisal Data**

25 5. As a regular part of my job, I have access to Oracle’s centralized data systems and  
26 consult those systems as needed to review and analyze employment data related to Oracle  
27 employees. These data systems are kept in Oracle’s regular course of business and contain our  
28 system of record regarding the employment records of Oracle employees.

1           6.     I have reviewed extracts from these data systems that were produced to Plaintiffs  
2 in this case in file ORACLE\_JEWETT\_00030954 (Jewett\_All\_AppraisalData.xlsx).

3           7.     In particular, I have reviewed certain employment data from the file referenced  
4 above related to Plaintiffs Rong Jewett and Marilyn Clark. I provide this information in more  
5 detail below.

6           8.     Rong Yang (Sharon) Jewett (EMPLOYEE\_NUMBER 131253) received a final  
7 rating of “3 – Successfully meets expectations” in the lone performance appraisal rating  
8 completed for her in the Performance Management tool.

9           9.     Marilyn J. Clark (EMPLOYEE\_NUMBER 61933) received a final rating of “3 –  
10 Successfully meets expectations” in nine of the ten performance appraisal ratings completed for  
11 her in the Performance Management tool, and a final rating of “4 – Exceeds expectations” in one  
12 performance appraisal rating.

13          10.    I am informed and believe that Plaintiffs have identified certain current or former  
14 Oracle employees as alleged comparators for purposes of their claims in this action. I collectively  
15 refer to those current or former employees in this declaration as “Comparators.”

16          11.    I have also reviewed certain employment data from the file referenced above  
17 related to the alleged Comparators. I provide this information in more detail below.

18          12.    I am informed and believe that Ms. Jewett has identified Yao Yao  
19 (EMPLOYEE\_NUMBER 129690) as an alleged Comparator.

20          13.    Mr. Yao [REDACTED]  
21 [REDACTED]  
22 [REDACTED]

23          14.    I am informed and believe that Ms. Clark has identified Xuan Nhut Tran  
24 (EMPLOYEE\_NUMBER 74573) as an alleged Comparator.

25          15.    Mr. Tran [REDACTED]  
26 [REDACTED]  
27 [REDACTED]

28

1           16. I am informed and believe that Ms. Clark has identified Alejandro Espinosa  
2 (EMPLOYEE\_NUMBER 62933) as an alleged Comparator.

3           17. Mr. Espinosa [REDACTED]  
4 [REDACTED]  
5 [REDACTED]  
6 [REDACTED]

7           18. I am informed and believe that Ms. Clark has identified Tuan Karsevar  
8 (EMPLOYEE\_NUMBER 61642) as an alleged Comparator.

9           19. Mr. Karsevar [REDACTED]  
10 [REDACTED]  
11 [REDACTED]

12           20. I am informed and believe that Ms. Clark has identified Michael Burrows  
13 (EMPLOYEE\_NUMBER 62682) as an alleged Comparator.

14           21. Mr. Burrows [REDACTED]  
15 [REDACTED]  
16 [REDACTED]  
17 [REDACTED]

18           **Personnel File Documents**

19           22. As a regular part of my job, I consult personnel files for Oracle employees as  
20 needed to review and analyze performance appraisals and other employment documents. These  
21 personnel files are kept in Oracle's regular course of business. I describe below and attach hereto  
22 copies of documents contained in those personnel files.

23           23. Attached as **Exhibit B** is a true and correct copy of an excerpt from Pingping He  
24 (EMPLOYEE\_NUMBER 130702)'s personnel file reflecting his college recruiting interview  
25 schedule (ORACLE\_JEWETT\_00069641).

26           24. Attached as **Exhibit C** is a true and correct copy of the FY16 Performance  
27 Management appraisal for Mr. Yao (ORACLE\_JEWETT\_00069305).

28

1           25.     Attached as **Exhibit D** is a true and correct copy of the FY17 Performance  
2 Management appraisal for Mr. Yao (ORACLE\_JEWETT\_00069310).

3           26.     Attached as **Exhibit E** is a true and correct copy of the IC Product Development  
4 Template for Mr. Yao's promotion from an Applications Developer 2 (IC2) role to an  
5 Applications Developer 3 (IC3) role (ORACLE\_JEWETT\_00069577).

6           27.     Attached as **Exhibit F** is a true and correct copy of an excerpt from Mr. Yao's  
7 personnel file reflecting his Candidate Offer Information (ORACLE\_JEWETT\_00069599).

8           28.     Attached as **Exhibit G** is a true and correct copy of the FY14 Performance  
9 Management appraisal for David Manes (EMPLOYEE\_NUMBER 62995)  
10 (ORACLE\_JEWETT\_00069155).

11          29.     Attached as **Exhibit H** is a true and correct copy of the FY15 Performance  
12 Management appraisal for David Manes (ORACLE\_JEWETT\_00069164).

13          30.     Attached as **Exhibit I** is a true and correct copy of the FY16 Performance  
14 Management appraisal for David Manes (ORACLE\_JEWETT\_00069174).

15          31.     Attached as **Exhibit J** is a true and correct copy of the FY14 Performance  
16 Management appraisal for Owen Richards (EMPLOYEE\_NUMBER 63174)  
17 (ORACLE\_JEWETT\_00069221).

18          32.     Attached as **Exhibit K** is a true and correct copy of the FY15 Performance  
19 Management appraisal for Mr. Richards (ORACLE\_JEWETT\_00069227).

20          33.     Attached as **Exhibit L** is a true and correct copy of the FY14 Performance  
21 Management appraisal for Raymond Winther (EMPLOYEE\_NUMBER 79777)  
22 (ORACLE\_JEWETT\_00069266).

23          34.     Attached as **Exhibit M** is a true and correct copy of the FY15 Performance  
24 Management appraisal for Mr. Winther (ORACLE\_JEWETT\_00069275).

25     ///

26     ///

27     ///

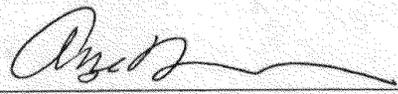
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35. Attached as Exhibit N is a true and correct copy of the FY17 Performance Management appraisal for Mr. Winther (ORACLE\_JEWETT\_00069291).

I declare under penalty of perjury under the laws of the United States of America and the State of California that the foregoing is true and correct.

Executed on January 16, 2019 in Boise, Idaho.



ANJE DODSON

EXHIBIT A



## U.S. Employee Handbook

issues. Feel free to discuss complaints and concerns candidly with your manager to prevent or quickly resolve them.

Generally, a thorough discussion of issues can solve job-related problems. If your concerns are not resolved in open discussion with your manager or with your manager's manager, a Human Resources Manager can serve as a facilitator and offer advice for resolution.

Our open door culture makes all levels of management available to discuss your concerns. If you feel your problem or idea warrants upper management review, don't hesitate to address the issue.

### **Equal Employment Opportunity** (Revised September 2016)

We believe in treating each employee and applicant for employment fairly and with dignity. We base our employment decisions on merit, experience, and potential, without regard to race, color, national origin, sex, marital status, sexual orientation, gender identity, gender expression, age, religion, religious creed, mental or physical disability, medical condition, genetic information, ancestry, military and protected veteran status, or any other characteristic prohibited by federal, state or local law.

Our Equal Employment Opportunity policy is founded on the philosophy that our employees and applicants for employment must be treated equitably. We do not discriminate based on personal preference or physical characteristics, and our experience confirms that supporting policies and practices with a strong commitment to equal employment opportunity is a good business practice. Our commitment to this policy applies to every phase of the employment relationship, and we make every effort to comply with this policy. If you feel you have not been treated fairly in some way, we encourage you to contact your HR manager or to call Oracle's [Integrity Helpline](#) (800-679-7417) for assistance. The company takes such matters very seriously and reporting your claims internally allows us to work with you to investigate and try to resolve your issues.

### **Diversity** (Revised February 2014)

We seek to build an inclusive workforce and work environment. We make every effort to attract, invest in, and develop the talents of diverse people who reflect the society and community in which we live. We welcome and support people of all races, ethnicities, cultures, and religions and seek to foster teamwork and effective partnerships among our employees.

For information on Oracle's policy regarding individuals with disabilities, Vietnam Era veterans and other protected veterans, please visit the [Individuals with Disabilities, Veterans of the Vietnam Era and Other Protected Veterans Policy](#).



## U.S. Employee Handbook

Authorized travel time spent driving an automobile (outside of normal commuting time discussed above) will be compensated.

You are responsible for accurately tracking, calculating and reporting travel time as regular hours works on your time sheets in accordance with this policy.

### **Focal Salary Review** (Revised June 16, 2008)

Oracle management reviews all eligible employees' salaries at one (focal) time. This process facilitates compensation budgeting, accurate competitive analysis, and timely review of all employees. Salary increases are based on your productivity and contributions, company performance, market comparisons with competitor companies, and other factors Oracle may wish to consider at its sole discretion.

For employees on Sales compensation plans, the Focal Salary Review is typically processed with approved changes effective on June 1st to coincide with the start of the fiscal year.

The Focal Salary Review process for all other employees, if approved, typically is effective December 1st. An employee on a leave of absence receives, if approved, their salary increase when they return to work.

### **Global Performance Bonus Plan (GPBP)** (Revised October 2006)

Oracle management reviews all eligible employees' performance for possible cash bonus rewards. Beginning in FY07, the Global Performance Bonus Plan is funded and bonuses distributed once annually after the close of the fiscal year if performance measures are achieved. Bonuses are not entitlements; bonuses are discretionary and are distributed, at the sole discretion of the company, only to employees who meet the eligibility requirements set forth below.

You may be considered for a bonus if your employment status is\*:

- active,
- regular,
- on the Global Performance Bonus Plan,
- working 20 or more hours a week,
- employed with Oracle on or before March 31st of the current bonus year,
- eligible for at least 30 days of the bonus period, **and**
- employed by Oracle without a pending termination date on the day the bonuses are paid unless specific country labor laws require otherwise.

In general, hourly employees or employees on any other bonus plan, including Sales, PreSales, Instructor or Consulting compensation plans, are not eligible for the Global Performance Bonus Plan (GPBP).

Furthermore, bonuses may be prorated to reflect time not worked in a bonus period (due to leave of absence, transfer, new hire, part-time, or change of status from hourly to salaried).

\* Eligibility requirements may vary outside of the US.



EXHIBIT B



**ORACLE**

**INTERVIEW SCHEDULE FOR PINGPING HE  
THURSDAY, NOVEMBER 3, 2011**

**9:00 – 9:30                      Satarupa Bhattacharya**  
College Recruiting Manager  
600 Oracle Parkway  
6op946, [REDACTED]

**9:30 – 10:45                     Amitava Raha**  
Consultant Member of Technical Staff: Management Agent  
100 Oracle Parkway  
1op344, [REDACTED]

**11:00 – 12:15                    Matthew Sherman**  
Director: Fusion Sourcing (Procurement)  
300 Oracle Parkway  
300op480, [REDACTED]

**12:15 – 1:15                     Lunch with Zhao Wang**  
[REDACTED] (cell)  
(Meet in Building 400 Lobby)

**1:30 – 2:45                      Jack Chung**  
Senior Manager: System Test  
400 Oracle Parkway  
4op914, [REDACTED]



EXHIBIT C

**Appraisal Review**

Employee Name	<b>Yao, Yao</b>	Employee Number	<b>129690</b>
Manager	<b>Kuppusamy, Kavin Kumar</b>	Organization Email Address	[REDACTED]
Cost Center	<b>PL05 - Fusion Financials Development - ORCL USA</b>	Job	<b>10730.Applications Developer 3.PRODEV.SWENG.IC3</b>

**Setup Details**

Initiator	<b>Yao, Yao</b>	Main Appraiser	<b>Albowicz, Joe</b>
Appraisal Period Start Date	<b>01-Jun-2015</b>	Appraisal Creation Date	<b>03-May-2016</b>
Appraisal Period End Date	<b>31-May-2016</b>	Appraisal Review Discussion Date	
Template	<b>FY16 Appraisal Template</b>		

**Overall Rating and Comments**

Overall Rating [REDACTED]  
 Overall Comments  
 Appraisee Feedback

**Details Shared with Appraisee**

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Overall Rating   | <input type="checkbox"/> Participant Names              |
| <input checked="" type="checkbox"/> Overall Comments | <input checked="" type="checkbox"/> Participant Ratings |
| <input type="checkbox"/> Participant Comments        |   |

**Competency Ratings**

Show All Details   Hide All Details			
<b>Details Competencies and Target Levels</b>			
Hide	Core.Business.Professional & Technical Depth and Credibility		
<b>Participant Ratings</b>			
Show All Details   Hide All Details			
<b>Details Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show Albowicz, Joseph M (Joe)	Main Appraiser	[REDACTED]	[REDACTED]
Show Yao, Mr Yao	Appraisee	[REDACTED]	[REDACTED]
Hide	Core.Professional.Adapting to Change		
<b>Participant Ratings</b>			
Show All Details   Hide All Details			
<b>Details Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show Albowicz, Joseph M (Joe)	Main Appraiser	[REDACTED]	[REDACTED]
Show Yao, Mr Yao	Appraisee	[REDACTED]	[REDACTED]
Hide	Core.Professional.Business Ethics		
<b>Participant Ratings</b>			
Show All Details   Hide All Details			
<b>Details Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show Albowicz, Joseph M (Joe)	Main Appraiser	[REDACTED]	[REDACTED]
Show Yao, Mr Yao	Appraisee	[REDACTED]	[REDACTED]
Hide	Core.Professional.Coaching		

Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide Core.Professional.Communication				
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide Core.Professional.Decision Making				
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide Core.Professional.Innovation				
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide Core.Professional.Problem Solving				
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide Core.Professional.Quality				
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide Core.Professional.Results Orientation				
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide Core.Professional.Teamwork				
Participant Ratings				

Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide Functional.Development.Coding and Unit Testing				
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide Functional.Development.Functional Design				
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide Functional.Development.Process and Standards Management				
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide Functional.Development.Technical Design				
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		

<b>Objectives</b>					
<b>Details</b>	<b>Objective Name</b>	<b>Start Date</b>	<b>Target Completion Date</b>	<b>Achievement Date</b>	<b>Comments</b>
	No results found.				
<b>Questionnaire: Appraisee</b>					

Questionnaire Name **Questionnaire for Appraisee**

Last Submitted On **03-May-2016**

Hide Questionnaire

1. 

2.				
3.				
4.				
5.				

**Questionnaire: Main Appraiser**

Questionnaire Name **Questionnaire for Main Appraiser**

Last Submitted On **20-Sep-2016**

Hide Questionnaire

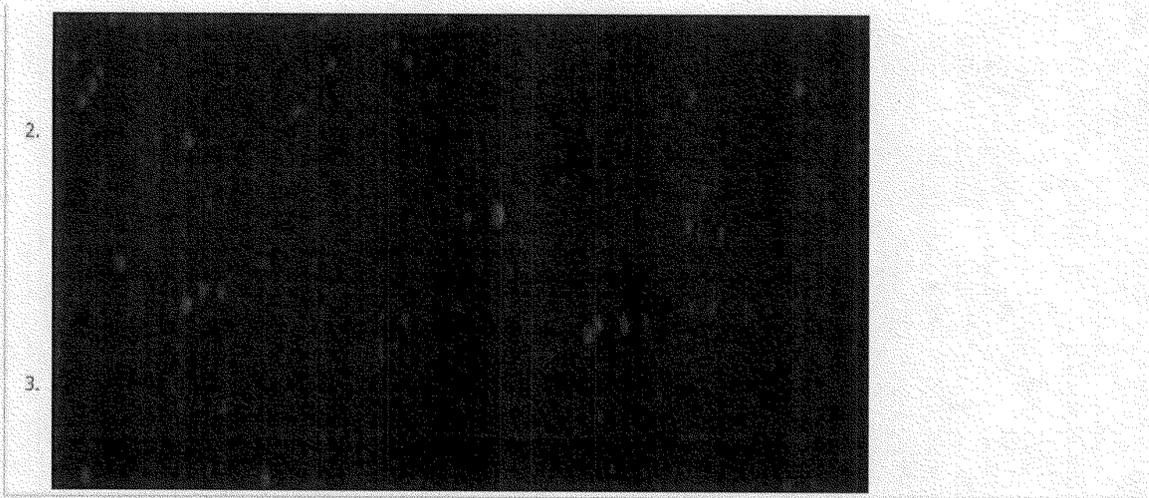
1.				
2.				
3.				

**Participants**

Details	Full Name	Participation Type	Questionnaire Name	Details	Comments	Participation Status	Last Notified Date	Date Completed
Hide	Albowicz, Joe	Main Appraiser	Questionnaire for Main Appraiser			Completed	20-Sep-2016	20-Sep-2016

**Questionnaire**

1.				
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EXHIBIT D

**Appraisal Review**

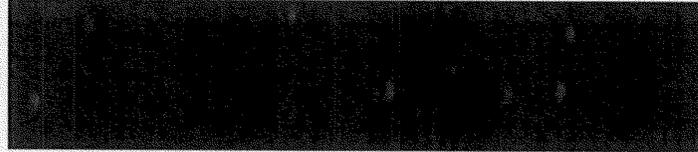
Employee Name	<b>Yao, Yao</b>	Employee Number	<b>129690</b>
Manager	<b>Kuppusamy, Kavin Kumar</b>	Organization Email Address	[REDACTED]
Cost Center	<b>PL05 - Fusion Financials Development - ORCL USA</b>	Job	<b>10730.Applications Developer 3.PRODEV.SWENG.IC3</b>

**Setup Details**

Initiator	<b>Yao, Yao</b>	Main Appraiser	<b>Albowicz, Joe</b>
Appraisal Period Start Date	<b>01-Jun-2016</b>	Appraisal Creation Date	<b>13-Jan-2017</b>
Appraisal Period End Date	<b>31-May-2017</b>	Appraisal Review Discussion Date	
Template	<b>FY17 Appraisal Template</b>		

**Overall Rating and Comments**

Overall Rating  
Overall Comments  
Appraisee Feedback



**Details Shared with Appraisee**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Overall Rating   | <input type="checkbox"/> Participant Names   |
| <input checked="" type="checkbox"/> Overall Comments | <input type="checkbox"/> Participant Ratings |
| <input type="checkbox"/> Participant Comments        |  |

**Competency Ratings**

Show All Details   Hide All Details			
<b>Details Competencies and Target Levels</b>			
Hide	Core.Change Agility.		
<b>Participant Ratings</b>			
Show All Details   Hide All Details			
<b>Details Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show Albowicz, Joseph M (Joe)	Main Appraiser	[REDACTED]	[REDACTED]
Show Yao, Mr Yao	Appraisee	[REDACTED]	[REDACTED]
Hide	Core.Collaboration.		
<b>Participant Ratings</b>			
Show All Details   Hide All Details			
<b>Details Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show Albowicz, Joseph M (Joe)	Main Appraiser	[REDACTED]	[REDACTED]
Show Yao, Mr Yao	Appraisee	[REDACTED]	[REDACTED]
Hide	Core.Communicating for Impact.		
<b>Participant Ratings</b>			
Show All Details   Hide All Details			
<b>Details Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show Albowicz, Joseph M (Joe)	Main Appraiser	[REDACTED]	[REDACTED]

Show	Yao, Mr Yao	Appraisee		
Hide	Core.Competitive Edge.			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide	Core.Inspirational Leadership.			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide	Core.Mastering Complexity.			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide	Core.Performance Drive & Execution.			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide	Functional.Development.Coding and Unit Testing			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide	Functional.Development.Functional Design			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		
Hide	Functional.Development.Process and Standards Management			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		

Hide  Functional.Development.Technical Design

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Albowicz, Joseph M (Joe)	Main Appraiser		
Show	Yao, Mr Yao	Appraisee		

**Objectives**

Show All Details | Hide All Details

Details	Objective Name	Start Date	Target Completion Date	Achievement Date	Comments
Hide	clean up my CE bug queue	01-Jan-2017	30-Apr-2017		

**Additional Details**

Created By **Yao, Mr Yao**  
 Aligned With  
 Detail  
 Success Criteria

**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Albowicz, Joe	Main Appraiser		

**Additional Details**

Hide	Yao, Yao	Appraisee		
------	----------	-----------	--	--

**Additional Details**

Hide  complete Chicago FED migration

01-Jan-2017 31-May-2017

**Additional Details**

Created By **Yao, Mr Yao**  
 Aligned With  
 Detail

Success Criteria

**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Albowicz, Joe	Main Appraiser		

**Additional Details**

Hide	integrate FED with FleetManager	01-Feb-2017	31-May-2017		
<b>Additional Details</b>					
		Created By	Yao, Mr Yao		
		Aligned With	[REDACTED]		
		Detail	[REDACTED]		
		Success Criteria	[REDACTED]		
<b>Performance Ratings</b>					
Show All Details   Hide All Details					
Hide	Albowicz, Joe	Main Appraiser			
<b>Additional Details</b>					
Hide	new scanner for UX	17-Jan-2017	15-Feb-2017		
<b>Additional Details</b>					
		Created By	Yao, Mr Yao		
		Aligned With	[REDACTED]		
		Detail	[REDACTED]		
		Success Criteria	[REDACTED]		
<b>Performance Ratings</b>					
Show All Details   Hide All Details					
Hide	Albowicz, Joe	Main Appraiser			
<b>Additional Details</b>					
Hide	Yao, Yao	Appraisee			
<b>Additional Details</b>					
Hide	work with BDA on the LogSearch feature	23-Jan-2017	30-Jun-2017		
<b>Additional Details</b>					
		Created By	Yao, Mr Yao		
		Aligned With	[REDACTED]		
		Detail	[REDACTED]		
		Success Criteria	[REDACTED]		

**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Albowicz, Joe	Main Appraiser		

**Additional Details**

**Questionnaire: Appraisee**

Questionnaire Name **Questionnaire for Appraisee**

Last Submitted On **01-May-2017**

Hide Questionnaire

1.

2.

3.

4.

5.

**Questionnaire: Main Appraiser**

Questionnaire Name **Questionnaire for Main Appraiser**

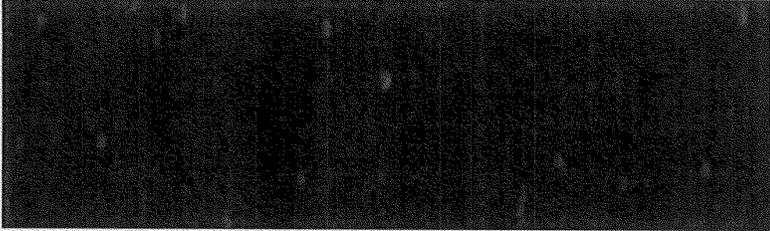
Last Submitted On **02-May-2017**

Hide Questionnaire

1.

2.

3.



**Participants**

	Full Name	Participation Type	Questionnaire Name	Details	Comments	Participation Status	Last Notified Date	Date Completed
Hide	Albowicz, Joe	Main Appraiser	Questionnaire for Main Appraiser	<input type="checkbox"/>		Completed	02-May-2017	02-May-2017

**Questionnaire**

1.

2.

3.



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EXHIBIT E

## IC Product Development Promotion Template

Employee Name: Yao Yao

Manager: Joe Albowicz

Current Career Level and Job Code: IC2, 10720.Applications Developer 2

Proposed Position and Job Code: Senior Applications Engineer, IC3, 10730.Applications Developer 3

# of Years in Current Position: 2 years, 4 months

# of Years in Industry: 2 years, 4 months

Current Salary: \_\_\_\_\_

Min Salary for New Position: \_\_\_\_\_

Performance Rating: ██████████

VP/SVP: Rob Zwiebach

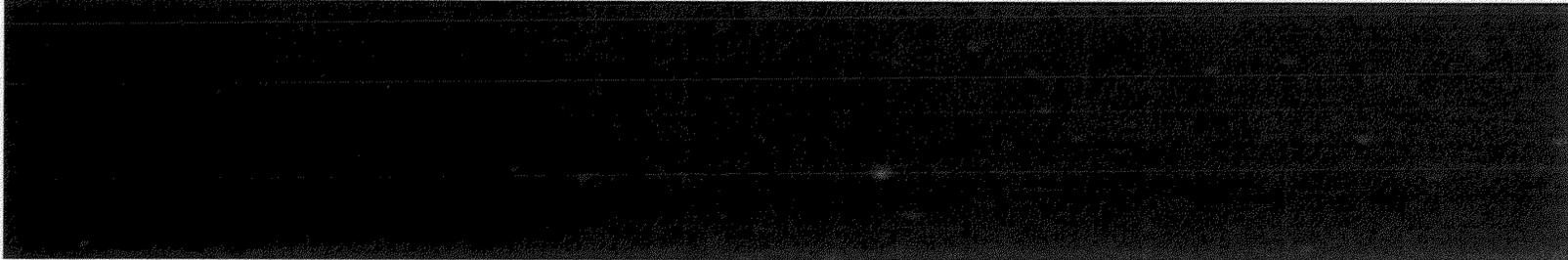
---

---

Please address the following factors, including examples when recommending promotions to senior development positions in Product Development.

### SUMMARY OF EXPERIENCE

*(Provide a brief description of current and previous experience, education, and areas of responsibilities.)*



### SCOPE OF POSITION

*(Describe the scope and complexity of the technical work being performed. Describe how the position or deliverable is important to Oracle's strategic plan or revenue.)*

### TECHNICAL ABILITY

*Describe the individual's technical skills: skill in solving technical problems, time needed to solve difficult problems with minimal direction, creativity in problem solving, ability to present new ideas/concepts, judgment in evaluation of alternative courses of action, reliability of design and project decisions.)*

APR-08

**TEAMWORK AND INFLUENCE WITHIN ORACLE**

*(Describe the individual's ability to be effective in a team; ability and willingness to help others when needed; ability and willingness to direct the efforts of others formally or informally; working relationships with other group members. Describe the amount and quality of inter-action with other Oracle groups and what results have been achieved. How has the position contributed to their success or how has it influenced other groups to ensure the success of their own strategic projects? )*

**EXTERNAL VISIBILITY**

*(How much time does the individual spend representing Oracle to outside interests, such as customers, partners, press and analysts. These contacts should address a technology, product or program area that is highly visible and recognized as an independent entity.)*

**ACHIEVEMENT**

*(Describe specific, significant deliverables or accomplishments attributed to this individual as the major contributor. Who within or outside of Oracle would know of these achievements? Also explain how the individual exhibits the qualities of leadership, technical credentials and overall ability to represent their group/ST both within and outside Oracle.)*

**Recommendations**

*(Comments from other senior management staff, both within and outside of group – Min of three.)*

APR-08

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ORACLE\_JEWETT\_00069578

## Position Criteria

(Senior development positions may include unique requirements, therefore template metrics are general guidelines, not hard rules.)

<b>FACTOR</b>	<b>SMTS – IC3</b>	<b>PMTS – IC4</b>	<b>CMTS – IC5</b>	<b>ARCHITECT – IC6</b>
<b>Summary Of Experience</b>	<p>BS or MS degree in CS or equivalent experience relevant to functional area.</p> <p>Typically has 2.5 or more years of related experience.</p>	<p>BS or MS degree in CS or equivalent experience relevant to functional area.</p> <p>Typically has five or more years of related experience. Candidates with less than four years experience must be star caliber and require review by DAS staff.</p>	<p>BS or MS degree in CS or equivalent experience relevant to functional area.</p> <p>Typically has ten or more years of related experience. Candidates with eight or more years will be considered only if they are star caliber.</p>	<p>Typically has fifteen or more years of related experience.</p>
<b>Scope Of Position</b>	<p>Can code with minimal direction. Normally receives no instructions on routine tasks, with limited supervision on new tasks.</p>	<p>Has full responsibility for the architecture of a significant, self-contained portion of a product or a small product.</p> <p>Has demonstrated technical leadership for his/her area. This is usually done by being a project lead for a small project team of two to three developers.</p>	<p>Has full responsibility for the architecture of a medium-sized product or a substantial layer or subsystem within a large product</p>	
<b>Technical Ability</b>	<p>Works on projects of moderate conceptual complexity.</p> <p>Starting to demonstrate ability to write spec's and designs. Specifies, designs and develops software according to provided requirements, with sole responsibility for the design.</p>	<p>Works on projects of moderate to high conceptual complexity.</p> <p>Demonstrated ability to write high quality functional spec AND design documents for a major area. Provide url's for these documents.</p>	<p>Recognized expert in area within division and/or Oracle.</p> <p>Works on extremely complex problems. Has deep understanding of how his/her area interacts with all related areas.</p> <p>Models best engineering practices. This includes clarity and completeness of spec's and designs, code cleanliness and quality, thoroughness of testing, attention to documentation, and response to bugs and regressions.</p>	

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ORACLE\_JEWETT\_00069579

		Is highly encouraged to maintain an architecture and detailed design document for his/her area. Provide url for this document.	
<b>External Visibility</b>	Must have good visibility so can be effectively ranked; giving a seminar is good way to do this and is advised.	Represents group within Oracle.	
<b>Teamwork and Internal Influence</b>		Exhibits effective teamwork with senior developers and senior management within ST and across Oracle.	
		Is the technical "go-to person" (consultant) for his/her area within the group and across Product Development.	
<b>Achievements</b>	Demonstrated ability to take feature/design through software lifecycle to release of robust, high-quality, production code.	Strongly influences the technical decisions of ten or more developers. Under broad direction, defines requirements for new projects and specifies, designs and develops software to those requirements.	Recognized expert in field inside and outside Oracle
		Has delivered several high-quality, PMTS-scale projects to market that have been successfully used by production customers for several years.	
		Has delivered innovative and creative solutions to complex problems.	
<b>Recommendations</b>	Comments supporting above criteria for promotion from outside immediate group from PMTS-level developers or managers	Works effectively with others in managing extremely complex projects Comments supporting above criteria for promotion from outside of immediate group from ST senior management and three CMTS or architect-level developers.	Approval from the architects club

APR-08



EXHIBIT F

## Candidate Offer Information

### Candidate Information.

Title First Name Last Name

Mr Yao Yao

Address



### Assignment Information

Organization PL05 - Fusion Financials Development - ORCL USA

Job Code 10720.Applications Developer 2.PRODEV.SWENG.IC2

Office Location Oracle - Redwood Shores, CA 50P4

---

## Terms And Conditions

Please enter all information exactly as you wish it to appear in the offer letter. Pertinent information is automatically carried to the offer letter (ie. Do not abbreviate Discretionary Job Title, do not use all caps, etc.) Please select ? next to field for tips.

Discretionary Job Title (Mandatory) Applications Engineer

Product (Mandatory) All Technology

Job Billable (Auto-Filled after being saved) N

Industry Code (Mandatory) Unclassified

Is the Job Revenue Generating? (Mandatory) No

### Salary



Candidate's previous employer and compensation information

Employment Category (Mandatory) Full Time - Regular

FLSA classification (Auto Filled After offer is saved) EX

---

## Special Compensation



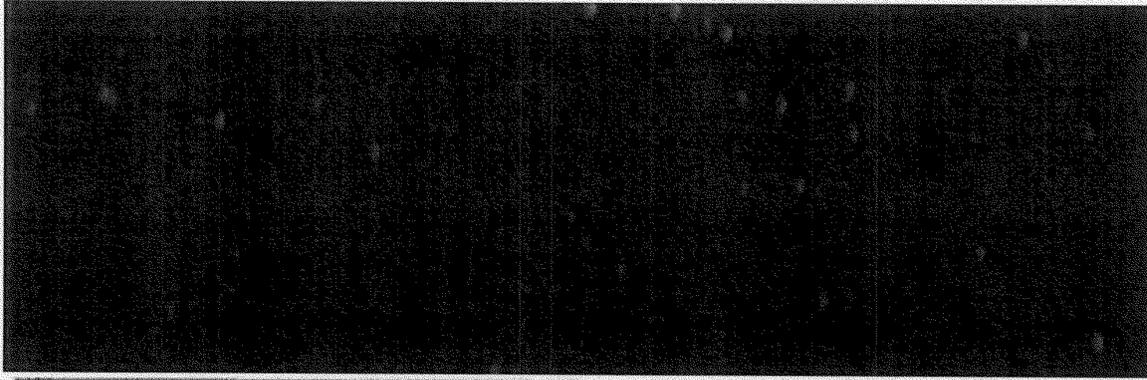
**Justification College Hire**

[REDACTED]

Amount [REDACTED] ↗  
Justification College Hire

[REDACTED]

Note: This is for informational purposes only and the final approval for [REDACTED] will be through the PO process.



**Rehire/Previous Contractor/International Transfer**

It is extremely important that this section be completed accurately to sure that account access is provisioned correctly and in a timely fashion and the candidate is given appropriate credit for past service as applicable.

If yes, Previous Employee or Contractor # and Previous Country are mandatory **Yes**

Date Candidate last worked here **20-AUG-2011**

[REDACTED]

Previous Oracle Email Address [REDACTED]

[REDACTED]

Department or subsidiary worked for **Oracle America, Inc.**

[REDACTED]

**Acquisition Candidate**

Is the candidate a former employee of an Acquisition? **No**  
Acquisition Company  
Date of Termination (**DD-MON-YYYY**)

Termination Reason



---

**Justification**

Position included in your approved headcount?  
Are candidate's salary and related expenses in your approved budget?  
References checked

Provide three statements of justification for hiring this candidate 1. **College Hire**

Interviewers' Comments

**Additional Assignment Information**

If this hire is an international transfer, please make sure that you have coordinated with the releasing manager and that the employee is terminated in the country where they currently work.

Person Type (Mandatory) **Employee**

Hire Type (Mandatory) **Rehire**

Eligible to work in the US ? **Yes**

---

**Additional Information**

**Candidate Email:** Please enter a personal email address, not a business email address. Enter N/A if the personal email address is unknown. The e-mail address provided here will be used to initiate the background check process for your candidate. The background check process begins immediately after an offer is submitted for approval

Job Post IDs may not be used for multiple candidates. Each candidate requires an individual Job Post number. A Job Post ID may only be reused if the original candidate to which it was dedicated does not accept employment with Oracle.

Candidate Email Address (Mandatory) **n/a**

Jobpost ID # (Mandatory) **999999**

---

**Candidate Source**

If an external recruiting agency was used for this candidate hire, the offer letter may not be released until the agency contract has been executed and a PO requested. Please review the External Recruiting Agency process and contact Legal directly for inquiries regarding these cases.

University Recruiting Program **Yes**

---

**Management Information**

Note: Choosing an employee by using the Userid LOV will fill in all necessary information.

**Hiring Manager**

Userid [REDACTED]

Name **Joseph Albowicz**

Employee ID number **55166**

Phone number [REDACTED]

**Other Contact**

Userid [REDACTED]

Name **Satarupa Bhattacharya**

Employee ID number **35331**

Phone number [REDACTED]

Re: URGENT ACTION REQ'D: New Hire Start Date: Yao, Yao

**Subject:** Re: URGENT ACTION REQ'D: New Hire Start Date: Yao, Yao  
**From:** Joseph Albowicz [REDACTED]  
**Date:** Wed, 08 Feb 2012 11:17:18 -0800  
**To:** hrssc-new-hires\_us@oracle.com

2/15/2012

Thanks,  
Joe

On 2/1/2012 4:43 PM, [hrssc-new-hires\\_us@oracle.com](mailto:hrssc-new-hires_us@oracle.com) wrote:

Manager,

We have received the acceptance paperwork for your new hire, Yao, Yao received on 31-Jan-2012.

Please respond by replying to this email with his/her official Oracle start date.

**\*\*The start date must be 5 or more business days out from the date you respond, to allow time for processing.\*\***

Please advise if this candidate is a rehire. If the candidate is an international transfer, please provide the original start date for vacation and vesting purposes, the employees previous email address and the country code. Please let us know if you have any additional questions.

Thanks,  
HRSSC



EXHIBIT G

**Appraisal Review**

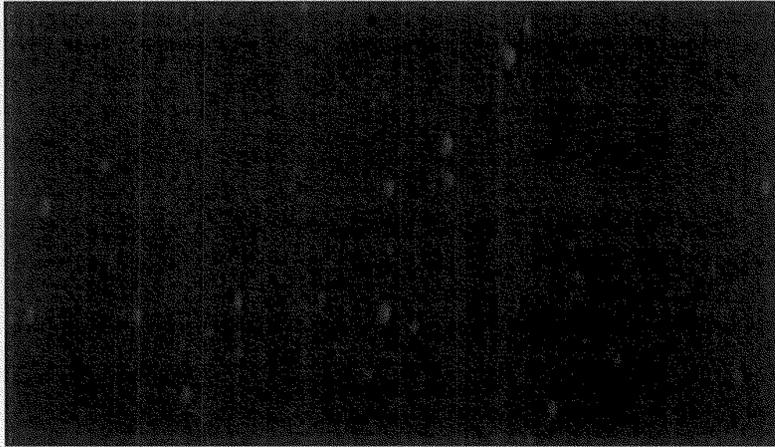
Employee Name	<b>Manes, David</b>	Employee Number	<b>62995</b>
Manager	<b>Sutherland, Rochelle</b>	Organization Email Address	[REDACTED]
Cost Center	<b>PD84 - Sup - Enterprise MFG - ORCL USA</b>	Job	<b>90023.Technical Analyst 4- Support.SUPP.PRODSUPP.IC4</b>

**Setup Details**

Initiator	<b>Manes, David</b>	Main Appraiser	<b>Huey, Monica</b>
Appraisal Period Start Date	<b>01-Jun-2013</b>	Appraisal Creation Date	<b>08-Jul-2013</b>
Appraisal Period End Date	<b>31-May-2014</b>	Appraisal Review Discussion Date	<b>05-Jun-2014</b>
Template	<b>FY14 Appraisal Template</b>		

**Overall Rating and Comments**

Overall Rating  
Overall Comments



Appraisee Feedback

**Details Shared with Appraisee**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Overall Rating   | <input type="checkbox"/> Participant Names   |
| <input checked="" type="checkbox"/> Overall Comments | <input type="checkbox"/> Participant Ratings |
| <input type="checkbox"/> Participant Comments        |  |

**Competency Ratings**

Show All Details | Hide All Details

**Details Competencies and Target Levels**

Hide Core.Business.Professional & Technical Depth and Credibility

**Participant Ratings**

Show All Details | Hide All Details

Participant	Participation Type	Performance Rating	Comments
Show Huey, Monica	Main Appraiser	[REDACTED]	[REDACTED]
Show Manes, David A.	Appraisee	[REDACTED]	[REDACTED]

Hide	Core.Professional.Adapting to Change			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Business Ethics			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Communication			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Customer Focus			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Influencing & Negotiating			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Problem Solving			
<b>Participant Ratings</b>				

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		

Hide Core.Professional.Quality

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		

Hide Core.Professional.Working Globally

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		

Hide Functional.Support.Resource Utilization & Development

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		

Hide Functional.Support.Technical Problem Recognition & Resolution

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		

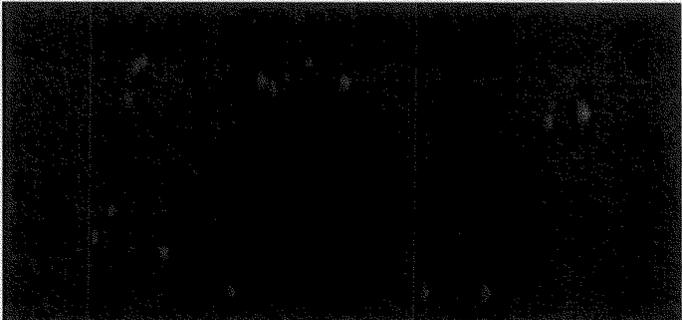
**Objectives**

Show All Details | Hide All Details

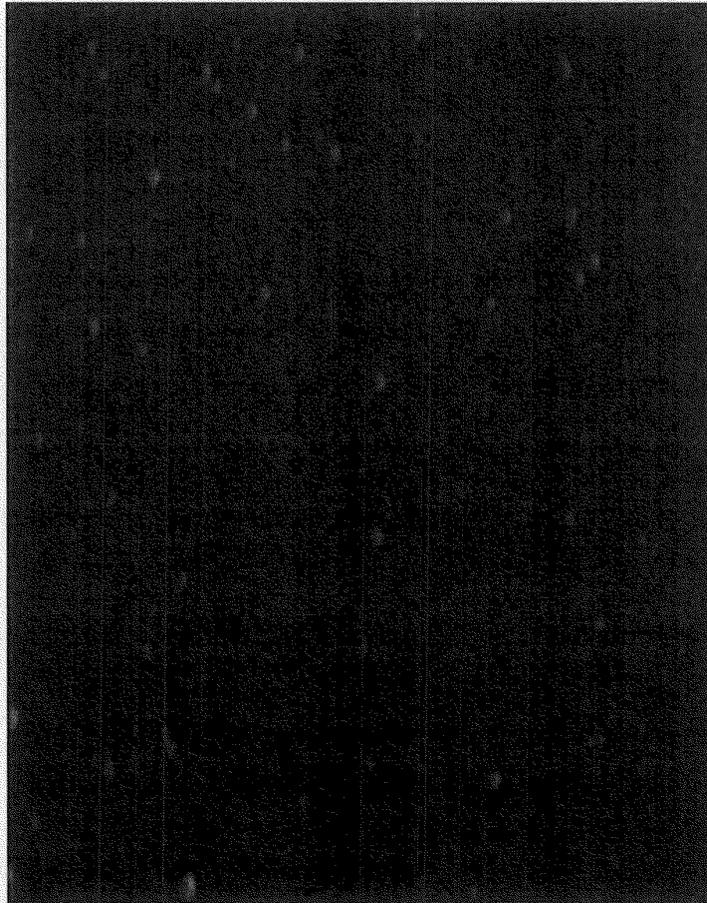
Details	Objective Name	Start Date	Target Completion Date	Achievement Date	Comments
Hide	Customer Success	01-Jun-2013	31-May-2014	31-May-2014	

**Additional Details**

Created by **Manes, David A.**  
 Aligned With  
 Detail



Success Criteria



**Performance Ratings**

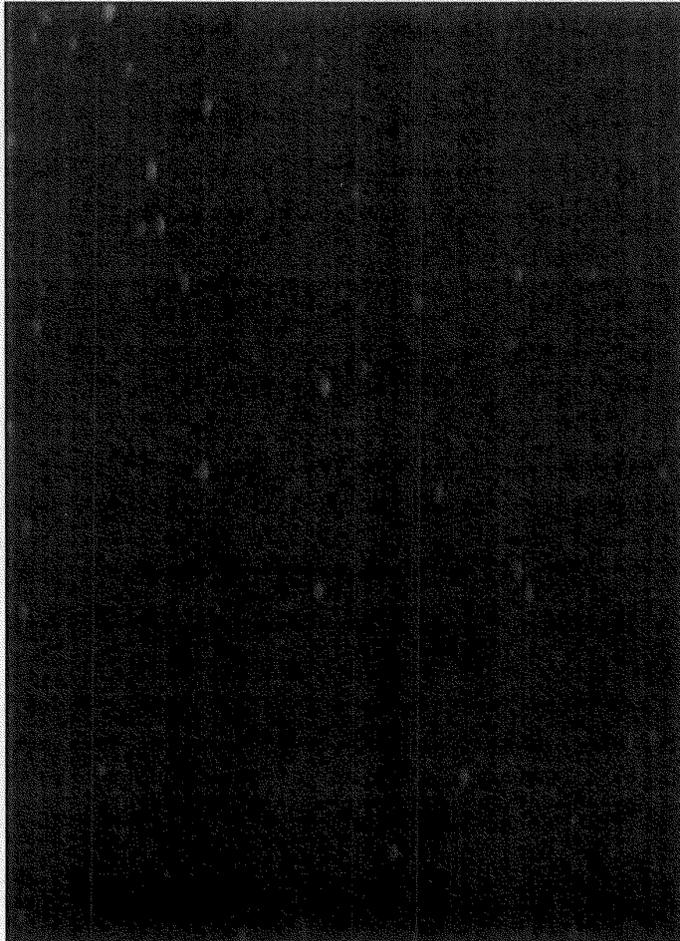
Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Huey, Monica	Main Appraiser		
<b>Additional Details</b>				
Hide	Manes, David	Appraisee		

Hide	Employee & Team Success	01-Jun-2013	31-May-2014	31-May-2014	
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**Additional Details**

Created By **Manes, David A.**  
Aligned With  
Detail



Success Criteria

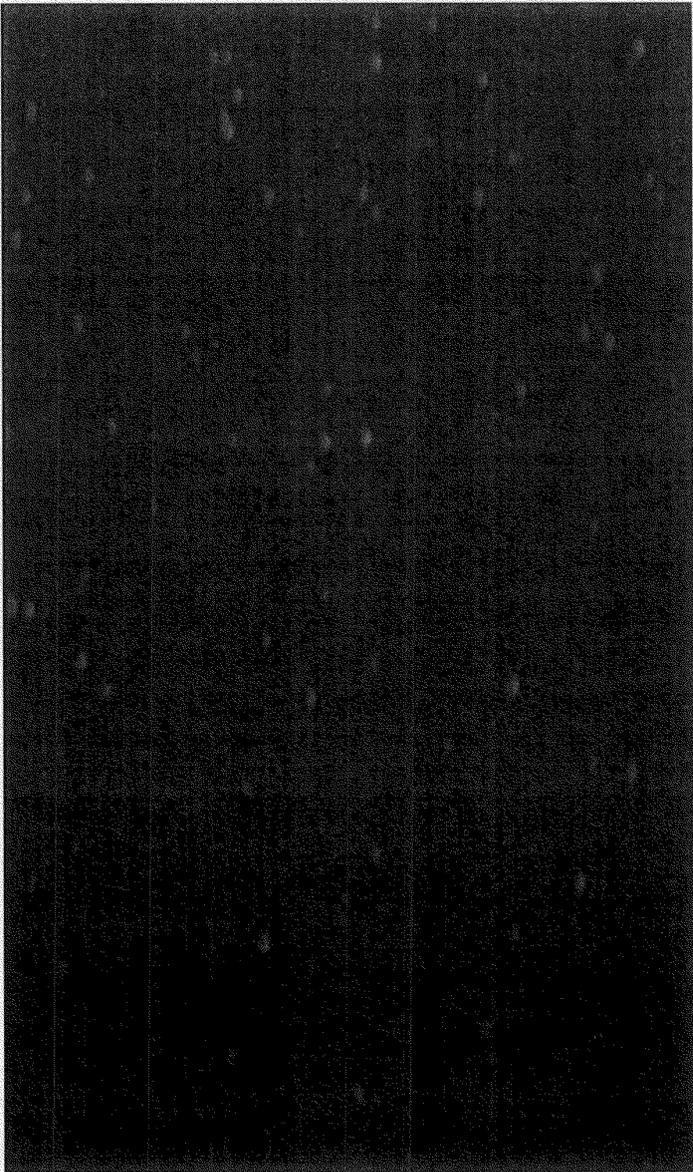
**Performance Ratings**

Show All Details   Hide All Details					
	<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Appraised Performance</b>	<b>Comments</b>
Hide		Huey, Monica	Main Appraiser		
<b>Additional Details</b>					
Hide		Manes, David	Appraisee		
<b>Additional Details</b>					

Hide	Incident Prevention	01-Jun-2013	31-May-2014	31-May-2014
------	---------------------	-------------	-------------	-------------

**Additional Details**

Created By **Manes, David A.**  
Aligned With  
Detail



Success Criteria

**Performance Ratings**

Show All Details | Hide All Details

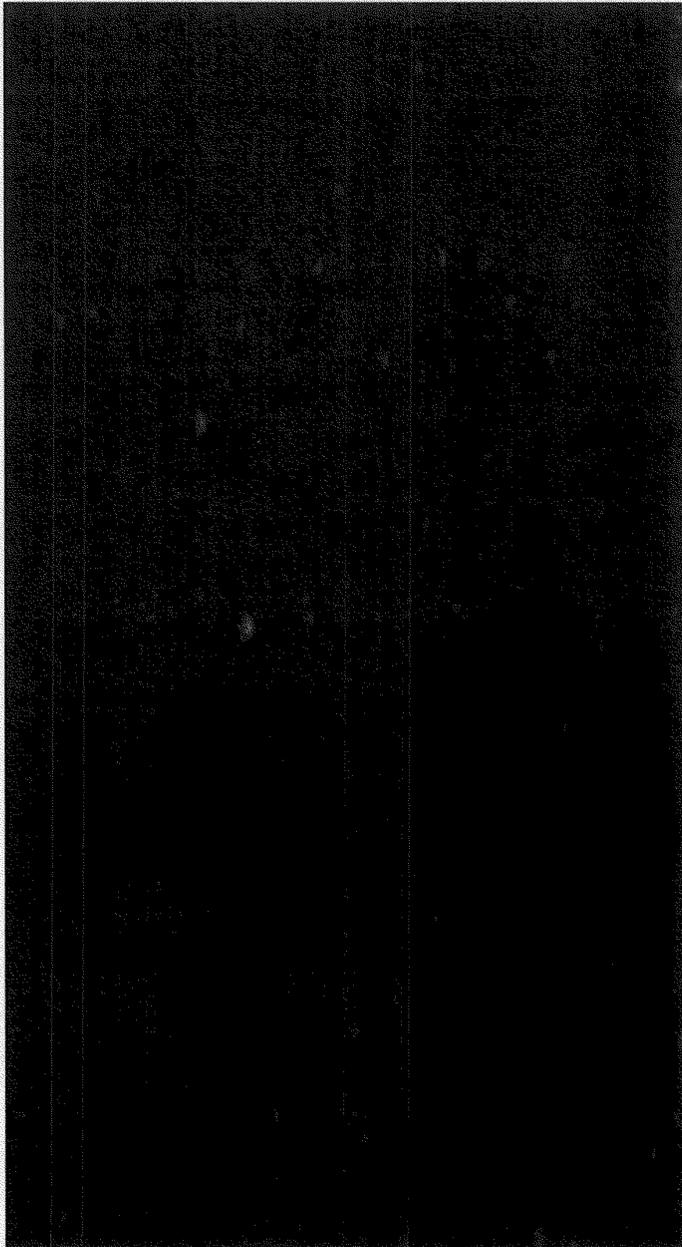
Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Huey, Monica	Main Appraiser	[REDACTED]	

**Additional Details**

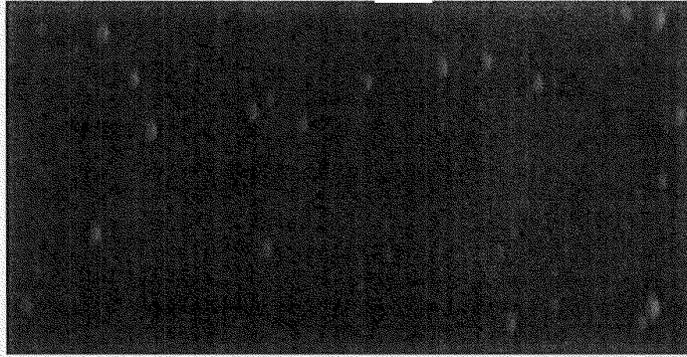
Hide	Manes, David	Appraisee	3-Successfully meets expectations
<b>Additional Details</b>			

Hide	Operational Efficiency	01-Jun-2013	31-May-2014	31-May-2014
<b>Additional Details</b>				

Created by Manes, David A.  
Aligned With  
Detail



Success Criteria



Performance Ratings

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Huey, Monica	Main Appraiser		

Additional Details

Hide	Manes, David	Appraisee		
------	--------------	-----------	--	--

Additional Details

Questionnaire: Appraisee

Questionnaire Name **Questionnaire for Appraisee**

Last Submitted On

Hide Questionnaire

Questionnaire: Main Appraiser

Questionnaire Name **Questionnaire for Main Appraiser**

Last Submitted On **04-Jun-2014**

Hide Questionnaire

1.



2.

3.



**Participants**

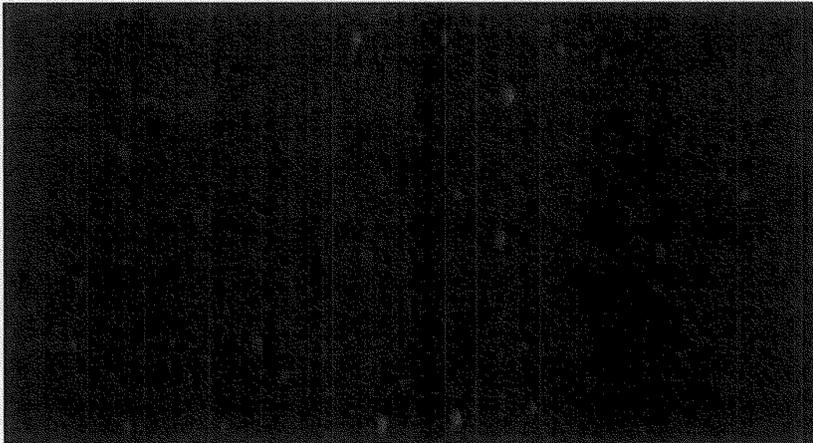
	Full Name	Participation Type	Questionnaire Name	Details	Comments	Participation Status	Last Notified Date	Date Completed
Hide	Huey, Monica	Main Appraiser	Questionnaire for Main Appraiser			Completed	04-Jun-2014	04-Jun-2014

**Questionnaire**

1.

2.

3.



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EXHIBIT H



**Appraisal Review**

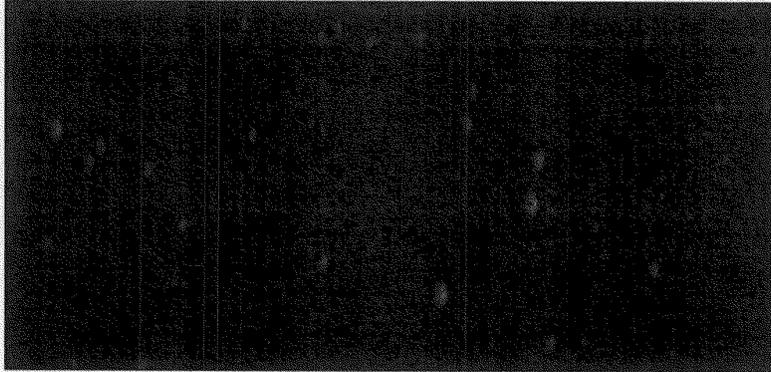
Employee Name	<b>Manes, David</b>	Employee Number	<b>62995</b>
Manager	<b>Sutherland, Rochelle</b>	Organization Email Address	[REDACTED]
Cost Center	<b>PD84 - Sup - Enterprise MFG - ORCL USA</b>	Job	<b>90023.Technical Analyst 4- Support.SUPP.PRODSUPP.IC4</b>

**Setup Details**

Initiator	<b>Manes, David</b>	Main Appraiser	<b>Huey, Monica</b>
Appraisal Period Start Date	<b>01-Jun-2014</b>	Appraisal Creation Date	<b>23-Jul-2014</b>
Appraisal Period End Date	<b>31-May-2015</b>	Appraisal Review Discussion Date	<b>09-Jun-2015</b>
Template	<b>FY15 Appraisal Template</b>		

**Overall Rating and Comments**

Overall Rating  
Overall Comments



Appraisee Feedback

**Details Shared with Appraisee**

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Overall Rating   | <input type="checkbox"/> Participant Names              |
| <input checked="" type="checkbox"/> Overall Comments | <input checked="" type="checkbox"/> Participant Ratings |
| <input type="checkbox"/> Participant Comments        |   |

**Competency Ratings**

Show All Details | Hide All Details

**Details Competencies and Target Levels**

Hide Core.Business.Professional & Technical Depth and Credibility

**Participant Ratings**

Show All Details | Hide All Details

Participant	Participation Type	Performance Rating	Comments
Show Huey, Monica	Main Appraiser	[REDACTED]	[REDACTED]
Show Manes, David A.	Appraisee	[REDACTED]	[REDACTED]

Hide Core.Professional.Adapting to Change

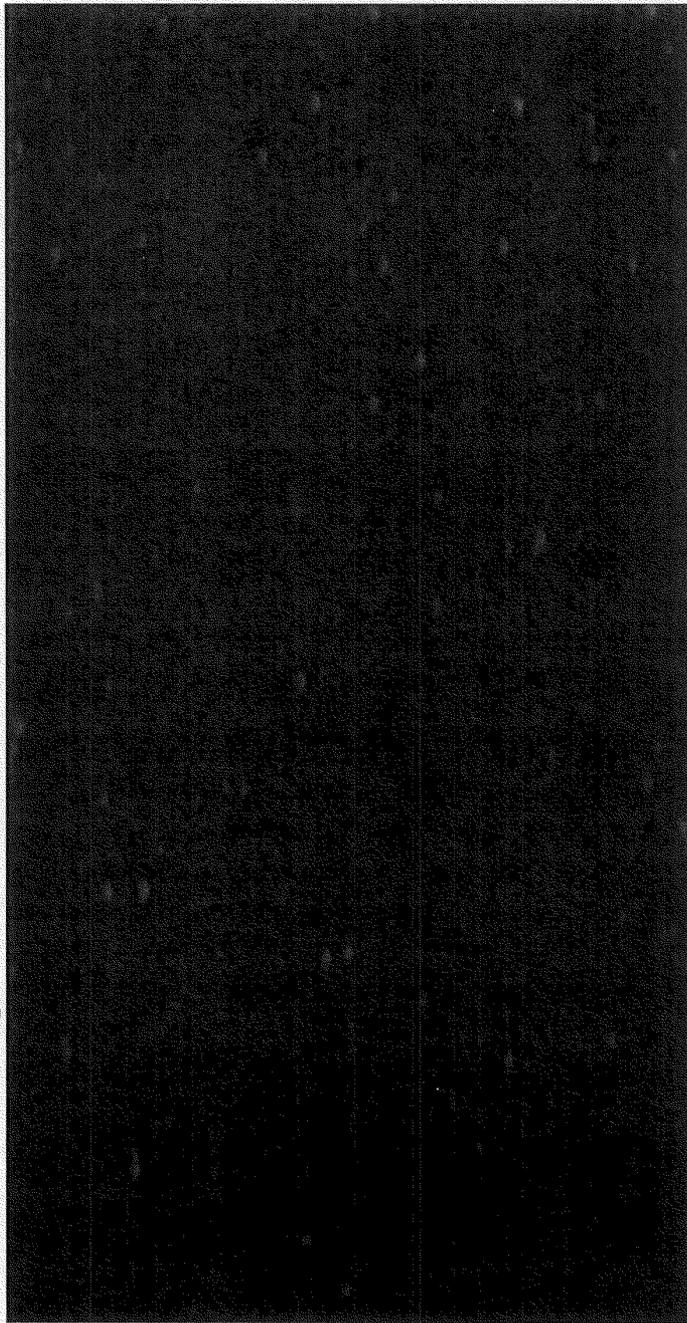
**Participant Ratings**

Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Business Ethics			
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Communication			
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Customer Focus			
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Influencing & Negotiating			
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Problem Solving			

Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide Core.Professional.Quality				
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide Core.Professional.Working Globally				
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide Functional.Support.Resource Utilization & Development				
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide Functional.Support.Technical Problem Recognition & Resolution				
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		

Objectives					
Show All Details   Hide All Details					
Details	Objective Name	Start Date	Target Completion Date	Achievement Date	Comments
Hide	Customer Success	01-Jun-2014	31-May-2015	31-May-2015	
Additional Details					
Created by Manes, David A.					
Aligned With					

Detail



Success Criteria

**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Manes, David	Appraisee		

**Additional Details**

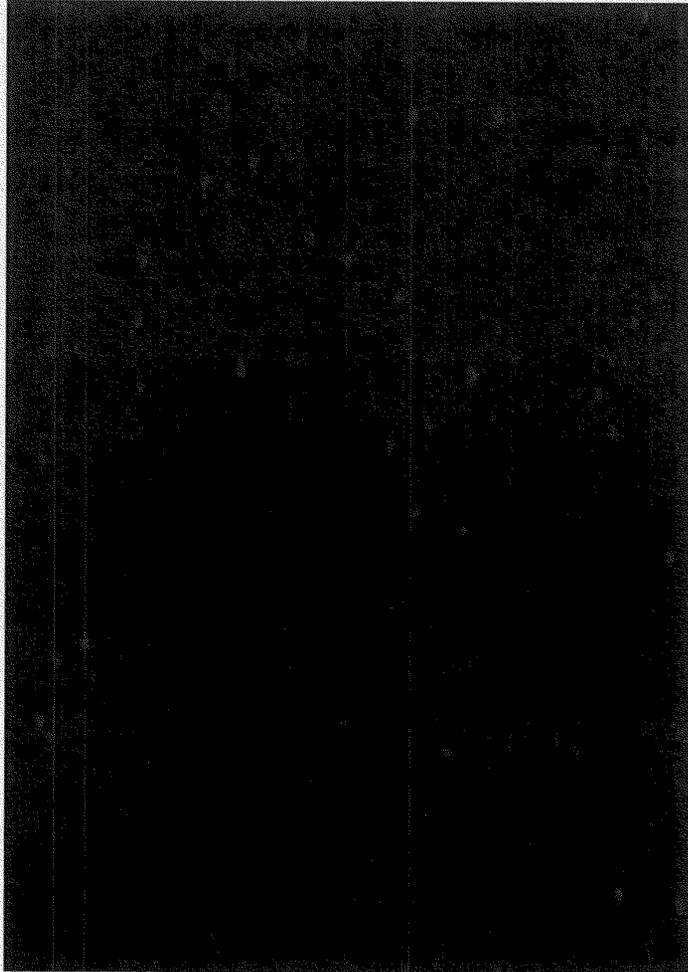
Hide	Huey, Monica	Main Appraiser	
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**Additional Details**

Hide	Employee & Team Success	01-Jun-2014	31-May-2015	31-May-2015
------	-------------------------	-------------	-------------	-------------

**Additional Details**

Created by **males, David A.**  
Aligned With  
Detail



Success Criteria



**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Manes, David	Appraisee		

**Additional Details**

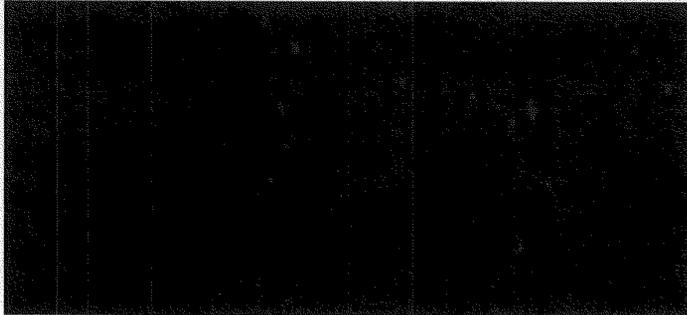
Hide	Huey, Monica	Main Appraiser		
------	--------------	----------------	--	--

**Additional Details**

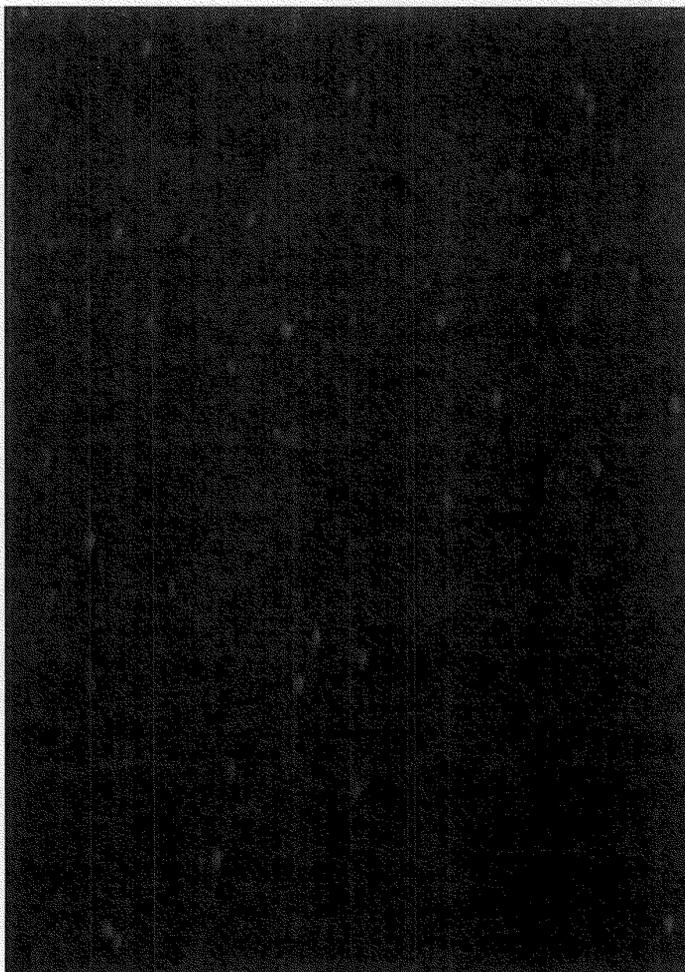
Hide	Operational Efficiency	01-Jun-2014	31-May-2015	31-May-2015	

**Additional Details**

Created by **Manes, David A.**  
Aligned With  
Detail



Success Criteria



**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Manes, David	Appraisee	[Redacted]	[Redacted]

**Additional Details**

Hide	Huey, Monica	Main Appraiser	[Redacted]	[Redacted]
------	--------------	----------------	------------	------------



responses to open customer threads in < 4 hours.

Performance Ratings

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Manes, David	Appraisee	[REDACTED]	

Additional Details

Hide	Huey, Monica	Main Appraiser	[REDACTED]	
------	--------------	----------------	------------	--

Additional Details

Questionnaire: Appraisee

Questionnaire Name **Questionnaire for Appraisee**

Last Submitted On **08-Jun-2015**

Hide Questionnaire

1.	[REDACTED]
2.	[REDACTED]
3.	[REDACTED]
4.	[REDACTED]
5.	[REDACTED]

Questionnaire: Main Appraiser

Questionnaire Name **Questionnaire for Main Appraiser**

Last Submitted On **08-Jun-2015**

Hide Questionnaire

1. 

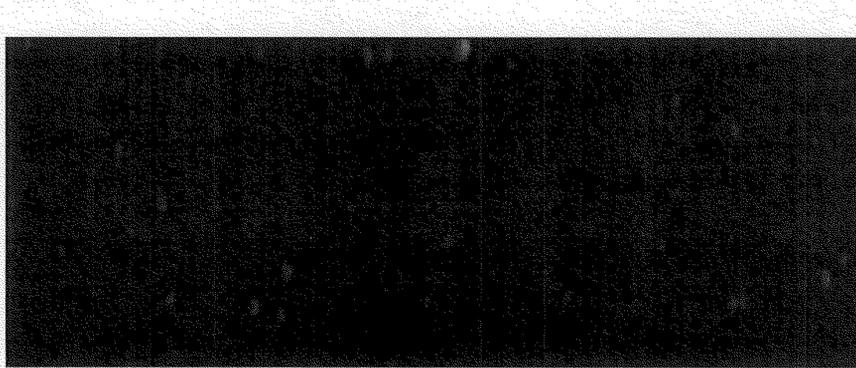
2.

3.

**Participants**

Details	Full Name	Participation Type	Questionnaire Name	Details	Comments	Participation Status	Last Notified Date	Date Completed
Hide	Huey, Monica	Main Appraiser	Questionnaire for Main Appraiser			Completed	08-Jun-2015	08-Jun-2015

**Questionnaire**

1. 

2.

3.

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EXHIBIT I



**Appraisal Review**

Employee Name	<b>Manes, David</b>	Employee Number	<b>62995</b>
Manager	<b>Sutherland, Rochelle</b>	Organization Email Address	[REDACTED]
Cost Center	<b>PD84 - Sup - Enterprise</b>	Job	<b>90023.Technical Analyst 4-Support.SUPP.PRODSUPP.IC4</b>
	<b>MFG - ORCL USA</b>		

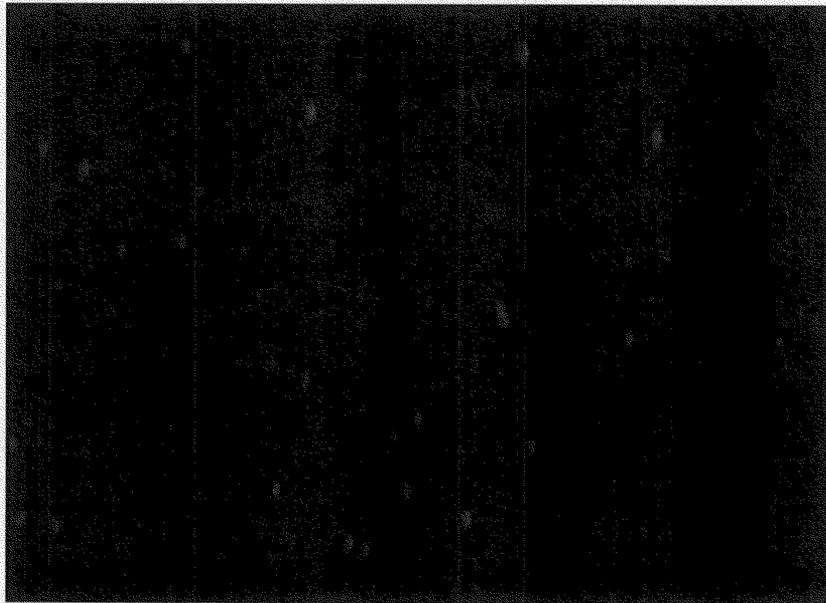
**Setup Details**

Initiator	<b>Manes, David</b>	Main Appraiser	<b>Huey, Monica</b>
Appraisal Period Start Date	<b>01-Jun-2015</b>	Appraisal Creation Date	<b>13-Jul-2015</b>
Appraisal Period End Date	<b>31-May-2016</b>	Appraisal Review Discussion Date	
Template	<b>FY16 Appraisal Template</b>		

**Overall Rating and Comments**

Overall Rating  
Overall Comments

Appraisee Feedback



**Details Shared with Appraisee**

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Overall Rating   | <input type="checkbox"/> Participant Names              |
| <input checked="" type="checkbox"/> Overall Comments | <input checked="" type="checkbox"/> Participant Ratings |
| <input type="checkbox"/> Participant Comments        |   |

**Competency Ratings**

Show All Details | Hide All Details

**Details Competencies and Target Levels**

Hide Core.Business.Professional & Technical Depth and Credibility

**Participant Ratings**

Show All Details | Hide All Details

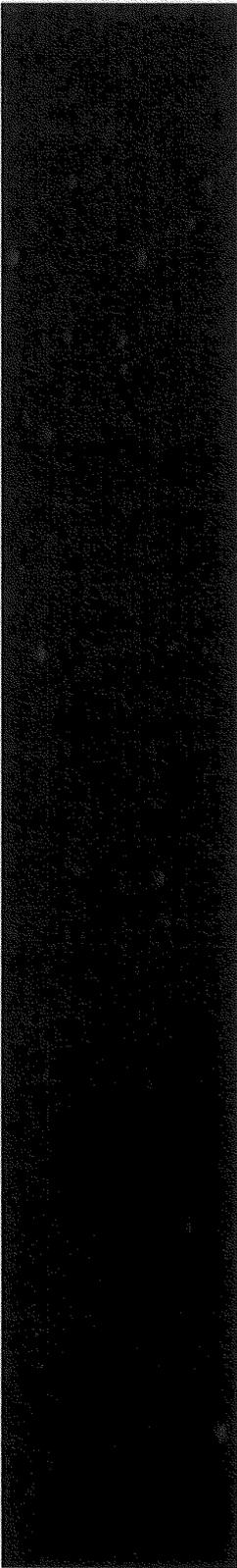
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[REDACTED]	[REDACTED]

Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Adapting to Change			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Business Ethics			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Communication			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Customer Focus			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		

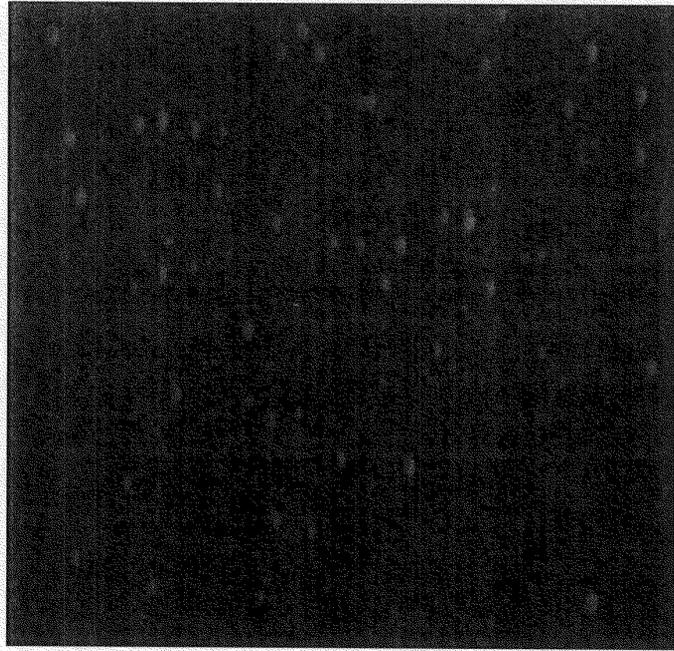
Hide	Core.Professional.Influencing & Negotiating			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Problem Solving			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Quality			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Core.Professional.Working Globally			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Functional.Support.Resource Utilization & Development			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		
Hide	Functional.Support.Technical Problem Recognition & Resolution			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser		
Show	Manes, David A.	Appraisee		

<b>Objectives</b>					
Show All Details   Hide All Details					
<b>Details</b>	<b>Objective Name</b>	<b>Start Date</b>	<b>Target Completion Date</b>	<b>Achievement Date</b>	<b>Comments</b>
Hide	Customer Success through Operational Efficiency	01-Jun-2015	31-May-2016	31-May-2016	

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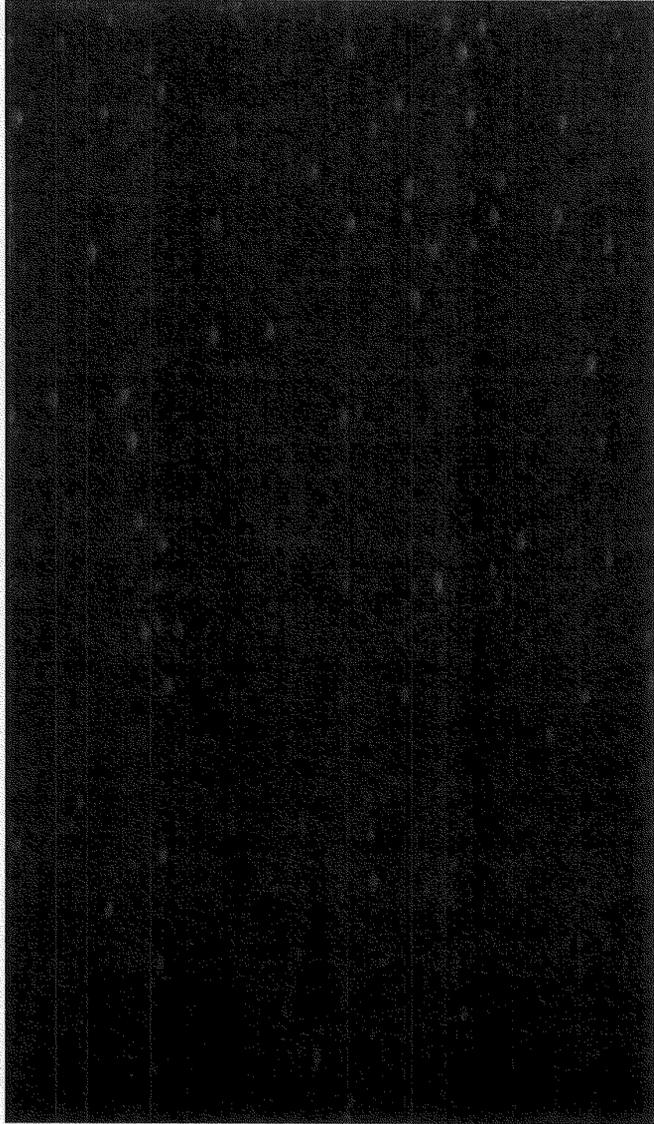


**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Manes, David	Appraisee		
<b>Additional Details</b>				
Hide	Huey, Monica	Main Appraiser		
<b>Additional Details</b>				
Hide	Employee Enablement	01-Jun-2015	31-May-2016	31-May-2016
<b>Additional Details</b>				

Created By **Manes, David A.**  
Aligned With  
Detail



Success Criteria

**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Manes, David	Appraisee	[Redacted]	[Redacted]

**Additional Details**

Hide	Huey, Monica	Main Appraiser	[Redacted]	[Redacted]
------	--------------	----------------	------------	------------



Hide	Manes, David	Appraisee	[REDACTED]
<b>Additional Details</b>			
Hide	Huey, Monica	Main Appraiser	[REDACTED]
<b>Additional Details</b>			

**Questionnaire: Appraisee**

Questionnaire Name **Questionnaire for Appraisee**

Last Submitted On **29-Dec-2015**

Hide Questionnaire

1.	[REDACTED]
2.	[REDACTED]
3.	[REDACTED]
4.	[REDACTED]
5.	[REDACTED]

**Questionnaire: Main Appraiser**

Questionnaire Name **Questionnaire for Main Appraiser**

Last Submitted On **26-Jul-2016**

Hide Questionnaire

1.	[REDACTED]
2.	[REDACTED]
3.	[REDACTED]

**Participants**

Full Name	Participation Type	Questionnaire Name	Details	Comments	Participation Status	Last Notified Date	Date Completed
-----------	--------------------	--------------------	---------	----------	----------------------	--------------------	----------------

Hide	Huey, Monica	Main Appraiser	Questionnaire for Main Appraiser		Completed	25-Jul-2016	26-Jul-2016
<b>Questionnaire</b>							
1.							
2.							
3.							

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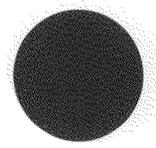


EXHIBIT J

**Appraisal Review**

Employee Name	<b>Richards, Owen</b>	Employee Number	<b>63174</b>
Manager	<b>Huey, Monica</b>	Organization Email Address	[REDACTED]
Cost Center	<b>PD84 - Sup - Enterprise</b>	Job	<b>90023.Technical Analyst 4-Support.SUPP.PRODSUPP.IC4</b>
	<b>MFG - ORCL USA</b>		

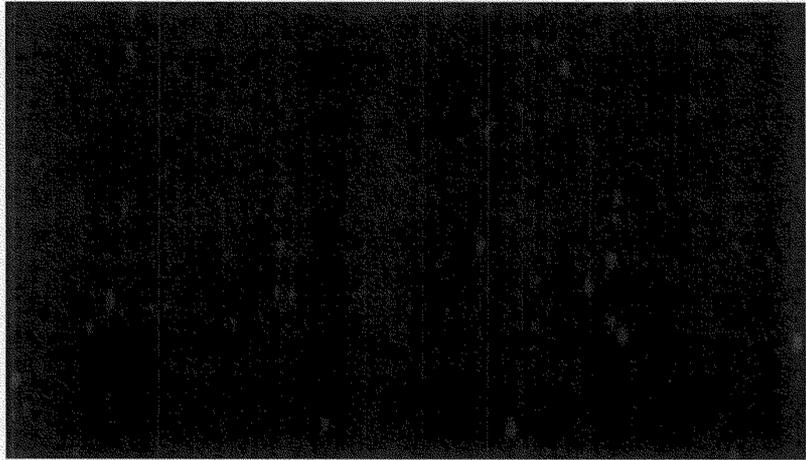
**Setup Details**

Initiator	<b>Richards, Owen</b>	Main Appraiser	<b>Huey, Monica</b>
Appraisal Period Start Date	<b>01-Jun-2013</b>	Appraisal Creation Date	<b>08-Jul-2013</b>
Appraisal Period End Date	<b>31-May-2014</b>	Appraisal Review Discussion Date	<b>11-Jun-2014</b>
Template	<b>FY14 Appraisal Template</b>		

**Overall Rating and Comments**

Overall Rating  
Overall Comments

Appraisee Feedback



**Details Shared with Appraisee**

- Overall Rating
- Overall Comments
- Participant Names
- Participant Ratings
- Participant Comments

**Competency Ratings**

Show All Details   Hide All Details			
<b>Details Competencies and Target Levels</b>			
Hide Core.Business.Professional & Technical Depth and Credibility			
<b>Participant Ratings</b>			
Show All Details   Hide All Details			
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>
Show	Huey, Monica	Main Appraiser	[REDACTED]

Show	Richards, Owen W.	Appraisee	[REDACTED]	
Hide	Core.Professional.Adapting to Change			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser	[REDACTED]	
Show	Richards, Owen W.	Appraisee	[REDACTED]	
Hide	Core.Professional.Business Ethics			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser	[REDACTED]	
Show	Richards, Owen W.	Appraisee	[REDACTED]	
Hide	Core.Professional.Communication			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser	[REDACTED]	
Show	Richards, Owen W.	Appraisee	[REDACTED]	
Hide	Core.Professional.Customer Focus			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser	[REDACTED]	
Show	Richards, Owen W.	Appraisee	[REDACTED]	
Hide	Core.Professional.Influencing & Negotiating			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser	[REDACTED]	
Show	Richards, Owen W.	Appraisee	[REDACTED]	
Hide	Core.Professional.Problem Solving			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Huey, Monica	Main Appraiser	[REDACTED]	

Show	Richards, Owen W.	Appraisee	[REDACTED]
------	-------------------	-----------	------------

Hide Core.Professional.Quality

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[REDACTED]	
Show	Richards, Owen W.	Appraisee	[REDACTED]	

Hide Core.Professional.Working Globally

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[REDACTED]	
Show	Richards, Owen W.	Appraisee	[REDACTED]	

Hide Functional.Support.Resource Utilization & Development

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[REDACTED]	
Show	Richards, Owen W.	Appraisee	[REDACTED]	

Hide Functional.Support.Technical Problem Recognition & Resolution

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[REDACTED]	
Show	Richards, Owen W.	Appraisee	[REDACTED]	

**Objectives**

Show All Details | Hide All Details

Details	Objective Name	Start Date	Target Completion Date	Achievement Date	Comments
Hide	Customer Success	01-Jun-2013	31-May-2014		

**Additional Details**

Created By **Huey, Monica**  
 Aligned With  
 Detail  
 Success Criteria

**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Huey, Monica	Main Appraiser	[REDACTED]	



**Additional Details**

Created By **Huey, Monica**  
Aligned With  
Detail  
Success Criteria

**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Huey, Monica	Main Appraiser		

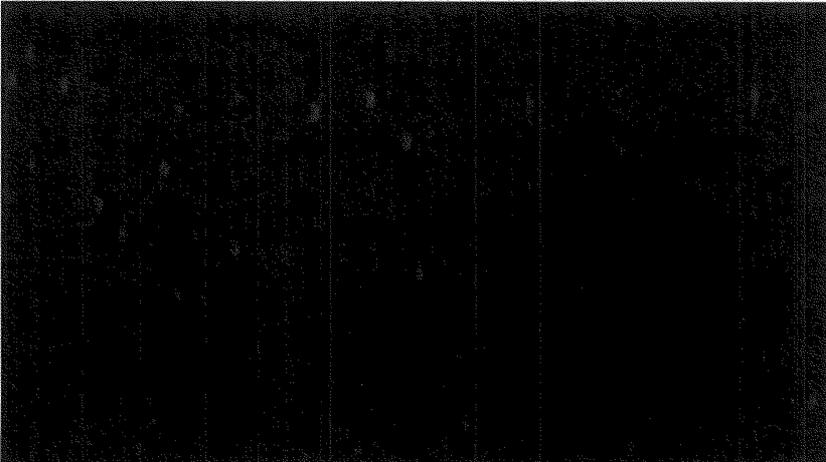
**Additional Details**

**Questionnaire: Appraisee**

Questionnaire Name **Questionnaire for Appraisee**

Last Submitted On **10-Jun-2014**

Hide Questionnaire

1.			
2.			
3.			
4.			
5.			

**Questionnaire: Main Appraiser**

Questionnaire Name **Questionnaire for Main Appraiser**

Last Submitted On **10-Jun-2014**

Hide Questionnaire

1.			
----	--	--	--

2.	[Redacted]
3.	[Redacted]

**Participants**

Details	Full Name	Participation Type	Questionnaire Name	Details	Comments	Participation Status	Last Notified Date	Date Completed
Hide	Huey, Monica	Main Appraiser	Questionnaire for Main Appraiser			Completed	10-Jun-2014	10-Jun-2014

**Questionnaire**

1.	[Redacted]
2.	[Redacted]
3.	[Redacted]

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EXHIBIT K

**Appraisal Review**

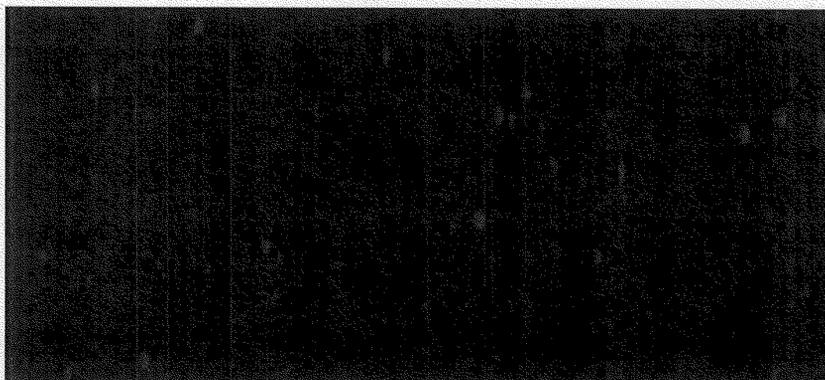
Employee Name	<b>Richards, Owen</b>	Employee Number	<b>63174</b>
Manager	<b>Huey, Monica</b>	Organization Email Address	[REDACTED]
Cost Center	<b>PD84 - Sup - Enterprise MFG - ORCL USA</b>	Job	<b>90023.Technical Analyst 4-Support.SUPP.PRODSUPP.IC4</b>

**Setup Details**

Initiator	<b>Richards, Owen</b>	Main Appraiser	<b>Huey, Monica</b>
Appraisal Period Start Date	<b>01-Jun-2014</b>	Appraisal Creation Date	<b>29-Jul-2014</b>
Appraisal Period End Date	<b>31-May-2015</b>	Appraisal Review Discussion Date	<b>08-Jun-2015</b>
Template	<b>FY15 Appraisal Template</b>		

**Overall Rating and Comments**

Overall Rating  
Overall Comments



Appraisee Feedback

**Details Shared with Appraisee**

- Overall Rating
- Overall Comments
- Participant Comments
- Participant Names
- Participant Ratings

**Competency Ratings**

Show All Details | Hide All Details

**Details Competencies and Target Levels**

Hide Core.Business.Professional & Technical Depth and Credibility

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[REDACTED]	[REDACTED]
Show	Richards, Owen W.	Appraisee	[REDACTED]	[REDACTED]

Hide Core.Professional.Adapting to Change

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[REDACTED]	
Show	Richards, Owen W.	Appraisee		
Hide	Core.Professional.Business Ethics			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[REDACTED]	
Show	Richards, Owen W.	Appraisee		
Hide	Core.Professional.Communication			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[REDACTED]	
Show	Richards, Owen W.	Appraisee		
Hide	Core.Professional.Customer Focus			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[REDACTED]	
Show	Richards, Owen W.	Appraisee		
Hide	Core.Professional.Influencing & Negotiating			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[REDACTED]	
Show	Richards, Owen W.	Appraisee		
Hide	Core.Professional.Problem Solving			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[REDACTED]	
Show	Richards, Owen W.	Appraisee		

Show Richards, Owen W. Appraisee [Redacted]

Hide Core.Professional.Quality

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[Redacted]	[Redacted]
Show	Richards, Owen W.	Appraisee	[Redacted]	[Redacted]

Hide Core.Professional.Working Globally

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[Redacted]	[Redacted]
Show	Richards, Owen W.	Appraisee	[Redacted]	[Redacted]

Hide Functional.Support.Resource Utilization & Development

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[Redacted]	[Redacted]
Show	Richards, Owen W.	Appraisee	[Redacted]	[Redacted]

Hide Functional.Support.Technical Problem Recognition & Resolution

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Huey, Monica	Main Appraiser	[Redacted]	[Redacted]
Show	Richards, Owen W.	Appraisee	[Redacted]	[Redacted]

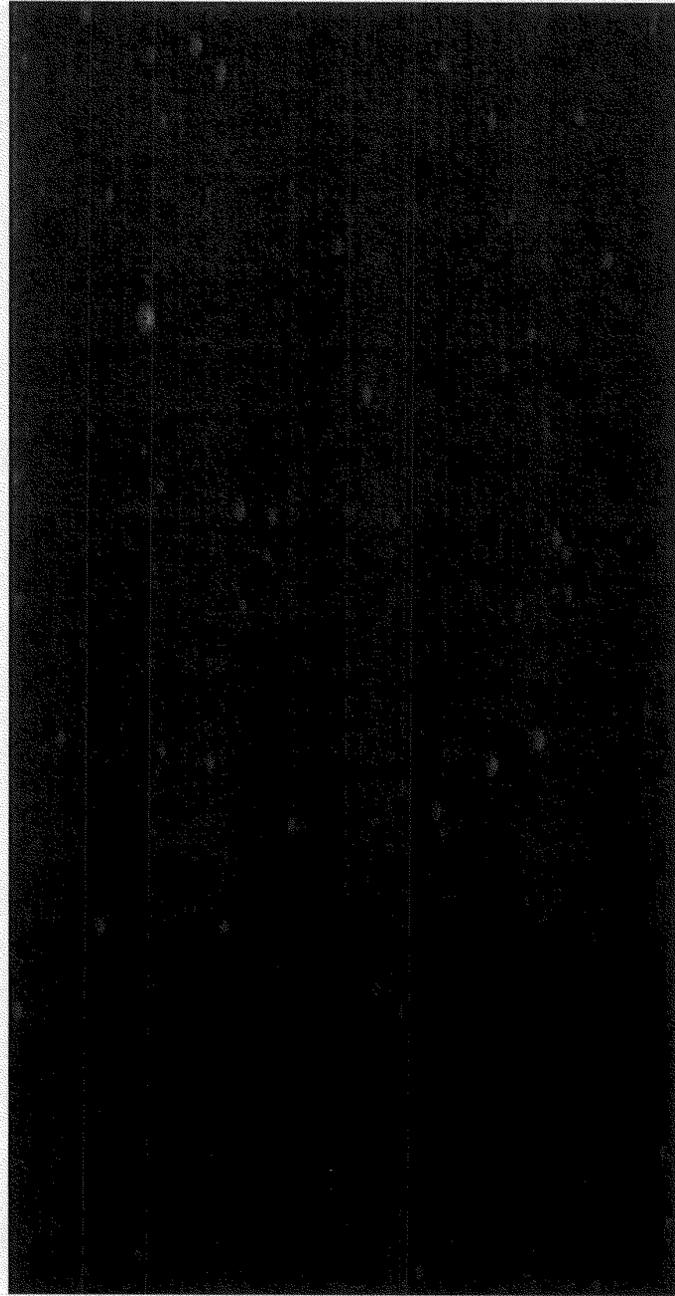
**Objectives**

Show All Details | Hide All Details

Details	Objective Name	Start Date	Target Completion Date	Achievement Date	Comments
Hide	Customer Success	01-Jun-2014	31-May-2015	31-May-2015	[Redacted]

**Additional Details**

Created By **Richards, Owen W.**  
Aligned With  
Detail



Success Criteria

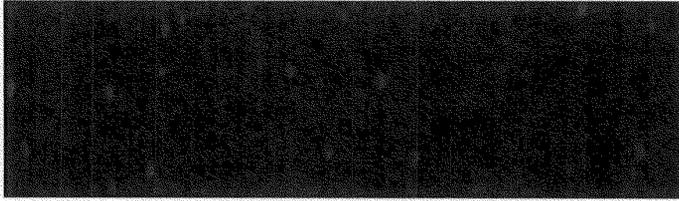
**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Huey, Monica	Main Appraiser		



Success Criteria



**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Huey, Monica	Main Appraiser	[Redacted]	[Redacted]

**Additional Details**

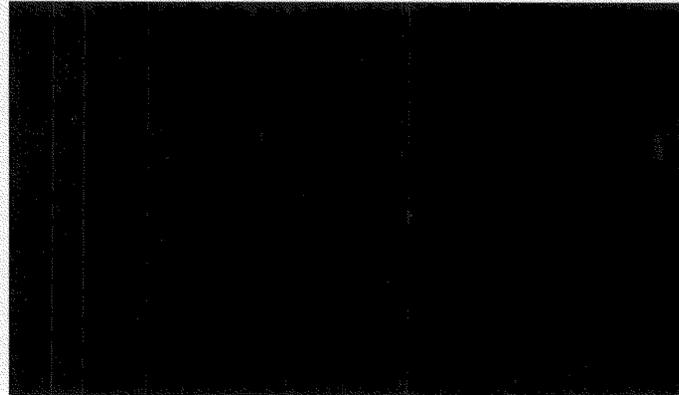
Hide	Richards, Owen	Appraisee	[Redacted]
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**Additional Details**

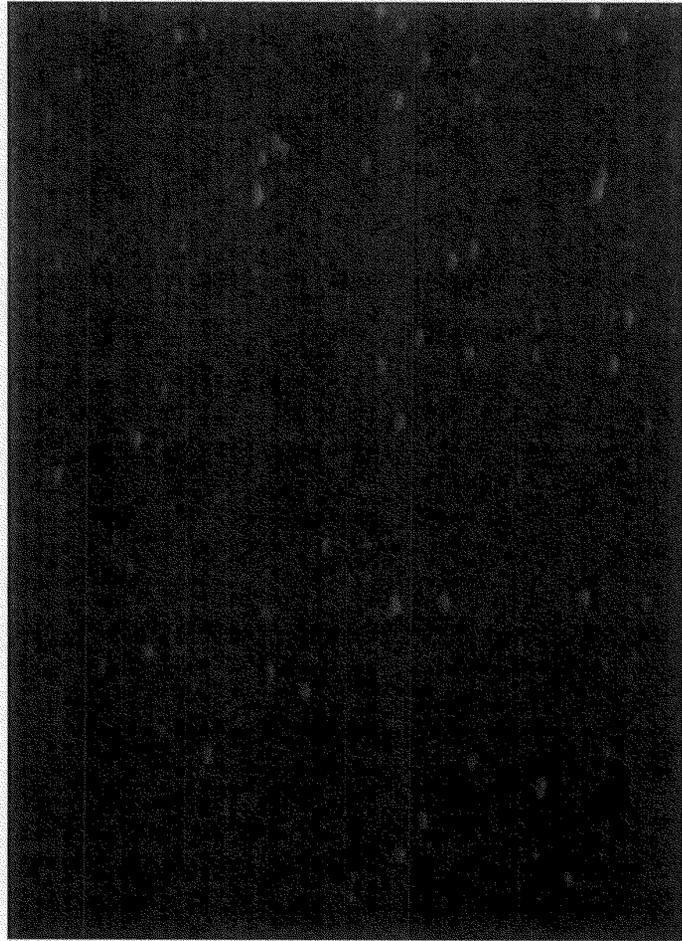
Hide	Operational Efficiency	01-Jun-2014	31-May-2015	31-May-2015	[Redacted]
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**Additional Details**

Created by Richards, Owen W.  
Aligned With  
Detail



Success Criteria

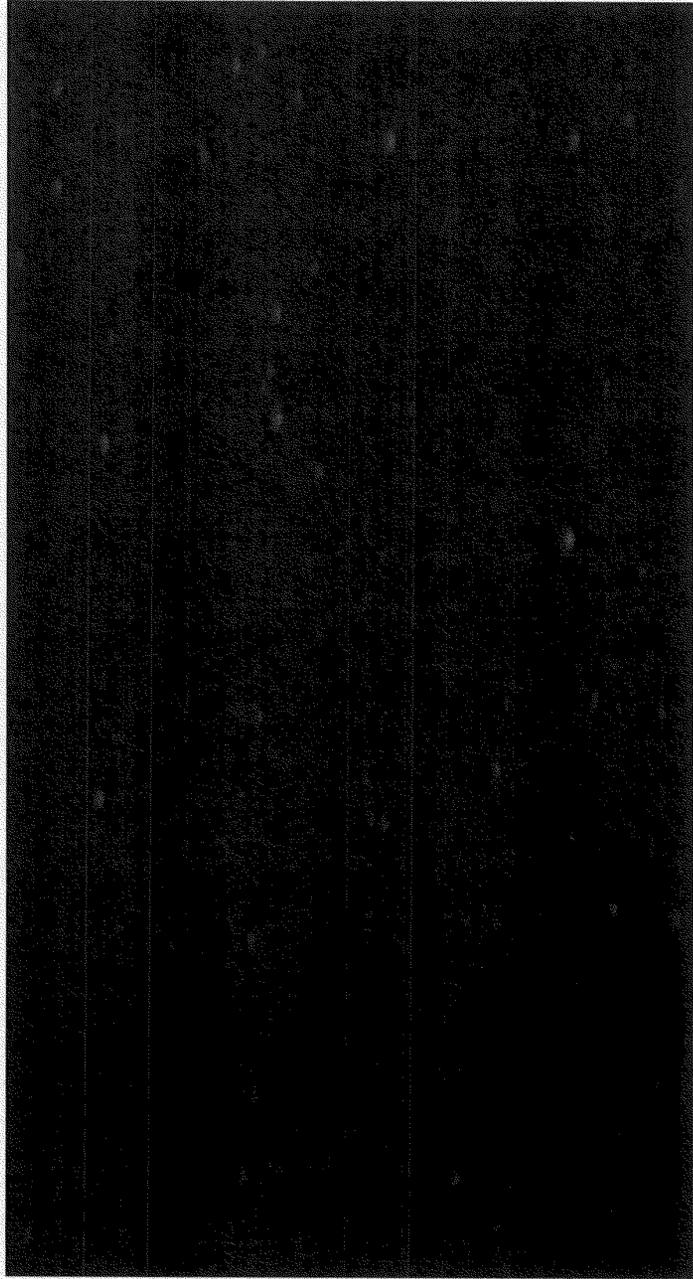


**Performance Ratings**

Show All Details   Hide All Details					
Details	Participant	Participation Type	Appraised Performance	Comments	
Hide	Huey, Monica	Main Appraiser	[Redacted]		
<b>Additional Details</b>					
Hide	Richards, Owen	Appraisee	[Redacted]		
<b>Additional Details</b>					
Hide	Service Enrichment	01-Jun-2014	31-May-2015	31-May-2015	

**Additional Details**

Created By **Richards, Owen W.**  
Aligned With  
Detail



Success Criteria

**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Huey, Monica	Main Appraiser		

**Additional Details**

---

Hide Richards, Owen Appraisee [REDACTED]

**Additional Details**

---

**Questionnaire: Appraisee**

Questionnaire Name **Questionnaire for Appraisee**

Last Submitted On **05-Jun-2015**

Hide Questionnaire

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]
4. [REDACTED]
5. [REDACTED]

**Questionnaire: Main Appraiser**

Questionnaire Name **Questionnaire for Main Appraiser**

Last Submitted On **08-Jun-2015**

Hide Questionnaire

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]



**Participants**

Details	Full Name	Participation Type	Questionnaire Name	Details	Comments	Participation Status	Last Notified Date	Date Completed
Hide	Huey, Monica	Main Appraiser	Questionnaire for Main Appraiser			Completed	08-Jun-2015	08-Jun-2015

**Questionnaire**

1.								
2.								
3.								

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EXHIBIT L

**Appraisal Review**

Employee Name **Winther, Ray**  
 Manager **Caldwell, Pat**  
 Cost Center **ISM1 - UGBU Dev AS  
 Shared & Integration -  
 ORCL USA**

Employee Number **79777**  
 Organization Email Address [Redacted]  
 Job **10841.QA Analyst 5-  
 ProdDev.PRODEV.TECHQA.IC5**

**Setup Details**

Initiator **Winther, Ray** Main Appraiser **Caldwell, Pat**  
 Appraisal Period Start Date **01-Jun-2013** Appraisal Creation Date **24-Jun-2014**  
 Appraisal Period End Date **31-May-2014** Appraisal Review Discussion Date **13-Aug-2014**  
 Template **FY14 Appraisal Template**

**Overall Rating and Comments**

Overall Rating  
 Overall Comments

Appraisee Feedback



**Details Shared with Appraisee**

- Overall Rating
- Overall Comments
- Participant Names
- Participant Ratings
- Participant Comments

**Competency Ratings**

Show All Details | Hide All Details

**Details Competencies and Target Levels**

Hide Core.Business.Professional & Technical Depth and Credibility

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser	[Redacted]	[Redacted]
Show	Winther, Raymond L. (Ray)	Appraisee	[Redacted]	[Redacted]

Hide Core.Business.Project Management

Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		
Hide	Core.Professional.Adapting to Change			
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		
Hide	Core.Professional.Business Ethics			
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		
Hide	Core.Professional.Communication			
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		
Hide	Core.Professional.Personal Drive			
Participant Ratings				
Show All Details   Hide All Details				
Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		

Show	Winther, Raymond L. (Ray)	Appraisee		
Hide	Core.Professional.Problem Solving			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		
Hide	Core.Professional.Quality			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		
Hide	Core.Professional.Results Orientation			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		
Hide	Core.Professional.Teamwork			
<b>Participant Ratings</b>				
Show All Details   Hide All Details				
<b>Details</b>	<b>Participant</b>	<b>Participation Type</b>	<b>Performance Rating</b>	<b>Comments</b>
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		



**Additional Details**

Created By **Winther, Raymond L. (Ray)**  
 Aligned With  
 Detail  
 Success Criteria

**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Caldwell, Pat	Main Appraiser	[REDACTED]	
<b>Additional Details</b>				
Hide	Winther, Ray	Appraisee	[REDACTED]	
<b>Additional Details</b>				

Hide	2015 - Improve Quality Testing processes across the UGBU applications suite	01-Jun-2014	31-May-2015		
------	---	-------------	-------------	--	--

**Additional Details**

Created By **Caldwell, James P. (Pat)**  
 Aligned With  
 Detail  
 Success Criteria

[REDACTED]

**Performance Ratings**

Details	Participant	Participation Type	Appraised Performance	Comments
No results found.				

Hide	2015 - Timely delivery of committed product roadmap deliverables	01-Jun-2014	31-May-2015		
------	--	-------------	-------------	--	--

**Additional Details**

Created By **Caldwell, James P. (Pat)**  
 Aligned With  
 Detail  
 Success Criteria

[REDACTED]

Success Criteria



**Performance Ratings**

Details Participant	Participation Type	Appraised Performance	Comments
No results found.			

Hide	2015 - WAMv1: Maintain high levels of customer satisfaction and ensure reference-ability of new releases	01-Jun-2014	31-May-2015		
------	--	-------------	-------------	--	--

**Additional Details**

Created By **Caldwell, James P. (Pat)**  
Aligned With  
Detail  
Success Criteria

**Performance Ratings**

Details Participant	Participation Type	Appraised Performance	Comments
No results found.			

**Questionnaire: Appraisee**

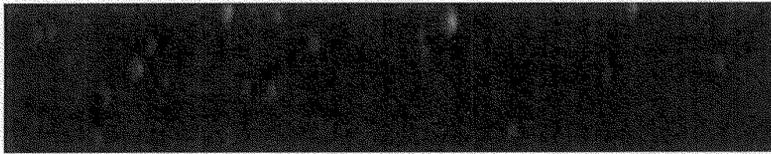
Questionnaire Name **Questionnaire for Appraisee**

Last Submitted On **27-Jun-2014**

Hide Questionnaire

1.	
2.	
3.	
4.	

5.



**Questionnaire: Main Appraiser**

Questionnaire Name **Questionnaire for Main Appraiser**

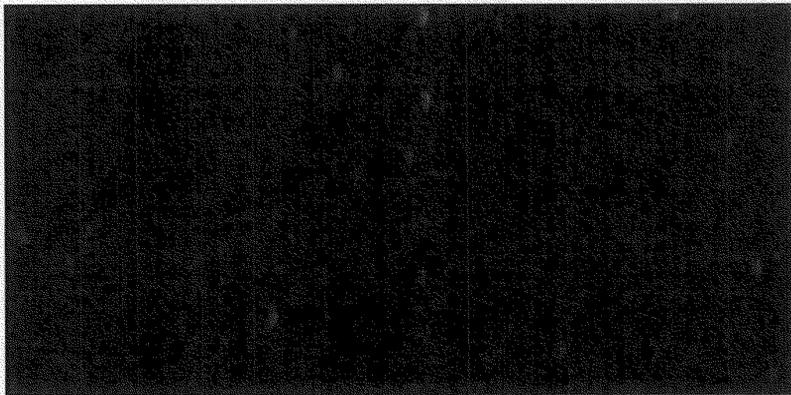
Last Submitted On **13-Aug-2014**

Hide Questionnaire

1.

2.

3.



**Participants**

Details	Full Name	Participation Type	Questionnaire Name	Details	Comments	Participation Status	Last Notified Date	Date Completed
Hide	Karna, Ram	Other Participant	Questionnaire for Participants					
Hide	Don, Paula	Other Participant	Questionnaire for Participants					

**Questionnaire**

1.

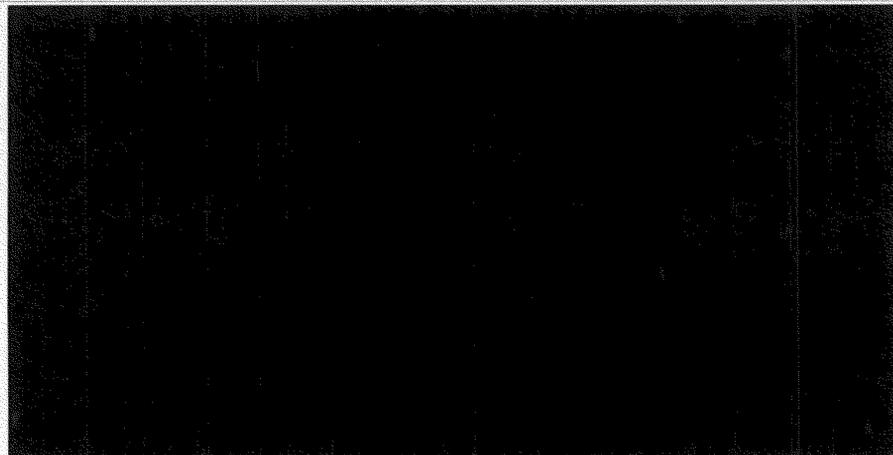
2.

3.

4.

5.

6.



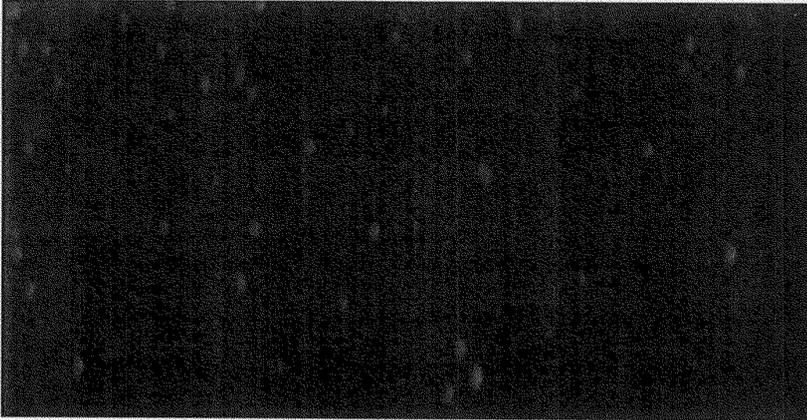
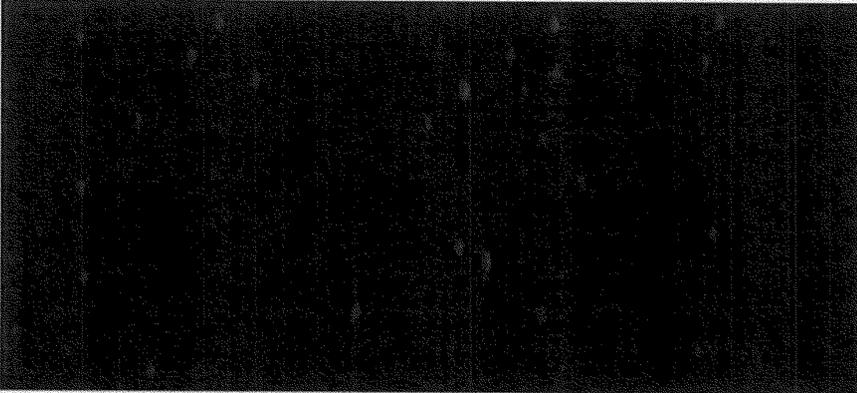
7.	[Redacted]			
8.	[Redacted]			
Hide	DeMartini, Barry	Other Participant	Questionnaire for Participants	[Redacted]

**Questionnaire**

1.	[Redacted]			
2.	[Redacted]			
3.	[Redacted]			
4.	[Redacted]			
5.	[Redacted]			
6.	[Redacted]			
7.	[Redacted]			
8.	[Redacted]			
Hide	Ruppert, Charlie	Other Participant	Questionnaire for Participants	[Redacted]

**Questionnaire**

1.	[Redacted]		
2.	[Redacted]		
3.	[Redacted]		

4.							
5.							
6.							
7.							
8.							
Hide	Caldwell, Pat	Main Appraiser	Questionnaire for Main Appraiser	<input type="checkbox"/>	Completed	01-Aug-2014	13-Aug-2014
<b>Questionnaire</b>							
1.							
2.							
3.							

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EXHIBIT M

Appraisal Review

Employee Name	<b>Winther, Ray</b>	Employee Number	<b>79777</b>
Manager	<b>Caldwell, Pat</b>	Organization Email Address	[REDACTED]
Cost Center	<b>1SM1 - UGBU Dev AS Shared &amp; Integration - ORCL USA</b>	Job	<b>10841.QA Analyst 5- ProdDev.PRODEV.TECHQA.IC5</b>

Setup Details

Initiator	<b>Winther, Ray</b>	Main Appraiser	<b>Caldwell, Pat</b>
Appraisal Period Start Date	<b>01-Jun-2014</b>	Appraisal Creation Date	<b>21-Aug-2015</b>
Appraisal Period End Date	<b>31-May-2015</b>	Appraisal Review Discussion Date	<b>18-Aug-2015</b>
Template	<b>FY15 Appraisal Template</b>		

Overall Rating and Comments

Overall Rating  
Overall Comments

Appraisee Feedback



Details Shared with Appraisee

- Overall Rating
- Overall Comments
- Participant Comments
- Participant Names
- Participant Ratings

Competency Ratings

Show All Details | Hide All Details

Details Competencies and Target Levels

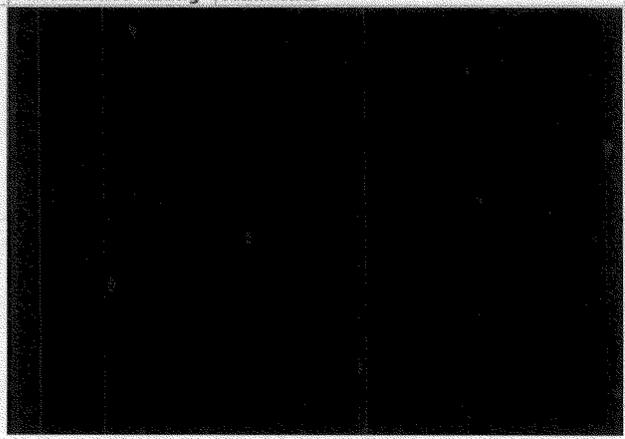
Hide Core.Business.Professional & Technical Depth and Credibility

Participant Ratings

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
---------	-------------	--------------------	--------------------	----------

Show	Caldwell, James P. (Pat)	Main Appraiser	[REDACTED]	[REDACTED]
Show	Winther, Raymond L. (Ray)	Appraisee	[REDACTED]	[REDACTED]





Hide Core.Business.Project Management

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

Hide Core.Professional.Adapting to Change

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

Hide Core.Professional.Business Ethics

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

Hide Core.Professional.Communication

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

Hide Core.Professional.Personal Drive

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

Hide Core.Professional.Problem Solving

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

Hide Core.Professional.Quality

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

Hide Core.Professional.Results Orientation

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		



Hide Core,Professional,Teamwork

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

Hide Functional,Development,Functional Testing

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

**Objectives**

Show All Details | Hide All Details

Details	Objective Name	Start Date	Target Completion Date	Achievement Date	Comments
Hide	2015 - Improve Quality Testing processes across the UGBU applications suite	01-Jun-2014	31-May-2015	31-May-2015	

**Additional Details**

Created by	Winther, Raymond L. (Ray)
Aligned With Detail	
Success Criteria	



**Performance Ratings**

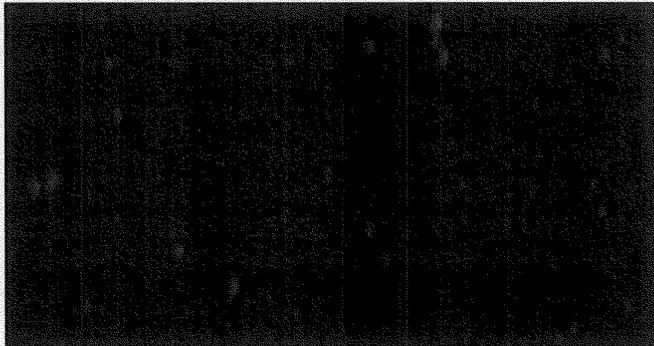
Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Caldwell, Pat	Main Appraiser	[REDACTED]	[REDACTED]
<b>Additional Details</b>				
Hide	Winther, Ray	Appraisee	[REDACTED]	[REDACTED]
<b>Additional Details</b>				

Hide	2015 - Timely delivery of committed product roadmap deliverables	01-Jun-2014	31-May-2015	31-May-2015	
------	--	-------------	-------------	-------------	--

**Additional Details**

Created By **Winther, Raymond L. (Ray)**  
 Aligned With Detail



Success Criteria

**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Caldwell, Pat	Main Appraiser	[REDACTED]	[REDACTED]
<b>Additional Details</b>				
Hide	Winther, Ray	Appraisee	[REDACTED]	[REDACTED]
<b>Additional Details</b>				

Hide	2015 - WAMv1: Maintain high levels of customer satisfaction and ensure reference-ability of new releases	01-Jun-2014	31-May-2015	31-May-2015	
------	--	-------------	-------------	-------------	--

**Additional Details**

Created By **Winther, Raymond L. (Ray)**  
 Aligned With  
 Detail  
 Success Criteria

**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Caldwell, Pat	Main Appraiser	[REDACTED]	[REDACTED]

**Additional Details**

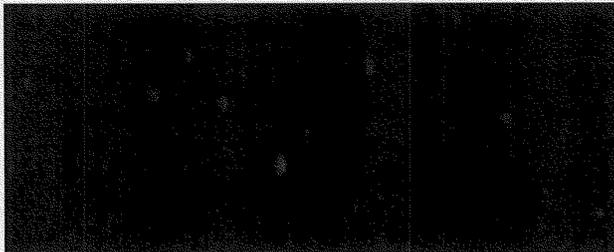
Hide	Winther, Ray	Appraisee	[REDACTED]	[REDACTED]
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**Additional Details**

Hide	2016 - Timely delivery of committed product roadmap deliverables	01-Jun-2015	31-May-2016		
------	--	-------------	-------------	--	--

**Additional Details**

Created By **Winther, Raymond L. (Ray)**  
 Aligned With  
 Detail



Success Criteria

**Performance Ratings**

Details	Participant	Participation Type	Appraised Performance	Comments
	No results found.			

Hide	2016 - WAMv1: Maintain high levels of customer satisfaction and ensure reference-ability of new releases	01-Jun-2015	31-May-2016		
------	--	-------------	-------------	--	--

**Additional Details**

Created By **Winther, Raymond L. (Ray)**  
 Aligned With  
 Detail  
 Success Criteria

**Performance Ratings**

Details Participant	Participation Type	Appraised Performance	Comments
No results found.			

**Questionnaire: Appraisee**

Questionnaire Name **Questionnaire for Appraisee**

Last Submitted On **24-Aug-2015**

Hide Questionnaire

1.	
2.	
3.	
4.	
5.	

**Questionnaire: Main Appraiser**

Questionnaire Name **Questionnaire for Main Appraiser**

Last Submitted On **27-Aug-2015**

Hide Questionnaire

1.	
2.	
3.	

**Participants**

Details Name	Participation Type	Questionnaire Name	Details Comments	Participation Status	Last Notified Date	Date Completed
Hide Caldwell, Pat	Main Appraiser	Questionnaire for Main Appraiser		Completed	27-Aug-2015	27-Aug-2015

**Questionnaire**

1.	[REDACTED]
2.	[REDACTED]
3.	[REDACTED]

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EXHIBIT N



**Appraisal Review**

Employee Name **Winther, Ray**  
 Manager **Caldwell, Pat**  
 Cost Center **1SM1 - UGBU Dev AS  
 Shared & Integration -  
 ORCL USA**

Employee Number **79777**  
 Organization Email Address [REDACTED]  
 Job **10841.QA Analyst 5-  
 ProdDev.PRODEV.TECHQA.IC5**

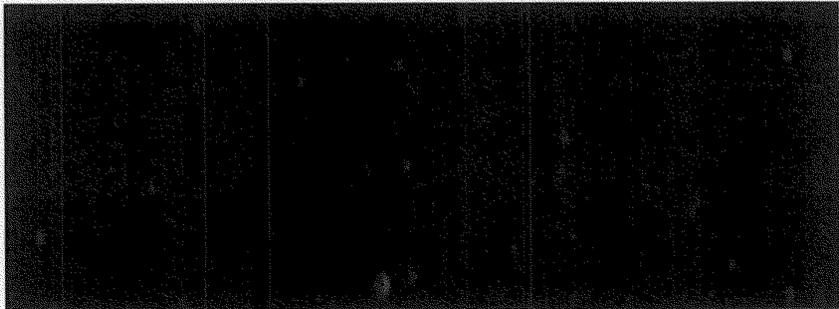
**Setup Details**

Initiator **Winther, Ray** Main Appraiser **Caldwell, Pat**  
 Appraisal Period Start Date **01-Jun-2016** Appraisal Creation Date **28-Jun-2017**  
 Appraisal Period End Date **31-May-2017** Appraisal Review Discussion Date **23-Aug-2017**  
 Template **FY17 Appraisal Template**

**Overall Rating and Comments**

Overall Rating  
 Overall Comments

Appraisee Feedback



**Details Shared with Appraisee**

- Overall Rating
- Overall Comments
- Participant Comments
- Participant Names
- Participant Ratings

**Competency Ratings**

Show All Details | Hide All Details

**Details Competencies and Target Levels**

Hide Core.Change Agility.

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser	[REDACTED]	[REDACTED]
Show	Winther, Raymond L. (Ray)	Appraisee	[REDACTED]	[REDACTED]

--	--	--

Hide Core.Collaboration.

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

Hide Core.Communicating for Impact.

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

Hide Core.Competitive Edge.

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

Hide Core.Inspirational Leadership.

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

working relationships.

Hide Core.Mastering Complexity.

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

Hide Core.Performance Drive & Execution.

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

Hide Functional.Development.Functional Testing

**Participant Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Performance Rating	Comments
Show	Caldwell, James P. (Pat)	Main Appraiser		
Show	Winther, Raymond L. (Ray)	Appraisee		

**Objectives**

Show All Details | Hide All Details

Details	Objective Name	Start Date	Target Completion Date	Achievement Date	Comments
Hide	FY2017: Complete strategic, committed product releases	01-Jun-2016	31-May-2017	31-May-2017	

**Additional Details**

Created By **Winther, Raymond L. (Ray)**  
Aligned With  
Detail - **WAM v2.1.1 SP1 cloud**  
- **WAM v2.2**  
- **WAM v2.2 Cloud**

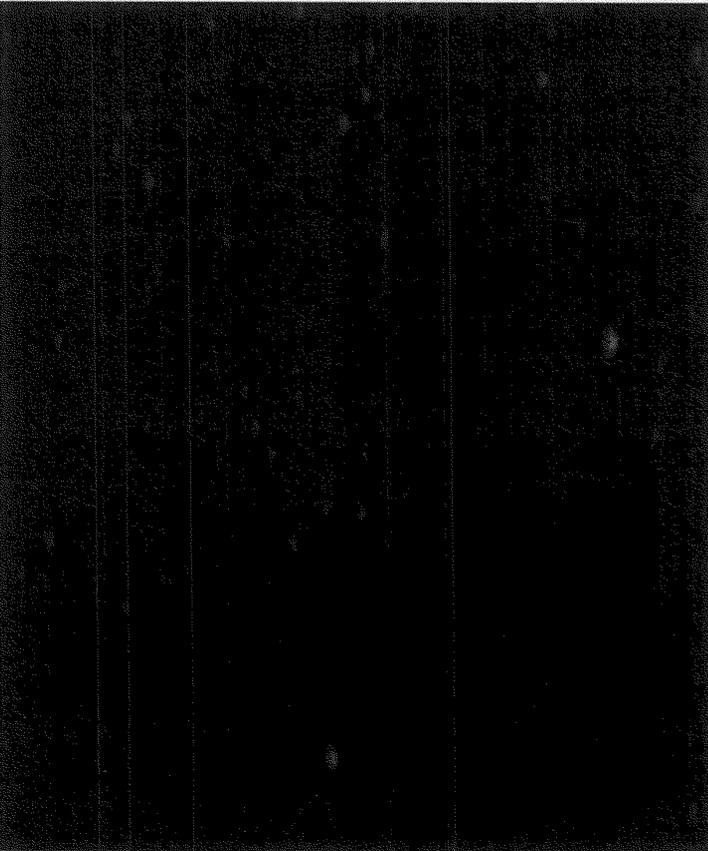
Success Criteria

**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Caldwell, Pat	Main Appraiser		

**Additional Details**

Hide	Winther, Ray	Appraisee		
------	--------------	-----------	---	--

**Additional Details**

Hide	FY2017: Design/Develop automated tests	01-Jun-2016	31-May-2017		
------	--	-------------	-------------	--	--

**Additional Details**

Created By **Winther, Raymond L. (Ray)**  
Aligned With  
Detail  
Success Criteria **Design/develop automated tests for v2.2 and v2.2 SP1 assigned enhancements**

**Performance Ratings**

Show All Details | Hide All Details

Details	Participant	Participation Type	Appraised Performance	Comments
Hide	Caldwell, Pat	Main Appraiser		
<b>Additional Details</b>				
Hide	Winther, Ray	Appraisee		

**Additional Details**

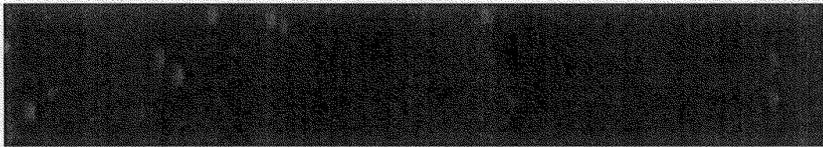
**Questionnaire: Appraisee**

Questionnaire Name **Questionnaire for Appraisee**

Last Submitted On **30-Jun-2017**

Hide Questionnaire

1.	
2.	
3.	
4.	

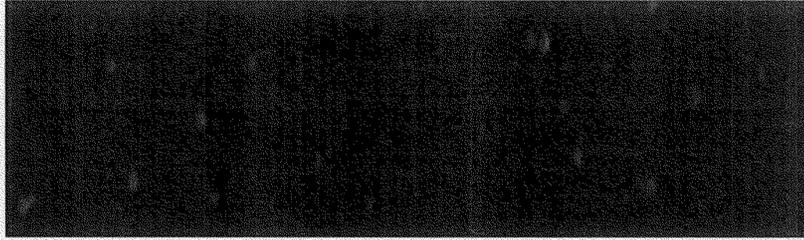
5. 

**Questionnaire: Main Appraiser**

Questionnaire Name **Questionnaire for Main Appraiser**

Last Submitted On **27-Aug-2017**

Hide Questionnaire

1. 

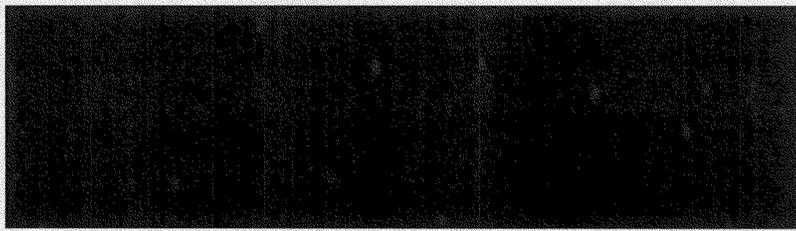
2. 

3. 

**Participants**

	Full Name	Participation Type	Questionnaire Name	Details	Comments	Participation Status	Last Notified Date	Date Completed
Hide	Caldwell, Pat	Main Appraiser	Questionnaire for Main Appraiser	<input type="checkbox"/>		Completed	27-Aug-2017	27-Aug-2017

**Questionnaire**

1. 

2. 

3. 

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12 Attorneys for Defendant  
ORACLE AMERICA, INC.

13 SUPERIOR COURT OF THE STATE OF CALIFORNIA  
14 COUNTY OF SAN MATEO  
15

16 RONG JEWETT, SOPHY WANG, XIAN  
17 MURRAY, ELIZABETH SUE PETERSEN,  
18 MARILYN CLARK AND MANJARI KANT,  
individually and on behalf of all others  
19 similarly situated,

20 Plaintiffs,

21 v.

22 ORACLE AMERICA, INC.

23 Defendant.  
24  
25  
26  
27  
28

Case No. 17CIV02669

**DECLARATION OF STEVEN  
MIRANDA IN SUPPORT OF  
DEFENDANT ORACLE AMERICA,  
INC.'S MOTIONS FOR SUMMARY  
JUDGMENT OR, IN THE  
ALTERNATIVE, SUMMARY  
ADJUDICATION**

**FILED BY FAX**

MIRANDA DECLARATION

4163-7888-7193.1

1 I, Steven Miranda, declare as follows:

2 1. I am the Executive Vice President of Oracle Applications Product Development.

3 In that position, I am responsible for leading the product strategy, product development, and  
4 product delivery for Oracle's portfolio of applications and related services. I have held this  
5 position since 2006. I have worked at Oracle America, Inc. since 1992. Since 1992, I have held  
6 the following positions: Applications Engineer, Development Manager, Group Manager,  
7 Director, Senior Director, Vice President and Senior Vice President. I have personal knowledge  
8 of the matters contained in this declaration. If called as a witness, I could and would testify  
9 competently as follows.

10 2. In my role as Executive Vice President of Oracle Applications Product  
11 Development, I am familiar with the wide array of products and services Oracle develops,  
12 enhances, and offers to its customers. These products and services vary in several ways,  
13 including but not limited to target industry, customer type (consumer or enterprise), and  
14 technology. For example, at a very high level, many of Oracle's products and services can be  
15 thought of in four broad categories, each layered on top of one another: (1) Applications, (2)  
16 Middleware, (3) Database, and (4) Infrastructure. Generally speaking, Applications is responsible  
17 for developing, enhancing and servicing products and services for outside, third-party users  
18 (typically employers) such as accountants, human resource departments, payroll departments and  
19 sales departments. Database encompasses everything from Oracle's on premise database  
20 management platforms to new, cutting-edge, autonomous, and cloud-based data management  
21 systems. Middleware refers to the operating systems that allow Oracle's Applications and  
22 Database systems to function. And finally, Infrastructure refers to the physical hardware that  
23 interfaces with the Infrastructure. Even within these four broad categories, however, products  
24 and services vary greatly, depending on a variety of factors including those listed above.

25 3. Oracle's wide array of products and services translates to a similarly diverse set of  
26 skills, duties, and responsibilities among Oracle employees, depending upon the product or  
27 service (or the component of a product or service) on which an employee works. Stated another  
28

- 1 -

MIRANDA DECLARATION

4163-7888-7193.1

1 way, just as the technologies themselves differ, so do the skills, duties and responsibilities needed  
2 to develop, enhance, modify, support or service those products and services. This can be true  
3 whether or not employees share the same job title. A developer who works on Middleware or  
4 Infrastructure generally needs familiarity (to differing degrees) with how the underlying hardware  
5 functions; a developer working exclusively on Applications, by contrast, may work at a level far  
6 removed from the hardware and thus may not need that same knowledge, although she would  
7 need to be familiar with other tools and techniques to develop and shape the software that creates  
8 that interface that the end user sees and works within. By way of very rough analogy, a mechanic  
9 who works on the body or exterior of a car needs very different knowledge and skills than one  
10 who fixes transmissions.

11 4. Many software developers across Oracle may have responsibility for "coding" at a  
12 high level. But the tools and computer languages they use to perform this coding work differs, as  
13 does the coding work itself, and knowledge and proficiency with the differing tools and languages  
14 are generally not fungible and take time and effort to learn and master. Similarly, some  
15 developers (namely, some of those who work in Applications) are responsible for writing  
16 business rules or building user interfaces, and often must have domain- or industry-specific  
17 knowledge in order to perform their work. Others (including developers on the Database teams)  
18 instead write algorithms that govern the data storage and management systems from which the  
19 Applications draw, and whose content they process and present to end users. The work  
20 performed to achieve these tasks is highly specialized and disparate, and employees responsible  
21 for those tasks (even if they share the same job title) often do not perform similar work. Again by  
22 way of very rough analogy, a mechanic who fixes transmissions for a semi needs different  
23 knowledge and employs different skills than a mechanic who fixes transmissions for race cars, or  
24 hybrid-electric passenger vehicles.

25 5. By way of another example, even among developers responsible for user interfaces  
26 or business rules (*i.e.*, Applications developers), employees often need to have functional  
27 knowledge of the type of user interface or business rule they are developing in order to perform  
28

1 their work. To take just one example, Oracle offers applications used by its customers to process  
2 payroll, and others that its customers use for accounting (*e.g.*, management of balance sheets and  
3 accounts payable and receivable). Developers working on the payroll applications need to be  
4 conversant with payroll “business rules,” *e.g.*, the required deductions and taxes. Developers  
5 working on the accounting applications, by contrast, must be familiar with accounting principles  
6 *e.g.*, GAAP Rules, so that the application will be of use to accountants. This type of specialized  
7 knowledge is not needed or developed across all applications. Indeed, the specialized knowledge  
8 needed for the payroll applications are generally not transferrable to the accounting applications,  
9 and vice versa.

10 6. I understand that several of the named plaintiffs in this case worked on aspects of  
11 Oracle Fusion Applications. Oracle Fusion Applications is a portfolio of cloud-based enterprise  
12 application software. Built to work with other enterprise and industry applications, Oracle Fusion  
13 Applications automate business processes and support better decision-making, while preserving  
14 customer choice of solutions and reducing IT costs. Many of its products are among those Oracle  
15 products in highest customer demand. Fusion Applications offers technology across seven core  
16 product areas: Financial Management, Procurement, Project Portfolio Management, Customer  
17 Relationship Management, Supply Chain Management, Human Capital Management, and  
18 Governance Risk and Compliance. The Human Capital Management (“HCM”) product line assists  
19 customers in managing their human resources. There are three primary products within HCM:  
20 Payroll, Compensation, and Global HR. These products are in turn comprised of various  
21 modules—for example, the Compensation product includes budgeting and salary modules. Among  
22 Oracle’s most important missions is to be a leader in innovation, providing its customers with  
23 cutting-edge technology to serve their evolving business needs. Paramount to this objective is  
24 ensuring Oracle’s products perform reliably, integrate seamlessly, and are fully supported.

25 7. Because not all products and services have the same value or profitability to  
26 Oracle, the value of the skills, duties, and responsibilities necessary to develop, enhance, or  
27 service Oracle’s wide array of products and services also differs and changes over time. For  
28

1 example (and there are plenty more), twenty years ago, employees skilled in Siebel technologies  
2 were highly sought after in the marketplace. Today, by contrast, there is high demand for (and  
3 comparatively limited supply of) employees with experience specifically in cloud-based  
4 technologies and artificial intelligence. As technology continually changes and develops, the  
5 competition and market demand for employees skilled in the latest technologies also changes,  
6 meaning the value to Oracle of various skills, duties and knowledge also fluctuates over time.

7 8. Oracle organizes its business, teams, and employees through a financial and  
8 accounting hierarchy. This financial and accounting hierarchy mirrors the managerial hierarchy at  
9 a high level but often diverges from the managerial hierarchy at a more granular level. That  
10 divergence occurs because managers may oversee more than one product team, as that team is  
11 defined for purposes of the financial and accounting hierarchy. Conversely, what is a single product  
12 team for financial and accounting purposes may have multiple managers. At the most granular  
13 level of the financial and accounting hierarchy, "cost centers" (sometimes called "organizations")  
14 are used for purposes of tracking budget and other financial outcomes. A cost center can encompass  
15 a single product or service team, but not every product or service team has its own cost center. Cost  
16 centers each roll up to what is known as a "leaf line of business," and in turn further roll up into a  
17 company-wide financial and accounting hierarchy (also known as an "organizational" hierarchy).

18 9. Attached as Exhibit A is a true and correct copy of Oracle's external-facing webpage  
19 "Oracle: Products A-Z," available at <https://www.oracle.com/products/oracle-a-z.html>.

20 10. Attached as Exhibit B is a true and correct copy of Oracle's external-facing  
21 webpage "Oracle: Strategic Acquisitions," available at  
22 <https://www.oracle.com/corporate/acquisitions/>.

23 11. Attached as Exhibit C is a true and correct copy of Oracle's external-facing  
24 webpage "Oracle: Acquired Products A-Z," available at  
25 <https://www.oracle.com/products/acquired-a-z.html>.

1           12. Attached as Exhibit D is a true and correct copy of Oracle's external-facing webpage  
2 "Oracle: What is CRM?," available at [https://www.oracle.com/applications/customer-](https://www.oracle.com/applications/customer-experience/what-is-crm.html)  
3 [experience/what-is-crm.html](https://www.oracle.com/applications/customer-experience/what-is-crm.html).

4           I declare under penalty of perjury under the laws of the United States of America and the  
5 State of California that the foregoing is true and correct.  
6

7           Executed at Redwood Shores, California on January 17, 2019.  
8

9   
10

11 STEVEN MIRANDA  
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EXHIBIT A

# Products A-Z

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

## A

- Aconex
- AddThis
- Apiary
- API Catalog, Oracle SOA
- API Gateway, Oracle SOA
- API Management, Oracle SOA
- Application Orchestrator, Oracle Communications
- ASAP, Oracle Communications
- ATG Commerce Applications, ATG
- ATG Web Commerce, ATG
- ATG Web Commerce Merchandizing, ATG
- ATG Web Commerce Service Center, ATG
- Accelerate for Midsize Companies
- Access Management, Oracle Fusion Middleware
- Accounts Payable, JD Edwards EnterpriseOne
- Accounts Payable, JD Edwards World
- Accounts Receivable, JD Edwards EnterpriseOne
- Accounts Receivable, JD Edwards World
- Active Data Guard, Oracle Database
- Active Retail Intelligence, Oracle Retail
- Advanced Analytics, Oracle Data Warehouse
- Advanced Benefits, Oracle E-Business Suite
- Advanced Collections, Oracle E-Business Suite
- Advanced Compression, Oracle Database
- Advanced Cost Accounting, JD Edwards EnterpriseOne
- Advanced Inbound Telephony, Oracle E-Business Suite
- Advanced Inventory Management, JD Edwards EnterpriseOne. See Advanced Stock Valuation, JD Edwards EnterpriseOne
- Advanced Outbound Telephony, Oracle E-Business Suite
- Advanced Pricing, Oracle E-Business Suite
- Advanced Pricing, JD Edwards EnterpriseOne
- Advanced Pricing, JD Edwards World
- Advanced Procurement, Oracle E-Business Suite
- Advanced Product Catalog, Oracle E-Business Suite Product Lifecycle Management(Oracle E-Business Suite)
- Advanced Real Estate Forecasting, JD Edwards EnterpriseOne
- Advanced Scheduler, Oracle E-Business Suite
- Advanced Security, Oracle Database
- Advanced Stock Valuation, JD Edwards EnterpriseOne
- Agile Product Lifecycle Management, Agile Product Lifecycle Management
- Agile Product Lifecycle Management for Process, Agile Product Lifecycle Management
- Agreement Management, JD Edwards EnterpriseOne
- Application Foundation, JD Edwards EnterpriseOne. See Advanced Cost Accounting, JD Edwards EnterpriseOne
- Application Development and Maintenance
- Application Express
- Application Integration
- Applications Unlimited
- Assets, Oracle E-Business Suite
- Asset Lifecycle Management, JD Edwards EnterpriseOne
- Asset Lifecycle Management, PeopleSoft
- Australia/New Zealand Payroll, JD Edwards EnterpriseOne
- Audit Vault and Database Firewall, Oracle Database
- AutoVue 2D Professional, Autovue
- AutoVue 3D Professional Advanced, Autovue
- AutoVue EDA Professional, Autovue
- AutoVue Electro-Mechanical Professional, Autovue
- AutoVue Mobile, Autovue
- AutoVue Enterprise Visualization, Autovue
- AutoVue Office, Autovue
- AutoVue Web Version, Autovue

## B

- Banking Contact Center Solutions
- Banking Digital Experience
- Banking Corporate Lending
- Banking Enterprise Collections
- Banking Enterprise Originations
- Banking Liquidity Management
- Banking Payments
- Banking Enterprise Product Manufacturing
- Banking Platform
- Base Configurator, JD Edwards EnterpriseOne. See Configurator, JD Edwards EnterpriseOne
- Berkeley DB
- Big Data, Oracle Database
- Big Data Appliance, Oracle Database
- Big Data Cloud Service, Oracle Database
- Big Data Connectors, Oracle Database
- Big Data Discovery, Oracle Database
- Big Data Platform, Oracle Communications
- Big Data Preparation Cloud Service, Oracle Fusion Middleware
- Big Data SQL, Oracle Database
- Big Data Spatial and Graph, Oracle Database
- Billing and Revenue Management, Oracle Communications
- BPEL Process Manager, Oracle Fusion Middleware
- Branch Scripting, JD Edwards EnterpriseOne
- Budgeting and Planning, Oracle E-Business Suite
- Bulk Stock Inventory, JD Edwards EnterpriseOne
- Bulk Stock Management, JD Edwards World
- Business Analytics
- Business Intelligence, Oracle Fusion Middleware
- Business Intelligence Beans 10g, Oracle Developer Suite
- Business Intelligence Solution, Oracle E-Business Suite
- Business Intelligence Suite—Enterprise Edition Plus, Oracle Fusion Middleware
- Business Intelligence Suite—Standard Edition One, Oracle Fusion Middleware
- Business Intelligence Warehouse Builder, Oracle Data Warehouse
- Business Process Management Suite, Oracle Fusion Middleware
- Buyer Workspace, JD Edwards EnterpriseOne

## C

- Calendar Server, Oracle Communications
- Canadian Payroll, JD Edwards EnterpriseOne
- Canadian Payroll, JD Edwards World
- Campus Solutions, PeopleSoft
- Case Management, JD Edwards EnterpriseOne
- Cash Management, Oracle E-Business Suite
- CDD/Repository, Oracle Rdb
- Cloud Access Security Broker (CASB) Cloud Service
- Cloud Computing
- Cloud File System, Oracle Database
- Oracle Cloud Machine
- Cloud Service, Taleo
- Clusterware
- Codasyl DBMS, Oracle Rdb
- Coherence
- Configurator, JD Edwards EnterpriseOne
- Configurator, Oracle E-Business Suite
- Consulting, Oracle Consulting
- Contact Center Analytics, Oracle Fusion Middleware
- Content Management, Oracle Fusion Middleware
- Converged Application Server, Service Controller, Oracle Communications
- Convergent Charging Controller
- Core Session Manager, Oracle Communications
- Corente Cloud Services Exchange
- Oracle in Corporate Banking
- Oracle CPQ Cloud
- Oracle CPQ Cloud for Channel Partners
- Oracle CPQ Cloud for eCommerce
- Oracle CPQ Cloud for Mid-Market
- Credit Management, Oracle E-Business Suite
- Crystal Ball
- CRM, JD Edwards EnterpriseOne. See Customer Relationship Management, JD Edwards EnterpriseOne
- Crystal Ball
- Customer Experience Analytics, Oracle Communications
- Customer Experience Cloud
- Customer Hub, Master Data Management
- Customer Insight for Financial Services
- Customer Order Management, JD Edwards EnterpriseOne

Overview **Products A-Z** Acquired Products A-Z

## D

- Contracts, Oracle E-Business Suite
- Control Plane Monitor, Oracle Communications
- Converged Application Server, Oracle Communications
- Customer Relationship Management, JD Edwards EnterpriseOne
- Customer Self Service, JD Edwards EnterpriseOne
- Daily Business Intelligence for Human Resources, Oracle E-Business Suite
- Daily Business Intelligence for Procurement, Oracle E-Business Suite
- Daily Business Intelligence for Projects, Oracle E-Business Suite
- Data as a Service for Marketing
- Data as a Service for Sales
- Data Center Transformation
- Data Integrator, Oracle Fusion Middleware
- Data Integrator for Big Data, Oracle Fusion Middleware
- Data Model, Oracle Communications
- Data Masking and Subsetting, Oracle Database
- Data Relationship Management, Oracle Fusion Middleware
- Data Warehouse
- Database
- Database, Automatic Storage Management (ASM)
- Database, Enterprise Edition
- Database, Standard Edition Two
- Database Appliance
- Database Appliance X7-2-HA
- Database Appliance X7-2M
- Database Appliance X7-2S
- Database High Availability, Oracle Database
- Database In-Memory, Oracle Database
- Database Machine, Oracle Database
- Database Migration, Oracle Database
- Database Options
- Database Security
- Database Vault, Oracle Database
- Demand Management, Oracle E-Business Suite
- Demand Scheduling Execution, JD Edwards EnterpriseOne
- Depot Repair, Oracle E-Business Suite
- Design Studio, Oracle Communications
- Developer Studio
- Diameter Signaling Router, Oracle Communications
- Directory Server Enterprise Edition
- Directory Services, Oracle Fusion Middleware
- Discoverer, Oracle Developer Suite
- Distribution Management, JD Edwards World
- Oracle DIVA 150c
- Oracle DIVA Cloud Service
- Oracle DIVAdirector
- Oracle DIVAnet
- Oracle DIVArchive
- Documaker
- Documaker Enterprise Edition
- Documaker Standard Edition
- Dyn Web Application Security Suite
- Dyn Bot Manager, included in Dyn Web Application Security Suite
- Dyn Web Application Firewall (WAF), included in Dyn Web Application Security Suite
- Dyn DDoS Protection, included in Dyn Web Application Security Suite
- Dyn Malware Protection, included in Dyn Web Application Security Suite
- Dynamic Catalog, Siebel

## E

- EAGLE, Oracle Communications
- E-Business Suite
- eEvents, Siebel
- Elastic Charging Engine, Oracle Communications
- Eloqua
- Email Center, Oracle E-Business Suite
- Email Marketing, Siebel
- eMarketing, Siebel
- Enterprise Metadata Management, Oracle Fusion Middleware
- Enterprise Operations Monitor, Oracle Communications
- Enterprise Pack for Eclipse, Developer Tools
- Enterprise Performance Management
- Enterprise Performance Management Cloud
- Enterprise Portal
- Enterprise Repository, Oracle SOA

- Employee Self Service, JD Edwards EnterpriseOne
- Encryption for Fibre Channel Arrays
- Endeca
- Endeca Experience Manager
- Endeca Guided Search
- Enterprise 2.0
- Enterprise Architecture
- Enterprise Communications Broker, Oracle Communications
- Enterprise Data Quality, Oracle Fusion Middleware
- Enterprise Edition, Oracle Database
- Enterprise Manager, Oracle Enterprise Manager
- Oracle Enterprise Manager Plug-in for Oracle ZFS Storage Appliance
- Enterprise Manager Ops Center
- Enterprise Single Sign-On, Oracle Fusion Middleware
- EnterpriseOne Customer Relationship Management, JD Edwards EnterpriseOne. See Customer Relationship Management, JD Edwards EnterpriseOne
- Environmental Accounting and Reporting, JD Edwards EnterpriseOne
- Equipment Cost Analysis, JD Edwards EnterpriseOne
- Essbase, Oracle Business Intelligence
- Event-Driven Architecture Suite, Oracle SOA
- Evolved Communications Application Server, Oracle Communications
- Exadata Database Machine X7, Oracle Database
- Exalogic Elastic Cloud, Oracle Middleware
- Expense Management, JD Edwards EnterpriseOne

## F

- Field Service, Oracle E-Business Suite
- Field Service, Siebel
- Field Service Capacity Cloud Service
- Field Service Cloud
- Field Service Collaboration Cloud Service
- Field Service Core Manage Cloud Service
- Field Service Customer Communication Cloud Service
- Field Service Mobility Cloud Service
- Field Service Routing Cloud Service
- Field Service Smart Location Cloud Service
- Financial Analytics, Oracle Fusion Middleware
- Financial Data Manager, Oracle E-Business Suite
- Financial Management, JD Edwards EnterpriseOne
- Financial Management, JD Edwards World
- Financial Management, PeopleSoft
- Financials Centralized Solution Set, Oracle E-Business Suite
- Financial Services Analytical Applications Infrastructure
- Financial Services Anti Money Laundering
- Oracle Financial Services Anti Money Laundering Event Scoring
- Financial Services Asset Liability Management
- Financial Services Asset Liability Management Analytics
- Financial Services Balance Sheet Planning
- Financial Services Basel Regulatory Capital
- Financial Services BPO Services
- Financial Services Governance and Compliance Management
- Financial Services FRTB Solution
- Financial Services Funds Transfer Pricing
- Financial Services Governance and Compliance Management
- Financial Services Hedge Management and IFRS Valuations
- Financial Services ICAAP Analytics
- Financial Services IFRS 9 Solution
- Financial Services Institutional Performance Analytics
- Financial Services Know Your Customer
- Financial Services Lending and Leasing
- Financial Services Lending and Leasing Cloud Service
- Financial Services Liquidity Risk Management
- Financial Services Loan Loss Forecasting and Provisioning
- Financial Services Market Risk Measurement and Management
- Financial Services Model Risk Management
- Financial Services Operational Risk
- Financial Services Operational Risk Analytics
- Financial Services Operational Risk Economic Capital
- Financial Services Pricing Manager
- Financial Services PrimeSourcing
- Financial Services Profitability Management
- Financial Services Retail Performance Analytics
- Financial Services Regulatory Reporting Solution

Analytics

- Financial Services CECL Solution
- Financial Services Common Reporting Standard
- Financial Services Crime and Compliance Studio
- Financial Services Compliance Regulatory Reporting
- Financial Services Currency Transaction Reporting
- Financial Services Customer Screening
- Financial Services Data Foundation
- Financial Services Data Governance for US Regulatory Reporting
- Financial Services Economic Capital Advanced
- Financial Services Energy and Commodity Trading Compliance
- Financial Services Enterprise Case Management
- Financial Services Enterprise Financial Performance Analytics
- Financial Services Enterprise Stress Testing and Capital Planning Analytics
- Financial Services Foreign Account Tax Compliance Act Management
- Financial Services Fraud
- Financial Services FRTB Solution
- Financial Services Funds Transfer Pricing

- Financial Services Revenue Management and Billing Cloud Service
- Financial Services Trading Compliance
- Financial Services Transaction Filtering
- Financials, Oracle E-Business Suite
- Financing, Oracle Financing
- Fixed Asset Accounting, JD Edwards EnterpriseOne
- Fixed Assets, JD Edwards World
- FLEXCUBE Corporate Lending
- FLEXCUBE Direct Banking
- FLEXCUBE Enterprise Limits and Collateral Management
- FLEXCUBE Investor Servicing
- FLEXCUBE Islamic Banking
- FLEXCUBE Private Banking
- FLEXCUBE Universal Banking
- Forms, Oracle Developer Suite
- Fraud Monitor, Oracle Communications
- Oracle Fujitsu SPARC M12-1
- Oracle Fujitsu SPARC M12-2
- Oracle Fujitsu SPARC M12-2S
- Fujitsu M10-1 Server
- Fujitsu M10-4S Server

G

- General Accounting, JD Edwards World
- General Ledger, JD Edwards EnterpriseOne
- General Ledger, Oracle E-Business Suite
- GlassFish Server
- Global Human Resources, Fusion
- Global Payroll, Fusion

- Global Payroll Interface, Fusion
- GoldenGate, Oracle Fusion Middleware
- Oracle GoldenGate Cloud Service, Oracle Fusion Middleware
- Grower Pricing and Payments, JD Edwards EnterpriseOne

H

- Health Insurance Enterprise Rating
- Health Insurance Solutions
- Health Sciences Central Coding
- Health Sciences Central Designer
- Health Sciences Empirica Signal
- Health Sciences Empirica Study On Demand
- Health Sciences Empirica Topics
- Health Sciences InForm GTM
- Health Sciences IRT On Demand
- Healthcare Foundation
- Healthcare Precision Medicine

- Hospitality Symphony
- Hospitality Symphony First Edition
- Hospitality Symphony Venue Management
- Hospitality Suite8 Hotel Property (Available in EMEA and JAPAC only)
- Hospitality Suites Management
- Hospitality Web Booking Engine Cloud Service
- Hospitality Web Proposal Cloud Service
- Hospitality XBR<sup>®</sup> Loss Prevention
- Homebuilder Management, JD Edwards World
- HR Intelligence, Oracle E-Business Suite. See Daily Business Intelligence for Human Resources Oracle E-Business Suite

Overview **Products A-Z** Acquired Products A-Z

- [HelpDesk, Siebel](#)
- [Oracle Hierarchical Storage Manager \(formerly StorageTek Storage Archive Manager\)](#)
- [Homebuilder Management, JD Edwards EnterpriseOne](#)
- [Hospitality Dining Management](#)
- [Hospitality Distribution Cloud Service](#)
- [Hospitality e7 Point of Sale](#)
- [Hospitality Fleet Management](#)
- [Hospitality Gift and Loyalty](#)
- [Hospitality Hotel Mobile](#)
- [Hospitality Inventory Management](#)
- [Hospitality Kitchen Display Systems](#)
- [Hospitality Labor Management](#)
- [Hospitality OPERA Booking Engine](#)
- [Hospitality OPERA Central Sales Cloud Service](#)
- [Hospitality OPERA Cloud Service](#)
- [Hospitality OPERA Customer Loyalty Tracking Cloud Service](#)
- [Hospitality OPERA Reporting and Analytics](#)
- [Hospitality OPERA Reservation System GDS Interface Cloud Service](#)
- [Hospitality OPERA Room Reservations Cloud Service](#)
- [Hospitality OPERA Sales and Catering Cloud Service](#)
- [Hospitality OPERA Vacation Ownership System](#)
- [Hospitality OPERA Web Suite System](#)
- [Hospitality Reporting and Analytics](#)
- [Hospitality RES 3700](#)
- [Hospitality Shipboard Property Management](#)
- [Human Capital Management, JD Edwards EnterpriseOne](#)
- [Human Capital Management, JD Edwards World](#)
- [Human Capital Management, PeopleSoft](#)
- [Human Capital Management Cloud](#)
- [Human Resources, Oracle E-Business Suite](#)
- [Human Resources Analytics, Oracle Fusion Middleware](#)
- [Human Resources Management, Oracle E-Business Suite](#)
- [Human Resources Management, JD Edwards EnterpriseOne](#)
- [Human Resources Management, JD Edwards World](#)
- [Hyperion Capital Expense Planning, Oracle Fusion Middleware](#)
- [Hyperion Data Relationship Management, Oracle Fusion Middleware](#)
- [Hyperion Financial Management, Oracle Fusion Middleware](#)
- [Hyperion Financial Reporting, Oracle Fusion Middleware](#)
- [Hyperion Interactive Reporting, Oracle Fusion Middleware](#)
- [Hyperion Performance Management Applications, Oracle Fusion Middleware](#)
- [Hyperion Performance Scorecard, Oracle Fusion Middleware](#)
- [Hyperion Planning, Oracle Fusion Middleware](#)
- [Hyperion Strategic Finance, Oracle Fusion Middleware](#)
- [Hyperion Web Analysis, Oracle Fusion Middleware](#)
- [Hyperion Workforce Planning, Oracle Fusion Middleware](#)
- [Identify Cloud Service](#)
- [Identify Governance, Oracle Fusion Middleware](#)
- [Identify Management, Oracle Fusion Middleware](#)
- [Incentive Compensation, Oracle E-Business Suite](#)
- [Intelligence, Oracle E-Business Suite. See DBI \(Daily Business Intelligence\), Oracle E-Business Suite](#)
- [Instantis EnterpriseTrack, Primavera](#)
- [Insurance Bancassurance Solution](#)
- [Insurance Calculation Engine](#)
- [Insurance Data Exchange](#)
- [Insurance Data Foundation](#)
- [Insurance Insbridge Enterprise Rating](#)
- [Insurance Policy Administration for Life and Annuity](#)
- [Interaction Center, Oracle E-Business Suite](#)
- [Interactive Session Recorder, Oracle Communications](#)
- [Internet Expenses, Oracle E-Business Suite](#)
- [Internet of Things](#)
- [Inventory Management, JD Edwards EnterpriseOne](#)
- [Inventory Management, JD Edwards World](#)
- [Inventory Management Base, JD Edwards EnterpriseOne. See Inventory Management, JD Edwards EnterpriseOne](#)
- [IP Service Activator, Oracle Communications](#)
- [iReceivables, Oracle E-Business Suite](#)
- [iRecruitment, Oracle E-Business Suite](#)
- [iStore, Oracle E-Business Suite](#)
- [iSupport, Oracle E-Business Suite](#)

J

- Java
- Java DB
- Java Card
- Java ME for Embedded
- Java ME SDK
- Java Platform Enterprise Edition
- Java Platform Micro Edition
- Java Platform Standard Edition
- Java SE Advanced and Java SE Suite
- Java SE for Embedded
- Java TV
- Java Wireless Client
- JRockit
- JD Edwards EnterpriseOne, JD Edwards EnterpriseOne
- JD Edwards World, JD Edwards World
- JDeveloper, Oracle Developer Tools

K

- Key Vault, Oracle Database

L

- Label Security, Oracle Database
- Learning Management, Oracle E-Business Suite
- Lease Management, Oracle E-Business Suite
- Linux
- Logistics, JD Edwards EnterpriseOne
- Loyalty Analytics, Oracle Fusion Middleware
- Loyalty Management, Siebel
- LWUIT

M

- Management Pack for Oracle Data Integrator, Oracle Fusion Middleware
- Manager Self Service, JD Edwards EnterpriseOne
- Manufacturing, JD Edwards EnterpriseOne
- Manufacturing Management, JD Edwards World
- Marketing, Oracle E-Business Suite
- Marketing, Siebel
- Marketing Analytics, Oracle Fusion Middleware
- Marketing Resource Management, Siebel
- Master Data Management
- Maxymiser
- MetaSolv Solution, Oracle Communications
- MICROS Tablet 720
- MICROS Workstation 6
- Microsoft
- Middleware
- MiniCluster S7-2
- Mobile Field Service, Oracle E-Business Suite
- Mobile Sales, Siebel
- Mobile Security, Oracle Fusion Middleware
- Mobile Solutions, Siebel
- Modern Best Practice for Insurance
- Multi-Currency, JD Edwards World
- Multitenant, Oracle Database
- MySQL
- MySQL Cluster
- MySQL Community Server
- MySQL Embedded (OEM/ISV)
- MySQL Enterprise

N

- NoSQL Database
- NetBeans
- Netra Server X5-2
- Netra SPARC S7-2
- Network Integrity, Oracle Communications
- Network Intelligence, Oracle Communications
- Network Resource Management, Oracle Communications



Communications

O

- OLAP, Oracle Data Warehouse
- On Demand, Oracle On Demand
- Open Source and Open Standards
- OpenSSO
- Operations Monitor, Oracle Communications
- Operational Sourcing, JD Edwards EnterpriseOne
- Utilities Opower Peak Management Cloud Service
- Utilities Opower Customer Service Interface Cloud Service
- Utilities Opower Digital Self Service Cloud Service
- Utilities Opower Energy Efficiency Cloud Service
- Utilities Opower Proactive Alerts Cloud Service
- Ops Center Provisioning and Patch Automation (PDF)
- Ops Center Virtualization Management Pack (PDF)
- Orders and Inventory Management
- Oracle Applications Cloud
- Oracle Ethernet Switch ES2-64
- Oracle Key Manager 3
- Oracle OpenStack
- Oracle OpenStack for Oracle Solaris
- Oracle Quad Port 10GBase-T Adapter
- Oracle Quad 10 Gb Ethernet Adapter or Oracle Dual 40 Gb Ethernet Adapter
- Oracle Real-Time Scheduler
- Oracle Server X7-8
- Oracle Server X7-2
- Oracle Server X7-2L
- Oracle Server X5-4
- Oracle Server X5-8
- Oracle Server X6-2
- Oracle Server X6-2L
- Oracle ZFS Storage ZS5-2
- Oracle ZFS Storage ZS5-4
- Oracle ZFS Storage ZS3-BA
- Order and Service Management, Oracle Communications
- Order Management, Oracle E-Business Suite

P

- Partitioning, Oracle Data Warehouse
- Partner Analytics, Siebel
- Partner Management, Oracle E-Business Suite
- Partner Manager, Siebel
- Partner Portal, Siebel
- Payables, Oracle E-Business Suite
- Payments, Oracle E-Business Suite
- Payroll, Oracle E-Business Suite
- PeopleSoft, PeopleSoft
- PeopleTools, PeopleSoft
- Performance Intelligence Center, Oracle Communications
- Performance Management, Fusion
- Planning and Budgeting, JD Edwards World
- Plant and Equipment Maintenance Management, JD Edwards World
- Policy Automation
- Policy Management, Oracle Communications
- Portfolio Management, Primavera Enterprise Project Portfolio Management
- Premier Support for Software, Oracle Support
- Premier Support for Systems, Oracle Support
- Procurement Management, JD Edwards World
- Procurement Intelligence, Oracle E-Business Suite. See Daily Business Intelligence for Procurement, Oracle E-Business Suite
- Product and Catalog Management, Siebel
- Product Costing/Manufacturing Accounting, JD Edwards World
- Product Hub, Master Data Management
- Product Lifecycle Management, Oracle E-Business Suite
- Product Variants, JD Edwards EnterpriseOne
- Production and Distribution Planning, JD Edwards EnterpriseOne
- Production Scheduling, JD Edwards EnterpriseOne
- Production Scheduling—Process, JD Edwards EnterpriseOne. See Production Scheduling, JD Edwards EnterpriseOne
- Project Billing, Oracle E-Business Suite
- Project Portfolio Analysis, Oracle Oracle E-Business Suite
- Project Portfolio Management, PeopleSoft
- Project Collaboration, Oracle E-Business Suite
- Project Contracts, Oracle E-Business Suite
- Project Costing, JD Edwards EnterpriseOne

- Primavera P6 Professional Project Management
- Primavera Risk Analysis
- Primavera Submittal Exchange
- Primavera Unifier
- Oracle Private Cloud Appliance (formerly Virtual Compute Appliance)
- Oracle Process Cloud Service
- Procurement and Spend Analytics, Oracle Fusion Middleware
- Procurement and Subcontract Management, JD Edwards EnterpriseOne
- Procurement and Supplier Relationship Management, PeopleSoft
- Project Intelligence, Oracle E-Business Suite. See Daily Business Intelligence for Projects, Oracle E-Business Suite
- Project Management, JD Edwards EnterpriseOne
- Project Planning and Control, Oracle E-Business Suite
- Project Portfolio Management, Instantis EnterpriseTrack
- Project Portfolio Analysis, Oracle E-Business Suite
- Project Resource Management, Oracle E-Business Suite
- Projects, Oracle E-Business Suite
- Property Management, JD Edwards World
- Proposals, Oracle E-Business Suite
- Public Cloud

Q

- Quality, JD Edwards EnterpriseOne. See Quality Management, JD Edwards EnterpriseOne
- Quality Management, JD Edwards EnterpriseOne
- Quote and Order Lifecycle Management, Siebel
- Quoting, Oracle E-Business Suite

R

- Rapid Offer Design and Order Delivery, Oracle Communications
- Rdb
- Real Application Clusters, Oracle Database
- Real Application Clusters One Node, Oracle Database
- Real Application Testing, Oracle Database
- Real Estate Management, JD Edwards EnterpriseOne
- Real Time Decisions, Oracle Fusion Middleware
- Real User Experience Insight, Oracle Enterprise Manager
- Receivables, Oracle E-Business Suite
- Reports
- Requirements Planning, JD Edwards EnterpriseOne
- Requirements Planning, JD Edwards World
- Revenue Management and Billing for Payment Processors
- Retail Allocation, Oracle Retail
- Retail Business Intelligence Accelerator, Oracle Retail
- Retail Category Management, Oracle Retail
- Retail Corporate Administration, Oracle Retail
- Retail Data Model, Oracle Data Warehouse
- Retail Extract, Transform, and Load, Oracle Retail
- Retail Integration Bus, Oracle Retail
- Retail Integrator, Oracle Retail
- Retail Invoice Matching, Oracle Retail
- Retail Merchandise Financial Planning, Oracle Retail
- Retail Merchandise Operations Management, Oracle Retail
- Retail Price Management, Oracle Retail
- Retail Price Optimization, Oracle Retail
- Retail Sales Audit, Oracle Retail
- Retail Space Optimization, Oracle Retail
- Retail Store Inventory Management, Oracle Retail
- Retail Trade Management, Oracle Retail
- Revenue Management and Billing for Banking
- RightNow Chat Cloud Service, Oracle RightNow
- RightNow Email Management Cloud Service, Oracle RightNow
- RightNow Innovation Community Cloud Service, Oracle RightNow
- RightNow Mobile Cloud Service, Oracle RightNow
- RightNow Self Service for Facebook Cloud Service, Oracle RightNow
- RightNow Social Experience, Oracle RightNow
- RightNow Social Monitor Cloud Service, Oracle RightNow
- RightNow Support Community Cloud Service, Oracle RightNow
- RightNow Web Self Service Cloud Service, Oracle RightNow

S

- Sales, Siebel
- Sales Analytics, Oracle Fusion Middleware
- Sales, JD Edwards EnterpriseOne. *See* Sales Force Automation, JD Edwards EnterpriseOne
- Sales Contracts, Oracle E-Business Suite
- Sales Force Automation, JD Edwards EnterpriseOne
- Sales for Handhelds, Oracle E-Business Suite
- Sales Order Management, JD Edwards World
- SCM, JD Edwards EnterpriseOne. *See* Manufacturing and Supply Chain Management, JD Edwards EnterpriseOne
- Scripting, Oracle E-Business Suite
- Secure Backup, Oracle Database
- Secure Global Desktop
- Self-Service for Employees, JD Edwards World
- Self-Service for Vendors, JD Edwards World
- Self-Service Human Resources, Oracle E-Business Suite
- Server Sync for Microsoft Exchange Server, Siebel
- Service, Oracle E-Business Suite
- Services Gatekeeper, Oracle Communications
- Service Analytics, Oracle Fusion Middleware
- Service Bus
- Service Bus for Financial Services
- Service Contracts, Oracle E-Business Suite
- Service Management, JD Edwards EnterpriseOne
- Service-Oriented Architecture Management Pack Enterprise Edition, Oracle SOA
- Service-Oriented Architecture Suite, Oracle SOA
- Service-Oriented Architecture Governance, Oracle SOA
- Session Border Controller, Oracle Communications
- Session Delivery Manager, Oracle Communications
- Session Router, Oracle Communications
- Snap Management Utility for Oracle Database
- Software Configuration Manager (SCM), Oracle Developer Suite
- SOA Suite
- Social Network
- Solaris 10
- Solaris 11
- Solaris Cluster
- Solution Advisor, JD Edwards EnterpriseOne
- SPARC M3-8 Server
- SPARC S7-2 Server
- Software (ACSL) Manager Software
- StorageTek Dual 8 Gb Fibre Channel Dual GbE ExpressModule HBA
- StorageTek Enterprise Library Software
- StorageTek Linear Tape File System (LTFS), Library Edition
- StorageTek Linear Tape File System, Open Edition
- StorageTek LTO Data Cartridges
- StorageTek LTO Tape Drives
- StorageTek SL150 Modular Tape Library
- StorageTek SL3000 Modular Library System
- StorageTek SL4000 Modular Library System
- StorageTek SL8500 Modular Library System
- Oracle Hierarchical Storage Manager (formerly StorageTek Storage Archive Manager)
- StorageTek T10000 Data Cartridges
- StorageTek T10000D Tape Drive
- StorageTek Tape Analytics Software
- StorageTek Ultra320 SCSI Host Bus Adapters
- StorageTek Virtual Storage Manager (VSM) and Virtual Library Extension (VLE) System
- Stream Explorer Platform, Oracle Fusion Middleware
- Subscriber-Aware Load Balancer, Oracle Communications
- Sun Data Center InfiniBand Switch 36
- Oracle Dual Port 25 Gb Ethernet Adapter
- Sun Dual Port 10 GbE PCIe 2.0 Networking Cards with Intel 62599 10 GbE Controller
- Sun Dual Port 10GbBase-T Ethernet Networking Cards
- Sun Multithreaded 10 Gigabit Ethernet (10GbE) Networking Cards
- Sun Multithreaded Quad Gigabit Ethernet Networking Cards
- Sun PCI-Express Dual Gigabit Ethernet Adapter
- Sun Quad Port PCIe 2.0 Gigabit Ethernet Networking Cards
- Sun Solid State Drives
- Sun Storage 6 Gb SAS PCIe HBA
- Sun Storage 10GbE FCoE ExpressModule Converged Network Adapter
- Sun Storage 10 GbE FCoE PCIe Converged Network Adapter
- Sun Storage 16 Gb FC PCIe Universal HBA
- Sun Storage 16 Gb FC ExpressModule Universal HBA
- Sun Storage 16 Gb FC PCIe Universal HBA, Emulex
- Sun ZFS Appliance Monitor
- Sun ZFS Backup Appliance

- SPARC T8-2 Server
- SPARC T8-4 Server
- Spares Management, Oracle E-Business Suite
- Spatial and Graph, Oracle Database
- SQL Developer
- Oracle SuperCluster M8
- SRM, JD Edwards EnterpriseOne. See Supply Management, JD Edwards EnterpriseOne
- Standard Edition Two, Oracle Database
- StorageTek 8 Gb Fibre Channel PCIe Host Bus Adapters
- Supplier Self Service, JD Edwards EnterpriseOne
- Supply Chain and Order Management Analytics, Oracle Fusion Middleware
- Supply Chain Execution, Oracle E-Business Suite
- Supply Chain Management, Oracle E-Business Suite
- Supply Chain Management, JD Edwards EnterpriseOne. See Manufacturing and Supply Chain Management, JD Edwards EnterpriseOne
- Supply Chain Management Cloud
- Supply Management, JD Edwards EnterpriseOne
- Support, Oracle Support
- Oracle Systems

T

- Taleo
- Technology Solutions
- TeleService, Oracle E-Business Suite
- Textura Payment Management
- Textura Pre-Qualification Management
- Time Accounting, JD Edwards World
- Time and Labor, JD Edwards EnterpriseOne
- TopLink, Oracle Fusion Middleware
- TimesTen Application-Tier Database Cache, Oracle Database
- TimesTen In-Memory Database, Oracle Database
- Trade Compliance
- Trade Management, Oracle E-Business Suite
- Transaction Business Intelligence for Human Capital Management, Fusion
- Transaction Processing, Oracle Database
- Transportation Management, JD Edwards EnterpriseOne
- Transportation Management, Oracle E-Business Suite
- Treasury, Oracle E-Business Suite
- Tunneled Session Controller, Oracle Communications

U

- Utilities DataRaker
- Utilities Analytics
- Utilities Customer Care and Billing
- Utilities Customer Self Service
- Utilities Load Analysis
- Utilities Meter Data Management
- Utilities Mobile Workforce Management
- Utilities Network Management System
- Utilities Operational Device Management
- Utilities Smart Grid Gateway
- Utilities Work and Asset Management
- Unified Communications Suite, Oracle Communications
- Unified Inventory Management, Oracle Communications
- Unified Session Manager, Oracle Communications
- Unified Storage Management and Analytics Software
- User Productivity Kit
- U.S. Federal Financial Analytics, Oracle Fusion Middleware
- U.S. Payroll, JD Edwards EnterpriseOne
- User Interaction, Oracle Fusion Middleware
- Utilities Data Model, Oracle Database

V

- Virtualization
- VM Server for SPARC
- VM Server for x86
- VM VirtualBox

- Warehouse Builder, Oracle Data Warehouse
- WebLogic Server Multitenant, Oracle Fusion

EnterpriseOne

- Warehouse Management, JD Edwards World
- Waveset
- WebCenter, Oracle Fusion Middleware
- WebCenter Social, Oracle Fusion Middleware
- WebCenter Content, Oracle Fusion Middleware
- WebCenter Imaging, Oracle Fusion Middleware
- WebCenter Portal, Oracle Fusion Middleware
- WebCenter Sites, Oracle Fusion Middleware
- WebLogic, Oracle Fusion Middleware
- Oracle WebLogic Server Continuous Availability, Oracle Fusion Middleware

Fusion Middleware

- WebLogic Server Standard Edition, Oracle Fusion Middleware
- WebLogic Suite, Oracle Fusion Middleware
- WebRTC Session Controller, Oracle Communications
- Wercker
- Workforce Compensation, Fusion
- Workforce Directory Management, Fusion
- Workforce Management, Oracle E-Business Suite
- Workforce Scheduling, Oracle E-Business Suite

X

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Y

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Z

- Oracle ZFS Storage Appliance

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**EXHIBIT B**

Oracle Strategic Acquisitions

# Oracle Buys Talari Networks

[Read about the acquisition →](#)

Through our acquisition activities, Oracle seeks to strengthen its product offerings, accelerate innovation, meet customer demand more rapidly, and expand partner opportunities. An integral part of Oracle's Mergers and Acquisitions philosophy is our consistent commitment to customer service and product support while achieving our financial return objectives and creating value for our shareholders.

Applications

Industry Solutions

Middleware

Servers, Storage, and Networking

## Applications

- AddThis (January 2016)
- BigMachines (October 2013)
- BlueKai (February 2014)
- Collective Intellect (June 2012)
- Compendium (October 2013)
- Crosswise (April 2016)
- DataFox (October 2018)
- Datalogix (December 2014)
- Eloqua (December 2012)
- Grapeshot (April 2018)
- Involver (July 2012)
- Iridize (September 2018)

- LogFire (September 2016)
- LiveLOOK (June 2014)
- Maxymiser (August 2015)
- Moat (April 2017)
- NetSuite (July 2016)
- Responsys (December 2013)
- SelectMinds (September 2012)
- Taleo (February 2012)
- TOA Technologies (July 2014)
- Vitruve (May 2012)
- Vocado (April 2018)

## Industry Solutions

Communications and Media

- Acme Packet (February 2013)
- Tekelec (March 2013)
- Talari Networks (November 2018)

Construction and Engineering

- Aconex (December 2017)
- Instantis (November 2012)
- Skire (July 2012)
- Textura (April 2016)

Health Sciences

- ClearTrial (March 2012)
- goBalto (October 2018)

Hospitality and Retail

- MICROS Systems (June 2014)

Utilities

- DataRaker (December 2012)
- Opower (May 2016)

## Middleware

- Apiary (January 2017)
- Bitzer Mobile (November 2013)
- CloudMonkey (August 2015)
- DataScience.com (May 2018)
- Nimbula (March 2013)

- Palerra (September 2016)
- Ravello Systems (February 2016)
- SparklineData (April 2018)
- StackEngine (December 2015)
- Wercker (April 2017)

## Servers, Storage, and Networking

- Corente (March 2014)
- Dyn (November 2016)
- Front Porch Digital (September 2014)
- GreenBytes (May 2014)
- GreenBytes (May 2014)
- Nirvanix (December 2013)
- Xsigo Systems (July 2012)
- Zenedge (February 2018)

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 December 2017	 July 2016	 May 2018	 April 2018
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Company ↕	Original Product Name	Oracle Product Name	Acquisition Date ↕
Acme Packet	Acme Packet Net—Net 6300	Oracle Acme Packet 6300	February 2013
	Acme Packer Palladion Application Session Controller	Oracle Communications Applications Session Controller	
	Acme Packet Enterprise Operations Monitor	Oracle Enterprise Operations Monitor	
	Acme Packer Palladion Fraud Detection and Prevention	Oracle Communications Fraud Monitor	
	Acme Packer Net Net et Interactive Session Recorder	Oracle Communications Interactive Session Recorder	
	Acme Packet Palladion Communications Operations Monitor	Oracle Communications Interactive Monitor	
Aconex	Aconex	Oracle Aconex	December 2017
AddThis	AddThis	AddThis	January 2016
Apiary	Apiary	Oracle Apiary Cloud Service	January 2017
BigMachines	BigMachines	CPQ Cloud	October 2013
	BigMachines Channel Sales Engine	Oracle CPQ Cloud	
	BigMachines B2B eCommerce Engine	CPQ Cloud for eCommerce	
	BigMachines Express	CPQ Cloud for Mid-Market	
BlueKai	BlueKai Audience Data Marketplace	Oracle Data Cloud	February 2014
ClearTrial	ClearTrial PLAN and SOURCE Standard	Oracle Health Sciences ClearTrial Plan and Source Enterprise Edition Cloud Service	March 2012
	ClearTrial TRACK	Oracle Health Sciences ClearTrial Track Cloud Service	
Collective Intellect	Involver Channels	Social Engagement and Monitoring Cloud Service – Additional Topics	June 2012
	Involver Conversation Suite	Social Engagement and Monitoring Cloud Service, Conversation Suite	
Compendium	Compendium	Eloqua Content Marketing Cloud Service	October 2013
Corente	Corente	Corente Cloud Services Exchange	January 2014

Overview Products A-Z Acquired Products A-Z



Datafox	Datafox	Datafox	October 2018
DataScience.com	DataScience.com	DataScience.com	May 2018
Dyn	Dyn	Dyn	November 2016
Eloqua	B&D Boost	Oracle Marketing Cloud	December 2012
	Branding and Deliverability—Gold	Oracle Marketing Cloud	
	Branding and Deliverability—Platinum	Oracle Marketing Cloud	
	Branding and Deliverability—Silver	Oracle Marketing Cloud	
	Custom Data Objects and Data Tools Upgrade	Oracle Marketing Cloud	
	Custom Security Roles and Access Upgrade	Oracle Marketing Cloud	
	CX Marketer Tier	Oracle Marketing Cloud	
	CX Team Tier	Oracle Marketing Cloud	
	Eloqua Agency Partner Platform	Oracle Marketing Platform	
	Eloqua All Star	Oracle Marketing Platform	
	Eloqua Asset Management	Oracle Marketing Platform	
	Eloqua Discover for Salesforce.com	Oracle Marketing Platform	
	Eloqua Engage	Oracle Marketing Platform	
	Eloqua Engage for the iPad	Oracle Marketing Platform	
	Eloqua Enterprise (edition)	Oracle Marketing Platform	
	Eloqua for Sales Bundle	Oracle Marketing Platform	
	Eloqua Health Connect	Oracle Marketing Platform	
	Eloqua Insurance	Oracle Marketing Platform	
	Eloqua Insurance	Oracle Marketing Platform	
	Eloqua Non Profit	Oracle Marketing Platform	
	Eloqua Profiler	Oracle Marketing Platform	
	Eloqua Team (edition)	Oracle Marketing Platform	
	Enhanced Microsites to Support Any Verisign Certification	Oracle Marketing Cloud	
Enhanced Microsites to Support Verisign EV Certificates	Oracle Marketing Cloud		
Event Management Upgrade	Oracle Marketing Cloud		
Multi-initiative Module	Oracle's Instantis EnterpriseTrack		
Multi-Model Lead Scoring and Routing Upgrade	Oracle Marketing Cloud		
Multi-Region Support Add-on	Oracle Marketing Cloud		
Priority Email Package	Oracle Eloqua Priority Email Cloud Service		
Salesforce Identity Provider for Eloqua (SSO)			





	Sandbox Marketer	Oracle Eloqua Standard Additional Test Environment Cloud Service	
	Secure Hypersites	Oracle Marketing Cloud	
	Sandbox Team	Oracle Eloqua Enterprise Additional Test Environment Cloud Service	
	Web Services API Development Upgrade	Oracle Marketing Cloud	
Endeca	Advanced Merchandising Workbench	Oracle Commerce Experience Manager	October 2011
	Advanced Publishing Module	Oracle Commerce Experience Manager	
	Advanced Query Module	Oracle Commerce Platform	
	Endeca Mobile	Oracle Endeca for Mobile	
	Endeca Social	Oracle Endeca for Mobile	
	Endeca Text Enrichment	Oracle Endeca Information Discovery	
	Endeca Text Enrichment with Sentiment Analysis	Oracle Endeca Information Discovery	
	Relationship Discovery—English	Oracle Endeca Relationship Discovery, English	
	Relationship Discovery—French	Oracle Endeca Relationship Discovery, English	
	Text Enrichment	Oracle Endeca Text Enrichment	
	Text Enrichment with Sentiment Analysis	Oracle Endeca Text Enrichment with Sentiment Analysis	
FatWire	FatWire Analytics	Oracle WebCenter Sites	June 2011
	FatWire Community Server	Oracle WebCenter Sites	
	FatWire Content Integration Platform	Oracle WebCenter Sites	
	FatWire Content Server	Oracle WebCenter Sites	
	FatWire Engage	Oracle WebCenter Sites	
	FatWire Gadget Server	Oracle WebCenter Sites	
	FatWire Language Packs	Oracle WebCenter Sites	
	FatWire Remote Satellite Server (Sold in Japan and EMEA)	Oracle WebCenter Sites Satellite Server	
	FatWire Satellite Server	Oracle WebCenter Sites	
Front Porch Digital	Front Porch Digital DIVAnet	Oracle DIVAnet	September 2014
	Front Porch Digital DIVArchive	Oracle DIVArchive	
	Front Porch Digital LYNX	Oracle DIVA on Oracle Cloud	
GoBalto	GoBalto	GoBalto	October 2018
Grapeshot	Grapeshot Contextual Intelligence Platform	Contextual Intelligence Platform	April 2018
Iridize	Iridize	Iridize	September 2018
InQuira	InQuira Customer Experience Platform	Oracle Knowledge for Contact Center	July 2011

Overview Products A-Z **Acquired Products A-Z**



	InQuira for Social Forums—External Use	Oracle Knowledge for Contact Center	
	InQuira Occasional Users	Oracle Knowledge for Contact Center	
	InQuira Process Modeler	Oracle Knowledge for Contact Center	
Instantis	EnterpriseTrack	Instantis EnterpriseTrack	November 2012
Involver	Involver Channels	Oracle Social Engagement and Monitoring Cloud Service	July 2012
	Involver Conversation Suite	Oracle Social Engagement and Monitoring Cloud Service	
LogFire	LogFire Warehouse Management	Oracle SCM Solutions—Warehouse Management	September 2016
Maxymiser	Maxymiser	Oracle Maxymiser	August 2015
MICROS Systems	MICROS Cruise Dining Management System	Oracle Hospitality Cruise Dining Management	June 2014
	MICROS Cruise Fleet Management System	Oracle Hospitality Cruise Fleet Management System	
	MICROS Cruise Ships Property Management System	Oracle Hospitality Cruise Shipboard Property Management System	
	MICROS e7 Point of Sale	Oracle Hospitality for Food and Beverage—e7 Point of Sale	
	MICROS iCare Gift and Loyalty	Oracle Hospitality for Food and Beverage—Gift and Loyalty	
	MICROS Kitchen Display Systems	Oracle Hospitality for Food and Beverage—Kitchen Display Systems	
	MICROS mWorkstation	Oracle Hospitality for Food and Beverage—Oracle MICROS Workstation 6 Family	
	MICROS myinventory	Oracle Hospitality for Food and Beverage—Inventory Management	
	MICROS myLabor	Oracle Hospitality for Food and Beverage—Labor Management	
	MICROS myMicros.net (Reporting and Analytics)	Oracle Hospitality for Food and Beverage—Reporting and Analytics	
	MICROS OPERA Vacation Ownership System (OVOS)	Oracle Hospitality for Hotels—OPERA Vacation Ownership System	
	MICROS OPERA 9	Oracle Hospitality for Hotels—OPERA Cloud Services	
	MICROS OPERA Business Intelligence (OBI)	Oracle Hospitality for Hotels—OPERA Advanced Reporting and Analytics	
	MICROS OPERA Channel Manager	Oracle Hospitality for Hotels—OPERA Channel Management—Self Service	
	MICROS OPERA Customer Information System (OCIS)	Oracle Hospitality for Hotels—OPERA Customer Loyalty Tracking	
MICROS OPERA GDS Interface	Oracle Hospitality for Hotels—OPERA Channel Management—Self Service		
MICROS OPERA Mobile	Oracle Hospitality for Hotels—Hotel Mobile		



	MICROS OPERA Reservation System (ORS)	Oracle Hospitality for Hotels—OPERA Room Reservations	
	MICROS OPERA Sales and Catering	Oracle Hospitality for Hotels—OPERA Sales and Catering	
	MICROS OPERA Sales Force Automation (SFA)	Oracle Hospitality for Hotels—OPERA Central Sales	
	MICROS OPERA webHotel	Oracle Hospitality for Hotels—OPERA Channel Management—Self Service	
	MICROS OPERA webProposal	Oracle Hospitality for Hotels—Web Proposal	
	MICROS OPERA WebSuite	Oracle Hospitality for Hotels—OPERA Channel Management—Self Service	
	MICROS RES 3700	Oracle Hospitality for Food and Beverage—RES 3700 Point of Sale	
	MICROS Symphony	Oracle Hospitality for Food and Beverage—Symphony POS	
	MICROS Symphony First Edition	Oracle Hospitality Food and Beverage—Symphony First Edition	
	MICROS Symphony Venue Management	Oracle Hospitality for Sports and Entertainment—Symphony First Edition Venue Management	
	MICROS Suite8 Property	Oracle Hospitality for Hotels—Suite8 Property	
	MICROS Suites Management	Oracle Hospitality for Sports and Entertainment—Symphony First Edition Suites Management	
	MICROS Tablet 720	Oracle MICROS Tablet 700 Series	
	MICROS XBRI Loss Prevention	Oracle Hospitality for Food and Beverage—XBRI Loss Prevention Cloud Service	
Moat	Moat	Moat	April 2017
Ndevr	Greenhouse Gas Accounting Software	Oracle Environmental Accounting and Reporting	February 2011
NetSuite	NetSuite	Oracle NetSuite	July 2016
Opower	Opower Behavioral Demand Response	Oracle Utilities Opower Peak Management	May 2016
	Opower Bill Advisor Customer Service Interface	Oracle Utilities Opower Customer Service Interface	
	Opower Enterprise Web and Digital Engagement	Oracle Utilities Opower Digital Self Service	
	Opower Energy Efficiency	Oracle Utilities Opower Energy Efficiency	
	Opower Bill Advisor Proactive Alerts	Oracle Utilities Opower Proactive Alerts	
Palerra	Palerra LOGIC	Oracle CASB Cloud Service	September 2016
Ravello Systems	Ravello	Ravello Cloud Service	February 2016
Responsys	Interact	Responsys Marketing Platform Cloud Service	December 2013
RightNow	Additional Mailbox	Oracle RightNow Additional Mailbox	October 2011



	Co-Browse Pilot	Oracle CX—Customer Experience Solutions	
	Custom Domain SSL Application Hosting	Oracle RightNow Custom Domain SSL Application Hosting	
	Dedicated Outbound IP Address	Oracle RightNow Dedicated Outbound IP Address	
	Network VPN to Hosting Facility	Oracle RightNow Network VPN to Hosting Facility	
	RightNow Cloud Service Portal	Oracle RightNow	
	RightNow Customer Portal	Oracle RightNow	
	RightNow Enterprise Contact Center Desktop	Oracle RightNow Dynamic Agent Desktop Cloud Service	
	RightNow Innovation Community	Oracle Service Cloud Community Self Service	
	RightNow Innovation Starter Community	Oracle Customer Service and Support Cloud	
	RightNow Managed Service	Oracle RightNow CX Cloud Managed Services	
	RightNow Project Methodology	Oracle RightNow Project Methodology	
	RightNow Social Designer	Oracle RightNow Social Experience	
	RightNow Social Media Communities	Oracle RightNow Social Experience	
	RightNow Stand-Alone Chat Desktop	Oracle Customer Service and Support Cloud	
	RightNow Support and Innovation Community	Oracle RightNow Social Experience	
	RightNow Support and Innovation Starter Community	Oracle RightNow Social Experience	
	RightNow Support Community	Oracle Service Cloud Community Self Service	
	RightNow Support Starter Community	Oracle RightNow Social Experience	
SelectMinds	Select Implementation—Learn	Talent Management Cloud	September 2012
	Select Implementation—Performance Goals	Taleo Performance Management Cloud Service	
	Select Implementation—Performance Review	Taleo Enterprise Cloud Service	
	Select Implementation—Performance Succession	Taleo Performance Management Cloud Service	
	Select Implementation—Recruiting	Talent Management Cloud	
Skire	Skire	Primavera Unifier	June 2012
SparklineData	SNAP	SNAP	June 2018
Taleo	Advanced, Pre-Defined TBE Recruit to HRIS Integration (Candidates)	Oracle TBE Performance to HRIS Integration	February 2012
	Advanced Reporting Additional User Right(s)	Oracle Taleo Platform Cloud Service	
	Advanced System Health Check—Perform and Comp	Oracle TBE Performance and Compensation System Health Check	
	Advanced System Health Check—Recruit and OnBoard	Oracle TBE Recruiting and Onboarding System Health Check	



Candidate Communication Agent (option in Taleo Recruiting)	Oracle Taleo Recruiting Cloud Service
CommunityConnect	Oracle Taleo Community Connect Cloud Service
Comp Configuration Services	Oracle TBE Compensation Implementation
Conceptual Search (option in Taleo Recruiting)	Oracle Taleo Recruiting Cloud Service
Database Encryption Solution	Oracle Taleo Platform Cloud Service
Enterprise—Additional Product Line	Oracle Taleo Remote Systems Administration
Enterprise	Oracle Taleo Remote Systems Administration
Express Implementation—Taleo Recruiting	* Oracle Taleo Recruiting Cloud Service
Foundation Learn Configuration Services	Oracle TBE Learn Implementation—Foundation
Learn System Health Check	Oracle Taleo Learn Systems Health Check
LearnCenter Advantage	Oracle Taleo Learn Cloud Service
LearnCenter Enterprise	Oracle Taleo Learn Cloud Service
LearnCenter External User	Oracle Taleo Learn External User Cloud Service
LearnCenter—Pre-Defined Batch User Integration**	Oracle Taleo Learn Predefined Batch User Integration
LearnCenter—Pre-Defined Data Extract**	Oracle Taleo Learn Predefined Data Extract
LearnCenter—Pre-Defined Historical Data Load	Oracle Taleo Learn Predefined Historical Data Load
LearnCenter—Pre-Defined Web Service User Integration**	Oracle TBE Learn Predefined Web Service User Integration
LearnCenter—SAML Single Sign-On Authentication	Oracle Taleo Learn SAML Single Sign-On Authentication
LearnCenter—Standard Single Sign-On Authentication	Oracle TBE Learn Standard Single Sign-On Authentication
LearnCenter—Tailored Batch User Integration	Oracle Taleo Learn Tailored Batch User Integration
LearnCenter—Tailored Web Service User Integration	Oracle Taleo Learn Tailored Web Service User Integration
OGO Streams	Oracle Taleo Professional Services
On Demand RSA	Oracle Taleo Professional Services
OnBoard Express Configuration Services	Oracle Taleo Professional Services
Online two-tier Application Form	Oracle Taleo Professional Services
Perform and Review Cycle Rollout Preparation	Oracle TBE Performance Cycle Preparation
Premier Hosting Service	Oracle Marketing Cloud
Premier Learn Configuration Services	Oracle Learn TBE Cloud Service
Premier OnBoard Configuration Services	Oracle Taleo Professional Services





Premier Position Control Configuration Services	Oracle Taleo Professional Services
Premier Recruit Configuration Services	Oracle Taleo Professional Services
Premier Upgrade Package—Marketer	Oracle Marketing Cloud
Premier Upgrade Package—Team	Oracle Marketing Cloud
PremierPlus Learn Configuration Services	Oracle TBE Learn Cloud Service
PremierPlus Perform Configuration Services	Oracle Taleo Professional Services
PremierPlus Recruit Configuration Services	Oracle Taleo Professional Services
Recruiter Storage (option in Taleo Recruiting)	Oracle Taleo Recruiting Cloud Service
Resume Parsing (option in Taleo Recruiting)	Oracle Taleo Recruiting Cloud Service
RSA	Oracle Taleo Remote Systems Administration
Select Implementation—Learn	Oracle Taleo Learn Implementation
Select Implementation—Performance Goals	Oracle Taleo Performance Goals Implementation
Select Implementation—Performance Reviews	Oracle Taleo Performance Review Implementation
Select Implementation—Performance Succession	Oracle Taleo Performance Succession Implementation
Select Implementation—Recruiting	Oracle Taleo Recruiting Implementation
Setup	Oracle TBE New Customer Setup Cloud Service
Smart Sourcing	Oracle TBE Smart Sourcing Base Cloud Service
Staging Zone	Oracle Taleo Platform Cloud Service
System Health Check—OnBoard	Oracle TBE Onboarding System Health Check
System Health Check—Perform	Oracle TBE Performance System Health Check
System Health Check—Recruit	Oracle TBE Recruiting System Health Check
Talentvine—Social Jobs Distribution, Talent Community, Social Referral	Oracle Taleo Social Sourcing Cloud Service
Taleo [Advanced] Reporting	Oracle Taleo Cloud Service
Taleo [Enterprise] Development Planning	Oracle Taleo Development Planning Cloud Service
Taleo [Enterprise] Goals Management	Oracle Taleo Goals Management Cloud Service
Taleo [Enterprise] Onboarding	Oracle Taleo Onboarding Cloud Service
Taleo [Enterprise] Performance Management	Oracle Taleo Performance Management Cloud Service
Taleo [Enterprise] Recruiting	Oracle Talent Management Cloud
Taleo [Enterprise] Succession Planning	Oracle Taleo Succession Planning Cloud Service
Taleo Analytic Dashboard	Oracle Taleo Cloud Service





	Taleo Assessments Authoring	Oracle Talent Management Cloud	
	Taleo Assessments Platform	Oracle Talent Management Cloud	
	Taleo Bridge	Oracle Taleo Cloud Service	
	Taleo Connect [Integration Platform]	Oracle Taleo Cloud Service	
	Taleo Content: Hourly/Retail Assessments	Oracle Taleo Hourly Assessment Content Cloud Service	
	Taleo Content: Store Manager Assessments	Oracle Taleo Cloud Service	
	Taleo Contingent Hiring	Oracle Talent Management Cloud	
	Taleo Learn	Oracle Talent Management Cloud	
	Taleo Learn External Users	Oracle TBE Learn Cloud Service	
	Taleo Passport	Oracle Taleo Cloud Service	
	Taleo Scheduling Center	Oracle Talent Management Cloud	
	TBE Comp	Oracle TBE Compensation Cloud Service	
	TBE Custom Integration	Oracle TBE Compensation Cloud Service	
	TBE Onboard	Oracle TBE Compensation Cloud Service	
	TBE OnBoard to LearnCenter Integration	Oracle TBE Compensation Cloud Service	
	TBE Partner Integration	Oracle TBE Compensation Cloud Service	
	TBE Perform	Oracle TBE Compensation Cloud Service	
	TBE Perform to LearnCenter Integration	Oracle TBE Compensation Cloud Service	
	TBE Recruit Manager license	Oracle TBE Compensation Cloud Service	
	TBE Recruit Premium	Oracle TBE Compensation Cloud Service	
	TBE Recruit Standard	Oracle TBE Compensation Cloud Service	
	TBE Standard Integration	Oracle TBE Compensation Cloud Service	
	TEE PM Customer Option One	Oracle Taleo Performance Management Cloud Service	
	TEE PM Customer Option Two	Oracle Taleo Performance Management Cloud Service	
	TEE Recruiting 7.5 Migration Package	Oracle TBE Recruiting Cloud Service	
	User Defined Fields	Oracle Taleo Platform Cloud Service	
	Virtual Private Network (VPN)	Oracle Taleo Platform Cloud Service	
Tekelec	Diameter Signaling Router	Communications Diameter Signaling Router	March 2013
	EAGLE	Communications EAGLE	
	Performance Intelligence Center	Communications Performance Intelligence Center	
	Multimedia Policy Engine	Communications Policy Management	
Textura	Textura Payment Management		April 2016





	Textura Pre-Qualification Management	Oracle Textura Pre-Qualification Management Cloud Service	
	Textura Submittal Exchange	Oracle Primavera Submittal Exchange Cloud Service	
TOA Technologies	TOA ETAdirect SmartCapacity	Field Service Capacity	July 2014
	TOA ETAdirect SmartCollaboration	Field Service Collaboration	
	TOA ETAdirect SmartCommunication	Customer Communication	
	TOA ETAdirect SmartLocation	Field Service Smart Location	
	TOA ETAdirect SmartManage	Field Service Core Manage	
	TOA ETAdirect SmartMobility	Field Service Mobility	
	TOA ETAdirect SmartRouting	Field Service Routing	
Vocado	Vocado	Vocado	May 2018
Vitruv	Facebook Pages	Oracle Social Marketing Cloud Service for Facebook Pages	May 2012
	Google+ Streams	Oracle Social Marketing Cloud Service for Google+ Streams	
	Twitter Streams	Oracle Social Marketing Cloud Service for Twitter Streams	
	Vitruv Accelerator Program	Oracle Social Marketing Cloud Service	
	Vitruv Games Subscription	Oracle Social Marketing Games Cloud Service	
	Vitruv Shop Subscription	Oracle Social Marketing Shop Cloud Service	
Wercker	Wercker	Oracle Container Pipelines	April 2017
Xsigo Systems	Xsigo 1 x 10Gb Ethernet Module for "Fabric Director" Chassis	Oracle Fabric Interconnect Single Port 10 Gb Ethernet Module	July 2012
	Xsigo 10 x 1Gb Ethernet Module for "Fabric Director" Chassis	Oracle Fabric Interconnect Quad Port 10 Gb Ethernet Module	
	Xsigo 2 x 8Gb Fibre Channel Module for "Fabric Director" Chassis	Oracle Fabric Interconnect Dual Port 8 Gb Fibre Channel Module	
	Xsigo 4x10 Gb Ethernet Module for "Fabric Director" Chassis	Oracle Fabric Interconnect Quad Port 10 Gb Ethernet Module	
	Xsigo Datacenter Fabric	Oracle Fabric Interconnect Quad Port 10 Gb Ethernet Module	
	Xsigo Fabric Accelerator	Oracle Fabric Interconnect Quad Port 10 Gb Ethernet Module	
	Xsigo Datacenter Fabric	Oracle Fabric Interconnect	
	Xsigo Fabric Director	Oracle Fabric Interconnect	
	Xsigo Fabric Manager Enterprise	Oracle Fabric Manager	
	Xsigo Fabric Performance Monitor	Oracle Fabric Monitor	
	Xsigo VP560 QDR Chassis	Oracle Fabric Interconnect	

[Overview](#) [Products A-Z](#) **Acquired Products A-Z**



Zenedge	Zenedge Cybersecurity Suite	Oracle Dyn Web Application Security	February 2018
	Zenedge Bot Manager	Oracle Dyn Bot Manager	
	Zenedge WAF	Oracle Dyn Web Application Firewall	
	Zenedge DDoS Protection	Oracle Dyn DDoS Protection	
	Zenedge Malware Protection	Oracle Dyn Malware Protection	
	Zenedge API Security	Oracle Dyn API Security	

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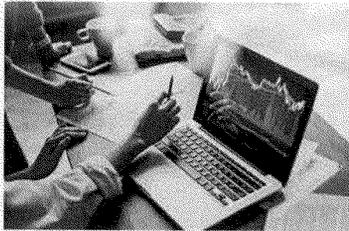
## What is CRM?

# Experience Tomorrow's CRM, Today

Customer relationship management (CRM) software is considered "table stakes" technology to help businesses store and utilize customer data at scale. Traditional CRM solutions have evolved to become complete customer experience (CX) platforms integrating cross-functional capabilities to help businesses manage customer relationships and deliver consistent omnichannel experiences across sales, marketing, commerce, and customer service.

[Learn about Oracle CX platform →](#)

### The importance of connected CX technology.



#### Data is everything.

In the past, CRM tools and technology were considered to be only relevant to sales and marketing, but increasingly other departments such as customer support, supply chain, HR, and partner management have come to rely on the same customer data. A common customer data profile is critically important when sharing information across front- and back-office operations. It also heavily influences a company's overall CX strategy and how effectively the business can meet modern customer expectations.

#### In the beginning, there was CRM.

Using software to manage customer data, build relationships, and drive sales has its roots in the 1970s when organizations began to store and track increasingly complex customer data. But it wasn't until the twenty-first century that online CRM took hold. As mobile technology gained popularity, Siebel, Oracle, and other companies developed mobile CRM and cloud-based solutions. By 2010, there was a plethora of point CRM systems and CRM quickly became the center of front-office activity and customer knowledge at companies large and small.

#### The problem with CRM silos.

Businesses today leverage a wide array of cloud-based CRM software for multiple lines of business including sales (sales force automation), service (customer service automation), and marketing (marketing automation). This proliferation of point CRM solutions is due to isolated decision-making at the line of business (LOB) level. In fact, it's not uncommon for a company to have several CRM technologies harboring multiple versions of customer data. Today, modern organizations now realize that this tactical cloud adoption is a costly inhibitor to reaching future digital growth goals. Which is why many organizations are now looking to consolidate point CRM solutions and partner with leading all-in-one technology vendors.

### The case for intelligent, integrated CRM.

Our digital lives increasingly mandate more from CRM software. There are more customer channels and more data than ever before. The sheer amount of data created today outpaces the capabilities of many CRM systems that were developed years ago. Instead of adopting more point solutions from multiple vendors, businesses are considering a single technology and innovation partner who can deliver a complete customer experience platform that connects all LOB applications, consolidates customer data, embeds analytics and artificial intelligence, and offers preferred experiences at scale. This is otherwise known as CX technology.

#### Integrated LoB Applications

A connected CX platform helps businesses break through functional silos and provide connections throughout the buyer's journey to make operations more efficient.

#### Single Customer Data Profile

Shared customer data across LoBs can help close sales faster, resolve service issues faster, and improve omnichannel conversion rates.

#### Ready to Support Artificial Intelligence (AI)

As the cornerstone of innovation, AI stretches the bounds of most traditional CRM solutions. It takes a connected CX platform with embedded AI to take sales, marketing, commerce, and service to the next level of CX. data comes from websites and social media platforms other than your own. Can be used to reach a wider audience.

[Learn about Smarter CX →](#)

progress and close deals. Sales management needs real-time insight into pipeline opportunities and sales numbers and an efficient way to manage sales reps on the go.

- Deploy quickly and take advantage of an intuitive user interface
- Drive sales results via complete mobility and multiple screens
- Optimize sales performance with powerful analytics
- Drive productivity via integrated communication, coaching, and team selling
- Drive demand across all channels with modern selling tools

[Experience CX Sales →](#)

### What Is Marketing Automation?



#### CRM for Marketing Teams

Marketing automation refers to the technology and processes that deliver the right message to the right person at the right time. This is accomplished using a variety of communication channels and requires the ability to quickly collect customer data, gain insight, and parlay that insight into action. Just like SFA technology, connecting this data is key. As part of a connected CX platform, modern marketing automation technology enables marketers to create personalized, meaningful experiences for customers, turning casual prospects into passionate advocates and achieving more revenue faster.

- Aggregate marketing data and target the right customers to simplify and streamline the customer experience
- Orchestrate individualized, relevant customer experiences across channels
- Analyze marketing performance, attribute revenue, and gain better insight into the customer experiences you provide

[Explore Marketing Cloud →](#)

### What Is Customer Service Automation?



#### CRM for Customer Service

A modern, integrated customer service CRM leverages a multichannel CX environment to provide better service at a reduced cost, monitor social media to identify and address potential service issues, and help drive higher sales conversions. When service and support are required, understanding the complete customer journey is critical. Bottom line: customer service is better when reps leverage a complete customer profile shared by sales and marketing.

- Make it easy for customers to engage with businesses—and get the information they need
- Make it easy for businesses to serve customers more efficiently through self-service content, online chat, click-to-call, and virtual assistants
- Easily adapt to business needs by bringing flexibility to the customer service organization

[Exceptional Customer Service experiences →](#)

### Rising Expectations Turn Customer Experience into a Competitive Advantage

Customers expect consistent experiences regardless of where the interaction takes place—on social media, in-store, on a mobile app, or through a call center. Businesses that fall short of these modern CX expectations stand to lose revenue. In hypercompetitive, commoditized markets, customer experience is a competitive advantage and businesses need more than siloed CRM solutions. They need a complete CX platform of modular, yet connected, CRM systems across sales, marketing, customer service, and ecommerce.



#### Get Started

 [What is Smarter CX?](#)

 [Oracle Sales Cloud](#)

 [Oracle Marketing Cloud](#)

 [Oracle Service Cloud](#)

 [Oracle Commerce Cloud](#)



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13 SUPERIOR COURT OF THE STATE OF CALIFORNIA

14 COUNTY OF SAN MATEO

15  
16 RONG JEWETT, SOPHY WANG, XIAN  
17 MURRAY, ELIZABETH SUE PETERSEN,  
18 MARILYN CLARK AND MANJARI KANT,  
individually and on behalf of all others  
similarly situated,

19 Plaintiffs,

20 v.

21 ORACLE AMERICA, INC.

22 Defendant.  
23  
24  
25  
26  
27  
28

Case No. 17CIV02669

**DECLARATION OF CHAD WAYNE  
KIDDER IN SUPPORT OF  
DEFENDANT ORACLE AMERICA,  
INC.'S MOTIONS FOR SUMMARY  
JUDGMENT OR, IN THE  
ALTERNATIVE, SUMMARY  
ADJUDICATION**

**FILED BY FAX**

1 I, Chad Wayne Kidder, declare as follows:

2 1. I make this declaration in support of Oracle America, Inc.'s ("Oracle") motions for  
3 summary judgment or, in the alternative, summary adjudication. I have personal knowledge of  
4 the matters contained in this declaration or, where stated, base my statements on my review of  
5 records kept in the regular course of business by Oracle. If called to testify to the information in  
6 this declaration, I could do so competently. Before signing this declaration, I read it carefully to  
7 make sure it was accurate, and it is. I was not pressured or required to sign this declaration. I am  
8 providing this declaration voluntarily.

9 2. I am currently the Director – Talent Advisory, North America Software Product  
10 Development at Oracle for all teams except Oracle Cloud Infrastructure, and have been since  
11 approximately March 2018. In that capacity, I am responsible (among other things) for managing  
12 the recruiting team for the United States for filling open positions related to software  
13 development. I have been employed by Oracle since May 2007 in a variety of talent acquisition  
14 and recruiting roles including senior corporate recruiter, interim recruiting manager, senior  
15 executive recruiter, recruiting manager, and senior recruiting manager. In the course of this work,  
16 I become familiar with the types of skills, knowledge, and abilities that various Oracle managers  
17 have sought in connection with hiring for their teams, as well as the markets for and supply of  
18 different types of talent and how those markets and that supply have ebbed and flowed over time.

19 3. Oracle faces competition in every segment of its business. Oracle competes  
20 directly with some of the largest and most competitive technology companies in the world,  
21 including Amazon, Microsoft, IBM, Intel, SAP, HP, Salesforce, and Workday.

22 4. In the technology industry, new companies are constantly emerging, and existing  
23 companies are frequently expanding or acquiring new companies to meet new customer demands.  
24 In addition, the rapid pace of technological change mean that Oracle—as well as other technology  
25 companies—need to continually recruit and develop new employees conversant in new  
26 technology. These phenomena mean that Oracle often is under intense pressure to find, hire, and  
27 keep the best talent.

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- 1 -

KIDDER DECLARATION

1           5.       Consequently, Oracle faces substantial and continuous competition from both  
2 established and emerging companies for highly-skilled product development, technical, and other  
3 personnel. Particular teams or projects at Oracle often require highly specialized technical skills,  
4 and Oracle actively seeks to recruit and retain employees who have those specialized skills.  
5 Individual job requisitions, for example, often reflect the specific skills, knowledge, and  
6 experience that a particular manager, team, or project requires, and I work with recruiting staff to  
7 try to identify and assist in the hiring of individuals who have that particular set of skills,  
8 knowledge, and experience.

9           For example: a Software Developer IC4 with the job code 10540 in Sustaining  
10 Engineering might have a skill set such as:

11                     6+ overall years of application software development using J2EE, JavaScript, and  
12                     Database technologies, enterprise software deployment, implementation and  
13                     configuration. Experience with SQL\*PLUS, PL/SQL, Oracle RDBMS, JavaScript, AJAX.  
14                     RequireJS, MS Excel

15           Separately, a Software Developer IC4 with the job code 10540 in the Oracle Data Cloud  
16 might have a skill set such as:

17                     4+ years of experience as a Frontend/Javascript engineer.  
18                     Proficient with modern Javascript front-end frameworks including AngularJs, React,  
19                     Redux or Backbone.  
20                     Enthusiastic about new Javascript standards es6 and es7.  
21                     Knowledge of Node.js and frameworks available for it  
22                     Understand the limitations of javascript and the benefits of using a typed language.  
23                     Familiar with modern javascript build chain and related tools: Webpack, Gulp, npm or  
24                     Yarn.  
25                     Hands-on experience in one or more of the following web frameworks: Express.js,  
26                     Django, or CakePHP.  
27                     Able to read and write Shell and Python scripts.  
28                     Experience with Amazon Web Services

6.       Oracle uses various tools and programs to attract and maintain employees,  
consistent with the market demand for and supply of different skill sets and expertise.  
Employees' compensation packages can include base salary, bonuses, restricted stock units,  
performance stock units, and stock options.

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I declare under penalty of perjury under the laws of the United States of America and the State of California that the foregoing is true and correct.

Executed on January 11, 2019 in Fort Collins, Colorado.



CHAD WAYNE KIDDER

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13 SUPERIOR COURT OF THE STATE OF CALIFORNIA  
14 COUNTY OF SAN MATEO  
15

16 RONG JEWETT, SOPHY WANG, XIAN  
17 MURRAY, ELIZABETH SUE PETERSEN,  
18 MARILYN CLARK AND MANJARI KANT,  
individually and on behalf of all others  
similarly situated,

19 Plaintiffs,

20 v.

21 ORACLE AMERICA, INC.

22 Defendant.  
23

Case No. 17CIV02669

**DECLARATION OF VICKIE  
THRASHER IN SUPPORT OF  
DEFENDANT ORACLE AMERICA,  
INC.'S MOTIONS FOR SUMMARY  
JUDGMENT OR, IN THE  
ALTERNATIVE, SUMMARY  
ADJUDICATION**

**FILED BY FAX**

1 I, Vickie Thrasher, declare as follows:

2 1. I make this declaration in support of Oracle America, Inc.'s ("Oracle") motions for  
3 summary judgment or, in the alternative, summary adjudication. I have personal knowledge of  
4 the matters contained in this declaration or, where stated, base my statements on my review of  
5 records kept in the regular course of business by Oracle. If called to testify to the information in  
6 this declaration, I could do so competently. Before signing this declaration, I read it carefully to  
7 make sure it was accurate, and it is. I was not pressured or required to sign this declaration. I am  
8 providing this declaration voluntarily.

9 2. I am currently Group Vice President of Human Resources – Americas for Oracle,  
10 a position I have held since 2010. Beginning in 2010, I led the HR Business, Diversity  
11 Compliance and Inclusion, and Employment Practices functions covering the more than 50,000  
12 employees who work for Oracle or affiliates in the United States or elsewhere in the Americas.  
13 On January 2 of this year, I transitioned away from responsibility for the HR Business function  
14 and assumed new responsibility for HR Communications, Organization and Talent Development,  
15 and the Oracle Women's Leadership Program, while maintaining responsibility for Diversity  
16 Compliance and Inclusion and Employment Practices. I joined Oracle in 1996 as an HR  
17 Consultant and, in 2000, became a Vice President in Human Resources.

18 3. Given my role leading Oracle's Diversity Compliance and Inclusion functions, I  
19 can confirm that diversity and equal employment opportunity are important goals at Oracle, both  
20 in recruiting new employees and retaining existing ones. Oracle undertakes substantial good faith  
21 efforts to reach out to interested women for positions and offers bonuses to recruiters for filling  
22 gender or ethnicity gaps within Oracle's workforce.

23 4. Oracle's long-time President and current co-CEO, Safra Catz, is female. And  
24 Oracle's General Counsel, Lead Employment Counsel, Global Director of Compensation, Head  
25 of HR for the Americas, and Global Head of HR are all women. Additionally, one-third of its  
26 Board of Directors is female or from a diverse background.

27 5. Given my responsibilities for Oracle's HR Business and Employment Practices  
28 functions, I am generally familiar with patterns of hiring and terminations at Oracle as a whole, as

- 1 -

THRASHER DECLARATION

1 well as specifically within various product groups and lines of business. Oracle's employee  
2 population grew substantially when it acquired PeopleSoft, Inc. back in 2005; hundreds of  
3 PeopleSoft employees accepted offers of employment at Oracle. Though PeopleSoft products  
4 continue to have a strong legacy customer base, they have become less widely popular, and thus  
5 less profitable, in recent years as newer and more advanced technologies have become available,  
6 and have also been subject to fewer updates and new releases. The PeopleSoft product line  
7 within Oracle has been subject to multiple layoffs, and layoffs among employees working on  
8 those products in California have continued at an accelerating pace. Conversely, recruiting for  
9 and hiring into roles in this product line in California has diminished over time.

10 I declare under penalty of perjury under the laws of the United States of America and the  
11 State of California that the foregoing is true and correct.

12 Executed on January 9, 2019 in Washington, D.C.

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15 VICKIE THRASHER  
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14 COUNTY OF SAN MATEO  
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16 RONG JEWETT, SOPHY WANG, XIAN  
17 MURRAY, ELIZABETH SUE PETERSEN,  
MARILYN CLARK AND MANJARI KANT,  
18 individually and on behalf of all others  
similarly situated,  
19  
20 Plaintiffs,  
  
21 v.  
22 ORACLE AMERICA, INC.  
23 Defendant.

Case No. 17CIV02669

**DECLARATION OF JOSEPH  
ALBOWICZ IN SUPPORT OF  
DEFENDANT ORACLE AMERICA,  
INC.'S MOTIONS FOR SUMMARY  
JUDGMENT OR, IN THE  
ALTERNATIVE, SUMMARY  
ADJUDICATION**

**FILED BY FAX**

24 **REDACTED**  
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1 I, Joseph Albowicz, declare as follows:

2 1. I make this declaration in support of Oracle America, Inc.'s ("Oracle") motion for  
3 summary judgment or, in the alternative, summary adjudication. I have personal knowledge of  
4 the matters contained in this declaration. If called to testify to the information in this declaration,  
5 I could do so competently. Before signing this declaration, I read it carefully to make sure it was  
6 accurate, and it is. I was not pressured or required to sign this declaration. I am providing this  
7 declaration voluntarily.

8 2. I began my employment with Oracle in 2002 as an applications developer in  
9 Fusion Financials, a pillar within Oracle's Fusion Applications line of business. In 2005, I was  
10 promoted to senior applications developer and joined a group called the "X-Team" within Fusion  
11 Financials. In 2009, I was promoted to an Architect position and joined the Fusion Financials  
12 Technical Architecture team, also referred to as FinTech. Shortly thereafter, I was promoted to a  
13 Director position, and in 2013, I became the product owner for a product known as Cash  
14 Management within Fusion Financials. Today, I am a Senior Director on the FinTech team.

15 3. Although the FinTech team is technically part of the Fusion Financials group, my  
16 team and I provide technical architecture support to all Fusion Applications groups.

17 4. In February 2012, Yao Yao joined the FinTech team as an Applications Developer  
18 2 through Oracle's college recruiting program. I participated in Yao's recruitment. [REDACTED]

19 [REDACTED]  
20 [REDACTED]  
21 [REDACTED]

22 5. Most applications developers who work on Fusion products focus on developing a  
23 single application for a single team. For example, an applications developer within Fusion  
24 Financials might build an Expense Report user interface (UI), debug it, and maintain it.

25 6. Yao's work is unique. Yao is primarily responsible for "Angrybirds" code scans  
26 and "Fusion Errors and Diagnostic" projects, which I will describe below. Yao is occasionally  
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1 responsible for developing applications that are sold to customers, but even his role on those  
2 projects is unique.

3           7.       One of Yao's primary responsibilities involves a project referred internally at  
4 Oracle as "Angrybirds." In my role on the FinTech team, I propose (and seek management  
5 approval for) certain operational and functional standards for all products within Fusion  
6 Applications. Two conceptually simple examples are: (1) text visible to users has to be translated  
7 to the user's native language; and (2) text searches have to be implemented case-insensitive.  
8 When I propose a standard, Yao is one of the individuals I rely upon to draft the standard,  
9 determine what the correct coding pattern is and to create the code scanner that scans all Fusion  
10 Applications products to identify any computer code in which that particular standard is not being  
11 met (or, in other words, are not complying with "Angrybirds" coding standards). Over the years,  
12 Yao has created many new "Angrybirds" coding standards, which have found hundreds of  
13 thousands of new coding violations that have been fixed by the teams.

14           8.       Yao is responsible for documenting in a manual (known as Wiki pages) that  
15 identifies the issue, why it is important to remedy, and how to fix it. When an applications  
16 developer ships application codes, that developer and the associated project manager will receive  
17 a report indicating the coding violations that Yao's code flagged. Yao works with project  
18 managers, developers, and their managers to make sure that the applications developers across  
19 Fusion Applications resolve the issue, or alternatively, negotiate a different pattern to follow, or  
20 an exemption. [REDACTED] Violations of these  
21 scans appear on violation reports visible to senior executives, and the standards implemented by  
22 Yao are mandatory for applications developers to follow.

23           9.       Yao's second primary responsibility is working on a project known as Fusion  
24 Errors Diagnostics ("FED"). This project, which requires significant amount of coding and  
25 strong coding skills, involves creating and maintaining a central repository for error reports  
26 generated in customer production environments for products developed in Fusion Applications.  
27 Other teams across Fusion Applications review our FED repository to determine which errors are  
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1 the most common for which specific teams. To track and resolve errors, Yao collaborates with a  
2 variety of different Fusion Applications groups, including Human Capital Management, Supply  
3 Chain Management, and Customer Relationship Management. [REDACTED]

4 [REDACTED] Yao works with our operations team to maintain the flow of  
5 diagnostics, maintain and expand storage capacity, and comply with security requirements. He  
6 built, and continues to develop, many new enhancements to FED by utilizing various ADF  
7 technologies, and he creates complex analytical reports and custom diagnostic correlation  
8 algorithms that are very sophisticated and quite impressive. Yao's work involves automating his  
9 analysis where possible, in such a way that makes it easier for other applications developers to  
10 resolve identified problems.

11 10. Another project which Yao worked was to build user interfaces for the Fusion  
12 Financial Cash Management module. The portion of the project for which Yao had responsibility  
13 was building a dashboard that displayed bank account balances for enterprise clients to view their  
14 balances in hundreds of different bank accounts across the world, sliced by different currencies,  
15 business units, etc. Yao had to integrate the UIs with ESSBase, a cube-based analytics database,  
16 because that database was superior for integrating the large amount of data needed for reports. I  
17 built the backend cube database creation program myself. As part of this project, Yao built the  
18 data security sub-module, which required implementing PL/SQL callbacks, getting them  
19 registered, and having them seeded correctly. This security sub-project alone took approximately  
20 six months of trial and error to complete, and [REDACTED]

21 [REDACTED]  
22 [REDACTED]

23 11. There is no model or handbook at Oracle for building integrations like the one  
24 described above that Yao created for Cash Management. Yao had to develop several complex  
25 coding patterns from scratch. This work required collaboration and consultation with many  
26 different teams, and developers. Overall, it took Yao approximately one-and-a-half years to

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1 complete his work on the Cash Management Cash Position project. This work was concurrent  
2 with his ownership of FED and “Angrybirds” code scans.

3 12. Another important aspect of the Cash project described above is that the finished  
4 product was transitioned to other developers in the Financials team to maintain and make minor  
5 enhancements.

6 13. By 2013, Yao took on the added role of mentoring more junior applications  
7 developers to assist him on his projects, and by 2014, [REDACTED]  
8 [REDACTED] to automatically pull diagnostics which  
9 summarize and group issues together so that developers can identify the most common issues  
10 within Fusion Applications.

11 14. It would not be reasonably feasible for applications developers to identify many  
12 types of common customer issues and perform necessary repair work on their products without  
13 the assistance of FED and “Angrybirds.” This work goes hand-in-hand with the team’s  
14 overarching mission, which is to invent new ways of making Fusion Applications software better  
15 (ship with less bugs, more productive, faster, more reliable, easier to use, easier to debug, etc.).

16 [REDACTED]  
17 [REDACTED]

18 15. Yao’s work is highly specialized. His primary work is better characterized as  
19 creating tooling that is mandatorily used by applications developers, and he supports applications  
20 developers when they have questions. This is a very wide scope as Fusion Applications is a very  
21 large organization with thousands of applications developers. This is distinguished from the work  
22 of many other applications developers, who often focus on more isolated projects.

23 16. Further, because our team supports many different products within Fusion  
24 Applications, strong communication skills are incredibly important. For example, I recently  
25 interviewed a Senior Applications Developer from another Fusion Applications team. Although  
26 he had years of experience and a strong technical background, my team decided not to bring him  
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1 in because he did not have strong people skills and thus my assessment was that he would  
2 struggle with the day-to-day requirements of the FinTech team.

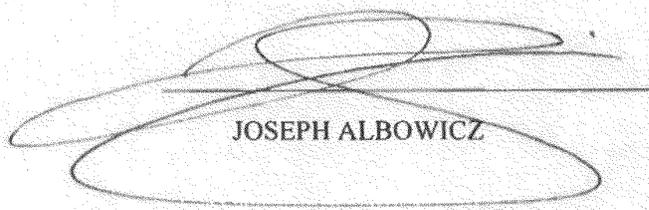
3 17. [REDACTED]  
4 [REDACTED]  
5 [REDACTED]  
6 [REDACTED]  
7 [REDACTED]  
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9 18. [REDACTED]  
10 [REDACTED]

11 [REDACTED] As a result, Yao is no longer my direct report and now reports to  
12 another manager on the FinTech team. We are still colleagues and although he no longer reports  
13 directly to me, Yao continues to work on the FED project and he still owns and supports many  
14 "Angrybirds" code scans.

15 I declare under penalty of perjury under the laws of the United States of America and the  
16 State of California that the foregoing is true and correct.

17 Executed in Redwood C. ty, CA on Jan 10, 2019.  
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21 JOSEPH ALBOWICZ  
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16 RONG JEWETT, SOPHY WANG, XIAN  
17 MURRAY, ELIZABETH SUE PETERSEN,  
18 MARILYN CLARK AND MANJARI KANT,  
individually and on behalf of all others  
similarly situated,  
19

20 Plaintiffs,

21 v.

22 ORACLE AMERICA, INC.

23 Defendant.

Case No. 17CIV02669

**DECLARATION OF JAMES PAT  
CALDWELL IN SUPPORT OF  
DEFENDANT ORACLE AMERICA,  
INC.'S MOTIONS FOR SUMMARY  
JUDGMENT OR, IN THE  
ALTERNATIVE, SUMMARY  
ADJUDICATION**

**FILED BY FAX**

24 **REDACTED**  
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CALDWELL DECLARATION

1 I, James Pat Caldwell, declare as follows:

2 1. I make this declaration in support of Oracle America, Inc.'s ("Oracle") motion for  
3 summary judgment or, in the alternative, summary adjudication. I have personal knowledge of  
4 the matters contained in this declaration. If called to testify to the information in this declaration,  
5 I could do so competently. Before signing this declaration, I read it carefully to make sure it was  
6 accurate, and it is. I was not pressured or required to sign this declaration. I am providing this  
7 declaration voluntarily.

8 2. I am a Software Development Director for Oracle. I have held this position since  
9 December 2007. I have worked for Oracle since its acquisition of my prior employer SPL  
10 WorldGroup ("SPL") in 2007. I had a similar role at SPL. SPL developed software for various  
11 utilities (*i.e.*, electric, gas, and water industries) to assist with customer service, billing, and  
12 management of assets, among other things.

13 3. I currently, and have always, worked within Oracle's Utilities Division within the  
14 Product Development job function. I currently manage a team of approximately eight employees  
15 who are all individual contributors. Six of these employees are Applications Developers and the  
16 remaining two are Quality Assurance Analysts.

17 4. My team and I work on the Oracle Utilities product Work and Asset Management  
18 ("WAM"). WAM is an asset and work management tool designed for large utility companies in  
19 industries such as water, power, and sewers. At a high level, the product helps these companies  
20 track their assets and any maintenance that should be done on them, which in turn helps  
21 companies manage their work and control costs. WAM is a base product that is sold directly to  
22 customers. The software can be customized to customer needs before it is implemented.

23 5. WAM, in its existing version, is a relatively new product. While my team and I  
24 worked on a similar legacy product at SPL, that product was called Synergen at that time.  
25 Approximately five years ago, the WAM product was completely rebuilt from the ground up.  
26 Both products still exist and perform the same basic functions for our customers, but WAM  
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- 1 -

CALDWELL DECLARATION

4165-2585-5769.4

1 utilizes a different data model, has greater functionality (i.e., is able to produce computer readouts  
2 of data), and produces a refreshed user interface compared to Synergen.

3 6. Oracle Utilities in general, and WAM specifically, are not associated with the  
4 PeopleSoft product suite.

5 7. Raymond Winther is one of my direct reports and someone with whom I worked at  
6 SPL. Mr. Winther and I were hired at SPL within a few months of each other in 1997. Mr.  
7 Winther also works on WAM, and has for as long as I have known him.

8 8. In my opinion, and based on my observations working with and supervising him  
9 over the past 20 years, Mr. Winther is [REDACTED]  
10 [REDACTED]

11 9. Mr. Winther's job responsibilities generally include test planning and test  
12 execution work for WAM. Mr. Winther worked both on Synergen and WAM, and was able to  
13 adapt to the revamped product and adjust his testing accordingly. At the time WAM was rebuilt,  
14 Mr. Winther used his industry knowledge to help the team rethink the data model and develop  
15 appropriate testing. On a more specific level, Mr. Winther is responsible for creating and  
16 performing WAM-specific tests and related regression tests, which require business processing  
17 and work management knowledge. Mr. Winther is [REDACTED]  
18 [REDACTED]

19 [REDACTED] Mr. Winther also has responsibility to review the work of others and  
20 conducts training for both QA analysts and developers on WAM. [REDACTED]  
21 [REDACTED] that Mr.

22 Winther [REDACTED]

23 10. Over time, and in particular since April 2018, Mr. Winther's focus has shifted  
24 away from the planning and execution tasks and moved towards becoming a strategic stakeholder  
25 in WAM. Mr. Winther's current focus is on overseeing the entire Quality Assurance process for  
26 WAM. This includes collaborating with the development team and design teams to maximize the  
27 potential success of the product's functionalities. Mr. Winter is responsible for monitoring  
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1 progress in the various areas of development and design and reporting the progress of the various  
2 teams every two weeks.

3 11. Mr. Winther [REDACTED]

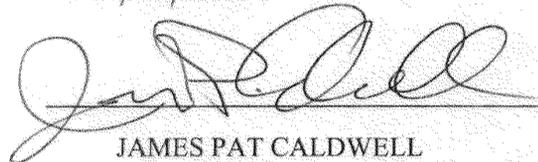
4 [REDACTED]  
5 [REDACTED]. This is also reflected in his discretionary job title, which is  
6 Quality Assurance Architect. Mr. Winther's official job title is QA Analyst 5. I approved the  
7 Architect discretionary title for Mr. Winther because I believe it more accurately reflects his skills  
8 [REDACTED]

9 Further, Mr. Winther's role within the agile methodology is Product Owner, which reflects his  
10 role in developing use cases and influencing the development of WAM moving forward.

11 12. I am involved in compensation decisions for my team. When there is money  
12 available to distribute, which does not occur every year, my manager, William Hedges, notifies  
13 me and solicits my input. I consider where my team members' current compensation is with  
14 respect to the positions' salary ranges, whether there is any flight risk for any of my team  
15 members, and each person's performance, among other things. My manager and I then discuss  
16 my recommendations until we come to an agreement. Our final number is then entered into the  
17 compensation system. I am not aware of any instances where Mr. Hedges and my collective  
18 recommendation was questioned or overturned by any higher-level management.

19 I declare under penalty of perjury under the laws of the United States of America and the  
20 State of California that the foregoing is true and correct.

21  
22 Executed in Folsom, CA on 1/11/2019.

23  
24   
25 JAMES PAT CALDWELL

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12 Attorneys for Defendant  
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14 SUPERIOR COURT OF THE STATE OF CALIFORNIA  
15 COUNTY OF SAN MATEO

16 RONG JEWETT, SOPEY WANG, XIAN  
17 MURRAY, ELIZABETH SUE PETERSEN,  
18 MARILYN CLARK AND MANJARI KANT,  
individually and on behalf of all others  
19 similarly situated,  
20 Plaintiffs,  
21 v.  
22 ORACLE AMERICA, INC.  
23 Defendant.

Case No. 17CIV02669

**DECLARATION OF LINDA KOOS IN  
SUPPORT OF DEFENDANT ORACLE  
AMERICA, INC.'S MOTIONS FOR  
SUMMARY JUDGMENT OR, IN THE  
ALTERNATIVE, SUMMARY  
ADJUDICATION**

**FILED BY FAX**

24 **REDACTED**

1 I, Linda Koos, declare as follows:

2 1. I make this declaration in support of Oracle America, Inc.'s ("Oracle") motion for  
3 summary judgment or, in the alternative, summary adjudication. I have personal knowledge of  
4 the matters contained in this declaration. If called to testify to the information in this declaration,  
5 I could do so competently. Before signing this declaration, I read it carefully to make sure it was  
6 accurate, and it is. I was not pressured or required to sign this declaration. I am providing this  
7 declaration voluntarily.

8 2. I am a QA Senior Director for Oracle. "QA" stands for Quality Assurance. I have  
9 held this position since approximately June 2018. Immediately prior to my promotion this past  
10 summer I was a QA Director, a position I held since June 2012. I have worked for Oracle since  
11 its acquisition of PeopleSoft in 2005. I was also a manager at PeopleSoft prior to the acquisition.

12 3. PeopleSoft developed enterprise software for businesses and continues to do the  
13 same work as a part of Oracle. PeopleSoft was based in Pleasanton, California. Oracle  
14 maintained that office after the acquisition, and it is where I continue to work.

15 4. Since 2013 I have managed one team in the United States. Additionally, as of  
16 approximately early 2016, I manage two teams in India at the India Development Center ("IDC").  
17 Edwin Chan is an employee who used to work on PeopleTools in Canada. Ramprasad Balaji is a  
18 former IDC employee who worked on PeopleTools. I was Manjari Kant's direct supervisor from  
19 2011 until the time she left Oracle in 2017.

20 5. As my teams in the IDC have grown, my local team has been shrinking and now  
21 operates very leanly. In the past couple of years, we have lost two team members locally due to a  
22 reduction in force. I last had head count to hire a resource locally back in 2013; a position that  
23 was filled by an internal transfer.

24 6. The PeopleSoft suite of products originated approximately three decades ago, and  
25 I started at PeopleSoft 24 years ago. PeopleSoft was an early leader in the kind of enterprise  
26 software it develops and though the technology has been continually evolving and integrating the  
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- 1 -

KOOS DECLARATION

4140-2736-1305.5

1 latest technologies available within Oracle, I am not aware of how PeopleSoft's advancements  
2 compare to other Oracle products.

3 7. I have spent the majority of my career with PeopleSoft (both independently and  
4 within Oracle) in QA and Development for PeopleTools. PeopleSoft can broadly be divided into  
5 Applications and PeopleTools. In a nutshell, Applications are higher-level products that sit atop  
6 and incorporate PeopleTools. PeopleTools technologies allow Applications to use different  
7 databases or operating systems, and the PeopleTools team solves technical challenges so the  
8 Applications team can focus on functionality.

9 8. There are around 100 different sub-products that make up PeopleTools. Both  
10 developers and QA Analysts are assigned to those different sub-products. The teams may vary in  
11 composition from a ratio of one QA Analyst to every three developers to a ratio of one QA  
12 Analyst to every five developers, depending on the circumstances.

13 9. While at the end of the day the desired outcome for all QA Analysts is to release a  
14 high-quality product, QA Analysts utilize different skills and perform different tasks in their day-  
15 to-day work. The technical skills necessary for a particular QA Analyst to perform his or her job  
16 vary depending on the PeopleTools sub-product at issue. Some sub-products need specific  
17 database skills, specific operating system knowledge, or specific skills with webserver or client  
18 interfaces.

19 10. For example, Susan Chaw, who is a QA Analyst I have supervised for years, is a  
20 former developer. [REDACTED]

21 [REDACTED] Similarly, Bernice Ng, [REDACTED]

22 [REDACTED]

23 [REDACTED]

24 11. Charting is one of the sub-products of PeopleTools. At the time she left Oracle,  
25 Ms. Kant was the sole QA Analyst with responsibility for Charting. I can say Charting is a  
26 unique sub-product, in that it requires the use of both old and new technologies that are very  
27 specific to Charting. It was also unique because it was not advanced in automation, meaning that  
28

1 automated tests of its functionality were not as well-developed or well-established as for other  
2 sub-products since the testing requires visual verification. As a result, Ms. Kant performed a  
3 significant amount of manual testing which consumed much more time to accomplish than the  
4 automated testing of other QA Analysts working on other sub-products.

5 12. Ms. Kant was a solid performer the years she reported to me. While I wouldn't  
6 say she consistently went above and beyond the expectations of her role, she received overall  
7 ratings of meets expectations (rating 3) and at least twice exceeded expectations (rating 4). After  
8 her promotion to IC5, I did communicate more is expected of her as the IC5 role is considered a  
9 leader role. I gave her examples in the focal review.

10 13. The Charting product required some specialized knowledge because it consisted of  
11 old technology along with new technologies which required adaptability. In her role as a QA  
12 Analyst for Charting Ms. Kant worked mostly with internal developers and did not have need to  
13 interact with external customers or businesses that purchased PeopleSoft.

14 14. "CFL," as I used the term in Ms. Kant's focal reviews, is a shorthand term that  
15 means Customer Feedback Loop. The CFL is a monthly pull of data called "CFL data" which  
16 tracks defects in a product or sub-product that have been uncovered by the Applications group or  
17 externally by customers. QA Analysts are responsible for reviewing their CFL queue and  
18 working to resolve the defects monthly so that their queues do not continue to grow. Ms. Kant  
19 did not always keep up with her CFL. Though clearing the CFL is considered a low priority  
20 when compared to all other tasks, because Ms. Kant spent no time on the CFL during one review  
21 period, I gave her a "needs improvement" for that task.

22 15. In my experience, job title at Oracle does not necessarily inform what a person does  
23 on a practical level. Job titles are very broad and high level. Oracle has a discretionary job title  
24 system that I believe was created in an attempt to be more descriptive. We use discretionary titles  
25 consistently within PeopleTools, but I do not know whether other teams, either within PeopleSoft  
26 or outside of it use them.

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- 3 -

KOOS DECLARATION

4140-2736-1305.5

1           16. I am involved in compensation decisions for my team. Because any budget passed  
2 down to me is quite constrained, not everyone on the team will receive additional compensation.  
3 When there is money available to use to award individuals who directly report to me, I will  
4 consider a number of factors based on guidance provided by my management in making my  
5 decision, including for example, employees who have been recently promoted into a new role and  
6 those who've demonstrated exceptional performance. The factors, and the guidance provided,  
7 can vary. For the managers that I supervise, I generally pass a portion of the budget allocation  
8 number I've received down to them to make decisions concerning how it should be allocated  
9 among the team members who they directly supervise. In passing down any portion of the  
10 budget, I also communicate any guidance from my management concerning what factors to  
11 consider. After receiving their input I ask any questions I may have and pass the numbers back  
12 up to my manager.

13           17. In my experience, my decisions concerning the compensation of my team  
14 members are generally final. Upon final review, my director and VP may make adjustments, but  
15 in doing so include me in the dialogue. In my experience, adjustments by my director or VP are  
16 infrequent.

17  
18           I declare under penalty of perjury under the laws of the United States of America and the  
19 State of California that the foregoing is true and correct.

20  
21 Executed in Pleasanton, CA on January 16, 2019

22  
23   
24 LINDA KOOS

25  
26  
27  
28

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12 Attorneys for Defendant  
ORACLE AMERICA, INC.

13  
14 SUPERIOR COURT OF THE STATE OF CALIFORNIA  
15 COUNTY OF SAN MATEO

16 RONG JEWETT, SOPHY WANG, XIAN  
17 MURRAY, ELIZABETH SUE PETERSEN,  
18 MARILYN CLARK AND MANJARI KANT,  
individually and on behalf of all others  
19 similarly situated,  
20 Plaintiffs,  
21  
v.  
22 ORACLE AMERICA, INC.  
23 Defendant.

Case No. 17CIV02669

**DECLARATION OF DENISE LEE IN  
SUPPORT OF DEFENDANT ORACLE  
AMERICA, INC.'S MOTIONS FOR  
SUMMARY JUDGMENT OR, IN THE  
ALTERNATIVE, SUMMARY  
ADJUDICATION**

**FILED BY FAX**

1 I, Denise Lee, declare as follows:

2 1. I make this declaration in support of Oracle America, Inc.'s ("Oracle") motions for  
3 summary judgment or, in the alternative, summary adjudication. I have personal knowledge of  
4 the matters contained in this declaration. If called to testify to the information in this declaration,  
5 I could do so competently. Before signing this declaration, I read it carefully to make sure it was  
6 accurate, and it is. I was not pressured or required to sign this declaration. I am providing this  
7 declaration voluntarily.

8 2. I am a Senior Director of Product Development Services for Oracle. I have held  
9 this position since March 2005, at which time Oracle acquired my prior employer PeopleSoft, Inc.  
10 I had a similar role at PeopleSoft. PeopleSoft created and marketed enterprise software for  
11 companies, governments, and other organizations.

12 3. I currently work, and have always worked at Oracle, within Information  
13 Technology (IT) supporting Oracle's Applications Unlimited, which includes Oracle's PeopleSoft  
14 product line.

15 4. Since being at Oracle, I have managed a team whose primary function is to create  
16 and provide development environments for Applications Unlimited product lines, which includes  
17 the PeopleSoft product line. My organization also provides development environments for the  
18 Siebel, J.D. Edwards, and Enterprise Business Services applications. These development  
19 environments enable product developers, support personnel, and quality assurance professionals  
20 to perform testing and troubleshoot bugs for new releases and customer-reported issues on  
21 existing releases.

22 5. My team currently consists of approximately one-hundred (100) individuals, some  
23 of who are managers. At its peak, my team consisted of about one-hundred and thirty-five (135)  
24 individuals.

25 6. I was Plaintiff Marilyn Clark's third-level manager throughout her tenure at  
26 Oracle. Clark reported to my second-level report Feroze Abbas from 2005 to 2011, and to  
27 another of my second-level reports, Daniel Lee, from 2011 to 2015.

28

1           7.     I was also the third-level manager of Xuan Nhut Tran, Alejandro Espinosa, Tuan  
2 Karsevar, and Michael Burrows.

3           8.     The PeopleSoft product line includes the following eight products: (1) Human  
4 Resource Management Systems (HRMS), (2) Financial Management Solutions, (3) Supply Chain  
5 Management, (4) Enterprise Performance Management, (5) Student Administration, (6) Asset  
6 Lifecycle Management, (7) PeopleTools, and (8) Customer Relationship Management (CRM).

7           9.     CRM has less frequent new releases than the other PeopleSoft products, such as  
8 HRMS, Financial Management Solutions, Student Administration, and Enterprise Performance  
9 Management.

10          10.    CRM is also a smaller and less complex product than HRMS and Financial  
11 Management Solutions. Accordingly, CRM has smaller databases and substantially fewer  
12 database environments, and generally requires less work on the test floor than HRMS or Financial  
13 Management Solutions. Additionally, HRMS must frequently evolve to incorporate regulatory  
14 and legislative changes on a time-sensitive basis.

15          11.    Unlike some of the other PeopleSoft products, such as HRMS and Financial  
16 Management Solutions, CRM directly competes with two of Oracle's other products, including  
17 Oracle's home-grown customer relations management product Fusion.

18          12.    PeopleSoft's databases run on six primary database platforms: (1) the Oracle  
19 operating system, which is the primary platform for PeopleSoft; (2) IBM DB2 UNIX; (3) IBM DB2  
20 OS 390; (4) Microsoft SQL Server; (5) Sybase; and (6) Informix.

21          13.    Most of the individuals on my team have a system job title beginning with  
22 "Database Administrator," although they work in roles at various career levels (Database  
23 Administrator 2 (IC2), Database Administrator 3 (IC3), *etc.*). Database administrators generally  
24 support a particular product and do not often switch between products with any frequency,  
25 because the different features or different systems would make reassignment inefficient as the  
26 reassigned employees would generally be less adept and proficient at the new product. For  
27 instance, troubleshooting an error requires different processes from one PeopleSoft product to  
28 another.

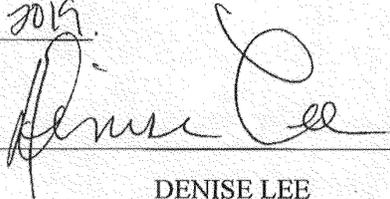
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14. Additionally, database administrators generally specialize in a particular database platform and become proficient in that specific database platform over time.

15. Being fluent in a database platform is analogous to being fluent in a spoken language. Similar to spoken languages, each database platform has its own set of complex rules. Among other things, these rules dictate the commands used to build database environments, the manner in which database administrators create and configure tables, and the processes used to structure and store data.

I declare under penalty of perjury under the laws of the United States of America and the State of California that the foregoing is true and correct.

Executed in Pleasanton, CA on Jun 15, 2019.

  
\_\_\_\_\_

DENISE LEE

4142-2543-0041.5

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13 Attorneys for Defendant  
14 ORACLE AMERICA, INC.

15 SUPERIOR COURT OF THE STATE OF CALIFORNIA  
16 COUNTY OF SAN MATEO

17 RONG JEWETT, SOPHY WANG, XIAN  
MURRAY, ELIZABETH SUE PETERSEN,  
18 MARILYN CLARK AND MANJARI KANT,  
individually and on behalf of all others  
19 similarly situated,  
20 Plaintiffs,  
21 v.  
22 ORACLE AMERICA, INC.  
23 Defendant.

Case No. 17CIV02669

**DECLARATION OF ANSHUMAN  
SHARMA IN SUPPORT OF  
DEFENDANT ORACLE AMERICA,  
INC.'S MOTIONS FOR SUMMARY  
JUDGMENT OR, IN THE  
ALTERNATIVE, SUMMARY  
ADJUDICATION**

**FILED BY FAX**

24 **REDACTED**  
25  
26  
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1 I, Anshuman Sharma, declare as follows:

2 1. I make this declaration in support of Oracle America, Inc.'s ("Oracle") motion for  
3 summary judgment or, in the alternative, summary adjudication. I have personal knowledge of  
4 the matters contained in this declaration. If called to testify to the information in this declaration,  
5 I could do so competently. Before signing this declaration, I read it carefully to make sure it was  
6 accurate, and it is. I was not pressured or required to sign this declaration. I am providing this  
7 declaration voluntarily.

8 2. I joined Oracle's e-business suite Supply Chain Management ("SCM") group in  
9 2000 as a Senior Applications Developer. Around 2007, a new Fusion Applications SCM group  
10 was formed, and I began working with that group. I was then promoted to a managerial position  
11 within the Fusion SCM group around 2008. Today, I am a Senior Development Manager within  
12 Fusion Applications, working specifically in SCM's Logistics team, which is also referred to as  
13 Inventory Management Cloud.

14 3. Oracle Fusion Applications is built to work with other enterprise and industry  
15 applications to automate business processes and support better decision-making, while preserving  
16 customer choice of solutions and reducing IT costs. Fusion Applications include numerous  
17 modules across seven core enterprise application products: (1) Financial Management, (2)  
18 Procurement, (3) Project Portfolio Management, (4) Customer Relationship Management, (5)  
19 SCM, (6) Human Capital Management, and (7) Governance Risk and Compliance.

20 4. SCM encompasses several different products that are aimed at helping clients  
21 optimize elements of their supply chain, including procurement, order management, inventory  
22 management, product item management, and supply-chain planning. SCM products are designed  
23 in a manner that enables them to integrate with other Oracle and non-Oracle products.

24 5. The SCM Logistics product in particular assists enterprise customers in managing  
25 their inventory to procure and fulfill orders. These clients frequently receive products and  
26 materials from one place and process them, package them, rebrand them, or store them in another  
27 place. The Logistics product aids customers in tracking and overseeing these processes.

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- 1 -

SHARMA DECLARATION

1           6.       The SCM Logistics product is comprised of three main components: (1) Inventory  
2 and Order Management, (2) Shipping, and (3) Receiving. I am one of the managers who oversee  
3 the team's Shipping component. I also perform work involved in integrating the Shipping team's  
4 modules with modules of other SCM products.

5           7.       There is an incredible level of complexity involved in Oracle's SCM products,  
6 especially within Logistics. Over time, application developers must learn how different modules  
7 are integrated within each product and across a variety of different products within SCM.  
8 Further, SCM teams regularly add new features, so ongoing engagement is needed to have a full  
9 understanding of the products' functionalities. When junior application developers are brought in  
10 to work on the SCM team, for example, I instruct them to work closely on one or two areas of a  
11 module. Just getting a handle on one or two areas of SCM Logistics can take anywhere from six  
12 to nine months. Once they develop an understanding of these areas, I will then slowly introduce  
13 them to greater levels of functionality.

14           8.       Rong Jewett joined the SCM Shipping team as an Applications Developer 2  
15 through Oracle's university recruiting program. When she joined, there was an initial learning  
16 curve where she had to sit with other developers and learn the functional aspects of the Shipping  
17 component. Her first six months on the team was dedicated to performing bug fixes on smaller  
18 pieces of code. These were simple bug fixes. These bug fixes were in response to code violation  
19 reports, known as JAudits and Angrybirds. As an example, when the team was notified of a  
20 coding violation, such as visible property not being set appropriately, she would address them by  
21 updating those properties. Jewett also worked on other minor bug fixes within the Pick Release  
22 user interface ("UI") and TruckLoad UI, and bugs within shipment requests. Jewett also worked  
23 on the WMS ADFdi, which was a spreadsheet-based interface that she developed for the Shipping  
24 team. These were relatively simple assignment that did not require a strong fundamental  
25 understanding of the Shipping product as a whole. She also utilized her background in ADF  
26 technologies to develop enhancements to other relatively simple UIs, such as the TruckLoad UI,  
27 Pick Release UI, and the Create Shipment Request UI.

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9. During her time on my team, I did not deem Jewett to be an exceptional performer. In my observation as her manager, she was too junior of a developer to have the knowledge and skills necessary to work on complex assignments. As such, I spent a considerable amount of time and effort overseeing Jewett's work.

10. Jewett also worked on enhancements to the simple UIs listed above by writing relatively simple codes. Although I understand that Jewett compares her work to the work done by Sharath Polepalli, [REDACTED] Sharath worked as an applications developer at another company prior to joining Oracle, and he worked on my team for several years prior to Jewett joining. [REDACTED]

I declare under penalty of perjury under the laws of the United States of America and the State of California that the foregoing is true and correct.

Executed in REDWOOD SHORES on 01/11/2019  
CALIFORNIA

  
\_\_\_\_\_  
ANSHUMAN SHARMA

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12 Attorneys for Defendant  
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13  
14 SUPERIOR COURT OF THE STATE OF CALIFORNIA  
15 COUNTY OF SAN MATEO

16 RONG JEWETT, SOPHY WANG, XIAN  
17 MURRAY, ELIZABETH SUE PETERSEN,  
18 MARILYN CLARK AND MANJARI KANT,  
individually and on behalf of all others  
similarly situated,

19 Plaintiffs,

20 v.

21 ORACLE AMERICA, INC.

22 Defendant.  
23

Case No. 17CIV02669

**DECLARATION OF ROCHELLE  
SUTHERLAND IN SUPPORT OF  
DEFENDANT ORACLE AMERICA,  
INC.'S MOTIONS FOR SUMMARY  
JUDGMENT OR, IN THE  
ALTERNATIVE, SUMMARY  
ADJUDICATION**

**FILED BY FAX**

24 **REDACTED**  
25  
26  
27  
28

1 I, Rochelle Sutherland, declare as follows:

2 1. I make this declaration in support of Oracle America, Inc.'s ("Oracle") motion for  
3 summary judgment or, in the alternative, summary adjudication. I have personal knowledge of  
4 the matters contained in this declaration. If called to testify to the information in this declaration, I  
5 could do so competently. Before signing this declaration, I read it carefully to make sure it was  
6 accurate, and it is. I was not pressured or required to sign this declaration. I am providing this  
7 declaration voluntarily.

8 2. I have worked for PeopleSoft and/or Oracle for 24 years in various capacities. I  
9 was initially hired by PeopleSoft in 1995 as an engineer and came to Oracle as part of the  
10 PeopleSoft acquisition in 2005. Since joining Oracle, I have held the following positions:  
11 Manager, Financials; Director of Financials; and Director Customer Support for Financials and  
12 SCM. I am currently a Director of Customer Support for PeopleSoft Financials and PeopleSoft  
13 Supply Chain Management ("SCM"), and have held this position since 2016. My primary job  
14 duties are to oversee the management of the various customer service teams for the PeopleSoft  
15 Financials and SCM products.

16 3. I have served at various points as either the first- or second-line manager for  
17 customer service technical analysts including Elizabeth Sue Petersen, David Manes, DeeAnna  
18 Muthart and Victor Cecena. I am also aware that Owen Richards was a technical analyst. I am  
19 aware of the functional aspects of the jobs performed by these technical analysts. I am also aware  
20 of their responsibilities, and the skill and effort they use to perform their roles.

21 4. The two PeopleSoft products my teams support are PeopleSoft Financials and  
22 PeopleSoft SCM. In general, the PeopleSoft family of products are Enterprise Resource Planning  
23 ("ERP") programs. ERP refers to the systems and software packages used by organizations to  
24 manage day-to-day business activities, such as accounting, procurement, project management and  
25 manufacturing. ERP systems tie together and define a plethora of business processes and enable  
26 the flow of data between them. By collecting an organization's shared transactional data from  
27 multiple sources, ERP systems seek to eliminate data duplication and provide data integrity with a  
28 "single source of truth."

1           5.       PeopleSoft Financials is an ERP that includes applications to help companies  
 2 proactively manage entire business operations and quickly and dynamically plan, budget, and  
 3 forecast. PeopleSoft Financials Applications include: Financial Control and Reporting, Procure-  
 4 to-Pay, Travel and Expense Management, Treasury Management, and many additional  
 5 applications for Public Sector and Financial Services.

6           6.       PeopleSoft SCM performs a similar function for manufacturing businesses by  
 7 providing a cohesive yet flexible solution for the synchronized supply chain. Within SCM, there  
 8 are two main product groups, each broken down into product sub groups and then components.  
 9 The general mapping of the SCM groupings is as follows:

Product Family	Product Group	Product Sub-Groups	Approx. Components
PeopleSoft Supply Chain Management (SCM)	Inventory Order Management (IOM)	Inventory	81
		Mobile Inventory	14
		Order Management	21
		Cost Management	7
	Procurement	Planning	18
		Commitment Control (KK)	10
		Purchasing	123
		Services Sourcing	19
	E-Procurement	99	

16  
 17           7.       The teams I manage include technical analysts who are responsible for addressing  
 18 customer issues with respect to particular product groups, product sub groups, and/or  
 19 components. When hiring into these positions, I generally look for people with particular  
 20 relevant experience in finance, accounting principles, or supporting business process software.  
 21 For the SCM teams, a background in manufacturing is preferred, but not required.

22           8.       In the period from 2013 forward, all technical analysts in SCM generally received  
 23 work through their queue based on their skill and experience. Technical analysts differ in their  
 24 prior knowledge, experience, or technical competence, and some are able to handle more complex  
 25 issues earlier than others. If an employee shows a lack of understanding, they will often stay in a  
 26 more centralized product with greater supervision. If an employee shows an advanced  
 27 understanding, they will generally take on increased responsibilities and handle more complex  
 28 issues.

1           9.     Each of the two SCM product groups—Inventory and Order Management  
2 (“IOM”) and Procurement (also called Purchasing)—has its own dedicated team of technical  
3 analysts. These two teams generally do not handle the same types of technical issues because  
4 they are working on entirely different product groups. Between the two products groups, IOM  
5 was a more mature and stable product, which resulted in IOM receiving far fewer service requests  
6 (“SRs”) than Procurement. So an expertise in Procurement had more value to the SCM support  
7 team not only due to the greater number of SRs to service, but also because the SRs on the  
8 Procurement team were more likely to have technically complex issues to resolve.

9           10.    I understand that Petersen worked in the IOM product group until approximately  
10 2013, when she switched to Procurement. I also understand that David Manes, Owen Richards,  
11 and DeeAnna Muthart were in the Procurement group at the time of Oracle’s acquisition of  
12 PeopleSoft in 2005. Victor Cecena had supported various groups, but I recall that he was on the  
13 Procurement team in 2013. Upon Petersen’s transfer to Procurement, her work did not have the  
14 same breadth and complexity as David Manes, Owen Richards, and DeeAnna Muthart’s work  
15 because she experienced a ramp-up period in which she was learning the technical aspects of the  
16 Procurement product group.

17           11.    As a technical analyst, Petersen’s job was, broadly speaking, to answer SRs from  
18 customers experiencing technical problems with a product. SRs are routed to the analysts through  
19 an automated system called GRP. Technical analysts are described in GRP by skill sets (*i.e.*,  
20 product components they were authorized to assist customers with). Each technical analyst is  
21 also matched with a severity code that he or she is authorized to process. The severity ranged  
22 from P1 to P4, with P4 representing the simplest problems and P1 representing the most severe.  
23 Incoming SRs that match an analyst’s skill sets (*i.e.*, authorized components and severity level)  
24 are generally routed to that analyst. For example, a new hire may be designated as capable of  
25 handling SRs related to five specific components of the Planning product sub group at a severity  
26 level of P4. This means the system would not assign that employee any service request that did  
27 not fit within those parameters. After receiving an SR in their queue, technical analysts work  
28

1 with the customer, and, if needed, developers to resolve the customer's issues. Solutions range  
2 from providing education to the customer to engaging developers to fix technical bugs.

3 12. As technical analysts gain more experience, they are matched with more  
4 components and higher severity permissions based on their skills, experience, and performance.  
5 If a technical analyst obtains permissions for the highest-level severity for all components within  
6 their product sub-group, they may begin to learn to handle requests relating to components of  
7 other product sub-groups as well. As a team members gain expertise, they are often relied upon  
8 to train, teach and mentor other team members in those areas. For example, when a team member  
9 demonstrates consistent strong performance and technical understanding of a particular product  
10 group or product sub-group, that team member may be considered a support lead in that area and  
11 would become the go-to person for mentoring and questions from other team members that are  
12 dealing with SRs in that area. Likewise, when a team member demonstrates continued mastery of  
13 a particular product group or product sub-group, that team member may be considered an expert  
14 in that area and would become the go-to person not only for other support team members, but  
15 would also be the go-to person for interacting with the developers tasked with fixing identified  
16 bugs related to that area. Experts not only interact with the development team, but also  
17 participate in new feature design meetings. Additionally, it is expected that these subject matter  
18 experts will share their knowledge with team members, other PeopleSoft product teams, and  
19 customers through brown bag seminars, webinars, or other training presentations. These are  
20 examples of the types of additional responsibilities that come with being considered a support  
21 team lead or expert in a particular area of the SCM product; however, there could be many other  
22 additional areas of responsibilities based on the current needs of the team or the interests of the  
23 team members.

24 13. Everyone on the team has equal access to the information and training necessary to  
25 strive towards being a lead or an expert with respect to any given area of the product. However,  
26 technical analysts progress at different speeds based on their desires, abilities, effort, and  
27 demonstrated technical competence. Further, some technical analysts take advantage of training  
28 opportunities to increase their proficiency in areas of interest and others do not. Two Technical

1 Analyst 4s therefore may have different permissions and authorizations within the system,  
2 resulting in them working on vastly different problems that require different levels of skill to  
3 address. Similarly, support leads or experts may have varying degrees of additional duties and  
4 responsibilities.

5 14. Overall, Petersen was a good technical analyst. However, Petersen was not as  
6 technically savvy as other technical analysts, including David Manes. For example, Petersen  
7 would work with customers by walking them through the process for fixing known bugs or she  
8 would try to identify whether the problem was a new bug by attempting to replicate the  
9 customer's problem. If she could not replicate the problem, she would look to others, like  
10 Michael Manes, David Manes and DeeAnna Muthart for assistance. If she could replicate the  
11 bug, she would create and route a trouble ticket to the development team. Once Petersen  
12 replicated the bug and created the trouble ticket, her involvement in solving the problem ended.  
13 While this was acceptable for her job description, this was not the role that David Manes had on  
14 the team. David Manes would often continue working with the development team to narrow the  
15 scope of where the bug occurred, helping in the development of the solution. Additionally, if a  
16 fix was urgently required by a customer who could not wait for the normal bug posting cycle, he  
17 would test the solution (POC) for development in a controlled environment to ensure that it  
18 worked prior to sending the fix out to customers. David Manes' increased involvement with the  
19 developer helped to fix the bug faster.

20 15. Additionally, Petersen made it clear that she was content in her role and had no  
21 intentions to improve her skill sets to progress to Technical Analyst 5 (an IC5-level role). Indeed,  
22 for the last several years of her employment, she stated that she was focused on retirement and  
23 was not interested in taking on additional work or growing her skills.

24 16. By contrast, by the time Petersen transferred to the Procurement team, David  
25 Manes [REDACTED]  
26 [REDACTED] the most technically complex product sub-group within SCM. KK is complex  
27 because it requires an understanding of certain product groups outside of Supply Chain  
28 Management—specifically, product groups within the PeopleSoft Financials family of products.

1 The reason KK is so difficult is because the main line code originates from the PeopleSoft  
2 Financials product, specifically the General Ledger product group. KK is Financials and SCM's  
3 budgeting tool, which builds off of the General Ledger main coding and layers on the SCM  
4 Product source coding. Tracing issues in KK thus requires an analyst to determine whether the  
5 bug resides in the SCM source coding, or the General Ledger main coding.

6 17. Beyond Commitment Control, David Manes also served as a lead for addressing a  
7 wide range of issues within the Purchasing product sub-group. Additionally, [REDACTED]  
8 [REDACTED]. David Manes could dig into trace files that align  
9 with the coding to determine whether a particular problem was truly a bug that needed to be sent  
10 to development or whether it was a set up or configuration issue on the customer's end of the  
11 product. As her performance appraisals reflect, Petersen never developed the technical ability to  
12 effectively read trace files.

13 18. While I never directly supervised Owen Richards, I am informed and believe that  
14 [REDACTED]  
15 [REDACTED]  
16 [REDACTED]  
17 [REDACTED] As it relates to Petersen, she was never a  
18 support lead or expert for any aspect of the Procurement product group. Instead, Petersen was  
19 simply focused on retirement after transitioning to the Procurement team.

20 19. From 2013 forward, technical analysts have been paid as hourly employees, with  
21 the ability to earn additional compensation for overtime or by covering weekend pager duties.

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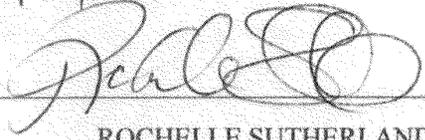
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20. As a manager of employees I have been involved in determining their salaries and wage rates. In my experience, budget allocations are filtered down to managers who are tasked with allocating raises as they deem appropriate to reward high performers, or for other business reasons. At no time have I ever made a compensation decision based on gender. Instead, I look to reward employees for their effort, performance, and overall value to the team.

I declare under penalty of perjury under the laws of the United States of America and the State of California that the foregoing is true and correct.

Executed in Modesto CA on 1/16/2019.



ROCHELLE SUTHERLAND