# Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Speaker(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>01:05 – 01:10 pm</td>
<td>Opening Remarks</td>
<td>Stefan Gruber, Head of Investor Relations</td>
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<tr>
<td>01:10 – 01:25 pm</td>
<td>Strategy &amp; Financial Update</td>
<td>Luka Mucic, CFO</td>
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<td>01:25 – 02:00 pm</td>
<td>Cloud Panel</td>
<td>Alex Atzberger, Rob Brimm, Elena Donio, Mike Ettling</td>
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<td></td>
<td></td>
<td>Host: Todd Friedman</td>
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<td></td>
<td>Q&amp;A</td>
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<td>02:00 – 02:20 pm</td>
<td>Digital as the New Normal</td>
<td>Steve Lucas, President Digital Enterprise Platform</td>
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<td>Q&amp;A</td>
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<tr>
<td>02:20 – 02:30 pm</td>
<td>Break</td>
<td></td>
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<tr>
<td>02:30 – 3:00 pm</td>
<td>Executive Q&amp;A Session</td>
<td>Bill McDermott, Luka Mucic, Rob Enslin, Bernd Leukert, Steve Singh</td>
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Safe Harbor Statement

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

- Business Networks
  - SAP Fieldglass
  - SAP Ariba
  - CONCUR

- Customer Experience
  - SAP Hybris

- Workforce Engagement
  - SAP SuccessFactors

- Internet of Things and Big Data
  - SAP HANA Cloud Platform

- Digital Core
  - SAP S/4HANA
  - SAP HANA Platform
  - Security
Pushing relentlessly towards a larger, stickier, more predictable business

Cloud revenue mix

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Cloud Subscription and Support</th>
<th>All Other Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>€20.8 bn</td>
<td>11%</td>
<td>89%</td>
</tr>
<tr>
<td>2020</td>
<td>€26-28 bn</td>
<td>+18pp</td>
<td>29%</td>
</tr>
</tbody>
</table>

Share of more predictable revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Cloud Subscription and Support</th>
<th>All Other Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>€20.8 bn</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>2020</td>
<td>€26-28 bn</td>
<td>+15pp</td>
<td>70-75%</td>
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</table>

Much larger cloud business in 2020 relative to core business – change in revenue mix weighs on blended operating margin for the group in short/medium term.

Share of more predictable revenue is expected to increase to 70-75% by 2020.

Support + Cloud subs – share of revenue

Support + Cloud subs – share of revenue
Cloud gross margins on track towards long term ambition

- Business network gross margin** ~75% Q1 2016
- Public cloud SaaS gross margins ~68% Q1 2016
- Private cloud gross margins still negative in Q1 2016 but expected to break even in FY 2016
- Speeding up investments in cloud infrastructure to deliver on the massive cloud bookings and backlog
- Migrating acquired cloud offerings onto HANA – massive benefits for customers – significant long term savings
- Expects stable to slightly improving cloud gross margin in 2016

**Long term cloud subscriptions and support gross margin potential in mature state (excluding cloud-related professional services)

**Cloud gross margin of business network segment
Expanding absolute operating profit which drives operating cash flow

- SAP is improving effectiveness and efficiency in each and every business ➔ all contribute to absolute operating profit growth
- Private cloud will contribute to our operating profit in the long term albeit at a lower gross margin
- Continued transformation of our services business – shift towards a stronger focus on customer outcome which drives higher adoption and renewals
- Operating cash flow expected to show a positive trend in 2016 – following operating profit evolution and helped by lower restructuring related cash outflows

Targeting accelerated operating profit expansion in 2018 and beyond
## Outlook for the FY 2016

<table>
<thead>
<tr>
<th></th>
<th>Actual Performance Q1/16</th>
<th>SAP’s Outlook FY 2016</th>
<th>Basis for Comparison 2015</th>
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<tbody>
<tr>
<td>Cloud subscription and support revenue (Non-IFRS at cc)</td>
<td>€676m (+33%)</td>
<td>€2.95bn to €3.05bn (upper end +33%)</td>
<td>€2.30bn</td>
</tr>
<tr>
<td>Cloud and software revenue (Non-IFRS at cc)</td>
<td>+ 6%</td>
<td>+ 6% to 8%</td>
<td>€17.23bn</td>
</tr>
<tr>
<td>Operating profit (Non-IFRS at cc)</td>
<td>€1.1bn</td>
<td>€6.4bn to €6.7bn</td>
<td>€6.35bn</td>
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While the Company's full-year 2016 business outlook is at constant currencies, actual currency reported figures are expected to continue to be impacted by exchange rate fluctuations. If exchange rates remain at the April 2016 average level for the rest of the year, the Company expects its non-IFRS cloud and software revenue growth rate as well as its non-IFRS operating profit growth rate to experience a negative currency effect in a range of -2 to -4 percentage points for the second quarter 2016 (0 to -2 percentage points for full year 2016).

This currency impact estimate supersedes the estimate we provided on April 20th, 2016 which was based on the March 2016 exchange rates. The estimated impact was a currency headwind rather than a currency benefit as originally stated in the April 20th, 2016 release.
Cloud Panel

Todd Friedman, Head of Ecosystem Strategy
BEST-IN-CLASS

CONNECTED TO SAP

CONNECTED TO OTHERS via OPEN PLATFORM

CONNECTED TO YOU: AN EFFORTLESS EXPERIENCE
Cloud Panel

Alex Atzberger, President SAP Ariba
Rob Brimm, President SAP Fieldglass
Elena Donio, President Concur
Mike Ettling, President SAP SuccessFactors
Host: Todd Friedman, Head of Ecosystem Strategy
Digital as the New Normal

Steve Lucas, President Digital Enterprise Platform
TRANSFORMATION, INNOVATION, AND EXTENSION

TRANSFORMATION
HANA

NEXT GEN INNOVATION
S/4HANA

EXTENSION
HANA Cloud Platform
MAJOR ANNOUNCEMENTS

HANA
  Key Updates

BusinessObjects
  Cloud + Enterprise

HANA Cloud Platform
  Spring Edition
SAP HANA
SAP VORA

Platform

HANA
Platform

VORA
Framework

any DB

Hadoop
HANA Cloud Platform

- Applications
- IoT Platform
- Extensions
- (Micro-) Services
- Identity Management

HANA Platform

VORA Framework

(any DB) Hadoop

Digital Boardroom
Roambi
Analytics

Business Objects

Platform
Executive Q&A Session

Bill McDermott, CEO
Luka Mucic, CFO
Rob Enslin, Executive Board Member, Global Customer Operations
Bernd Leukert, Executive Board Member, Products & Innovation
Steve Singh, Executive Board Member, Business Networks and Applications