

HYPERION SOLUTIONS CORP  
Form SC TO-C  
March 07, 2007

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**SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549**

**SCHEDULE TO**

**(Rule 14d-100)**

**TENDER OFFER STATEMENT UNDER SECTION 14(d)(1) OR 13(e)(1)  
OF THE SECURITIES EXCHANGE ACT OF 1934**

**HYPERION SOLUTIONS CORPORATION**

**(Name of subject company (Issuer))**

**ORACLE CORPORATION  
HOTROD ACQUISITION CORPORATION**

**(Names of Filing Persons (Offerors))**

**Common Stock, \$0.001 par value per  
share**

**(Title of classes of securities)**

**44914M104**

**(CUSIP number of common stock)**

**Daniel Cooperman, Esq.  
Senior Vice President, General Counsel & Secretary  
Oracle Corporation  
500 Oracle Parkway  
Redwood City, California 94065  
Telephone: (650) 506-7000**

*(Name, address, and telephone number of person authorized to receive notices and communications on behalf of Filing Persons)*

**Copies to:  
William M. Kelly, Esq.  
Davis Polk & Wardwell  
1600 El Camino Real  
Menlo Park, California 94025  
Telephone: (650) 752-2000**

**CALCULATION OF FILING FEE**

**Transaction Valuation\*  
Not applicable\***

**Amount of Filing Fee\*  
Not applicable\***

\* A filing fee is not required in connection with this filing as it relates solely to preliminary communications made before the commencement of a tender offer.

o Check the box if any part of the fee is offset as provided by Rule 0-11(a)(2) and identify the filing with which the offsetting fee was previously paid. Identify the previous filing by registration statement number, or the form or schedule and the date of its filing.

Amount Previously Paid:  
Form of Registration No.:

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Filing Party:  
Date Filed:

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Check the appropriate boxes below to designate any transactions to which the statement relates:

- third party tender offer subject to Rule 14d-1
- issuer tender offer subject to Rule 13e-4
- going private transaction subject to Rule 13e-3
- amendment to Schedule 13D under Rule 13d-2

Check the following box if the filing is a final amendment reporting the results of the tender offer:

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Oracle and Hyperion  
The New, Extended Oracle Business Intelligence:  
A System for Enterprise Performance Management

01

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Important Information

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This document contains certain forward-looking statements about Oracle and Hyperion. When use document, the words "anticipates", "may", "can", "believes", "expects", "projects", "intends", similar expressions and any other statements that are not historical facts, in each case as th Oracle and Hyperion, the management of either such company or the transaction are intended to assertions as forward-looking statements. In making any such statements, the person making th that its expectations are based on reasonable assumptions. However, any such statement may be factors that could cause actual outcomes and results to be materially different from those pro anticipated. These forward-looking statements are subject to numerous risks and uncertainties various important factors that could cause actual results to differ materially from those in a forward-looking statements, many of which are beyond the control of Oracle and Hyperion, inclu impact of general economic conditions in regions in which either such company currently does b industry conditions, including competition, fluctuations in exchange rates and currency values expenditure requirements, legislative or regulatory requirements, changes in the tax laws, int and access to capital markets. The actual results or performance by Oracle or Hyperion could materially from those expressed in, or implied by, these forward-looking statements. Accordin assurances can be given that any of the events anticipated by the forward-looking statements w or occur, or if any of them do so, what impact they will have on the results of operations or condition of Oracle or Hyperion.

The following is intended to outline our general product direction. It is intended for information purposes only, and may not be incorporated into any contract. It is not a commitment to deliver any material, code, or functionality, and should not be relied upon in making purchasing decisions. The development, release, and timing of any features or functionality described for Oracle's products remains at the sole discretion of Oracle.

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Agenda

- o Market Strategy Overview
- o Product Strategy Overview
- o Customer & Partner Success
- o Summary

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Market Strategy

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What We Are Announcing

- o Oracle has agreed to acquire Hyperion
  - o Cash tender offer of \$52.00 per share
  - o Approximately \$3.3 billion in the aggregate
  - o Transaction expected to close in April 2007, subject to regulatory and other approvals
  
- o About Hyperion
  - o Leading provider of Performance Management solutions, OLAP, Financial Planning and Consolidation
  - o Public company with trailing twelve month revenues in excess of \$830 million (12/31/06)
  - o HQ Santa Clara; 2,900 Employees; 12,000+ Customers
  - o Accelerates Oracle's product strategy
  - o Business Intelligence & Performance Management Converging Rapidly
  - o Hyperion brings best-of-breed, heterogeneous Performance Management and complementary BI products to Oracle's offering
  - o Combination offers industry's only complete and integrated Performance Management System - combining EPM & Operational BI

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Hyperion Strategic Importance to Oracle

- o Performance Management rapidly growing software segment
- o Estimated to reach \$7.0 billion in 2009; 11%+ CAGR growth
- o Top priority for executives and Boards of Directors
- o Financial planning extending to full enterprise business planning
  
- o Complements Oracle's existing product strengths
- o Adds leading open enterprise planning system
- o Adds high-growth, leading financial consolidation products
- o Adds powerful multi-source OLAP server
- o Extends Oracle's global distribution channels with domain expertise
  
- o Why now?
- o Performance Management & Business Intelligence converging rapidly
- o First integrated, end-to-end Performance Management System - combining EPM & Operational BI
- o Enables "closed loop" decision making - from Strategy to Planning to Consolidation to Operational Analytics to Actionable Insight
- o Together offer industry's most complete and best product line
- o Differentiates Oracle from other Business Intelligence vendors

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Why Hyperion?

- o Category leader in Performance Management Software
  - o Rated as a Leader in Corporate Performance Management and Business Intelligence Platforms
  - o Leader in OLAP, Planning, and Financial Consolidation
  - o Complimentary Products enable rapid integration of Suites
  - o Successfully implemented at over 12,000 global customers
- o Strong reputation and established relationships with CFOs
  - o Strong domain expertise in financial and performance management
  - o Helps Oracle sell complementary products into the CFO office
  - o Strengthens Oracle's expansion into SAP base
- o Experienced global organization
  - o Highly skilled and experienced product development team
  - o Global sales expertise, strong services and support capability
  - o Excellent support and adoption by global system integrators
- o Oracle and Hyperion are already partners
  - o Hyperion is a member of Oracle Partner Network (OPN)
  - o Hyperion is an Oracle customer - runs e-Business Suite and Siebel

Select Hyperion & Oracle Joint Customers

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Organizational Model

- Hyperion Development Organization
  - Will be part of Oracle's Business Intelligence Development Team
  - Will be retaining all US & multi-shore development locations
  - Will be retained intact - focus on accelerating investments
- Hyperion Support & Consulting Organizations
  - Will be integrated with Oracle Support & Consulting
- Hyperion Sales Organization
  - Will be retained intact in each geography - US, EMEA, APAC, LAD
  - Will also sell some Oracle Analytic Applications - eg. Financial Analytics - Complete EPM & Operational Analytic Applications
- Oracle Business Intelligence Sales
  - Will be retained intact in each geography - US, EMEA, APAC, LAD
  - Will also sell Hyperion's Business Intelligence Tools
- Focused on accelerating growth and capturing share
  - Oracle will double sales organization for these products globally

Product Strategy

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Product Strategy Drivers

From:		To:
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Analysts	=====>	Pervasive use
Historical data	=====>	Real-time, predictive data
Fragmented view	=====>	Unified, enterprise view
Reporting results	=====>	Insight-driven business process optimization
Analytic tools	=====>	Unified infrastructure and prebuilt analytic solutions
Planning silos with limited BI	=====>	Enterprise Performance Management System

Product Strategy

Overview

- o Integrated Business Intelligence Tools
  - o Comprehensive, Integrated, Best-of-Breed Business Intelligence Infrastructure
- o Integrated Business Intelligence Database
  - o Business Intelligence Functions Integrated in Database
- o Integrated Enterprise Performance Management System
  - o Integrated, Enterprise Wide, & Industry Specific Performance Management and Analytic Applications

The New, Extended Oracle BI  
A System for Enterprise Performance Management

Oracle Business Intelligence

BI and Performance Management Applications	o Operational Business Intelligence Applications
	o Performance Management Applications
	o Integrated with each other

BI Tools and Foundation	o Best-of-breed Business Intelligence Tools
	o Integrated BI Foundation
	o Enterprise Semantic Model

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Hot-Pluggable Works with any information technology  
environment - Oracle, non-Oracle, or mixed  
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Oracle BI Tools and Foundation  
Extended and Unified Business Intelligence Infrastructure

Common Enterprise Information Model

Oracle                    Intelligent Caching Services  
BI Server                Multidimensional Calculation and Integration Engine  
                             Intelligent Request Generation and Optimized Data Access Services

Common Enterprise Information Model

Enables Consistency, Reuse, Ease of Understanding

- o User roles, preferences
- ==> o Simplified view                      Role-based views of the information
- o Logical SQL interface
  
- o Dimensions
- o Hierarchies
- o Measures                                      Consistent definition of business measures,
- ==> o Calculations                              metrics, calculations
- o Aggregation Rules
- o Time Series
  
- o Map Physical Data
- ==> o Connections                              Model once, deploy anywhere
- o Schema

Across any data sources

Oracle BI Applications  
 An Enterprise Performance Management System

Reporting	Scoreboarding	Analytic Apps		Planning	
Modeling	Planning	Budgeting	Financial Management		Consolidation
Sales & Marketing	Service & Contact Center	Human Resources	Order Management & Fulfillment	Supply Chain	Verticals

Common Enterprise Information Model

Oracle Business Intelligence Foundation

OLTP & ODS Systems	Data Warehouse Data Mart	Essbase	SAP, Oracle PeopleSoft, Siebel, Custom Apps	Files Excel XML	Business Process
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Enterprise Performance Management System  
Oracle with Hyperion

Required for

- o etter information
- o etter insight
- o etter plans
- o etter decisions
- o etter actions
- o etter performance
- o etter results

Product Integration

Insight  
Performance  
Action

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Set Goals      Model      Plan      Monitor      Analysis      Report

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From Plan to Analysis  
Financial Example

Financial  
Plan

Financial Metrics,  
KPIs, Scorecards

Financial  
Consolidation

Financial Analytics  
(Operational BI)

Management &  
Statutory Reporting

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Set Goals and Strategy  
Hyperion Business Performance Architect

KPIs  
Business Rules  
Supporting Detail  
Mark-up and Workflow

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Define Model to Capture Strategy  
Hyperion Planning & Scenario Modeling Tools

Scenarios  
Simulation  
Adjustment Logic  
Mark-up and Workflow  
Analytic Facts and Measures

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Define Plans to Align with Strategy  
Hyperion Planning & Oracle BI Applications

Strategy Definition	==	Sales & Revenue Plan Marketing Plan	==	Field Reps Telesales Reps
Objectives & KPIs	==	Manufacturing Plan HRMS Plan		Sales Accelerators Sales Comp Plan
Corporate Plan Drivers (e.g., Financial Plan)				   Analytic Facts & Measures
				Operational Business Intelligence Applications

Monitor KPIs via Alerts

Oracle Notification & Alerting Infrastructure

E-mail  
(POP/IMAP)

Priority-based Delivery  
Routing & Delivery Rules  
Time-based Conditions  
Data-driven Conditions

Pager

Oracle BI Applications  
& BI Server

SMS/Voice

Hyperion EPM  
Applications

Hyperion Enterprise  
Analytics

Metrics & KPIs

Consolidate Information for Analysis  
Hyperion Financial Management & Consolidation

Financial  
Data Quality

Core Financial  
Systems

Financial  
Consolidation System

Other  
Financial  
Sources

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Analyze Information

Drill to Detail to Understand Problems - Operational BI

Oracle BI Applications

Performance Mgmt Applications

Essbase Analytics

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Logical Request Parser

Intelligent Query Execution

Catalog

BI Foundation

Cache Manager

Metadata Mgr.

Functional Compensation

Scheduler

Optimized SQL/MDX Gen.

Data Access

Function shipping

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Relational  
Sources

OLAP  
Sources

Business  
Applications

Unstructured  
Sources

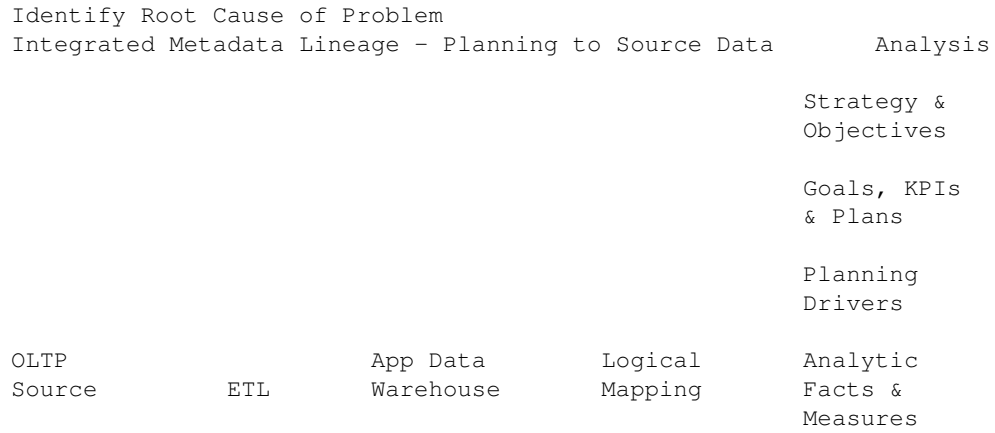
Mainframe

Integrate Data for Analysis  
Oracle & Hyperion Data Quality,  
Oracle Data Integration

Analysis

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Generate Reports  
Statutory, Operational, and Managerial

Business User HTML

Excel

PDF

RTF

Report Distributor  
Report Generator  
Layout Formatter  
Job Scheduler

XML

Word

PPT

EDI

EFT

XBRL

OLTP &  
ODS

Data Warehouse  
Data Mart

SAP, Oracle  
PSFT, Siebel  
Custom Apps

Essbase

Drive Action in Operational Systems  
Insight to Action via Action Framework

Action

1. Conditional Alerting

Analytic Facts & Measures  
Business KPIs  
Data-Driven Conditions  
Time-Driven Conditions

2. In-Context Analysis

Across Planning and Operational Analytic Systems

3. Insight Driving  
Action

Transaction System  
Change

BPEL  
Analytic Workflow

ERP & CRM  
Applications



Compare to Strategy & Goals  
"Close the Loop" with Hyperion Scorecards

Set  
Goals

Report

Model

Analysis

Plan

Monitor

Insight  
Performance  
Action

Operational Scorecards

Strategy & Objectives

Business KPIs

Operational Scorecards

Align Operations with Plans

Planning

Hyperion Already Integrates with Oracle  
Customers Can Get Value Immediately

- o Hyperion integrates with Oracle Database
  - o Supports Oracle RAC as a data source
- o Hyperion integrates with Oracle Fusion Middleware
  - o Application Server
  - o Enterprise Portal: integrate analytics into a common portal
  - o Identity Management: provide enterprise single sign-on
  - o Business Intelligence Server as a Data Source for Essbase
- o Hyperion integrates with Oracle Applications
  - o All of Oracle's Enterprise Applications product lines
  - o Over 4,000 Hyperion customers use Oracle Applications
- o Oracle Business Intelligence integrates with Hyperion
  - o ESSBASE and Interactive Reporting are Data Sources
- o Well-defined product integration roadmap
  - o Critical enablers for product integration complete (e.g., data source)
  - o Other key design elements have been well defined
  - o Oracle & Hyperion will provide clear product roadmap to customers

Example: Unified Executive Portal  
Contextual Integration across Products

Planning Scorecards

Contextual,  
Drill-across Integration

Execution (Workflow) Analysis/Analytic Application

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Example: Unified Analytics  
Oracle Analytic Server & ESSBASE

Oracle Analytics Web  
(Presentation Layer)

Oracle Analytic Server\

SQL                    MDX

Relational Source

ESSBASE Source

ESSBASE

SQL

Oracle Analytic Server

SQL

Relational Source

Exploit Existing Customer Investments  
Continued Integration with Heterogeneous Environments

Portals

Any JSR 168 Portal

Analytic Tools  
and Reporting

Oracle BI, HYSL, BOBJ, COGN, MSTR, Actuate ..

Applications

Oracle EBS, Siebel, SAP, PeopleSoft, JD Edwards ..

Desktop Tools

Excel, Outlook,  
Lotus Notes ..

Oracle Enterprise Performance Management System  
Oracle Business Intelligence Foundation

Security

Oracle  
Kerberos  
iPlanet  
MSFT AD  
Novell  
Custom  
Others ..

Data Access

Oracle RDBMS  
Oracle OLAP Option  
Microsoft SQL Server & Analysis Services  
IBM DB2  
Teradata  
Essbase  
SAP BW  
XML, Excel, Text  
Others ..

ETL

Oracle Data Integrator (Sunopsis)  
Oracle Warehouse Builder  
Informatica  
Ascential  
Others ..



Oracle Performance Management System  
Benefits SAP R/3 & mySAP Customers Today

BI & Performance Management Applications

Reporting    Scorecarding            Analytic Apps    Planning

Common Enterprise Information Model  
Oracle BI Foundation

SAP BW    SAP R/3    Heterogeneous

Oracle provides the ideal  
Performance Management  
System for SAP Customers and  
Heterogeneous Environments

- o    BI Applications integrate with R/3
- o    Planning, Budgeting and Consolidations work with SAP
- o    BI Foundation supports optimized access to SAP BW

Future Product Directions  
Some Initiative Areas

- o Enterprise Performance Management
  - o Integrated Planning, Consolidation, & Operational Analytics
  - o For all Lines of Business - Finance, HRMS, Sales, SCM, Verticals
- o Enterprise Semantic Model
  - o Comprehensive Model spanning EPM & Operational Analytics
  - o Integrated Data Quality, Profiling, Cleansing, and Data Lineage
- o Pervasive Business Insight
  - o Search-based Access with Ubiquitous Multi-channel Access
  - o Information Transparency with Enhanced Visualization & Exploration
- o Real Time Predictive Analysis & Forecasting
  - o Real Time Activity Monitoring, Predictive Analytics and Forecasting
  - o Near Real time Integration across Operational & Management Systems
- o Insight Driven Actions
  - o From Guided Analytics to Analytic Workflow to Operational Systems
  - o Integrated with Web 2.0 & Real Time Collaboration Systems



Product Strategy

Key Differentiators

- o Enterprise Semantic Model
  - o Model Centric vs. Report Centric Analytics
- o Pervasive Business Insight
  - o Empower Business Users with Embedded Insight
- o Real Time Predictive Insight
  - o Activity Monitoring and Predictive Analytics
- o Insight Driven Actions
  - o Contextual Visualization with Guided Decisions
- o Business Process Optimization
  - o Sense & Respond with Intelligent Business Processes
- o Fastest Time to Value
  - o Pre-Packaged Analytic Applications
- o Enterprise Performance Management System
  - o First integrated, end-to-end Performance Management System - combining EPM & Operational BI

Customer and  
Partner Success

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Expected Customer & Partner Benefits

Continued Commitment to Heterogeneous Environments

- o Hyperion Customers
  - o Oracle will protect, extend and evolve customers' investments
  - o Increased R&D investment in Hyperion products
  - o Extends products with operational analytic applications and BI tools
  - o Access to Oracle's global support and services organizations
- o Oracle Customers
  - o Best-of-breed Enterprise Performance Management System
  - o Enhanced and complete suite of Business Intelligence tools
  - o Complements Oracle Database, Middleware, Applications
  - o Access to Hyperion domain expertise in financial management
- o Oracle & Hyperion Partners
  - o ISVs: Broader opportunities to embed technology
  - o SIs: Strategic partner for best and most complete BI and Performance Management applications and technology; Joint advisory to CFOs
  - o VARs: Expanded opportunities for value-added solutions

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Joint Customer Example

- o Heterogeneous environment
  - o Oracle e-Business Suite
  - o Oracle's Siebel CRM
  - o Thousands of operational systems
- o Oracle BI is enterprise BI standard, in use in multiple organizations
- o Hyperion System 9 selected by finance organization for financial reporting and operational metrics
- o Using Oracle BI and Hyperion System 9 for better strategic, operational and tactical decisions
- o Would benefit from integration

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Cisco Systems

Joint Customer Example

- o Over 15,000 worldwide users of Oracle BI
  - o Every manager worldwide uses HR dashboards
  - o Top 500 executives get real-time business view
  - o Sales, Marketing, and engineering
  - o Enterprise standard
- o Approx. 2,000 users for Finance expense tracking
  - o Budget vs Actual, headcount and capital data reporting
  - o 40% of users outside finance organization
- o Customer has requested Oracle BI EE interoperate with Essbase

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Oracle & Hyperion Together  
Broadest Set of Business Intelligence Partners

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Summary

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The New, Extended Oracle BI  
A System for Enterprise Performance Management

- o Leading and most comprehensive BI tools and technology
- o Leading and most comprehensive BI and performance management applications
- o Driving the evolution of Performance Management and BI
- o Broadest sales and distribution capability
- o Immediate benefit to Hyperion and Oracle customers and partners

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Leadership Product Strategy

Integrating Enterprise Performance Management and BI

- o Provides industry's first end-to-end Enterprise Performance Management System
  - o Align operational intelligence with strategy: Better insight
  - o Align operational decisions with strategy: Better decisions
  - o From Insight to Action: Drives better results more quickly
- o Built on integrated and modern foundation
  - o Most complete and integrated BI tools and BI applications
  - o With a unified and consistent view of enterprise intelligence
- o Fundamentally differentiated from other BI Vendors
  - o First integrated, end-to-end Performance Management System - combining EPM & Operational BI
  - o Most Complete, best-of-breed Tools & Analytic Applications
- o Fundamentally differentiated from other Applications Vendors
  - o Other Applications Vendors EPM & BI Solutions not best-of-breed
  - o Other Vendors - Not open to heterogeneous data & applications

Next Steps

- o Public Announcement
  - o March 1, 2007
- o Communicate with all Stakeholders
  - o Press & Analyst Briefings: Week of March 5, 2007
  - o Customer Briefings: Week of March 5, 2007
- o Complete Transaction
  - o Obtain required approvals and satisfy conditions to closing
  - o Expect to close in April 2007
- o More information can be found at:
  - o [www.Oracle.com/Hyperion](http://www.Oracle.com/Hyperion) or [www.Hyperion.com](http://www.Hyperion.com)

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