

Profiles of **12**
Rimini Street Clients Using
Business-Driven IT Roadmaps
for Greater Success



Rimini Street®

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To innovate, compete and grow, organizations are reorienting every aspect of their processes and offerings based on evolving market and customer's digital expectations. Most CEOs say their #1 priority today is growth. While cost efficiencies are still critical, the business priorities at the CEO and board level have generally shifted away from pure cost reduction to maximizing opportunities and staying ahead of competitive threats. Shifting priorities are also changing the role of IT and the CIO. The new mission of the typical CIO is to create a competitive edge.

The problem: most IT organizations today have committed the majority of their budgets to “keeping the lights on” expenditures. According to Gartner, only 10 percent is going toward business transformation initiatives. This is often because enterprises have ceded too much control to vendor-dictated technology roadmaps.

ERP software maintenance and upgrade policies are a prime example. With their emphasis on forcing continual upgrades and software updates, those policies are designed to primarily benefit software vendors — not their customers. Little of the money vendors collect is being reinvested in meaningful enhancements to the software platforms most of their customers rely on. Instead, ERP vendors are plowing money into cloud software that remains relatively immature but which the vendors think will benefit them in the long run. These are reasons to question following the rigid policies and support models of a vendor-dictated roadmap.

Instead, you want an IT roadmap that is determined by your business priorities. We can help you develop a Business-Driven Roadmap — one that:

- **Maximizes value of current, stable and mature software investments that form the foundation of your core systems**
- **Allocates limited IT budget, resources and time to where they make the biggest business impact**
- **Provides the flexibility to fit your unique business objectives, with changes and enhancements executed on your terms and your schedule**

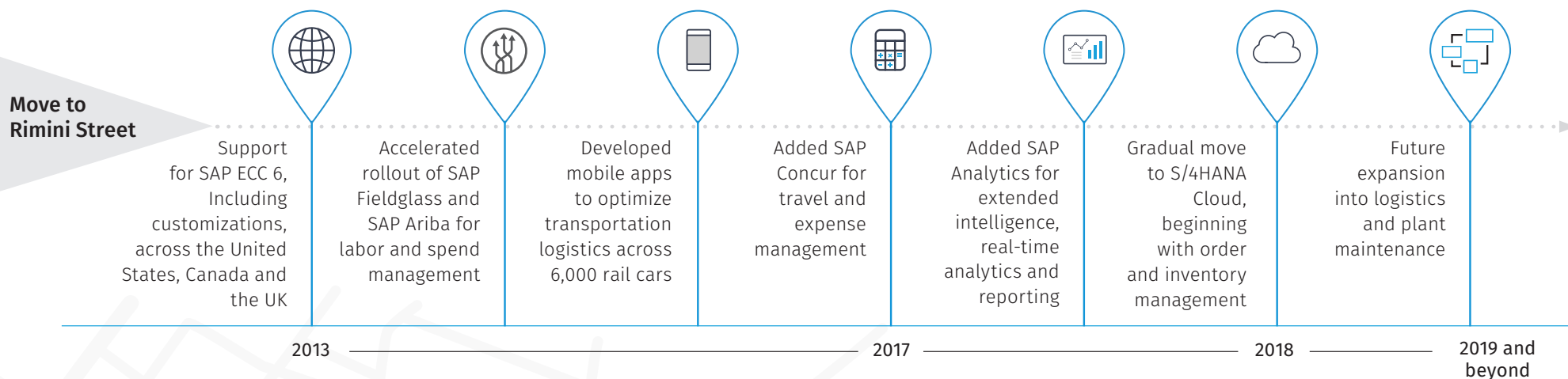
Rather than implementing upgrades/updates or being forced to migrate to a new platform on the vendor's schedule, you make your own decisions about when to make that jump, if at all. No longer are your decisions dictated by the vendor's threat of dropping support for software that otherwise still serves your purposes. Instead, you work with a partner dedicated to supporting your systems on your terms — which also means support for custom code and integrations typically not covered under a vendor maintenance contract.

Following a Business-Driven Roadmap also does not necessarily mean you will not continue to do business with the vendor, adding new products and expanding capabilities when and where it makes sense. It just means that the choice is yours. You may find it makes more sense to expand the rollout of your current implementation globally, update the underlying tech stack, and innovate with a hybrid IT model, adopting and integrating best-in-class cloud software. You can focus on “systems of engagement” that foster better connections with customers, partners and employees rather than letting back-end systems consume all your IT effort.

In the end, it comes down to choosing either a vendor-dictated roadmap that benefits the vendor or a Business-Driven Roadmap that optimizes costs, while creating competitive advantage and growth.

The client stories that follow show how Rimini Street accelerates the ability for clients to adopt a business-driven strategy by freeing up capacity to focus staff and budget where they will do the most good, providing flexibility to design a roadmap free from lock-in, and delivering agility to innovate faster.

Multibillion-Dollar Global Manufacturer



The world's largest manufacturer of nitrogen for agriculture and industry began working with Rimini Street partly because its CIO had successfully used Rimini Street for support of Oracle and PeopleSoft software as CIO at two previous companies.

He enlisted Rimini Street to support SAP ECC 6.0, BusinessObjects and Microsoft SQL Server. Included in the service are tax, legal and regulatory updates for the company's operations in the United States, United Kingdom and Canada.

Besides costing half what the company had been paying for SAP maintenance and saving more than 75 percent of his total support costs, Rimini Street support allowed him to eliminate the contract labor required to support ERP customizations and integration issues not covered by SAP support.

"We've been able to refocus our staff on more strategic projects. We've built roadmaps and now have staff roles aligned to partner with our business units," the CIO says.

THE BUSINESS-DRIVEN ROADMAP — POWERED BY RIMINI STREET

Maintaining a strong relationship with SAP is part of this CIO's roadmap. He values the freedom to choose, which includes choosing SAP technologies as part of his growth strategy initiatives include:

- Piloting S/4HANA Cloud, initially for order and inventory management
- Accelerated rollout of SAP Fieldglass and SAP Ariba
- Implementing SAP Concur and SAP Analytics
- Developing mobile applications, including one used to optimize transportation logistics across 6,000 rail cars.

All of this "would have taken much longer without the freed-up funds and resources from moving to Rimini Street," the CIO says. He was able to achieve the objective of "doing the best thing for the business," while also intelligently reducing costs and maintaining a strong relationship with SAP throughout the entire process. "I'm looking to maximize my leverage," he says.

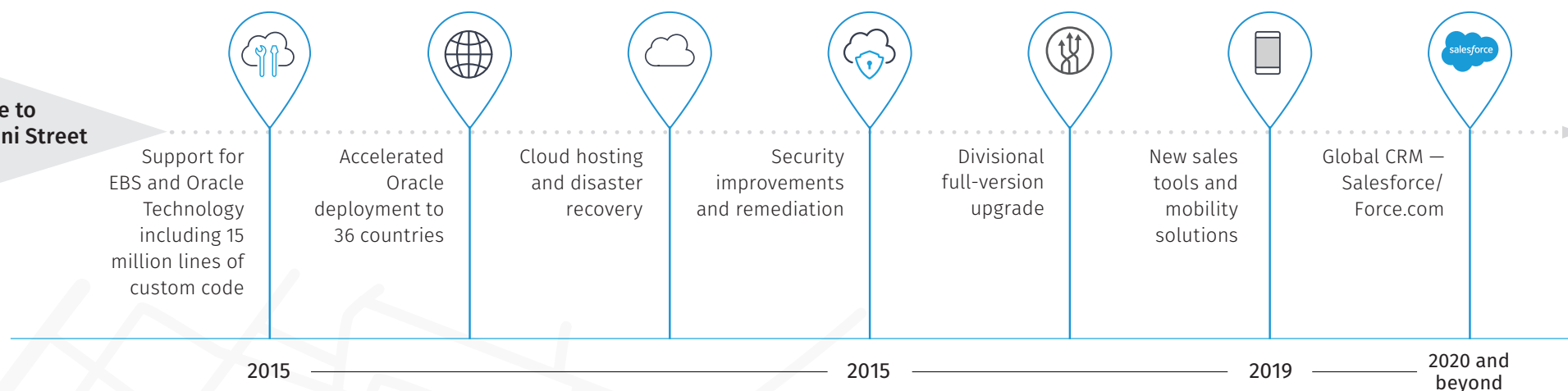
The IT team is now executing on a strategic business agenda that is supporting competitive advantage and driving growth.

"A value-add of our relationship with Rimini Street is you don't have to decide under pressure, to upgrade. By partnering with Rimini Street, we were able to reallocate a portion of total global IT budget to growth initiatives with the stroke of a pen."

— CIO

Billion Dollar Global Manufacturer

Move to Rimini Street



A global leader in industrial, commercial and institutional maintenance products and services, this company is one of the largest companies in the world to sell such products through direct marketing.

The decision to contract with Rimini Street was mainly triggered by the Oracle EBS 11 “end-of-support” announcement and the risk that posed to the business. The company had just launched its EBS 11.5.10 global rollout when Oracle announced that release would no longer be fully supported. After asking Gartner for advice on alternatives, the company chose Rimini Street support to allow it to avoid an expensive and disruptive upgrade to EBS 12.

As a bonus, the company found it got much more responsive and complete support.

For example, Rimini Street supports the 15 million lines of custom code used to extend EBS and meet unique business needs. Oracle and other ERP vendors typically will not support customizations and integrations to their products.

THE BUSINESS-DRIVEN ROADMAP — POWERED BY RIMINI STREET

With Rimini Street support, this client:

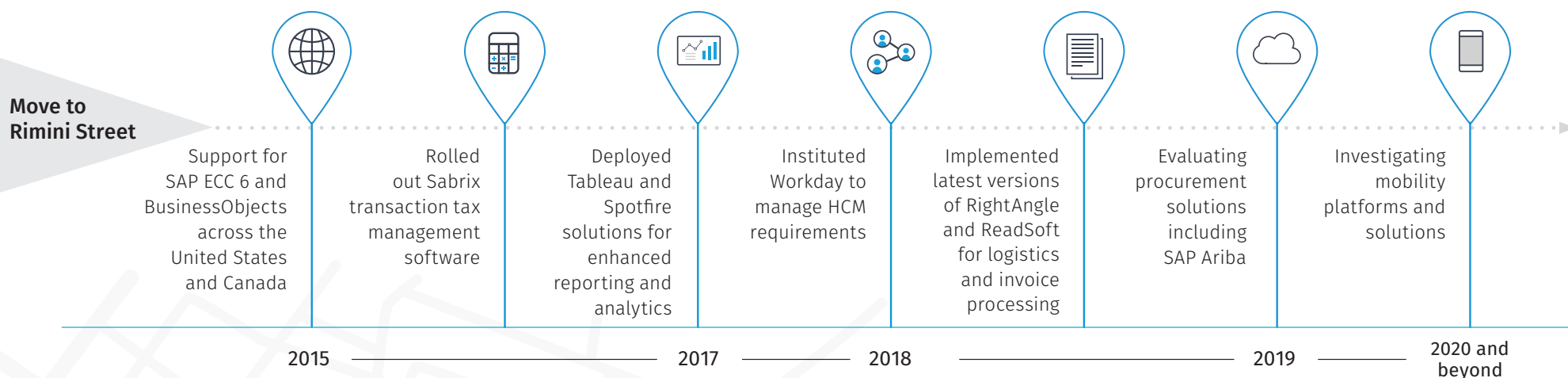
- Accelerated its EBS 11i rollout to 36 countries and upgraded its retail division to R12
- Moved EBS to cloud hosting, which improved performance while saving capital
- Improved security, remediated code vulnerabilities and ensured GDPR compliance
- Developed proprietary sales tools, unique to each region, on top of EBS. Began phasing in the next generation of sales tools based on Salesforce and the Force.com platform

The CIO says this progress came from not being forced to follow a technology roadmap dictated by Oracle. Instead, the company designed a Business-Driven Roadmap with Rimini Street support for competitive advantage and growth.

“Our company has been a client of Rimini Street since 2013 and has been able to invest annual support savings to build additional capability, driving modernization efforts and improving our sales, service and operational capabilities. Rimini Street gives us the opportunity to make investments that are business-led and make sense for our business, without the disruption or cost of vendor-prescribed upgrades.”

— CIO

\$27.2 Billion USD Independent Petroleum Refiner and Energy Supplier



This client is one of the largest independent petroleum refiners and suppliers in the United States. Operating in a fiercely competitive, cost-sensitive industry, the company has increased the capacity of its refineries in recent years and needed to do the same for IT.

The director of applications championed Rimini Street services after studying SAP's S/4HANA roadmap and deciding there was no business case for adopting it, at least not yet. "We don't want to be on the 'leading edge' of technology. We want to see other refinery companies move to S/4HANA first before we consider," she said.

THE BUSINESS-DRIVEN ROADMAP — POWERED BY RIMINI STREET

The existing SAP ECC 6.0 and BusinessObjects implementations are very stable, and Rimini Street keeps them that way. Freed from pressure to migrate to S/4HANA, the company followed a roadmap to other investments, including:

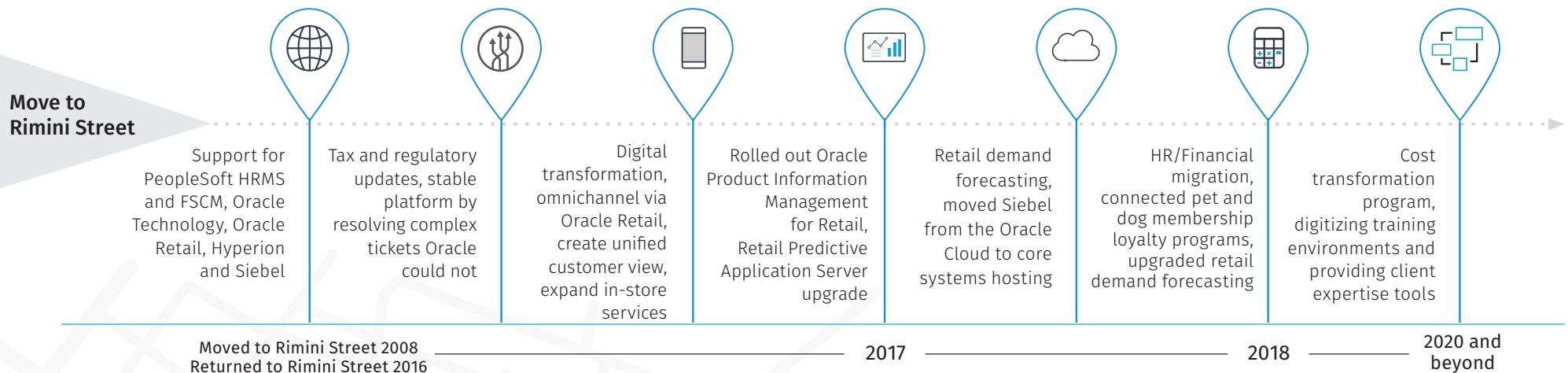
- Rolled out Sabrix transaction tax management software
- Deployed Tableau and Spotfire solutions for enhanced reporting and analytics
- Instituted Workday to manage HCM requirements
- Implemented the latest versions of RightAngle and ReadSoft solutions for logistics and invoice processing
- Evaluating procurement solutions, including SAP Ariba

With more maneuvering room in its budget, this client is also investigating productive applications of mobility and the Internet of Things.

"We are growing quickly. Switching to Rimini Street has helped us move resources from ongoing SAP maintenance to investments in systems and technology."

— Director of Applications

\$4.2 Billion USD Retailer of Pets and Pet Products



As a leading specialty retailer of premium pet food, supplies and services, with more than 1,500 stores in the U.S., Mexico and Puerto Rico, this company keeps close watch on expenses so it can do business on a tight margin. It first engaged with Rimini Street in 2008 for support of PeopleSoft applications (HCM 8.8 and Finance and Supply Chain Management 8.8). At a time of economic turmoil, the company couldn't afford a forced upgrade from its existing PeopleSoft implementation.

In 2012, the retailer engaged with Oracle to add Oracle Retail (Retek) to its application portfolio, which meant going back on an Oracle maintenance contract. However, the company returned to Rimini Street support in 2016.

THE BUSINESS-DRIVEN ROADMAP — POWERED BY RIMINI STREET

In addition to PeopleSoft, Rimini Street now supports Oracle Database, Oracle Retail, Hyperion Financial Reporting, Hyperion Essbase and Siebel — helping this retailer get more value out of its investments in Oracle technology. That includes supporting rollouts and upgrades for:

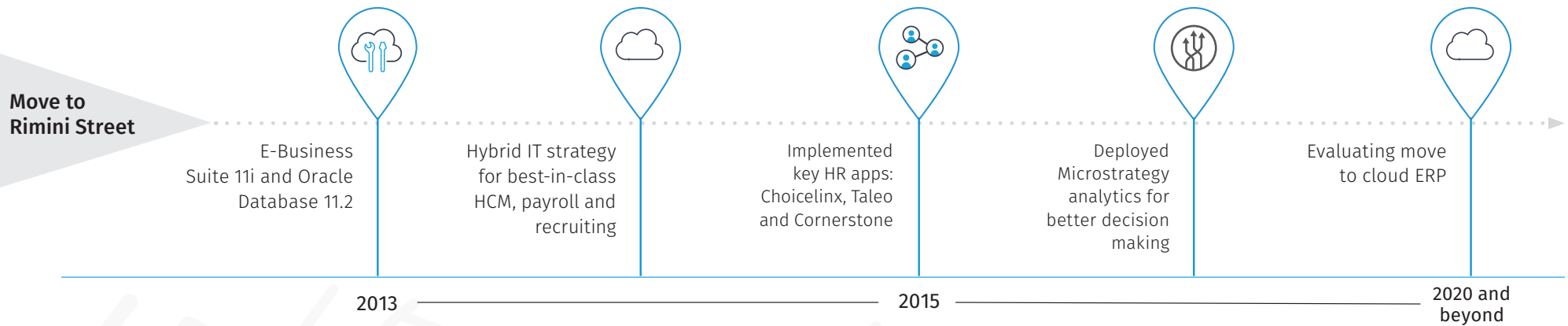
- Oracle Product Information Management for Retail
- Oracle Retail Predictive Application Server
- Oracle Retail Demand Forecasting

Meanwhile, our client has been investing in loyalty programs, connected pet technologies and omnichannel retail initiatives such as a recently announced buy-online, pick up-in-store program. In addition, the retailer is digitizing training to help store associates educate customers on the value of higher-end brands and why those products are good for pets.

“Rimini Street has been one of our bigger cost-saving initiatives that we’ve implemented. We actually have a tale of two stories ... one that was a slam dunk with Oracle Financials ... Retail Suite was actually new and that team basically was not very comfortable with this move. They’re now raving fans.”

— CIO

Engineering and Consulting Subsidiary of a \$10 Billion Company



As a leader in managing some of the world's most challenging design and engineering projects, this client used Rimini Street to help engineer a better future for itself.

After years of rapid growth, the company spent 18 months implementing and customizing Oracle EBS 11.5.10 for its North American operations, going live in 2008. A particularly important component of that implementation was EBS Projects, with custom extensions that allow it to meet the company's precise needs, according to the director of corporate systems. "We have put a lot of specific logic into all sorts of areas — everything from revenue recognition to labor costing — and now we have an application that's very well configured to our business."

In 2013, the applications team found itself in a position familiar to many other organizations running Oracle EBS: a mandate to upgrade from the Oracle EBS 11.5.10 implementation to receive full support, even though by now the company was very happy with its current implementation. The 11.5.10 version was being placed on what Oracle calls "Sustaining Support," which means significantly less than full support.

Seeing no clear value in an upgrade to EBS 12, the engineering firm instead chose to switch to Rimini Street support for its existing implementation, including the important customizations to the EBS Projects module. Where Oracle support would often require that an issue be reproduced with all customizations deactivated, Rimini Street supports the application as it is actually used to manage engineering projects around the world.

Rimini Street also took responsibility for support of Oracle Database and Oracle Fusion Middleware applications.

THE BUSINESS-DRIVEN ROADMAP — POWERED BY RIMINI STREET

With Rimini Street's support, the company embarked on a hybrid IT strategy, implementing a series of emerging cloud-based applications to extend the capabilities of its EBS system, particularly for HR and HCM. Additions included:

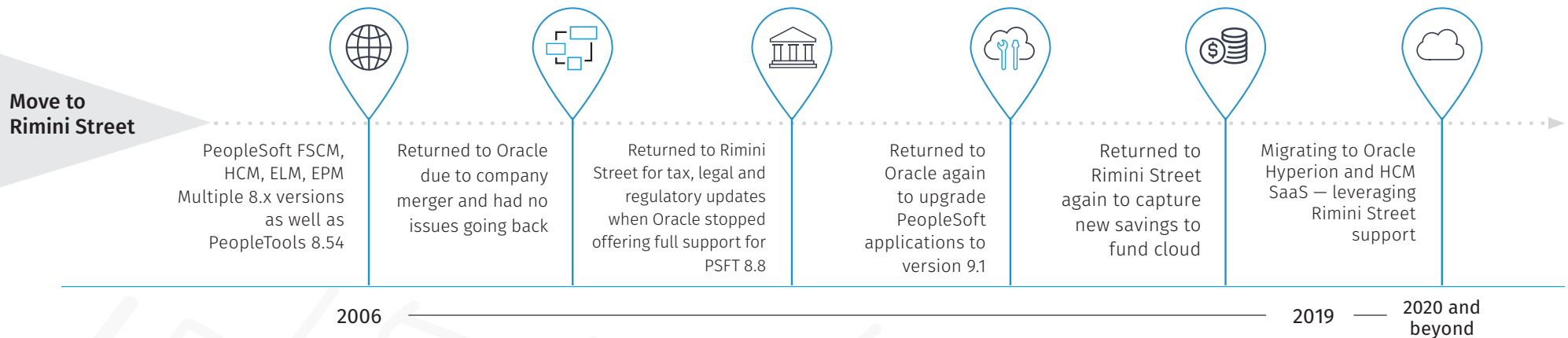
- Choicelinx for benefits
- Taleo from Oracle and Cornerstone for talent management
- Cloud applications from ADP

"We defined a core hybrid IT guideline: New systems will go to the cloud unless there's a compelling reason why they should not be in the cloud," the director of corporate systems explains.

"The decision to stay on 11.5.10 helped allow our resources to be redirected to other critical projects."

— Director of Corporate Systems

Subsidiary of a \$1.8 Billion USD Offshore Drilling Company



A repeat user of Rimini Street support for multiple software products, this offshore drilling services company operating rigs in the U.S., Gulf of Mexico, the North Sea and the Asia-Pacific region as the Houston, Texas subsidiary of a London company.

After first enlisting Rimini Street in 2006, when it was seeking cost savings and higher-quality support for PeopleSoft applications including FSCM, HCM, ELM, EPM and PeopleTools, in 2013, the company returned to Oracle for support due to a corporate merger with a company that had an active Oracle contract. But a return to Rimini Street followed soon after because Oracle stopped providing tax, legal and regulatory updates for PeopleSoft 8.2 applications.

The drilling company went back on Oracle support during a major upgrade to PeopleSoft 9.1. Yet again, as soon as contractually allowed, it reengaged with Rimini Street as its preferred support partner.

THE BUSINESS-DRIVEN ROADMAP — POWERED BY RIMINI STREET

While the company is following Oracle's product roadmap where it makes sense, it prioritizes its own business-driven technology priorities above all. With Oracle diverting the majority of its new system development efforts to cloud products, the long-term plan is to get off PeopleSoft — although finding a replacement for heavily customized supply chain systems will be challenging.

Meanwhile, both Oracle and Workday are competing to offer the company a next-generation HCM solution.

While that evaluation is ongoing, IT initiatives include:

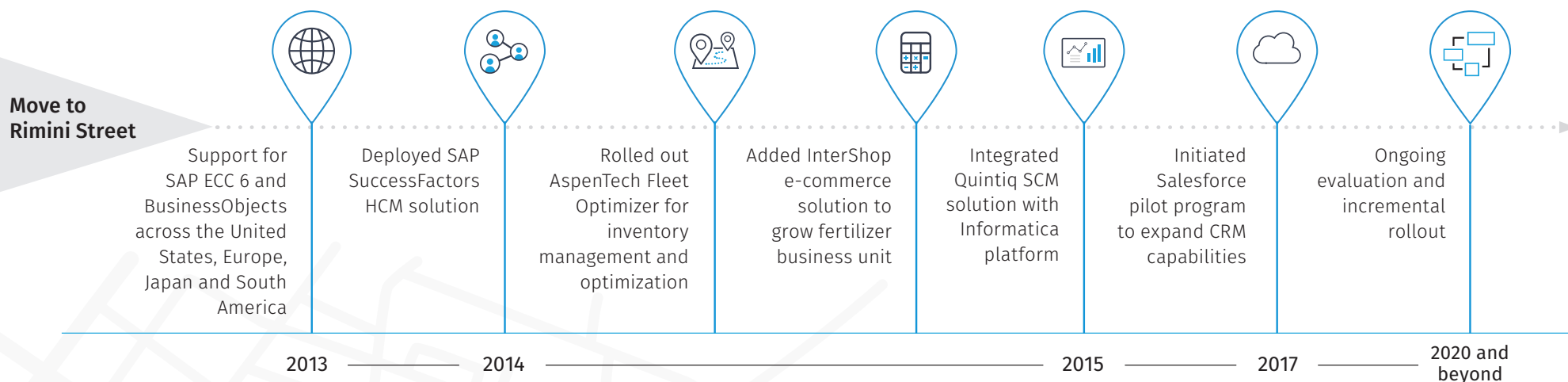
- Multiple integration and data migration projects related to acquisitions.
- Oracle cloud software and cloud platform implementations:
 - Oracle Cloud Transportation and Global Trade Management for coordination with a third-party logistics provider
 - Oracle Product Data Hub
 - Oracle Analytics Cloud
 - Replacing Hyperion with Oracle Cloud Planning and Budgeting

IT's goal is to make progress with application modernization, while determining the proper strategic fit for cloud applications that will support a Business-Driven Roadmap to drive competitive advantage and growth.

Rimini Street is part of ENSCO's strategy for "how to fund our steps into more modern applications."

— Director of Applications

\$3.9 Billion AUS Manufacturer of Industrial Explosives, Fertilizers & Chemicals



This global manufacturer of explosives, fertilizers and industrial chemicals is based in Australia, with operations in the U.S., Canada, Australia, Mexico, Indonesia and Turkey and joint ventures in South Africa, Malaysia, China and Australia.

Having adopted SAP as its core operational system in 1995, the company had a tremendous investment in making the software work for its business. Rimini Street helps make it work better, while giving the company the freedom to invest in other technologies such as better analytics.

The CIO who signed the contract said he made the move not just to save money but to “get the best value — that’s why we’re with Rimini Street.”

THE BUSINESS-DRIVEN ROADMAP — POWERED BY RIMINI STREET

Relying on Rimini Street to support SAP ECC 6.0 and BusinessObjects provided the freedom to invest in diversifying the company’s application portfolio:

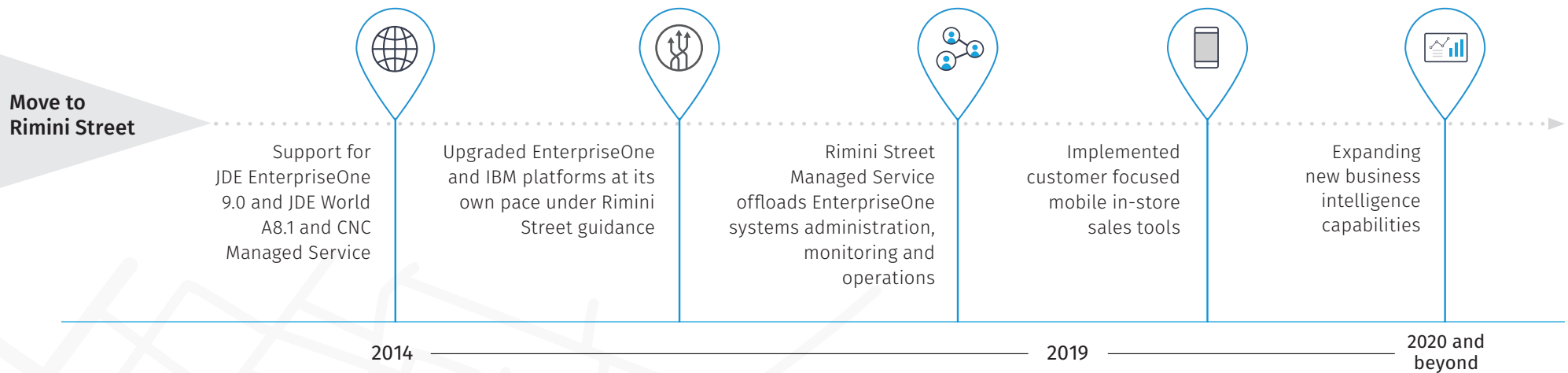
- Deployed the Workday software-as-a-service (SaaS) solution to manage its HCM needs
- Rolled out AspenTech FleetOptimizer software for inventory management and optimization
- Added InterShop e-commerce solution to grow its fertilizer business unit
- Integrated Quintiq SCM solution with its Informatica platform
- Initiated a pilot of Salesforce solution to expand CRM capabilities
- Purchased S/4HANA licenses from SAP to begin evaluation of potential future ERP solutions

Strategic projects were “funded through the savings we’ve achieved through Rimini Street,” the CIO said.

“SAP is our most important system. It has been for 20 years. So keeping that system running well, keeping it healthy is really important.”

— CIO

\$7.7 Billion USD Food Processor



In 2014, this client's CIO determined that the money being spent on maintaining its JD Edwards ERP applications would be better invested in initiatives to differentiate the business. The company is one of the largest milk processors and direct-to-store distributors in the U.S., with approximately 70 manufacturing facilities and more than 17,000 employees.

Rimini Street took over support of all ERP application code, including mission-critical customizations — supported at no extra charge. Rimini Street also provides Managed Services for JD Edwards EnterpriseOne, covering all technical areas including Configurable Network Computing (CNC), interoperability and infrastructure.

THE BUSINESS-DRIVEN ROADMAP — POWERED BY RIMINI STREET

During a major upgrade of JD Edwards, Rimini Street offered guidance on upgrading the software, techniques for avoiding conflicts with other layers of the company's technology stack, and resolutions to issues that arose.

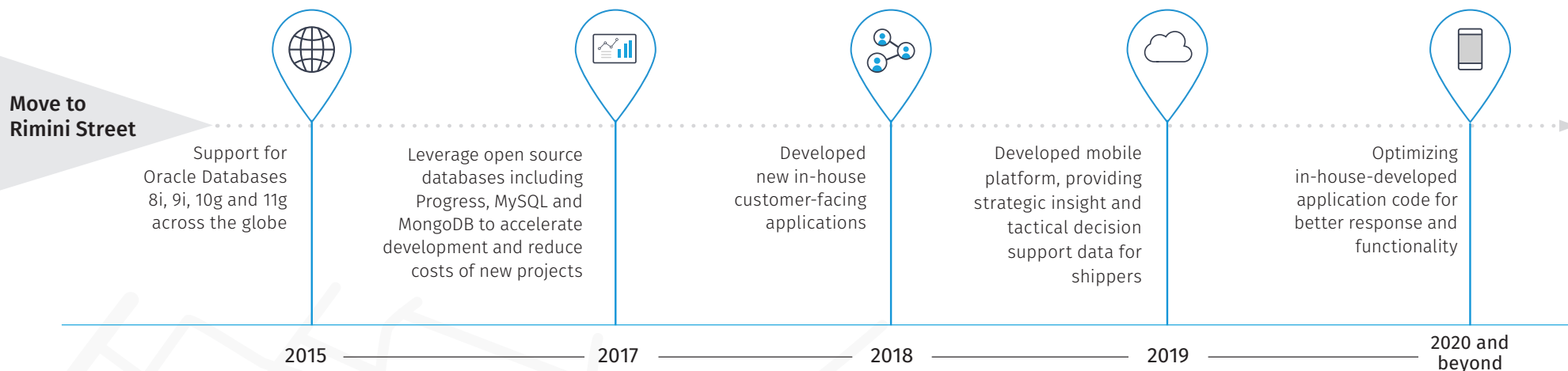
Money saved by switching to third-party support is being reinvested into strategic initiatives such as adding customer-focused mobile in-store sales tools and improving business intelligence capabilities and master data management platforms for insights and better decision making.

Putting more money into innovation is exactly what the CIO was after: "Those platforms are going to be critical for us going forward, to give the business cleaner and better data on a more regular basis."

"CIOs need to ask themselves, 'How can I move maintenance dollars into something that would make a bottom-line difference in the business? As we drilled that down into our JD Edwards spend, we had to look at how we could use those maintenance dollars more effectively. How could we take what we spend on maintenance and move it to things that grow and support our business, things that continue to add value every day?'"

— CIO

\$2 Billion USD Global Logistics Provider



A \$2 billion global logistics company had a homegrown data warehouse running on Oracle Database 11.2 and was happy with its stable implementation. It was paying about \$650,000 per year for Oracle maintenance, under an unlimited license agreement (ULA) based on about 10 production instances and some nonproduction ones.

When the firm sought help from Oracle with performance tuning, the engagement triggered an audit, which in turn uncovered test and development instances that would cost license costs to balloon. After an intense negotiation, the company settled on a new ULA of \$3 million. Unhappy with the result and stung by the expense, the company decided it should not also pay Oracle for support.

Before the ULA expired, the company engaged with Rimini Street and with Palisade Compliance, a licensing compliance consulting firm. By certifying out of its ULA, it saved more than \$2 million. Switching to Rimini Street support saved another \$300,000 compared to Oracle's annual maintenance fees.

THE BUSINESS-DRIVEN ROADMAP — POWERED BY RIMINI STREET

With capacity freed up, the company:

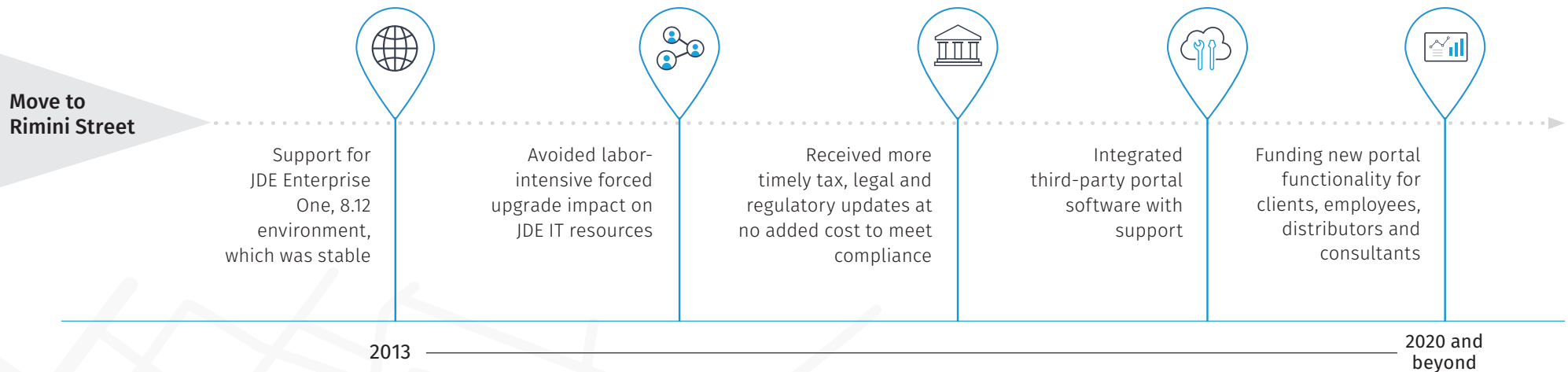
- Began employing open source databases such as Postgres, MySQL and MongoDB for new applications, where practical
- Created a mobile application for logistics management
- Focused on virtualization and systems consolidation to optimize core technology infrastructure

Database administrators who initially saw Rimini Street's engineers as potential competition for their jobs were pleasantly surprised by the prompt and meaningful response they got to support requests. Instead of puzzling out issues for themselves, they learned they could rely on Rimini Street personnel as true partners — while they got the opportunity to work with newer technologies and novel applications.

“We took the money that we had budgeted for Oracle support and were able to leverage that to help us build cool new applications to keep our existing clients happy and aggressively attract new customers.”

— CIO

North American Retailer of Healthy Living Products



A retailer of health, wellness and lifestyle products, including air purifiers, cookware, juice extractors, water filters, sleep systems and tableware became a Rimini Street client in 2013 after being confronted with a forced upgrade of its JD Edwards EnterpriseOne 8.12 system. Oracle was placing that release on sustaining support.

Faced with a choice between a risky and expensive upgrade to EnterpriseOne 9.1, or continuing to pay for high-cost, but minimal support, the retailer picked a third option: Rimini Street.

“We decided, rather than to stay on the upgrade path, we would get off that merry-go-round,” says the VP of IT. “Rimini Street gave us a path where we could continue to use our applications in their current state, which are serving the business, without being forced into an upgrade.”

Beyond supporting the core system, Rimini Street provided support for customizations and integrations with iSeries applications and e-commerce applications from K-Rise Systems.

“Without being tethered to Oracle, we don’t have to worry about things like certified configurations — we can run whatever works for our business,” the IT leader says.

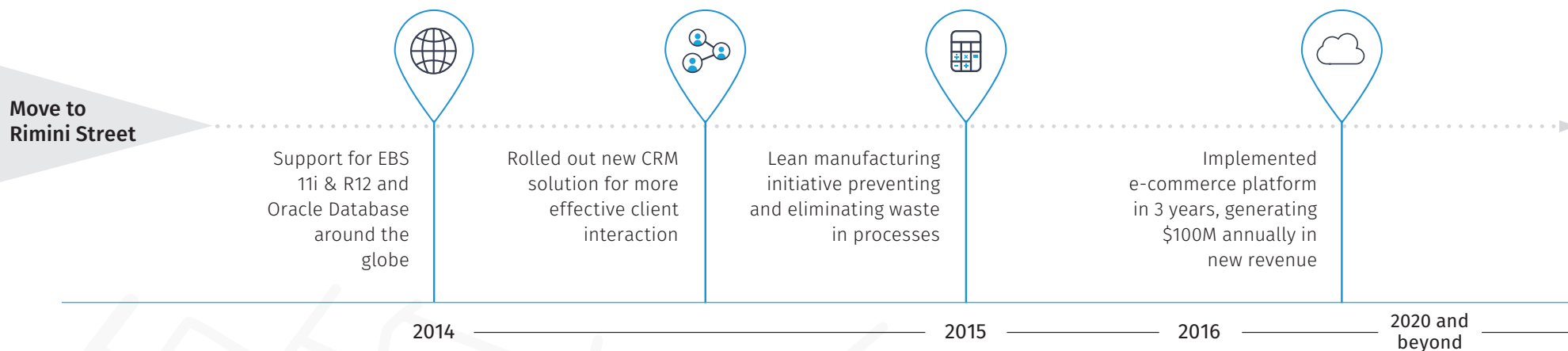
THE BUSINESS-DRIVEN ROADMAP — POWERED BY RIMINI STREET

One of the retailer’s most important initiatives for the past several years has been the creation of a series of web portals integrated with JDE. Those portals have become critical to how it runs its business, leading to a constant demand for new functionality.

“We have portals for our consultants, our distributors and our customers,” the VP of IT says. Without the time, money and effort freed up by support from Rimini Street, “I don’t know that we would have been able to meet that demand,” he says.

“We have four different portals we keep up for our retail consultants, distributors, employees and customers. We see a lot of demand for different functionality improvements across these portals, and without the cost and time savings we gained from Rimini Street on JD Edwards support, I don’t know that we would have been able to effectively meet that demand”

\$1.5 Billion USD Manufacturer of Building Systems



This client came to Rimini Street after concluding that the math related to staying on Oracle's vendor-driven roadmap no longer worked for it. With five different instances of the Oracle E-Business Suite in use, spanning version 10.7 to R12, it was looking at spending \$10 to \$15 million over three to five years just to continue on Oracle maintenance and support. At the same time, staying on those programs meant being under constant pressure to upgrade — even though the client found those upgrades would bring few practical benefits to the business.

The company didn't entirely break away from Oracle — it purchased new EBS Order Management and Advanced Pricing modules — but it saved by switching to Rimini Street for support of the core system, including custom code and integrations.

"In our day-to-day operations, we used to spend at least 50 to 60 percent of our time working with custom code, logging tickets, trying to get responses back, and searching the web trying to find answers," their CIO says. With much more responsive Rimini Street support, he was able to go back to his management team and say, "We've got the time, we've now got the funds, and we'd like to drive some strategic initiatives for the business."

THE BUSINESS-DRIVEN ROADMAP — POWERED BY RIMINI STREET

The IT team found many new ways to reinvest money saved with Rimini Street:

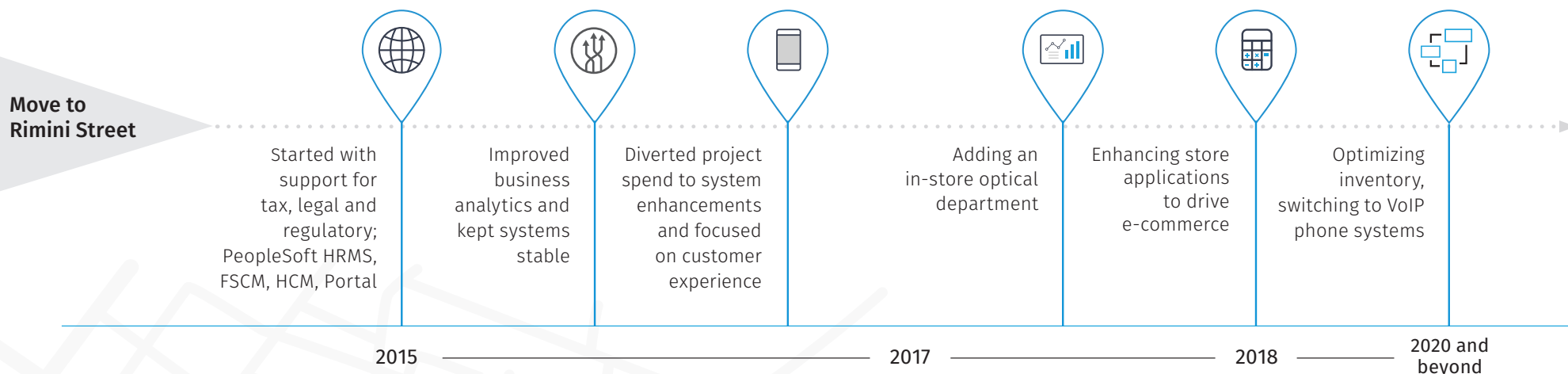
- Implemented a sophisticated e-commerce portal that handles complex architectural drawings from order through approvals and all the way to the production floor
- Rolled out a new CRM solution for more effective interactions with customers
- Implemented lean manufacturing processes, preventing and eliminating waste
- Purchased new Oracle EBS order management and advanced pricing modules

The biggest win was the e-commerce portal. With an initial investment of \$500,000, the company was able to launch a new business that within three years was generating \$100 million a year in new revenue.

"We took the money we saved and created an e-commerce site for estimating, designing, engineering and delivering our metal buildings to customers."

— CIO

\$1 Billion Canadian Pharmacy



A \$1 billion pharmacy with 80 retail locations and 7,000 employees came to Rimini Street for PeopleSoft support. This client was seeking to stretch limited resources and put more focus on improving and expanding store operations, for example, by adding an in-store optical department.

THE BUSINESS-DRIVEN ROADMAP — POWERED BY RIMINI STREET

As part of a multiyear partnership, Rimini Street supports PeopleSoft applications including HRMS 8.0, FSCM 8.8 Tools 8.44.17, HCM 8.80.01 and Portal 8.8 and 8.45.12.

With better support for less money, the retailer has invested in:

- Improving analytics for faster and better decision making
- Enhancing e-commerce, including a mobile shopping app and optimizing inventory management with the addition of robotics advanced camera systems
- Switching to VoIP phone systems for faster, more effective and cost-optimized communications
- Supporting the introduction of an optical department in the stores

New-found independence from vendor support is also giving IT leaders better leverage for future contract negotiations.

“Being pretty conservative on signing up new partners, we started with tax updates, but about a year and a half later, they’ve now taken over the full HR payroll, e-performance, e-recruit, and the whole finance system, as well as support. ... and we don’t pay support to Oracle anymore.”

— Manager, Application Development & Analysts

What These Stories Illustrate

Let's recap:

These client stories prove that leveraging a Business-Driven Roadmap Powered by Rimini Street instead of continuing down a vendor-dictated roadmap can significantly reduce the spend on ongoing operations and significantly increase the spending on business transformation for the higher IT innovation budget you need to create competitive advantage and growth.

- Rimini Street clients know there are better ways to spend their money than on the minimal support they get with an enterprise software maintenance contract. Our support service is more comprehensive, with up to 90% savings potential.
- Money saved from following a Business-Driven Roadmap, rather than upgrading on the vendor's schedule and just "keeping the lights on," can be invested more profitably elsewhere. One building systems manufacturer reinvested \$500,000 of its savings in an e-commerce system that within three years was powering a \$100 million business.
- Our clients can still continue to do business with their software vendors, upgrading or adopting new products where that makes business sense.
- In many cases, clients used money saved from switching to Rimini Street support from Oracle or SAP ERP support to buy additional licenses, software or cloud services from those same vendors. They have fulfilled their original ambitions for ERP and made meaningful improvements to their broader business systems.
- Defining their own roadmaps allows clients to embrace the best cloud technologies and explore frontiers such as the Internet of Things.

In summary, adopting a Business-Driven Roadmap is just good business. Talk to us about how Rimini Street can help your organization map out a better future for itself.

About Rimini Street, Inc.

Rimini Street, Inc. (Nasdaq: RMNI) is a global provider of enterprise software products and services, the leading third-party support provider for Oracle and SAP software products, and a Salesforce® partner. The company offers premium, ultra-responsive, and integrated application management and support services that enable enterprise software licensees to save significant costs, free up resources for innovation, and achieve better business outcomes. Global Fortune 500, midmarket, public sector, and other organizations from a broad range of industries rely on Rimini Street as their trusted enterprise software products and services provider.



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