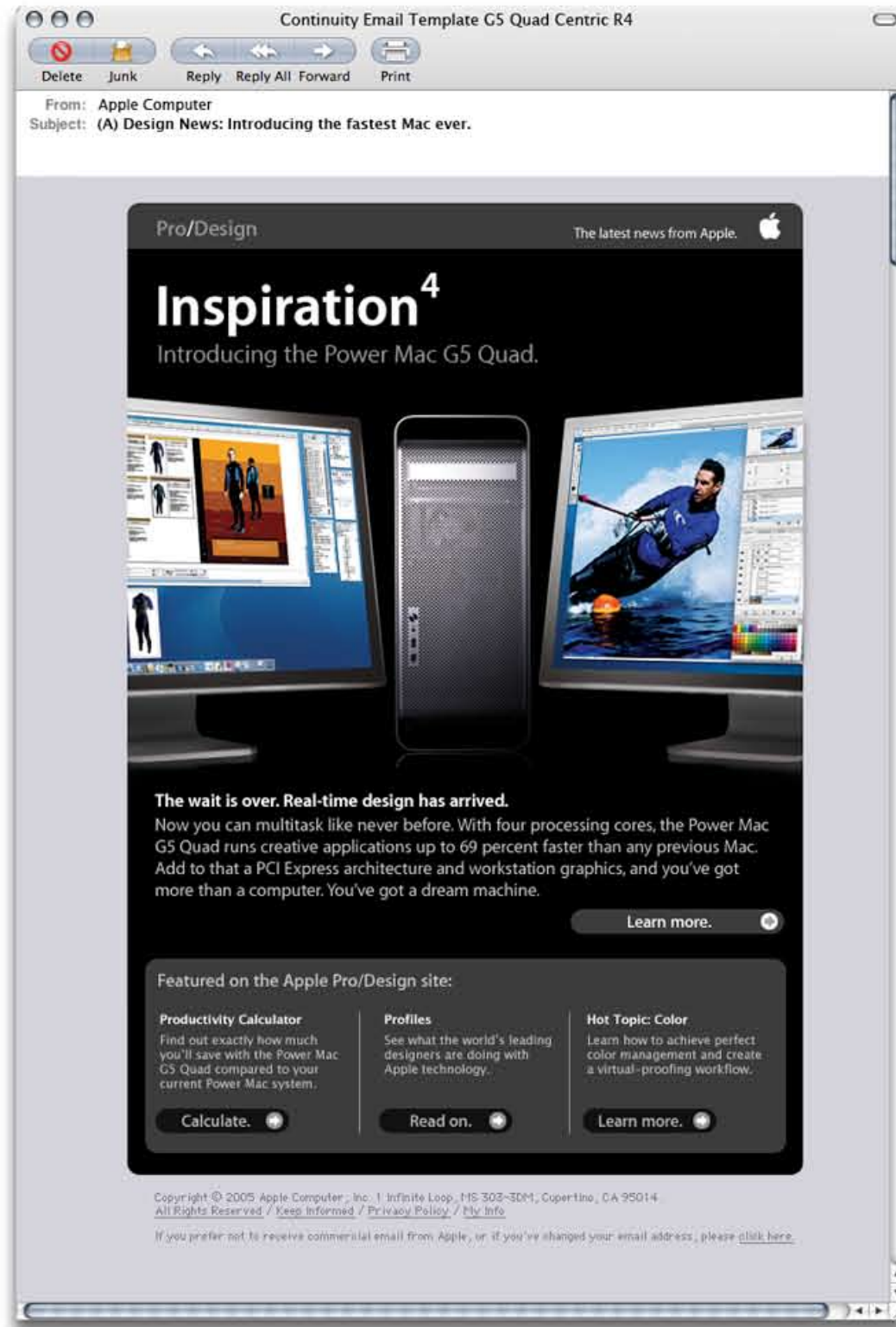


chrisbradydesign

Chris Brady
415.577.6450
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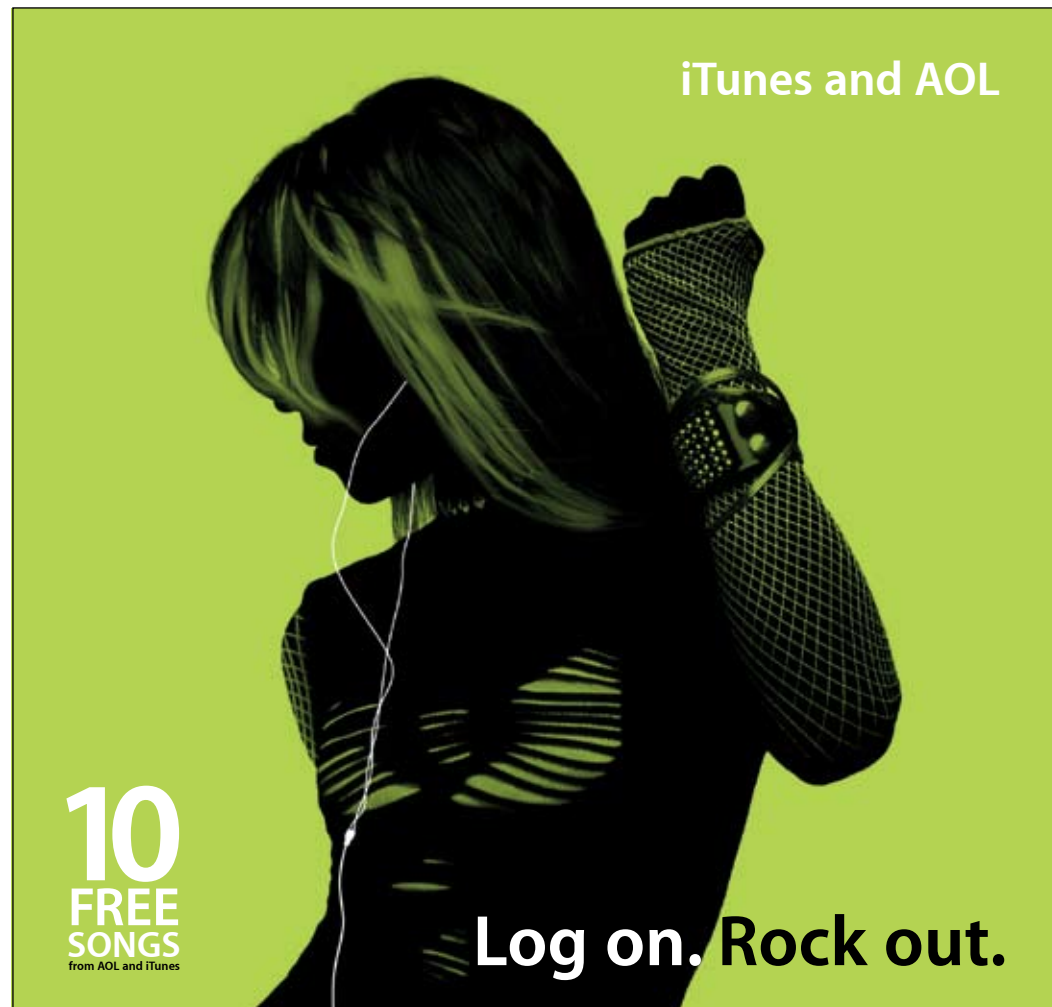
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Free HD Sampler DVD.
Attend this seminar and receive a free HD Sampler DVD filmed with the HVX200 camera and edited with Final Cut Pro 5. You'll also take home a free white paper on the HD workflow.

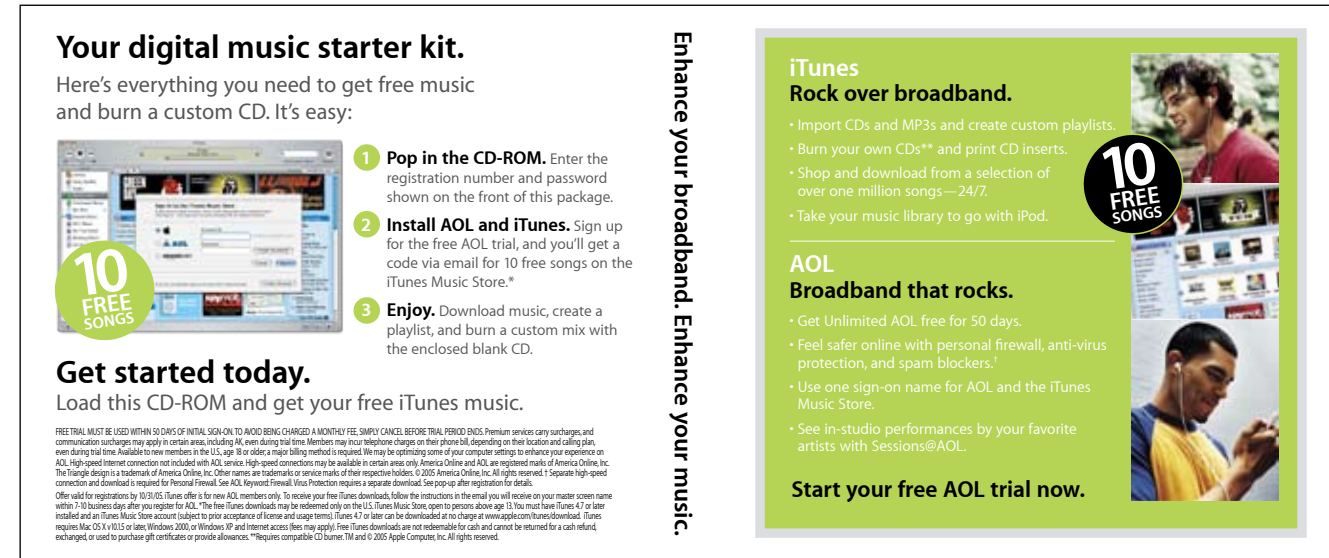
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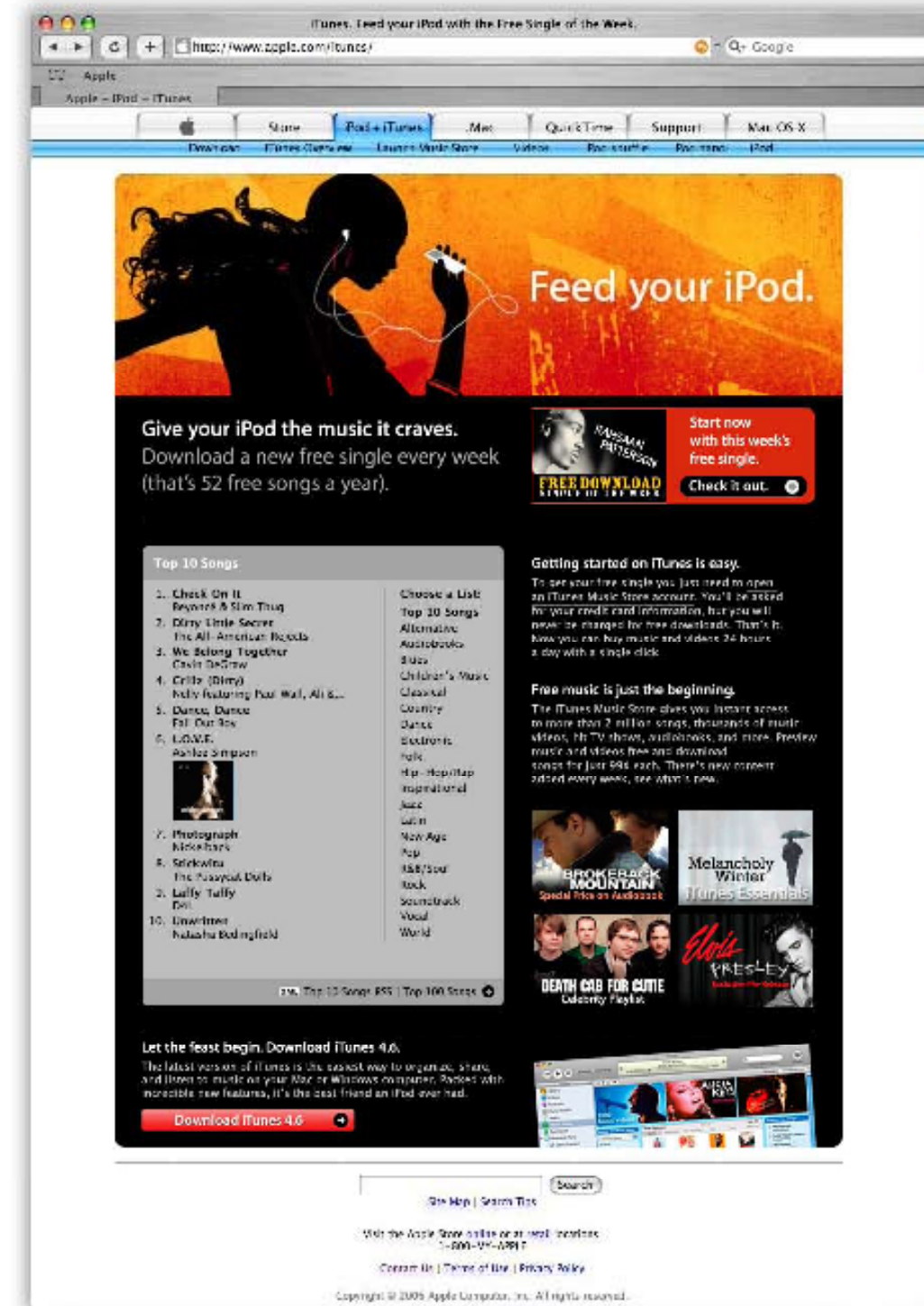
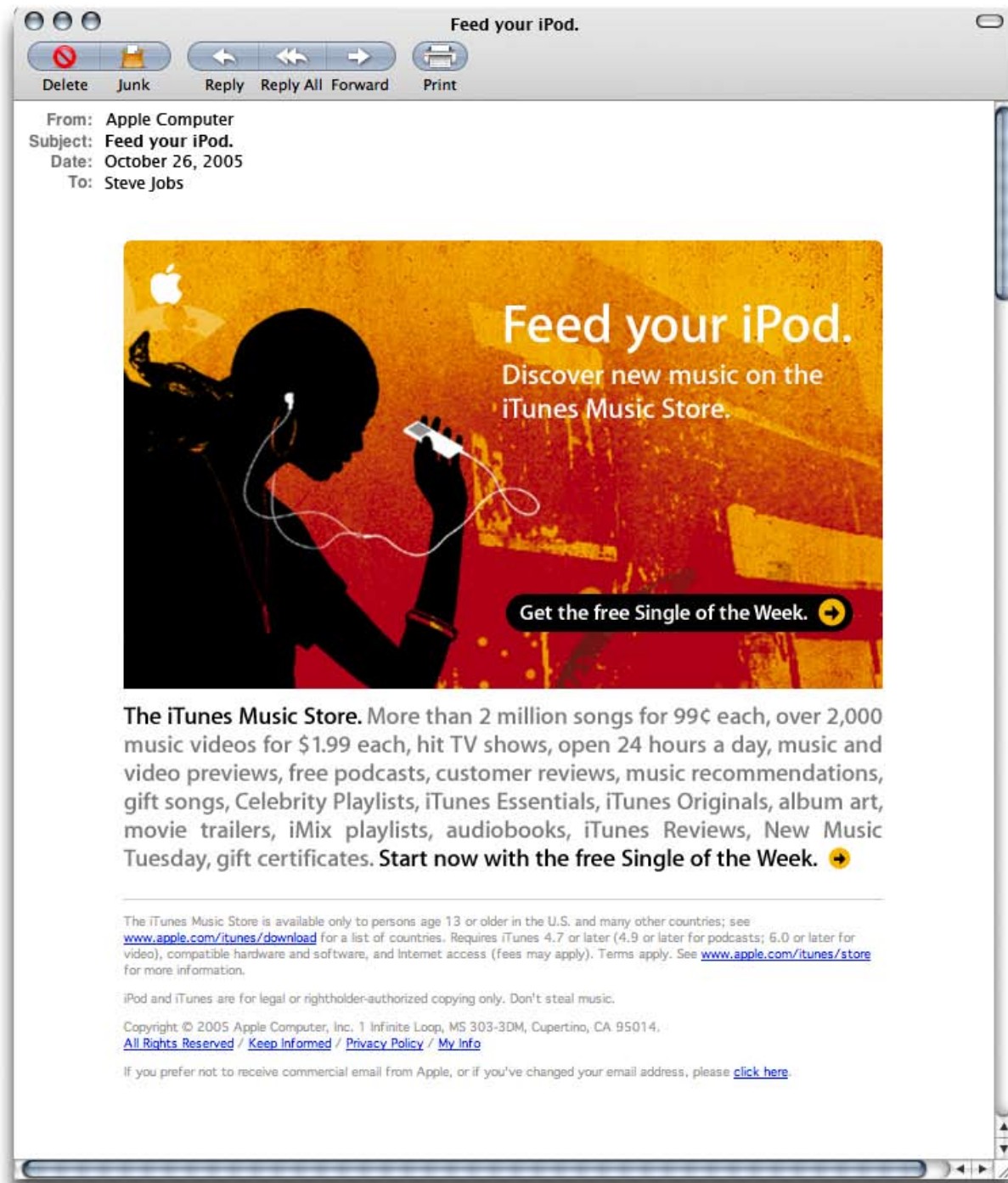
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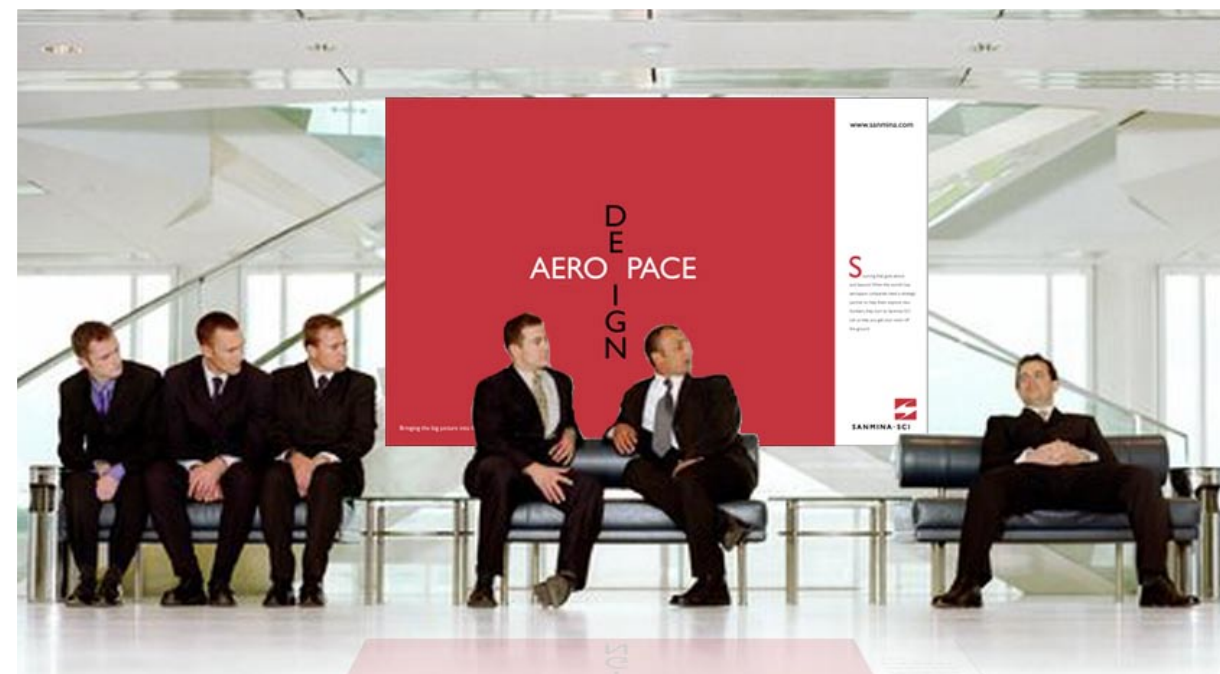
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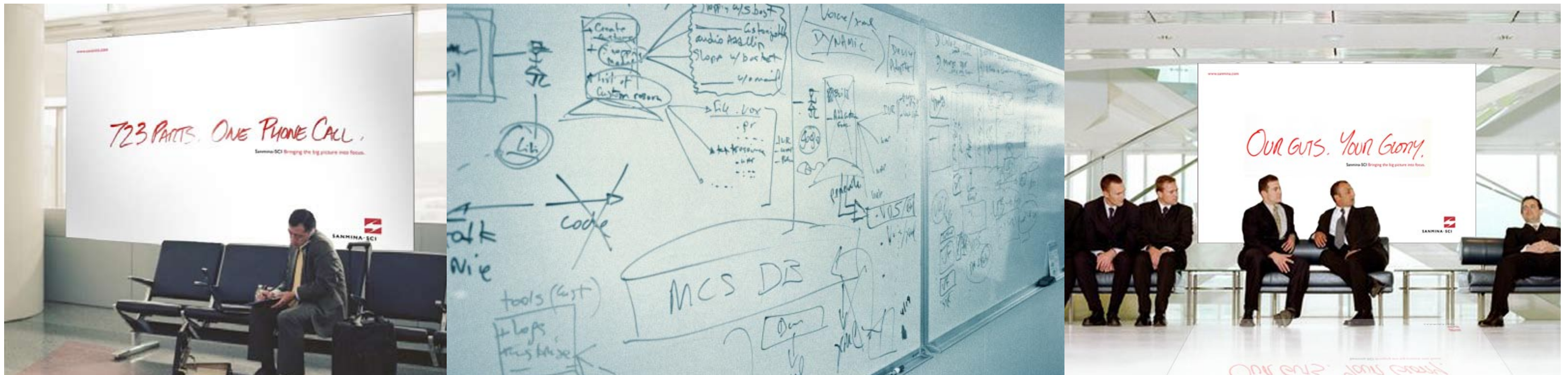
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ABC Company
12345 Sample Street
Sample Town, SA 12345

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Setting a course for improving bottom-line results.

Start thriving in today's economy. Come to eLink2002 in Orlando. April 8-10, 2002.

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Find out how Commerce One solutions work, by Meet Industry Leaders.

Dear Sample A. Sample,
Steering a business through today's rough seas takes more than skill. It requires a winning crew and a state-of-the-art boat. That's why Commerce One, the company that powers the Business Internet, invites you to the premier event designed for those steering the helm in today's economy — eLink2002.

See real solutions for improving your bottom line.

At eLink2002, you'll learn proven techniques for leveraging e-commerce solutions to boost your profitability by reducing the cost of doing business. Discover strategies to help you optimize spending across your entire company. Learn how to ensure that every penny in your organization is buying from the right suppliers, for the right reasons, at the right price.

Meet industry leaders who are making e-commerce work.

Hear from industry-leading companies that have saved as much as 8% across their supply chain processes. Learn how companies are using strategic sourcing solutions to save millions of dollars on purchasing everything from car parts to steel coils. We'll show you best practices and real case studies. And we'll show you how Commerce One solutions can deliver these results for your business.

Register for eLink2002 by March 29, 2002, and save 20%.

Register for eLink2002 by March 29, 2002, and save 20% on the standard admission price of USD 1,095. Just log on to the special URL, www.eLinkconference.com/2002. Or call 877 864 7162 (9 AM - 5 PM PST M-F).

Sincerely,
Mark B. Hoffman
Chairman and CEO
Commerce One

PS: Learn how navigating the right course can be increasing profitability and significant ROI. RSVP today for eLink2002 and schedule a free face-to-face ROI assessment with one of our industry experts. Log on to this special URL: www.eLinkconference.com.

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Choose the track sessions that make the most sense for you and your company's needs.

INDIVIDUAL ROI ASSESSMENTS

Commerce One experts offer free one-on-one, objective assessments to show you how Commerce One solutions can improve your bottom line. Sign up for eLink2002 now and schedule an individual ROI assessment at the special URL: www.eLinkconference.com/2002. But hurry, these appointments are limited and are offered on a first-come basis.

TRACK 1: STRATEGIC SOURCING
Leveraging technology to automate the source-to-pay process and deliver bottom-line results. Hear how you can more effectively manage relationships with your suppliers throughout the sourcing process — from spend analysis through PFX, contract management and spend. And you'll learn how to optimize spending across your entire enterprise to achieve rapid and sustainable ROI.

TRACK 2: ENTERPRISE PROCUREMENT
Using e-procurement solutions to dramatically improve cost management and profitability. Learn how strategic e-procurement solutions can save you time and money across your supplier network. We'll show you how to eliminate maverick spending, reduce cost of goods, cut purchasing cycle times, take advantage of preferred payment terms and expedite fulfillment — all delivering bottom-line results.

TRACK 3: E-COMMERCE INTEGRATION
Tools and strategies for connecting enterprise systems and building bridges to trading partners. We'll show you best practices for linking legacy systems to your e-commerce platform, and discuss tools and strategies for connecting with trading partners. You'll also get access to real-world experience in integrating applications and infrastructure to support the complete source-to-pay process.

HIGHLIGHT: KEYNOTE SPEAKER For a complete list of keynote speakers and their biographies visit www.eLinkconference.com/2002

MARK B. HOFFMAN, Chairman and CEO of Commerce One
As Chairman and CEO of Commerce One, Hoffman drives the overall direction of the company. Prior to joining Commerce One, Hoffman co-founded Sysbase, Inc. in 1984. As president, CEO and chairman of Sysbase, Hoffman managed the company's dramatic growth from a software start-up to the number two relational database management system vendor and sixth largest independent software company in the world with annual revenues of nearly \$1 billion in 1996.

HAIU L. LEE, Kwaner Perkins, Mayfield, Seaves Professor at Stanford University, and Director of the Stanford Global Supply Chain Management Forum
Professor Lee's areas of specialization include supply chain management, e-business, global logistics system design, inventory planning and manufacturing strategy. He is founding and current Director of the Stanford Global Supply Chain Management Forum and serves as an Advisor to the European Global Supply Chain Management Forum at Drexel University. He has also given executive training workshops on supply chain management and global logistics in Asia, Europe and America.



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eLink2002

April 8-10 / 2002 | Disney's Yacht & Beach Club Resorts | Orlando, Florida / USA

CONFERENCE GUIDE

NAVIGATING THE NEW ECONOMY
eLink2002

April 8-10 / 2002 | Disney's Yacht & Beach Club Resorts | Orlando, Florida / USA

Welcome to eLink2002

Contents

CONFERENCE CENTER MAP

SESSION #	SESSION TITLE	SESSION TYPE	SESSION TIME	SESSION LOCATION
SESSION 1	Keynote: Navigating the New Economy	Keynote	8:00 AM - 9:00 AM	Disney's Yacht & Beach Club Resorts
SESSION 2	Panel: The Role of the CFO in the New Economy	Panel	9:30 AM - 10:30 AM	Disney's Yacht & Beach Club Resorts
SESSION 3	Panel: The Role of the CEO in the New Economy	Panel	11:00 AM - 12:00 PM	Disney's Yacht & Beach Club Resorts
SESSION 4	Panel: The Role of the COO in the New Economy	Panel	1:00 PM - 2:00 PM	Disney's Yacht & Beach Club Resorts
SESSION 5	Panel: The Role of the CMO in the New Economy	Panel	2:30 PM - 3:30 PM	Disney's Yacht & Beach Club Resorts
SESSION 6	Panel: The Role of the CIO in the New Economy	Panel	4:00 PM - 5:00 PM	Disney's Yacht & Beach Club Resorts
SESSION 7	Panel: The Role of the CTO in the New Economy	Panel	5:30 PM - 6:30 PM	Disney's Yacht & Beach Club Resorts
SESSION 8	Panel: The Role of the CDO in the New Economy	Panel	7:00 PM - 8:00 PM	Disney's Yacht & Beach Club Resorts
SESSION 9	Panel: The Role of the CRO in the New Economy	Panel	8:30 PM - 9:30 PM	Disney's Yacht & Beach Club Resorts
SESSION 10	Panel: The Role of the CAO in the New Economy	Panel	10:00 PM - 11:00 PM	Disney's Yacht & Beach Club Resorts



COMMERCE ONE 

November 1, 2002

Dear [Joe Sample]:

In today's competitive environment, the companies that will emerge as leaders are those that can adapt and respond faster to opportunities, for less cost. The clear winners will be the organizations with total information visibility across the enterprise, the flexibility to adapt business capabilities quickly, and the lean bottom line that comes from minimized application ownership costs.

Your company can not only get ahead, but also set the pace, via an emerging business technology called Web services. It's a new approach that you've probably heard about, but, like most, you may still have unanswered questions.

To help answer these questions, I'd like to send you a complimentary copy of a new book called *Out of the Box: Strategies for Achieving Profits Today and Growth Tomorrow through Web Services*. It's written by John Hagel III, an innovative thinker in the arena of business strategy, and has received national attention as presenting a clear, pragmatic view of where technology companies like yours are moving.

Take a look at the enclosed information sheet for a more in-depth description of the book. If you're interested in a complimentary copy, please call us at 1-877-261-8516, or simply visit www.commerceone.com/agility.

Enclosed you'll also find information about Conductor, Commerce One's newest addition to our family of supply network solutions. It's our unique collaborative Web services platform that connects your existing applications to give your business the agility, information visibility, and cost savings it needs to thrive in today's highly competitive climate.

I hope you find this information useful and I look forward to hearing from you when you're ready to explore your own Web services solution.


Best regards,



Mark B. Hoffman
Chief Executive Officer, President and
Chairman of the Board



Out of the Box:
Strategies for Achieving Profits Today and Growth Tomorrow through Web Services
By John Hagel III



Web services: the world won't be changed — but your business will.

Executives today are understandably skeptical of the promises of new technology. That's why *Out of the Box* by John Hagel III is a valuable resource for a better understanding of a new generation of technology known as Web services.


Out of the Box is the first book written to help executives understand the business implications of Web services technology. In pragmatic terms it explains the profound impact that this technology will have on the way you do business. Using real-life examples, Hagel shows how Web services will enable companies of all sizes to:

- Enable rapid implementation of new functionality using existing applications
- Provide information across disparate systems for better business decisions
- Reduce cost of ownership while being responsive to changing business needs
- Realize bottom-line savings quickly with modest investment

You'll learn about the changes in business practices that will be required to continue to create value in more intensely competitive markets. And the profound shift in mindset that must occur for businesses to succeed in the decades ahead.

Call 1-877-261-8516 today to request your complimentary copy of this valuable resource. Or visit www.commerceone.com/agility.

About the Author:



Based in Silicon Valley, John Hagel III is a highly acclaimed visionary in business strategy. He is co-author of two best-selling books, *Nir Guin* and *Nir Wark*. He has served as a senior executive with leading technology companies and spent sixteen years as a Partner at McKinsey & Company, Inc.

Reactions to *Out of the Box*:

"Hagel effectively answers the 'So What?' question about Web services and its impact on business. *Out of the Box* is an excellent strategy guide for understanding the next 'big wave' of productivity and business functionality improvement and should be required reading for every manager."

—Tony Scott
Chief Technology Officer, SAS
General Motors

"*Out of the Box* is a thoughtful examination of how Web services can provide real agility and help leaders in any business realize their company's true potential."

—Steve Ballmer
Chief Executive Officer
Microsoft

"Web services has the potential to be as fundamental in driving the transformation of the technology landscape as IP networks and HTML were in the '90s. Hagel has done a great job in outlining a new roadmap for...the opportunities Web services afford us."

—John McKinley
Chief Technology Officer
Merrill Lynch


COMMERCE ONE

Agility

It's the ability to jump at opportunity.
And it's what we can give you.

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Anticipate

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Commerce One Conductor, creating the agile business.


True agility requires the ability to look ahead. Not just react.

In business, information is vital for smart decisions. But with critical data locked within disparate systems, companies usually don't have access to the information they need at the point of decision.

Commerce One Conductor allows your existing systems to share information seamlessly, giving you instant access to the information you need the moment you need it. It does this by flexibly assembling functionality from your existing enterprise applications, orchestrating it with users, business partners and their systems. You have the information to anticipate business needs, make the right decisions quickly and execute faster than the competition.


Anticipate needs and opportunities with customers and suppliers.

In the same way it allows your internal applications to work together, Conductor also brings you closer to your external business partners, no matter what applications they use. With easy access to up-to-date information, suppliers can better anticipate your needs, and you can deliver on your customers' needs faster than the competition.



Adapt


Quickly adapt to rapidly changing business requirements.



Companies that respond to changes faster win out over the competition. Conductor leverages your existing infrastructure to provide unparalleled flexibility, allowing you to create new capabilities that map with your unique business needs. Its standards-based architecture allows you to adapt those capabilities quickly to changing business and market requirements without the time and expense of traditional enterprise application integration and development.

Seize opportunities faster than your competitors.

When you can adapt your business processes and infrastructure more rapidly, you gain the ability to leapfrog the competition. With Conductor you can leverage your existing technology while incrementally implementing new and more flexible business processes. You get the ability to respond instantly to unforeseen challenges—such as changing supply and demand—and, more importantly, take advantage of new revenue opportunities before your competitors do.






Succeed

Reduce operating and ownership costs for an improved bottom line.

In addition to better information visibility and operational flexibility, by automating manual processes, Conductor can help reduce the time and expense of application ownership for a direct impact on your bottom line. You'll be able to get more out of the applications you already have—while spending less making them work together.

Achieve true business agility: anticipate, adapt, succeed.

Commerce One Conductor can give your business the agility it needs to thrive in today's competitive environment. It's from Commerce One, experts in streamlining the way enterprises connect with each other. Conductor is the latest addition to our suite of solutions that have helped more than 500 enterprises automate their supply chain business processes and become more profitable.

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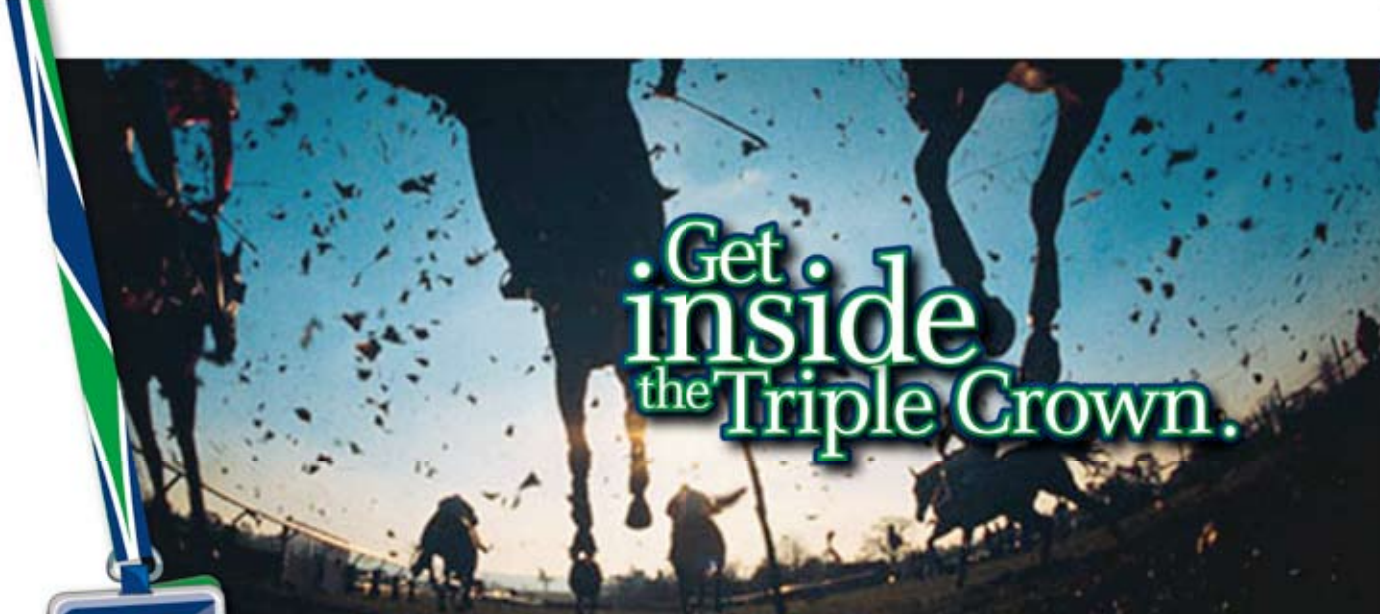
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Wachovia takes you there.

What does it take to ride like a champion? You could find out in 2005.

As a Wachovia Visa® Check Cardholder, you can get the inside track on the sport of kings. Guided by a horse racing professional, you'll take a paddock tour and meet leading jockeys and horse trainers, see the world's fastest horses up-close, and find out how the track is prepared for race day. Then you'll take a fun learning about oddsmaking, along with the finer points of race announcing. And when the bell goes off, you and a guest could be cheering your favorite from box seats at the Kentucky Derby, Preakness Stakes, or Belmont Stakes. So get inside the Triple Crown — we'll take you there.


Get inside the Winter Olympic Games.



Wachovia takes you there.

What goes into a gold medal halfpipe run? You could find out firsthand in 2005.

As a Wachovia Visa® check cardholder you could go behind the scenes of the 2006 Torino Winter Olympics. With one of the U.S. Olympic Snowboarding Team's coaches as your guide, you'll attend Olympic training camp in Mt. Bachelor, Oregon where you'll spend time with the country's top boarders and get a course in the latest big air tricks. Then it's on to the Olympic trials and your own private tutorial in how the halfpipe event is run in international competition. Finally, you'll travel to Torino, Italy to take in the Games themselves and cheer on the world's best. So get inside the Winter Games—we'll take you there.





Get inside the NFL!




Wachovia takes you there.


In 2005, "fantasy football" will take on a whole new meaning.

That's because Wachovia is giving Visa® Check Cardholders unprecedented access to the inner workings of the NFL. In the company of an NFL assistant coach you could tour your local stadium, from the front office to the locker room and everywhere in between. You'll sit in on strategy sessions with the entire coaching staff and review game film with the players. You could even get out of the stands and onto the field to help with practice. By the time you head to Super Bowl XXXVIII in Jacksonville, Florida you'll have all the insight of a seasoned pro. So get inside the NFL—we'll take you there.







Get inside Pebble Beach.



Wachovia takes you there.

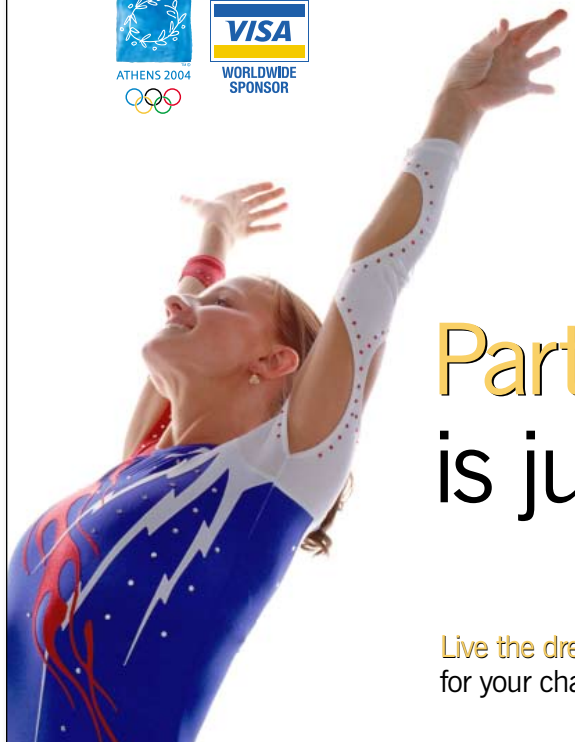
In 2005, you could really get into the swing of things.

As a Wachovia Visa® Check Cardholder you could live your dream of playing like a pro. Start by attending the prestigious Nicklaus Flick Golf School. Jim Flick will help you master all aspects of your game—from swing analysis to mental focus—just like he did with the Golden Bear himself, Jack Nicklaus. Then you're off to Pebble Beach Golf Links to see the game from an entirely new perspective—the head groundskeeper's. You'll learn how the course is maintained from tee to green. And in the final round, you'll put it all together and play the course with a PGA professional. So get inside Pebble Beach—we'll take you there.



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Part of the dream is just having the chance.

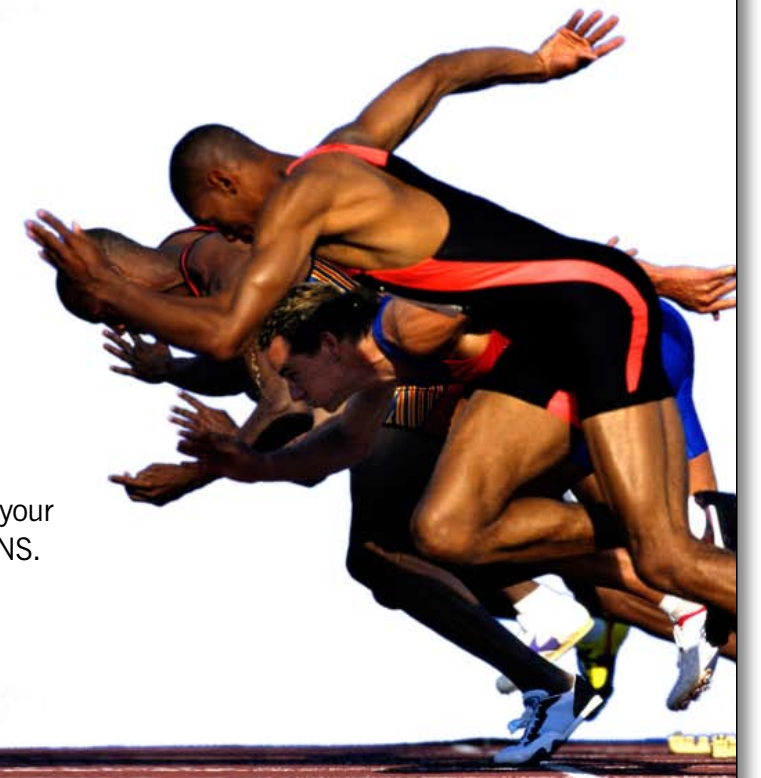
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