

MICROSOFT CORPORATION
Pricing Comparison (New User Licenses)
 Local Language Product Revenues Only

Prepared by: Mike Lucarelli

(SUB)LOCAL.MTW/Top Level Information

Microsoft Finance Business Information Group
 11/1/93
 12:18 PM

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	NORTH AMERICA			NORTHERN			CENTRAL			SOUTHERN						
	Canada	England	Sweden	Norway	Denmark	Finland	Germany	Austria	Switz	France	Portugal	Spain	Italy	Belgium	Nether	Australia

YEAR TO DATE SEPTEMBER 1993

WIN OFFICE (Exec. Office Prod)	3399	3443	3546	3338	3638	n/a	3716	3535	3270	3558	n/a	n/a	3399	3593	3516	3420	3326
Revenue per License	100%	100%	100%	100%	100%	n/a	100%	100%	100%	100%	n/a	n/a	100%	100%	100%	100%	100%
Indexed from MSUS	75%	64%	n/a	n/a	n/a	n/a	43%	n/a	n/a	n/a	n/a	n/a	90%	n/a	n/a	86%	89
Average Revenue per License	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%
Indexed from MSUS	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%
Average Revenue Discount	80%	67%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%
Indexed from MSUS	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Market from FPP to MS	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
% Above/Below Lotus FPP Street Price	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Indexed from Lotus US	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Revenue Bill:	64%	53%	77%	35%	30%	3%	66%	66%	57%	55%	0%	0%	17%	75%	49%	40%	100%
Full Packaged Product	7%	17%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	53%	0%	0%	22%	0%
Competitive Upgrade	5%	1%	0%	0%	1%	3%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Select	19%	4%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	24%	0%
Special Agreements	0%	0%	12%	34%	64%	1%	30%	43%	25%	25%	0%	0%	24%	25%	14%	14%	0%
Other Licenses	0%	0%	4%	31%	5%	3%	0%	0%	0%	16%	0%	0%	0%	0%	0%	0%	0%
Academic	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%	0%	0%	0%	0%	0%	0%	0%
CEM Packaged Product	55%	32%	64%	21%	23%	2%	59%	63%	53%	46%	0%	0%	15%	71%	28%	15%	100%
License Bill:	9%	22%	11%	0%	0%	89%	0%	0%	0%	0%	0%	0%	51%	0%	0%	53%	0%
Full Packaged Product	8%	2%	0%	0%	1%	3%	9%	0%	0%	0%	0%	0%	7%	0%	0%	0%	0%
Competitive Upgrade	8%	5%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	26%	0%
Select	20%	20%	21%	23%	62%	1%	32%	38%	47%	27%	0%	0%	24%	29%	11%	7%	0%
Special Agreements	0%	0%	15%	51%	14%	6%	0%	0%	0%	23%	0%	0%	0%	0%	0%	0%	0%
Other Licenses	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	0%	0%	0%	0%	0%
Academic	3999	3376	3443	3538	3638	n/a	3716	3535	3270	3558	n/a	n/a	3399	3593	3516	3420	3326
Revenue per License	3398	3241	n/a	n/a	n/a	n/a	3247	3247	n/a	n/a	n/a	n/a	3247	n/a	n/a	3247	3247
Indexed from MSUS	3214	n/a	3254	n/a	n/a	n/a	3247	3247	n/a	n/a	n/a	n/a	3247	n/a	n/a	3247	3247
Competitive Upgrade	3185	3222	3203	n/a	n/a	n/a	3247	3247	n/a	n/a	n/a	n/a	3247	n/a	n/a	3247	3247
Select	3120	3251	3204	3483	3506	n/a	3473	3453	3493	3438	n/a	n/a	3356	3487	3385	3332	3322
Special Agreements	n/a	n/a	3137	3188	3178	n/a	3184	n/a	n/a	3117	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Other Licenses	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	3136	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Academic	100%	100%	100%	100%	100%	n/a	100%	100%	100%	100%	n/a	n/a	100%	100%	100%	100%	100%
CEM Packaged Product	% of FPP Revenue/License	75%	64%	n/a	n/a	n/a	43%	n/a	n/a	n/a	n/a	n/a	90%	n/a	n/a	86%	89
Full Packaged Product	Competitive Upgrade	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%	54%
Select	Special Agreements	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%	49%
Special Agreements	Other Licenses	80%	67%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%	69%
Other Licenses	Academic	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CEM Packaged Product	Indexed License Mkt %	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Localized License Mkt %	Total Licenses (in thousands)	\$42,568	\$4,358	\$11,623	\$992	\$118	\$2,220	\$3,376	\$4,403	\$8,611	\$0	\$0	\$3,316	\$388	\$414	\$3,771	\$6,054
Total Licenses		124,339	14,002	43,916	2,300	378	667	38,465	4,403	6,326	18,703	0	15,131	512	1,300	23,957	16,997

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MSUS	NORTH AMERICA					CENTRAL					SOUTHERN					
	Canada	England	Sweden	Norway	Denmark	Finland	Germany	Austria	Switz	France	Pompaq	Spain	Italy	Belgium	Nether	Australia

YEAR TO DATE, SEPTEMBER 1993

WIN WORD	Canada	England	Sweden	Norway	Denmark	Finland	Germany	Austria	Switz	France	Pompaq	Spain	Italy	Belgium	Nether	Australia	Japan
Revenue per License	\$240	\$310	\$364	\$391	\$436	\$237	\$387	\$392	\$370	\$365	\$327	\$265	\$254	n/a	\$409	\$242	\$237
Indexed from MSUS	0.96	1.24	1.46	1.56	1.74	0.95	1.55	1.57	1.48	1.46	1.30	1.06	1.01	n/a	1.63	0.97	0.95
Average Revenue per License	\$131	\$124	\$208	\$205	\$327	\$195	\$297	\$301	\$279	\$297	\$314	\$242	\$179	\$0	\$40	\$119	\$206
Indexed from MSUS	0.94	0.94	1.58	1.56	2.49	1.48	2.26	2.29	2.13	2.26	2.39	1.84	1.36	0.00	0.31	0.90	1.37
Average Revenue Discount	47%	48%	43%	48%	25%	18%	23%	23%	24%	19%	4%	8%	29%	n/a	90%	51%	13%
Revenue Price MIS	\$100	\$362	\$466	\$349	\$390	\$439	\$455	\$454	\$455	\$504	\$339	\$419	\$438	\$467	\$525	\$331	\$345
Indexed from MSUS	n/a	0.87	1.55	1.17	1.30	1.46	1.52	1.51	1.52	1.68	1.13	1.40	1.46	1.56	1.75	1.10	1.08
Markup from FPP to MS	20%	9%	50%	(4%)	(11%)	85%	17%	16%	23%	38%	4%	58%	73%	n/a	28%	37%	37%
% Above/Below WordPerf FPP Street Price	5%	(4%)	19%	13%	3%	20%	7%	110%	8%	18%	12%	32%	(1%)	6%	10%	1%	(6%)
FPP Street Price WordPerf	\$285	\$272	\$391	\$313	\$377	\$366	\$426	\$422	\$427	\$427	\$303	\$317	\$444	\$441	\$475	\$338	\$345
Indexed from WordPerf US	0.95	1.37	1.10	1.22	1.32	1.28	1.49	0.76	1.48	1.50	1.06	1.11	1.56	1.55	1.67	1.15	1.21
Revenue Mix:	41%	57%	64%	34%	50%	60%	57%	44%	44%	63%	84%	52%	46%	310%	62%	41%	82%
Full Packaged Product	29%	20%	13%	30%	6%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	15%	0%
Competitive Upgrade	2%	0%	0%	0%	1%	3%	1%	0%	0%	0%	0%	0%	9%	0%	2%	0%	0%
Select	2%	1%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	4%	0%	0%
Special Agreements	10%	10%	15%	28%	39%	22%	26%	41%	37%	30%	16%	48%	30%	(210%)	26%	10%	15%
Other Licenses	16%	22%	14%	7%	4%	15%	17%	14%	18%	0%	0%	0%	15%	0%	5%	34%	4%
Academic	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%	0%	0%	0%	0%	0%	0%	0%
OEM Packaged Product	21%	24%	37%	18%	38%	50%	43%	34%	33%	51%	81%	47%	32%	(508%)	6%	20%	71%
Licensee Mix:	36%	31%	9%	44%	11%	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	19%	0%
Competitive Upgrade	3%	0%	0%	0%	0%	3%	2%	0%	0%	0%	0%	0%	8%	0%	0%	0%	0%
Select	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%
Special Agreements	6%	7%	10%	8%	39%	15%	23%	43%	32%	32%	19%	53%	17%	608%	3%	9%	21%
Other Licenses	29%	38%	25%	13%	12%	32%	31%	25%	34%	1%	0%	0%	42%	0%	89%	52%	8%
Academic	0%	0%	0%	0%	0%	0%	0%	0%	0%	12%	0%	0%	0%	0%	0%	0%	0%
OEM Packaged Product	\$230	\$240	\$364	\$391	\$436	\$237	\$387	\$392	\$370	\$365	\$327	\$265	\$254	n/a	\$409	\$242	\$237
Revenue per License:	\$106	\$82	\$64	\$134	\$170	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$194	n/a	n/a	n/a
Full Packaged Product	\$107	n/a	n/a	n/a	n/a	\$223	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Competitive Upgrade	\$63	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Select	\$216	\$178	\$306	\$332	\$337	\$286	\$324	\$301	\$323	\$285	\$264	\$222	\$316	n/a	\$338	\$134	\$147
Special Agreements	\$71	\$74	\$79	\$111	\$122	\$88	\$150	\$176	\$150	\$99	n/a	n/a	n/a	n/a	\$2	\$78	\$90
Other Licenses	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Academic	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	n/a	100%	100%	100%
OEM Packaged Product	43%	34%	37%	35%	39%	94%	n/a	n/a	n/a	n/a	n/a	n/a	76%	n/a	n/a	39%	n/a
Full Packaged Product	25%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Competitive Upgrade	86%	74%	85%	85%	75%	121%	84%	77%	87%	78%	81%	84%	125%	n/a	83%	55%	65%
Select	28%	31%	22%	28%	28%	37%	41%	45%	41%	n/a	n/a	n/a	25%	n/a	1%	31%	36%
Special Agreements	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Other Licenses	100%	100%	97%	96%	82%	97%	98%	96%	93%	94%	48%	97%	96%	62%	87%	100%	98%
Academic	\$18,804	\$1,374	\$4,117	\$773	\$400	\$293	\$121	\$10,569	\$433	\$1,212	\$4,711	\$45	\$2,061	\$37	\$245	\$2,139	\$4,440
Localized Licenses Mix %	143,034	11,080	24,508	3,716	898	618	35,642	1,404	4,337	15,852	149	186	11,509	-59	6,068	17,999	21,507
Total Revenues (in thousands)																	
Total Licenses																	

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MSUS	NORTH AMERICA				CENTRAL				SOUTHERN				Japan		
	Canada	England	Sweden	Norway	Denmark	Finland	Germany	Austria	Switzerland	France	Portugal	Spain		Italy	Belgium

YEAR TO DATE, SEPTEMBER 93

WIN EXCEL	Canada	England	Sweden	Norway	Denmark	Finland	Germany	Austria	Switzerland	France	Portugal	Spain	Italy	Belgium	Nether	Australia	Japan
FFP Average Revenue per License	\$261	\$308	\$281	\$381	\$311	\$263	\$392	\$381	\$391	\$364	\$323	\$390	\$332	\$387	\$403	\$232	\$246
Indexed from MSUS	n/a	1.03	1.08	1.46	1.19	1.01	1.50	1.46	1.50	1.39	1.25	1.11	0.89	1.48	1.54	0.89	0.94
Average Revenue per License	\$139	\$134	\$241	\$230	\$246	\$183	\$313	\$261	\$245	\$311	\$317	\$263	\$177	\$372	\$26	\$127	\$218
Indexed from MSUS	n/a	0.96	1.55	1.74	1.66	1.32	2.26	1.89	1.76	2.24	2.28	1.90	1.27	2.68	0.19	0.81	1.57
Average Revenue Discount	47%	30%	14%	40%	21%	31%	20%	31%	37%	15%	3%	9%	24%	4%	93%	45%	11%
FFP Street Price MS	\$300	\$466	\$351	\$349	\$440	\$439	\$455	\$454	\$455	\$501	\$339	\$419	\$438	\$467	\$525	\$328	\$325
Indexed from MSUS	n/a	1.01	1.55	1.17	1.47	1.46	1.52	1.51	1.52	1.67	1.13	1.40	1.46	1.56	1.75	1.09	1.08
Markup from FFP to MS	15%	31%	25%	(8%)	41%	67%	16%	19%	17%	38%	4%	44%	89%	21%	30%	41%	32%
% Above/Below Lanus FFP Street Price	0%	7%	(3%)	(14%)	0%	4%	(16%)	(4%)	(4%)	16%	6%	5%	3%	0%	4%	(14%)	(3%)
FFP Street Price Lanus	\$300	\$284	\$361	\$407	\$440	\$420	\$439	\$542	\$475	\$431	\$319	\$399	\$430	\$468	\$503	\$380	\$335
Indexed from Lanus US	n/a	0.95	1.39	1.20	1.47	1.40	1.46	1.81	1.58	1.44	1.06	1.33	1.43	1.56	1.68	1.27	1.12
Revenue Mix	54%	46%	75%	39%	73%	62%	62%	48%	38%	64%	84%	73%	53%	81%	76%	44%	78%
Full Packaged Product	24%	16%	0%	1%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	4%	0%
Competitive Upgrade	3%	0%	0%	1%	2%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Select	2%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%
Special Agreements	11%	14%	27%	38%	13%	17%	25%	24%	38%	30%	16%	27%	29%	19%	21%	14%	18%
Other Licenses	7%	22%	12%	5%	6%	13%	13%	28%	24%	0%	0%	0%	11%	0%	9%	38%	4%
Academic	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	0%	0%	0%	0%	0%
OEM Packaged Product	29%	23%	65%	23%	38%	43%	49%	33%	24%	54%	82%	66%	41%	78%	5%	24%	69%
License Mix	40%	26%	0%	28%	0%	0%	0%	0%	0%	2%	0%	0%	0%	0%	0%	4%	0%
Competitive Upgrade	4%	0%	0%	1%	3%	3%	1%	0%	0%	0%	0%	0%	8%	0%	0%	0%	0%
Select	3%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%
Special Agreements	7%	9%	16%	27%	9%	10%	25%	20%	29%	29%	18%	34%	20%	23%	2%	8%	21%
Other Licenses	18%	41%	31%	16%	32%	44%	25%	47%	48%	1%	0%	0%	31%	0%	94%	63%	10%
Academic	0%	0%	0%	0%	0%	0%	0%	0%	0%	14%	0%	0%	0%	0%	0%	0%	0%
OEM Packaged Product	\$261	\$269	\$308	\$281	\$311	\$263	\$392	\$381	\$391	\$364	\$323	\$390	\$332	\$387	\$403	\$232	\$246
Full Packaged Product	\$83	\$83	n/a	\$126	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Competitive Upgrade	\$115	n/a	n/a	\$55	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Select	\$217	\$211	\$229	\$325	\$359	\$303	\$323	\$323	\$323	\$319	\$378	\$210	\$238	\$320	n/a	\$223	\$187
Other Licenses	\$49	\$72	\$82	\$108	\$95	\$81	\$156	\$152	\$125	n/a	n/a	n/a	\$60	n/a	\$2	\$76	\$90
Academic	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$115	n/a	n/a	n/a	n/a	n/a	n/a	n/a
% of FFP Revenue/Licenses	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Full Packaged Product	33%	31%	n/a	33%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Competitive Upgrade	44%	n/a	n/a	14%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Select	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Special Agreements	83%	78%	74%	85%	115%	115%	82%	85%	83%	88%	86%	72%	103%	83%	n/a	96%	76%
Other Licenses	19%	27%	27%	29%	30%	31%	40%	40%	31%	32%	n/a	n/a	36%	n/a	1%	33%	37%
Academic	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	3%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
OEM Packaged Product	100%	100%	100%	97%	97%	94%	92%	94%	64%	99%	52%	94%	96%	44%	61%	100%	97%
Localized Licenses Mix %	\$19,968	\$1,145	\$3,599	\$761	\$391	\$245	\$7455	\$222	\$751	\$4,640	\$335	\$80	\$2,154	\$74	\$143	\$1,051	\$4,475
Total Revenues (in thousands)	143,985	8,565	16,715	3,154	781	23,782	850	3,068	14,942	79	303	12,203	8,302	200	5,459	20,535	20,535

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