Systems Division Monthly Report - August 1990

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Microsoft Corporation
Systen 's Division Monthly Report - August 1990 EXHIBIT 1
Ballmer World Financial Summary

Division Consolidated Results (000's)	Month			YTD			
	Actual	% of Net Revenue	% of Plan	Actual	% of Net Revenue	% YTD Plan	% FY91 Plan
Revenues	$90,001	100%	164%	$135,938	100%	122%	19%
Cost Of Goods Sold	15,229	17%	162%	29,547	22%	148%	20%
Gross Profit	74,772	83%	164%	106,389	78%	117%	19%
Operating Expenses	12,405	14%	89%	23,051	17%	81%	13%
Allocations	11,509	13%	101%	20,370	15%	81%	12%
Burdened Operating Income	$50,859	57%	251%	$82,968	46%	156%	28%

See Business Unit Results at Attachment A

KEY FINANCIAL DATA

Net Revenue Per Headcount (A)	Month			YTD			FY91
	Actual	Plan	% Plan	Actual	Plan	% Plan	Plan
SYSTEMS (DOS/WIN)	$332,768	$188,611	176%	$465,686	$381,892	119%	$2,026,788
SYSTEMS (OS/2)	10,906	10,839	101%	12,878	21,031	61%	114,653
LANG	37,948	27,183	140%	73,940	54,408	136%	440,606
NBU	7,826	9,756	80%	8,252	13,318	62%	238,050
PBU	3,813	6,466	59%	6,979	6,466	108%	56,034
SPAG	505,912	174,489	290%	1,016,353	348,667	291%	3,329,844
SYSTEMS JOURNAL	18,429	16,625	111%	27,000	33,750	80%	281,125
XENIX	1,033,500	1,500	>1000%	1,208,500	1,192,500	101%	4,661,500
Total	$109,891	$61,688	178%	$165,978	$124,862	133%	$806,291

(A) Calculations for Month, YTD and FY91 Plan based on post reorganization headcount as of 9/19/90.
See Headcount Summary at Attachment B

Marketing as a % of Net Revenue	Month			YTD			FY91
	Actual	Plan	% Plan	Actual	Plan	% Plan	Plan
[illegible]	0%	1%	66%	1%	1%	130%	1%
G	6%	4%	150%	14%	10%	144%	10%
NBU	28%	36%	79%	42%	53%	81%	28%
OS/2	7%	10%	78%	10%	12%	80%	11%
PBU	5%	3%	158%	4%	5%	78%	6%
SPAG	2%	4%	52%	2%	4%	38%	4%
SYSTEMS JOURNAL	14%	7%	206%	14%	17%	81%	12%
WIN	6%	7%	84%	6%	7%	80%	11%
XENIX	0%	300%	0%	0%	1%	12%	2%
TOTAL	3%	5%	64%	4%	5%	68%	7%

See U.S. Marketing Expense Summary at Attachment C.
See Product Release Summary at Attachment D.

Selected Product Shipments/Sell Through	Month		YTD		US Sell Through (A)			4 Month
Products	World Wide (Units)	% Plan	World Wide (Units)	% Plan	June (Units)	July (Units)	August (Units)	Avg. Sell Through (Units)
MICE (All SKU's)	248,094	175%	457,403	183%	67,604	57,785	62,739	58,739
Windows 3.0	128,472	187%	245,181	201%	90,048	44,490	39,390	52,615
Windows Updates	90,956	83%	187,381	85%	20,092	13,378	10,953	14,822
Windows SDK	7,299	400%	11,426	282%	NR	NR	NR	NR
Windows SDK Updates	4,315	173%	6,084	101%	NR	NR	NR	NR
Windows 286 & 386	269,383	82%	277,258	45%	NR	NR	NR	NR
DOS *	2,873,051	184%	3,175,721	104%	NR	NR	NR	NR
OS/2 *	21,885	123%	22,068	60%	NR	NR	NR	NR
OS/2 SDK	550	585%	759	434%	NR	NR	NR	NR
C COMPILER	10,704	164%	18,530	137%	3,769	3,598	3,121	3,510
C COMPILER Updates	6,889	220%	14,670	189%	NR	NR	NR	NR

(A) US sell through represents approximately 77% of all USSMD business. The data excludes IBM ACIS. August sell through and 4 month average data excludes Soft Warehouse. Soft Warehouse represents approximately 6% of USSMD unit volume.
* Represents units licensed of operating systems.
NR - Numbers are not tracked and reported by USSMD.

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EXHIBIT 2

ADVANCED TECHNOLOGY & BUSINESS DEVELOPMENT

Prepared By : NathanM

To Steve Ballmer

From: Nathan Myhrvold

Subject: August report - Advanced Technology and Business Development

Strategy & Planning

The strategy for the ATBD group is as follows:

- Keep abreast of technology developments in the industry and academic institutions which might be relevent to Microsoft.
- Investigate strategic technology directions, and determine their impact on our systems strategy
- Perform research and development to help understand new technology and our options.
- Figure out the Microsoft business response, and be involved in the initial decisions and implementation of the strategy.
- Fold these issues into our mainstream systems strategy and product line decisions.

At present we are in a transition stage. RISC issues (both hardware and software) have taken the bulk of our bandwith, but much of that will begin to transfer to the NT group. This transition will not happen instantly because the NT program management team is still very much in the process of coming up to speed.

The next challenge is to attract more senior technical people to the group and thus increase the number of projects we can take on.

Project Status

RISC PC Task Force & Program Management

The key objective is to complete the intial product definition and general strategy for the project. This work is underway, and the addition of more program management resources under Ralf Harteneck will help us run these to ground. A series of memos on initial work in a number of areas, such as dos emulation, will be circulated in the near future.

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Zombie

This project is aimed at creating a "compiler" which will take x86 assembler and convert it into code for a RISC processor (thus breathing new life into the dead - hence the name). An initial version is up and running and has sucessfully converted several "real world" programs, including a Lisp interpreter which is on the order of 10K lines of assembly language. The focus now will be on increasing the optimization level, and on trying ever more difficult code examples.

3D Graphics

This project is directed at figuring out what our 3D graphics strategy should be, with the emphasis on the Power PC. We are closing in on a proposal, and negotiations are underway with several outside companies which are potential suppliers of 3D graphics code.

Power PC

The definition of the Power PC feature and technology set is another project in the group. Recent progress includes working with outside companies on new techniques for reducing the amount of video ram necessary, and meetings with NLI about the incorporation of natural language technology.

Panose

This project is an enhansed font mapper which uses an improved version of the Panose font classification scheme developed in the group. We have implimented a prototype, and are working with the font team and Windows group to define an improved font mapping API, and create an implementation to be incorporated in Windows.

Multiple Function Unit Study

This work is an extension of earlier research on how to use multiple functional units in the CPU to take advantage of low level parallelism and get greater performance. The existing trace analysis system was extended, and new analysis. This is relevant to the design of next generation x86 and RISC processors.

EFax

The Efax project is an effort to integrate email and FAX standards. The goal is to provide Microsoft with a foundation on which we can build a long term business in the FAX market, and beyond this to the broader issue of establishing ourselves in digital document distribution and communication standards. In the past month another round of meeting were held with key FAX manufacturers who are very interested in this project.

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Staffing

In the past month Dave Kaplan joined the group as the Efax program manager, and Martine Bernstein joined as the group assistant. Our summer students, Arul Menezes (Zombie) and Ellen Spertus(Multiple Functional Unit Study) both went back to graduate school, and they will be missed.

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EXHIBIT 3

SYSTEMS LINE MARKETING

Prepared By : RussW

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Microsoft Memo

To: Steve Ballmer
From: Russ Werner
Date: September 20, 1990
Subject: Systems Line Marketing Update

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Systems Marketing is focusing on the worldwide OEM briefing, Seybold Intel co-Marketing program and Comdex as major near-term event priorities. In addition, plans are being put together for a Win32 ISV workshop for October; Systems Design for the top 40 ISV'S for October and a Net Design workshop for November. The SBT'S for November have been postponed until spring.

On August 14, an organizational memo was distributed. On September 20, a strategy document was distributed for comment that identifies the major strategic issues that the Systems Marketing will focus it's program development on. Also in the memo, is a list of the major events/seminars through March that the group is currently working on. The goal is to publish marketing plans by group with budgets finalized by October 15.

The group has been quite active in meeting with various OEMS, ISV'S and corporations, as well as participating in the NSM and ISM.

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EXHIBIT 4

DOS & WINDOWS BUSINESS UNITS

Prepared By : BradSi

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Monthly Report
August 1990
DOS/Windows Business Unit

Windows continued its great success. Including updates, in August we shipped 219,000 copies. By the end of August, the overall total is 994,885. Windows SDK sales were very strong, reflecting increased ISV interest in Windows: we sold over 6000 units plus 4,300 updates in August.

Much attention was given to developing an overall systems development plan based upon the emerging "Windows-centric" strategy. This culminated in an offsite meeting with BillG, SteveB, and the most senior members of Systems to review proposals and make decisions for going forward. The result was the recent realignment of our development teams, in support of Windows and NT.

Windows

Application Demo Engine -- Also known as the Working Model Enabler, the demo engine was released to our applications group and subsequently made available to ISVs.

Windows Working Model -- It was frozen during August and shipped mid-September. The Working Model will be widely distributed through the Windows Computing Campaign, through resellers, and will be used as a training tool.

Windows 3.0a -- Much attention was given to Windows 3.0a during August. The 3.0a release will be an inline release that fixes some bugs in Windows 3.0a, such as the DDE bug that affects WinWord and WinExcel; polishes setup in response to feedback from PSS on call generators; and contains a printed Q&A guide that addresses the most often asked questions to PSS. We completed the release planning, Q&A guide, and development efforts. After testing, the product is scheduled to be released to manufacturing at the end of September. A complete inventory and sales analysis, along with a tight-lipped PR plan, were developed in order to manage this large maintenance release. Marketing is actively managing the Canyon Park and channel inventories, in order to reduce our rework exposure.

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Supplemental Driver Library -- Contains additional printer, screen, and other peripheral drivers. The product was brought to code complete and frozen during August. A last minute addition was the RIPL VxD for supporting remote booting for a forthcoming IBM diskless workstation. The new HP PCL driver improves graphics printing time by 250% and 400% over the driver in Win 3.0, with better quality. The SDL entered beta test and will ship end cs printing tim

Loadhi VxD -- We developed a virtual device driver that allows device drivers and tsr's to be loaded "high" under Windows 3 enhanced mode. This frees up substantial lower-640K ram for a DOS app running in a Win3 DOS VM, addressing a major complaint of Win3 users (particularly those on networks). The VxD was made available to third party memory manager vendors, so they could provide immediate relief to Windows users;Quarterdeck QEMM 5.1 is already shipping.

Caseworks product progressed during August. We produced a feature spec and have a tentative schedule in place. The major contribution of Win 3.1 is TrueType support. Current target is to release first beta in November and final product in March '91. New versions of the File Manager and Program Manager are running and looking very good with major performance and reliability improvments.

Trans'tion Team -- The Transition Team has nearly completed the Systems Engineers transition course for the Windows Start program, began responding to numerous technical assistance requests from the field, and resolved a half dozen significant large account issues resulting in a potential recovery of up to 15,000 units of product.

Windows Marketing -- In addition to above mentioned activities, marketing kicked off a series of research projects; began a nationwide user group tour; and initiated planning for the Seybold conference in early October, the OEM briefing (also early October), Comdex, and Winter Advertising.

Windows 4 Shell -- The shell design team spent August working out a consistent model for
what objects and properties are to the user. We spent considerable time testing our model to see how well it supports and explains existing functionality in existing applications. E.g. does it explain Excel formulas and names, Word style sheets and dictionaries, different views of shared directories, linked objects in both folder and compound documents. Simultaneously, we've been working with the shell development team as they develop an underlying programmer's object model that supports the user's model. The work has gone well, in that we are now very up to speed on the scope and issues of the shell design effort, and in that we think we have now arrived at a consistent fairly complete model. The work has been taking longer than expected for the usual reasons of underestimating the magnitude of it.

<u>DOS</u>

DOS 5.0 -- We had a DOS 5 Project Review with BillG and SteveB, who approved the plan.
The primary focus of the DOS group has been making DOS 5 Beta a big success. All major components are feature complete. Beta II of our three beta series shipped mid-August and has been well received both inside and outside the company. Our plan is to include up to 4000 beta sites in Beta III; we shipped to 800 beta sites in August. Support is being provided through phone, mail, fax, and Online. We plan to have a private Compuserve forum in September to facillitate support for the large number of testers. For the currentWe plan to have a private Compuserve forum in September to facillitate support for the large number of testers. For the currentixing.

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ROM DOS - The ROM executable version of DOS 5.0 has been progressing. The kernel was brought up for the first time in August. We plan to test on PS/1's and have been working with IBM Boca and Lexington to arrange this.

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Power management -- We have been working on the Advanced Power Management spec, in conjunction with Zenith, Intel, and Phoenix. It is now in draft form and should be done in October.

Flash file system -- We are designing a second generation Flash file system that will be the basis of our PCMCIA/JEIDA IC-card file system. Design work started in August.

DOS Marketing -- DOS marketing focused on marketing plans for DOS 5, in particular the DOS 5 RUP. We produced revised marketing, launch and PR plans. We met with USSMD to review the product and marketing plans. USSMD will be producing its proposal for the launch. We held an initial kickoff meeting to agree on the campaign with O&M advertising. We decided that one of our primary marketing vehicles will be a direct mail, direct marketing campaign. We began work on a revised forecast, which will help determine our final marketing budget. Two tough issues we are grappling with are RUP SRP and RUP support. We initiated a packaging project to design a package that is counterfeit-proof. We are currently losing approximately 500,000 units a year to counterfeits. Rich Freedman joined DOS Marketing mid-August; we turned him loose on Corporate Accounts, Reseller, and Field Communications for the RUP.

OEM -- Compaq, Compuadd, and Memorex-Telex all signed DOS 5 license agreements. DOS 5 presentations given to Phoenix, Compuadd, Samsung, Dell, ALR, Tandem, Poquet; Arthur Anderson, Reuters, Corporate Software. We held met with Sharp and Intel to discuss plans for the next generation Sharp notebook PC. Progress was made towards getting Award to commit to licensing ROM DOS for resale to embedded systems OEMs.

EXHIBIT 5

LANGUAGES BUSINESS UNIT

Prepared By : FredG, StewC, StewK

Languages Business Unit Summary

Business Summary

Languages, like much of Microsoft's packaged goods business, followed up a strong July with an equally strong August. As a result, fiscal year-to-date results are 28% ahead of forecast, with both domestic and international contrib...ng to the surplus.

C6.0 continues to sell well, despite the competitive threat of Borland's TC++. Domestic sales totalled $1.03 million, versus plan of $797K. Total revenues from the high-end C business worldwide, including run-time sources and MSKK licenses, were $2.2 million versus a planned $1.7 million. Shipments continue to be strong, and key US dealers report that sell-through is holding up.

Quick C, however, has not fared as well in the face of Borland's extremely aggressive pricing. FYTD revenues of QC and QC/QA are running 85% of forecast, and Eggbead is reporting a significant decline in sell-thru that they attribute to the Borland promotion.

For the rest of the product line, COBOL with FYTD revenues of $505K is 140% of forecast; MASM and FORTRAN are slightly behind at 96% and 93% of forecast, respectively.

The strong overall revenues, and the lower COGS of C6.0, are combining to boost Language's profit outlook. For July, product COGS was 16.9%, versus a forecast of 18%. After all operating and allocated expenses, the business unit showed an operating income of $1.3 million in July, versus a forecast loss of ($77K) for the month.

Strategy and Planning

We have spent a lot of time refining our C strategy in the last few months and we will be presenting this to SteveB in the next two weeks. Key points include splitting the 16 and 32 bit hosted versions of C 7.0 into two packages and positioning the 16-bit versions of C (C 7.0, QC, QC/Windows, and QC++/Windows) as part of our "low end" product line. This includes lowering the price of the 16 bit version of C 7.0 into the $300 - $350 range to put more price pressure on Borland's languages. The 32-bit C Products (C 7.0, Sequoia) will be positioned as our "high end" offerings. We have also looking at ways to be more aggressive in providing Windows application development tools in all our products.

Product Development Status

C 6.00a

The update release to C 6.0 has completed beta test and golden masters have been built and signed off and will go to Mfg. on 9/20. We are looking at the list of currently active and postponed bugs to determine whether we think a 6.00b release will be necessary.

We have decided against a full C 6.1 release in early 1991 for two reasons; most of the furor about lack of printed documentation in C 6.0 seems to have died down, and LUE could not produce a new Language Reference Manual without adversely affecting some other project (C++, QC/Windows). CONFIDENTIAL

C 7.0 (C++)

An Internal Release 3 (IR3) "pre-drop" was made on 9/12. The IR3 final drop is scheduled for 9/21 but is running a few days late. This is the first pre-Alpha version that will be made available for testing by internal MS users. Six development groups have requested copies. IR4 will contain 32-bit support and full C++ support.

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We have made some changes in our product strategy recently. The major point is that the 32-bit DOS-extended version of the compiler will now require Windows 3.x (or OS/2 2.0). This saves us a large amount of development effort, and keeps our executable files significantly smaller.

We are also re-evaluating our Windows development support in the C 7.0 product. We are tentatively planning to include the same tools we include in the QC/Windows product, as well as CVW and the Windows C libraries.

Development work has begun on a 32-bit DOS extender used in C 7.0, though it may not be made available to end users in that time frame. This DOS extender will support the OS/2 2.0 Base APIs and permit users to write apps for 32-bit OS/2 or DOS using these same APIs. Programs can then be "bound" to run on either platform. Support will exist also for mixed 16/32 bit apps and 16-bit Int 21H calls.

The AFX "foundation" libs are slated to appear in C 7.0. With such a delivery, a coherent language/object strategy will finally emerge. The spec for the AFX Libs has been handed off, but the kicker is that they require extensions to the C++ language to support garbage collection. This is simply not possible in the C 7 time frame (several months work at least), so Martin has been helping them rework their spec so that this work is not necessary.

Pcode is currently slightly larger and slower than Apps Pcode. We expect to eventually be smaller. Speed is approximately 6% slower than Apps Pcode. We are doing some work on the call model which should reduce the 6% number. Pcode is slated for availability with IR3 on 9/21. Note, Pcode is likely now to come in a box separate from C7.

Remote debugging support for Codeview is now speced that will fit in with RPC product plans in the 2Q'91.

QC/Windows

We have received the first drop from NatSys and are evaluating and testing it. We have reached agreement with Caseworks on Case\W licensing and are proceeding with putting a contract in place. We are still trying to resolve whether the "pseudo-window" support for stdin, stdout, and stderr will be done in the C run-time or via the Looking Glass libraries. Also unresolved, but in the Windows group's lap, is the issue of how to make the debugging kernel available to developers without requiring the full SDK.

Help

We have worked out "level playing field issues" and have agreement from DS to provide Winhelp 3.5 functionality for QC and QP Windows.

COBOL

COBOL 4.0 is in final Beta and looking great for release to Mfg on schedule in early October. We are beginning negotiations with MicroFocus on COBOL 5.0. The key issues there are Windows hosting and 32-bit support.

FORTRAN

We have finished the specification for the "pseudo-window" support in FORTRAN and development is proceeding. A preliminary specification for FORTRAN 386 is also now available.

MASM 6.0

Development is moving towards Beta 1 in early Oct. Things are progressing quite well with only 33 Severity 1 and 2 bugs as of 9/14. A contractor is now working to port MASM 5.1 to the 386. We will be doing the port to 386 for MASM 6.0 as soon as it is stable and the 5.1 port is done.

Windows Tools

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We are exploring the possible establishment of a Windows Tools development group. Our overall strategy is moving to support Windows program development in any and every way possible. In light of the Windows decision to get out of the tools business this is an opportunity for us to improve existing tools and develop new tools and utilities that will enhance our strategy of being the best and most complete supplier of Windows application development tools.

Sequoia

Sequoia is slated for 1/92 and will be designed to work with the second version of the AFX libraries which will include Windowing classes. Gerdi is now the team lead. An NT port would begin as early as code complete, which is now August 1991.

Progress has been made on open spec issues; the build process and browser specs are complete and have been reviewed. The key open area is now the editor spec, which will be started in the next few days.

Profiler

We've decided to separate the profiler into two releases: one to target current Microsoft language users, and one coordinated to support C 7.0. This will bring us some near-term revenue by satisfying current user needs.

The Windows group has agreed to support >1000 breakpoints in Win 3.1 to help support profiling of windows apps.

Programmer's Library V1.2

We released the new PL 1.2 subscription product to manufacturing 9/7. We have now a workable solution for providing frequent low-cost updates of PL. In future versions we will be raising the production quality of the content. We simply were not staffed to make the appropriate commitment to production quality that we will seek in future versions.

C 6.0/386 Compiler

NT now builds with optimizations on. These optimizations resulted in an approximate 10% win in the execution of the NT OS. Cruiser developers have now switched to C6/386 as well.

Future work is focused on: engineering in C++ support, 486/586 optimizations, 32-bit hosting, and improved optimizations for NT 386.

NT Symdeb

Richk delivered an NT-386 NTSD in July. He has since worked with Mark Lucovsky to get the R3000 NTSD running remotely on OS/2 1.2. Currently, NTSD is being integrated with the Kernel debugger so that they share common sources.

R4000 Compiler

Donm, Gordonw, and crew are now generating code on DEC R3000 hardware. The compiler now passes the Bell, HHB, and Devtest test suites, and most Plum Hall tests. The V0 compiler milestone will not be developed further for two reasons.

1. The NT group prefers to work and debug only the MIPS compiler for the time being, and

2. A working version of V1 is only a month or two away and work on V0 would be throw-away.

Tomm completed the first version of the IL translator, but has since moved over to Apps. Julianj, who started September 4, will continue this work. Donm has completed the optimizer design and is now working on the first phase of the optimizer. We still look good for a March 30 delivery date of a production-quality V1 compiler

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This product .s ours no more, cross-our-IBM-fingers. Most development work continues however.

For C6.0/386, Rickd indicates that for stability he will want a 16-bit hosted OS/2 1.2 build environment. This means that we will need to maintain a 16-bit hosted 32-bit compiler.

We have added support to the linker for the working-set optimization tools developed by the OS/2 group.

RPC

Have tentative -greement to ship RPC product Q2'91 simultaneous with C 7.0. CV 4.0 will provide remote debugging..

Dmake

Sundeep has made an internal Languages release of dmake; it is now code complete but has no retail ship vehicle.

Marketing Highlights

- Began negotiations with Caseworks for licensing of software for inclusion in Windows-hosted products; as of early September, it appears we have a deal!
- Completed COBOL advertising, packaging and PR launch plan for COBOL 4.0 launch in early October; reached agreement with SQL group for involvement in October event in NYC, and began identifying other cross-promotion opportunities
- Agreed on research plan for series of focus groups with professional programmers, to be conducted by Yarnell in September/October
- Reached agreement with Programmer's Shop for mailings to MS C users, FORTRAN and COBOL prospects, to be funded by Programmer's Shop; total pieces projected at 300K, with first installment in Comdex timeframe
- Finalized launch plans for Programmers Library 1.2 to include series of "teaser" mailings to key editors, emphasizing switch to subscription approach; negotiated shared funding with Denon for direct mail campaign
- Hired Enzo Schiano from IPG as International Product Manager

Staffing

	Current Heads	Approved FY'91
5101 Group (fredg)	3	3
5103 Compilers (markro)	27	29
5104 Fortran and Tools(bobal, richgi)	16	17
5105 Advanced Environments (mannyv)	14	16
5106 Program Management (davewe)	8	9
5107 Product Marketing (stewc)	8	8
5108 Testing (cindyk)	27	28
5109 User Education (johnbro)	28	29
5110 Special Projects (stewk)	3	3
	134	142

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EXHIBIT 6

NETWORKS BUSINESS UNIT

Prepared By : MikeMur

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NBU Report

Products:

LAN Manager 2.X - Packaged Product shipped into the channel and the first few units were sold by our new Network Specialists. LM2.00A (40 bugs fixed) is scheduled to ship at the end of September. LM2.1 will use OS/2 v1.3 rather than Cruiser as its base. Our new plan of record is to support Cruiser as a client, but not as a server platform. We have also made the decision to support full DOS 5.0 task switcher support in LM2.1. There is growing concern that our reseller channel requires a "standard" version of OS/2 and that they are not interested in waiting for various OEMs to ship and support OEM specific versions of OS/2. To this end, NBU is investigating the ramifications of building a "packaged product" version of OS/2 and including it in the box with LAN Manager. There are significant issues related to our OEM business since many OEMs have significant OS/2 minimum commitments which this could hurt. On the other hand, scaricity of OS/2 in our channel will quickly dampen reseller enthusiasm for our networking thrust. Our goal is to have all the relevant issues resolved so that we could get OS/2 in our box for our 2.1 release. At Networld we announced the bundling of ADS Windows Workstation into the LAN Man box. This was the "LAN Product of the Year" and provides a set of valuable windows utilities for better printing and admin.

LAN Manager 3.0 - During August the LM3.0 team finalized the product feature content list. The key new features include directory service, distributed file system (DFS), a new admin user interface, improved Addpak security, statistic registration with Perfview, validated logon and additional Operator rights. We have chosen 3Com's directory service as the foundation for the LM3.0 directory. All specs should be under DCR control by 10/90. This product is targeted for a 12/91 release.

LM/UNIX - We continue to negotiate with ATT so that we can have a converged LM/UNIX 2.0 product with ATT as our primarily development partner. ATT is getting a little greedy which may derail this 9 month effort. During the month, SCO finally signed their OEM agreement. We agreed on basic licensing terms with OSF and are now finalizing the pricing. We submitted the NP/MS API spec to X/OPEN for XPG5 (Portability Guide). The LM/UNIX 2.0 functional requirement doc for OSF conformance testing was completed. And our first ever fulltime LM/UNIX program manager came on board.

Net Management - We signed our contract with Netlabs to begin SNMP/CMOT work. Our net management strategy has been refined from that of three phases to a new two phase plan. Separate information is available from dwaink.

SQL Server - We shipped packaged product SQL Server 1.1 to our Network Specialists. The SQL Business Partner program was announced (Sybase, Ashton-Tate, Revelation, Blyth and DataEase). Major new collateral pieces were completed. New marketing presentations were developed for Networld and the Launch Seminars. Held a very productive MS/Sybase co-marketing summit. At end of month over 25 front ends were shipping for SQL Server. The SQL Server 4.2 release (we'll begin using Sybase's numbering scheme) will move from 32 bit cruiser support back to an OS/2 1.3 base. At Networld both Lotus and Pioneer Software (Q+E) announced front end tool support for SQL Server.

SCLC - We have determined that SQLC, although a terrific product, does not strategically help SQL Server in its quest to compete against Oracle, Informix and other database vendors. We have an excellent headstart with 25 shipping (non-SQLC) frontends. We want/need to maintain this competitive advantage and see SQLC as the "great equalizer" that will provide equal access to all backends for frontend developers who use SQLC. It is probably in MS' best interest to continue to support SQLC as an industry standard, but we would prefer to have it live in another group, thus allowing us to maintain our maddog competitive attitude.

Mail Server - Although small bits of technical progress were made during the month, the key progress is the working relationship we've developed with the Laser (Apps) team. For the first time we are working together in an attempt to create a corporate mail strategy encompassing client and server technologies. On a separate front, CC:mail is aware of MS' "deal" with CSI and they want to work with NBU to aggressively support Spitfire. This has been put on the backburner pending the results of the OBU/NBU strategy work.

Comm Server - Comm Server 1.0 (finally) shipped. Halim Dunsky announced his resignation effective 9/25. Comm Server 1.01 is targetted for 11/90 and is a bug fix release along with additional platform support for OS/2 1.3, Windows 3.0 and DOS 5.0. DCL would like more financial certainty in their on-going relationship with MS. Their model for pricing their consultants ($480K/manyear) is a little hard to swallow. This remains an ongoing negotiation.

TCP/IP - Ungermann Bass has been our vendor of record for TCP. During August we had a code reivew and found a number of distressing code/design related issues. This prompted us to withhold final signatures from our UB TCP contract. Like a bolt of lightening from the darkened sky, Pete Hamilton from HP showed up on my doorstep with a "new, improved" HP TCP stack. It's 1/4 the size and 2x the performance of the stack they showed me last year (which we rejected and told them to make it 1/4 the size and twice as fast). We immediately went to Colorado to evaluate the stack and are extremely pleased with the size, the performance and the utilities support. We have informed UB that we will probably not use their stuff - they are distressed, but not suicidal.

Macintosh Client Support - We have assigned a fulltime program manager to make this happen. The plan is to use 3Com's Pacer code and port it to a LM2.0 base. There are contractual issues with 3Com and some timing issues (3Com claims it won't be available until calendar Q2-91).

Netware Interoperability - We are reevaluating our strategy following a number of interesting conversations with Jonathan Schmidt from Performance Technologies. A new plan will be submitted in September.

Other development activities - We are also working on a number of other projects: NDIS, Dial-in Server, RIPL, Async Server, Protocol Server, WAN Server and OSI Server. If you would like additional info, please contact richardm.

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Business Issues

Network Specialist Program - During August the first Net Specialist began selling LM and SQL Server. We are finding that a much higher percentage of Net Specialists are seeking authorization for both products. Our RAC courses are beginning to fill up and the program is essentially up and running. USSMD is driving many, if not most, of these field related activities. Steve Kanzler and Mike Harvey have done a great job with the initial leg work. Our advertising starts the first week of September and our national Launch Seminars begin the week of Sept. 16 in Washinton DC. An entire new set of great looking collateral materials are also now available. Finally, lots of preperatory work has been done for Network -- both for the booth activities as well as the dealer event. The main concern will continue to be actual sell through. LAN products are historically slow to get off the ground -- Netware 386 is a great current example. We may find that the next couple months have lower unit sales than we originally expected.

IBM - We are currently NOT working with IBM towards LAN convergence. Austin has been directed to create their own plans and have been acting independent of our planning process. With the recent desktop OS agreements, we will begin a dialog with John Soyring to determine how/when/who for LAN Man/LAN Server convergence.

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3Com - 3Com's server related business is rapidly disappearing. They have seen the monthly sales of their server hardware fall from 600 units/month to 100 units/month. They are under severe financial pressure and are attempting to wiggle out of their LAN Manager min commits. They have a very large unpaid balance (UPB) as well as huge min commits for the next couple years. Mike Hallman has entered the negotiations. If we use our familiar tough guy negotiating approach, there is a high probability that 3Com will simply "default" on the contract. We must be careful not to let this affect the momentum we are working hard to build in the reseller channel. If 3Com fails, we must divorce LAN Man as the cause of the failure.

DEC - DEC would like to bundle LM on ALL DEC servers (VMS and Ultrix). This is a great win for us. DEC is our only customer that uses a pure "user-based" pricing model. We get $30 for every client that is sold. Under this new proposal DEC would like to pay nothing for the server code, but will continue to pay $30/client.

EXHIBIT 7

OS/2 BUSINESS UNIT

Prepared By : PaulMa

16011 NE 36th Way
Box 97017
Redmond, WA 98073 9717

Telex 160520
Fax 206 883 8101

Microsoft Memo

To: Steve Ballmer
From: Paul Maritz
Date: September 26, 1990
Subject: OS/2 August Update

****

1. The most momentous news is the new agreement with IBM which entails a new division of responsibilities. We have re-assigned over 100 individuals to new positions in the Systems Division. The focus of the Business Unit now becomes:

   * Helping IBM complete OS/2 1.3 and 2.0.

   * Building Windows compatibility software for the above two products (the SMK and the BCL).

   * Shipping NT OS/2 with a "native" Windows interface 32bit, which will be API compatible with 32bit versions of DOS/Windows. On NT our priorities are (1) on producing a RISC based product that has LAN Man client and server support, and then (2) a 486 MP based server product. We hope to be able to describe and distribute the full Win32 API spec by the end of October.

2. On the product front, Compaq is now shipping OS/2 1.21 and we expect other OEMS to begin shipping shortly. Reception of the product has been generally positive.

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Microsoft

EXHIBIT 8

SPAG BUSINESS UNIT

Prepared By : SteveSh

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10152588 ATTORNEYS ONLY

To: Steve Ballmer
From: Steve Shaiman
Date: 9/15/90
Re: August 1990 Monthly Report

Overview

There is so much going on right now, it's tough to know where to start. We have hardware products in production (six retail mouse SKUs and five different OEM mice), development (BallPoint, Sinker) and more on paper (Pipe, Pipe Prime, Keel, Audio), printing products in various stages of production (SoftPrint, Generic drivers), development (TrueImage), and on paper (Windows metafile printers and dumb printer solutions), and last, but not least, TrueType font development and production.

The anchor of the SPA Group's products, the mouse, has had its two best sales and income months opening up FY'91. We are in stock on all mouse SKUs and ready for the fall season. The Microsoft mouse also won the PC World reader's choice award (8 for 8 since 1983).

Our OEM mouse sales continue to climb. The biggest increase came from Zenith's decision to not only bundle a Microsoft mouse with every 286 and 386 machine that they sell in the US education market, but to extend this to every 286 and 386 machine they sell worldwide in all markets. This amounts to approximately 25,000 units per month starting in November. Additionally, Tulip has booked 7,000 mice per month starting in October.

We signed a cross-licensing agreement with Logitech on mouse patents. We have licensed them our serial mouse patent and have in return received rights to all of their existing patents which relate to mice. This includes their patents on mouse encoders which may be of use to us in our future designs.

Our TrueImage strategy is set. We will focus on a limited number of RISC based implementations of TrueImage 1.0 and begin work in earnest on Windows printing in September. The first stage of our work will be focused on Windows enhancements to TrueImage (TrueImage 1.5). This will be followed by taking the portable Windows imaging model and moving it completely into printers. Windows printers will be a key component of our "Windows Everywhere" strategy.

Signed the LOI with MSound for their stereo audio product and an exclusive on products whose primary function is based on the same or similar technology.

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Business

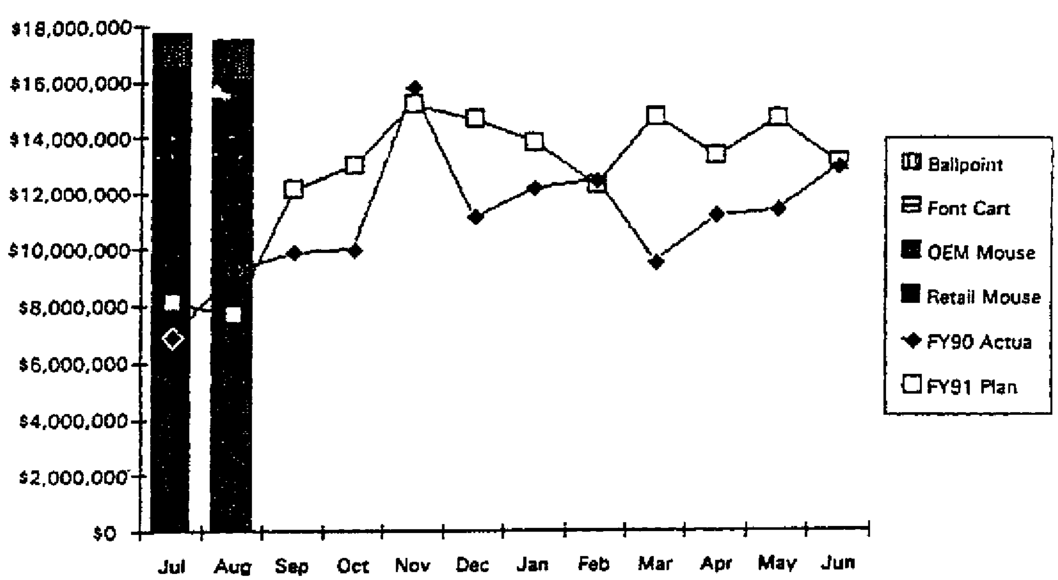
SPA Group

Retail Mouse Business. July and August were the two biggest months the SPA Group has ever had. Clearly we are benefiting from a "Windows phenomenon." Our revenue is more than twice what it was a year ago. This is unlikely to continue as we head into the time of year that is forecast to have higher revenue (forcasts of $7M-$8M in the summer jump to $14M in November). We also have $2M worth of BallPoint and Sinker forecast for 9/90 through 12/90 (Sinker won't ship until mid-Oct and BallPoint won't ship until January).

OEM Mouse Business. We have already shipped $1.1M worth of OEM mice (half of what we shipped all of last year).

SPA Group September. The SPA Group's overall revenue objective for September is $12.1M. Overall Fall '90 revenue is forecast between $12M and $14M per month. We are unlikely to maintain 215% of forecast performances.

FY91 WW Monthly Revenue vs. Pla



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August	Domestic	Plan %	International	Plan %	Worldwide	Plan %
Mouse	$9,879,072	275.0%	$6,150,246	170.6%	$16,029,318	222.8%
OEM Mouse	$1,343,267	238.5%	$383,911	82.3%	$1,727,178	167.8%
Total	$11,222,339		$6,534,157		$17,756,496	215.8%

YTD	Domestic	Plan %	International	Plan %	Worldwide	Plan %
Mouse	$19,537,712	258.5%	$16,150,246	182.0%	$16,029,318	221.2%
OEM Mouse	$2,035,457	236.6%	$383,911	77.1%	$1,727,178	172.7%
Total	$21,573,169		$6,534,157		$17,756,496	216.3%

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PBU

August	Worldwide	Plan %
TrueImage	$182,500	
SoftPrint	$27,850	
Drivers	———	
Total	$210,350	168.3%

YTD	Worldwide	Plan %
TrueImage	$307,500	
SoftPrint	$27,850	
Drivers	———	
Total	$335,350	134.1%

$30,000 for driver certification and $72,000 for driver development was invoiced in August.

Strategy and Planning

BallPoint. We have three marketing goals for the BallPoint launch:
- A promotional bundle with a major laptop vendor
- A 1000+ unit corporate deal to announce
- Custom BallPoint clips available from multiple laptop vendors.

The objective is to get enough momentum going at the launch to make BallPoint the portable pointing device standard which everyone's been looking for.

Generic Driver. The driver development business plan has been completed and is awaiting review by senior management.

HP Cartridges. The spec for the TrueType cartridge (Pipe) will be completed and work started by 1/15/91. Current target for shipping is this spring. Other cartridge products, TrueType+Windows features (Pipe Prime) and the TrueImage cartridge (Keel) are currently being reviewed. The primary strategic focus of future cartridge products will be to enhance Windows printing.

Mouse. The primary goal for mice is simply to insure that we have enough of the right SKUs built to keep the channel full through the end of the calendar year. We've set a goal of 25% price reduction with all of our hardware vendors. New packaging is also being worked on to achieve cost reductions. By the December review period, product marketing and program management hope to have a plan and schedule together for a 20% reduction of COGs by the end of FY'91.

STAT (System Type & Text). The Monotype base thirteen fonts and the Bigelow & Holmes Lucida fonts are being prepared for release with Windows and MS applications. Once the font fires are under control STAT will begin to address additional topics critical to type and text management. Specific topics are Kanji
and text layout issues.

TrueImage v1.5. Marketing and development are working on defining the product features and end user benefits for this product. Product definition will be completed by 10/30/90. Preliminary efforts are underway to familiarize PBU development with the Windows graphics imaging model. A team of six PBU engineers will be working on adding the TrueImage v1.5 enhancements to the TrueImage 1.0 base.

Windows Metafile Printers. The basic structure and direction of the development team will be defined by 11/1/90. A group of seven engineers will be dedicated to the PBU Windows printing solution.

Marketing

BallPoint. Announce and ship are scheduled for 1/4/91. Packaging, collateral, and advertising are on schedule. PR plan is expected in September. BallPoint is on the January RKO schedule and was displayed a the NSM. Two major laptop manufacturers are planning to build in a receptacle for BallPoint in coming systems. Two others are considering bundling a custom attachment clip for BallPoint.

HP Cartridges. The first product (Sinker) is positioned as a simple font solution for general Windows business users. The Sinker positioning has been defined and conveyed to the long lead time trade press. The IEU ad concept has been approved A set of educational and training materials has been developed and is in use with the Microsoft sales force.

Mouse. New reseller and IEU ads are set for September. The IEU ad is the first MS ad to feature the "Windows Computing" theme ("the only pointer you'll need on Windows Computing"). Focus groups are being conducted to help us better understand the mouse purchasing decision process and to get initial reactions to new product concepts. An introductory section about the Mouse and how to use it is being added to the Works, PST and MRSS seminars texts/programs. The Mouse/Windows "Buy 3 get 1 free" promotion ended 8/31. The results of this promotion will "officially" be measured in January using the "bought 3 out of the 5 past months" sell-thru statistics.

SoftPrint. The SoftPrint PCL5 test suite is scheduled to be released on 10/1/90. A direct mailing was made to all prospects, current and former customers. As part of the PBU customer focus drive, a survey was included to help us improve our service and customer support.

TrueImage. Official product release is at the Seybold conference, 10/1/90. Several printer OEMs will be announcing and demonstrating their products.

Product Development Status

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BallPoint. Hardware development is continuing on schedule, despite difficulties with vendors. Software development is slipping, mostly due to problems in supporting Windows 3.0. By compressing the test cycle for that portion of the software, we expect to make the scheduled release date of January 4, 1991. The next critical milestone is September 21 approval of design and beginning of preproduction.

Generic Driver. Issues involving the test cases (Brother, Canon, and Star Micronics) are just about wrapped up. Drivers will be ready to ship at the end of September with the Windows SDL.

HP Cartridges. Due to problems getting final firmware from the vendor, Sinker has slipped to a mid-November ship date. Solid beta cartridges are due on 9/17. Manufacturing, manuals, and accompanying software all are on schedule. Firmware and bit maps are the most threatening to the schedule. Target ship date of 11/15/90 is likely if critical items stay on track. Development of Sinker II, which supports both LaserJet II and IIP printers is on track for a ship date of 1/15/91.

Mouse. Development work on the mouse is primarily focused on bug fixes in the software and manufacturing on the hardware side. Mouse driver work to support new display adapters is currently in progress. An immense amount of effort is going into maintaining both quality and quantity of hardware.

STAT. The delivery schedule has slipped badly on the Monotype fonts. We are totally dependent on Monotype to deliver these fonts. The optimistic schedule calls for the entire OS/2 UGL character set by 1/91. The pessimistic estimate calls for only the Windows ANSI/Mac/PS character sets by 3/91. The Bigelow & Holmes Lucida fonts will miss their initial delivery date of 1/91 because of our failure to release the contract and approve payment. The font adaptation kit is waiting on completion of documentation, final fonts from Monotype, as well as final code for the TrueType rasterizer from Apple. Beta versions will be shippable as soon as the Client Interface Specification is completed and George Moore gets up to speed (he starts on 9/17). The TrueType rasterizer code is now "owned" by the Windows group. Ownership will pass back to STAT after Win 3.1 work is completed. Enough of the font lab equipment is now on-site to allow us to begin font testing. The general proofing is ready to go, and we are simply waiting now on a stable version of Windows with TrueType support.

TrueImage v1.0. Alpha level code will be available on 10/1/90. This release will include the latest TrueType rasterize, the new TrueImage low level interface code (GEI or generic environment interface), and the latest core interpreter.

Staffing

- A new department was created in the SPA Group. The System Type And Text Department (STAT) consists of Dennis Adler, Eliyezer Kohen, Greg Hitchcock, Dave Pruner, and Paul Schuster. Eliyezer and Greg transferred from PBU, with the remainder of the group coming from other departments within the SPA Group. This group has taken on responsibility for acquisition and production of TrueType fonts. They will also be working on issues related to systems text layout. This group has assumed product responsibility for all SPA Group retail products related to fonts and printing.
- We've hired an assistant program manager (George Moore) for the STAT department. His primary responsibilities will be supporting TrueType developer and the MS Font Lab.
- The audio product team had it's first official member hired this month. Tony Garcia, who is currently working at LucasFilms as a producer for video games will be moving to the great Northwest at the end of October to become the program manager for this product.
- Sabina Nawaz will start as an SDE in the SPA Group in October.
- Claire Beliard has accepted the offer to be the SPA Group International Product Manager and will start on 9/24/90.
- Dan Davids is on long term "loan" to the SPA Group from User Ed.
- Raleigh Roark will be out for most of September while he and his new kidney get acquainted.

Upcoming events

- OEM announcements of TrueImage products at Seybold seminar in the beginning of October.
- Mouse/Works bundle shipping from EBU in September.
- Six engineers from Ricoh are planning to come learn about TrueType during October. Two of them will remain in Redmond for five to six months working on TrueType Kanji fonts.
- Negotiate rights with Z-Soft for Paintbrush V.

EXHIBIT 9

SYSTEMS JOURNAL

Prepared By : SteveP

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10152594 ATTORNEYS ONLY X150457

RBC 001740

To: Steve Ballmer
From: Steve Pippin
Date: September 24, 1990
Subject: MSJ August Status Report
****

During August we prepared the September direct mail campaigns, mailed a special follow-up renewal effort to expired subscribers, a qualifying offer to selected registered owners, and closed the first issue of MSJ to carry advertising.

Preparations for the September mailing consisted mainly of updating a package (envelope, brochure, and letter) we have used before and completing copy for an entirely new one. There are three segments to this mailing; U.S. (230,000) Canadian (60,000) and the U.K. (56,000).

The special renewal offer was aimed at subscribers who stopped receiving MSJ after the January, March, or May 1990 issues. The offer highlighted the July issues Window 3 theme. The qualifying offer was mailed to recently registered owners of C, MASM, and the quick versions of these languages. These owners had been promised a free trial subscription to MSJ; this mailing was to qualify them as "requested" for postal and advertising purposes, and, more importantly, to eliminate people not interested in MSJ whatsoever.

Here's a summary of revenue and subscription sales:

	Act 8/90	Act 8/89	Bud 8/90
Cash Revenue	$103,750.00	$85,360.00	$119,000.00
New Direct Mail	220*	3,958	2,470
Avg Sub Price	45.50	34.35	38.56
Avg Copies/sub	6.16	6.01	6.01
Other New Sub Sales	908	637	740
Avg Sub Price	51.22	41.15	38.56
Avg Copies/sub	7/42	6.84	6.97
Renew Sub Sales	1,323	833	1,230
Avg Renew Price	52.20	44.22	47.03
Avg Copies/sub	8.65	7.92	7.70
Renewal rates to date:			
July expire			
overall**	50%	36%	51%
direct mail	39	34	37
prev renews	57	53	54
bind-ins	47	50	50
Sept Expire			
overall**	31%	32%	30%
direct mail	30	24	30
prev renews	49	34	44
bind-ins	37	18	41

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Note that average revenue per subscription, average copies per subscription, and renewal rates are all higher than last year.

* Variance between actual and budget direct mail figures due to delay of mailing so we could start new subscribers with September issue.

** Sample issues omitted from expire base quantities because renewal effort for this group not yet complete.

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MICROSOFT CORPORATION
SYSTEMS DIVISION MONTHLY REPORT
AUGUST 1990

ATTACHMENT A

[illegible] (000'S)	Month			YTD			
	Actual	% of Net Revenue	% of Plan	Actual	% of Net Revenue	% of YTD Plan	% of FY91 Plan
Net Revenues	$40,283	100%	170%	$46,643	100%	93%	18%
Cost Of Goods Sold	1,414	4%	152%	2,600	6%	113%	14%
Gross Profit	38,869	96%	171%	44,043	94%	92%	18%
Operating Expenses	1,628	4%	138%	2,153	5%	88%	15%
Allocations	2,246	6%	119%	4,374	9%	111%	15%
Burdened Operating Income	$34,996	87%	178%	$37,517	80%	90%	19%

LANGUAGES (000'S)	Month			YTD			
	Actual	% of Net Revenue	% of Plan	Actual	% of Net Revenue	% of YTD Plan	% of FY91 Plan
Net Revenues	$5,085	100%	132%	$9,908	100%	128%	16%
Cost Of Goods Sold	1,395	27%	136%	2,556	26%	124%	16%
Gross Profit	3,690	73%	130%	7,352	74%	130%	16%
Operating Expenses	1,387	27%	69%	2,684	27%	83%	13%
Allocations	1,335	26%	105%	2,417	24%	97%	14%
Burdened Operating Income	$968	19%	>1000%	$2,251	23%	>1000%	26%

NETWORKS (000'S)	Month			YTD			
	Actual	% of Net Revenue	% of Plan	Actual	% of Net Revenue	% of YTD Plan	% of FY91 Plan
Net Revenues	$1,800	100%	76%	$1,898	100%	59%	3%
Cost Of Goods Sold	184	10%	77%	357	19%	65%	5%
[illegible] Profit	1,616	90%	76%	1,541	81%	54%	3%
[illegible]ating Expenses	2,555	142%	79%	4,721	249%	72%	10%
Allocations	2,006	111%	66%	3,734	197%	63%	6%
Burdened Operating Income	($2,945)	-164%	71%	($6,914)	-364%	72%	17%

OS/2 (000'S)	Month			YTD			
	Actual	% of Net Revenue	% of Plan	Actual	% of Net Revenue	% of YTD Plan	% of FY91 Plan
Net Revenues	$1,974	100%	94%	$2,331	100%	57%	11%
Cost Of Goods Sold	660	33%	158%	742	32%	99%	17%
Gross Profit	1,314	67%	79%	1,589	68%	48%	9%
Operating Expenses	2,794	142%	81%	5,412	232%	76%	13%
Allocations	980	50%	97%	1,841	79%	91%	14%
Burdened Operating Income	($2,460)	-125%	86%	($5,663)	-243%	97%	15%

PSU (000'S)	Month			YTD			
	Actual	% of Net Revenue	% of Plan	Actual	% of Net Revenue	% of YTD Plan	% of FY91 Plan
Net Revenues	$183	100%	49%	$335	100%	89%	10%
Cost Of Goods Sold	0	0%	Plan = 0	0	0%	Plan = 0	Plan = 0
Gross Profit	183	100%	49%	335	100%	89%	10%
Operating Expenses	777	425%	91%	1,517	453%	91%	15%
Allocations	36	20%	124%	67	20%	106%	15%
Burdened Operating Income	($631)	-345%	124%	($1,250)	-373%	93%	17%

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RBC 001743

MICROSOFT CORPORATION
SYSTEMS DIVISION MONTHLY REPORT
AUGUST 1990

ATTACHMENT A

SPAG (000'S)	Month			YTD			
	Actual	% of Net Revenue	% of Plan	Actual	% of Net Revenue	% of YTD Plan	% of FY91 Plan
Net Revenues	$17,201	100%	219%	$34,556	100%	220%	23%
Cost Of Goods Sold	7,586	44%	199%	14,573	42%	190%	22%
Gross Profit	9,615	56%	238%	19,983	58%	249%	24%
Operating Expenses	853	5%	103%	1,584	5%	89%	13%
Allocations	2,186	13%	106%	3,904	11%	98%	14%
Burdened Operating Income	$6,577	38%	569%	$14,496	42%	638%	35%

SYSTEMS JOURNAL (000'S)	Month			YTD			
	Actual	% of Net Revenue	% of Plan	Actual	% of Net Revenue	% of YTD Plan	% of FY91 Plan
Net Revenues	$129	100%	97%	$189	100%	70%	8%
Cost Of Goods Sold	6	5%	Plan = 0	104	55%	103%	14%
Gross Profit	123	95%	92%	85	45%	50%	6%
Operating Expenses	106	81%	92%	257	136%	96%	33%
Allocations	89	69%	742%	20	11%	87%	2%
Burdened Operating Income	($71)	-55%	>-1000%	($192)	-102%	159%	66%

Note : Systems Journal prints 6 issues per year. As a result, YTD numbers more clearly reflect the business units results.

WINDOWS (000'S)	Month			YTD			
	Actual	% of Net Revenue	% of Plan	Actual	% of Net Revenue	% of YTD Plan	% of FY91 Plan
Net Revenues	$21,279	100%	146%	$37,659	100%	139%	25%
Of Goods Sold	3,984	19%	134%	7,823	21%	135%	29%
s Profit	17,295	81%	149%	29,836	79%	140%	24%
Operating Expenses	2,221	10%	101%	3,809	10%	93%	12%
Allocations	2,592	12%	103%	4,691	12%	98%	14%
Burdened Operating Income	$12,481	59%	180%	$21,335	57%	173%	38%

XENIX (000'S)	Month			YTD			
	Actual	% of Net Revenue	% of Plan	Actual	% of Net Revenue	% of YTD Plan	% of FY91 Plan
Net Revenues	$2,067	100%	> 1000%	$2,417	100%	101%	26%
Cost Of Goods Sold	0	0%	Plan = 0	793	33%	83%	21%
Gross Profit	2,067	100%	> 1000%	1,624	67%	113%	29%
Operating Expenses	84	4%	216%	137	6%	82%	16%
Allocations	40	2%	89%	99	4%	96%	15%
Burdened Operating Income	$1,944	94%	> 1000%	$1,389	57%	120%	34%

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RBC 001744

Attachment B

10/2/90

SYSTEMS DIVISION HEADCOUNT

DEPARTMENT	PLAN FY 90	ACT FY 90	AS OF 9/19/90	FIRM HIRES	CAMP HIRES	FY 91 TOT	FY 91 PLAN Ong	FY 91 PLAN Revd	FY 92	FY 93
YSTEMS MANAGMENT										
4901 Systems Group	10	8	8			8	9	51	13	14
4902 Adv. Tech & Bus Devel.	14	8	9			9	18	18	20	20
4917 Systems Special Mktg	3	3	2			2	2	2	2	2
4940 Systems Mktg Mgmt			2			2	2	2	2	2
4941 Sytems Customer Mktg			9		0	9	16	16	19	20
4942 Systems Developer Relations			14			14	16	16	16	17
4943 Systems Other Mktg			4			4	8	8	5	6
TOTAL	27	19	48	0	0	48	69	111	77	81
SYSTEMS OS/2										
4904 Advanced OS Group	2	3	4			4	4	6	9	10
4908 Architecture	35	36	4		0	4	14	8	12	16
4909 NT Program Mgmt	23	21	5			5	26	5	6	7
4910 NT Test	66	72	36			36	72	36	40	45
4911 NT Lan S/W	86	86	17	0	0	17	87	17	20	22
4912 NT Windows S/W	47	45	28	0	0	28	46	28	33	35
4914 NT Bus. Opns	4	3	3			3	4	4	5	6
4915 NT H/W Development	11	11	11			11	14	14	17	20
4916 NT Base S/W	21	24	36		0	36	24	37	41	45
4930 OS/2	9	15	37			37	14	38	44	46
5501 Unix Marketing	2	2	2			2	2	2	3	4
TOTAL	306	318	183	0	0	183	307	195	230	256
DOS/WINDOWS GROUP										
4903 Systems Production	9	10	11			11	11	11	11	11
4919 DOS/Win Group	3	3	1			1	3	3	3	3
4920 DOS/Win Development	36	39	61	1		62	45	67	78	80
4921 DOS/Win Test	16	19	30	0	0	30	29	33	40	40
922 Systems User Ed	13	17	38			38	20	39	43	47
4923 DOS Marketing	3	4	3	0	0	3	3	4	5	6
4924 Win Marketing	12	12	7			7	5	9	10	12
4928 Win Prog Mgmt		8	10		0	10	11	11	13	11
4931 DOS Prog Mgmt		2	3			3	3	4	5	6
4933 Systems Shells			3			3	3	3	4	5
4934 Win 4.0 Development			18		0	18		20	29	33
TOTAL	92	114	185	1	0	186	133	203	241	254
NETWORK GROUP										
5301 Network Group Mgmt	2	2	2			2	3	3	3	3
5302 Network Marketing	18	18	19	0	0	19	17	18	20	21
5303 Network Program Mgmt	26	26	24		0	24	29	28	34	36
5304 Network User Ed	22	25	25			25	28	28	32	34
5305 Network Field Support			1			1				
5306 Network Dev I	51	38	39	1	0	40	41	41	43	46
5307 Network Dev II	18	36	31	1	0	32	32	32	46	49
5309 Network Comp Test	49	53	44	1	0	45	46	46	51	54
5311 Network Support	0	11	17	0	0	17	14	14	15	16
5312 Network Tools	0	4	6			6	4	4	4	4
5313 Network Test II	0	0	22	3		25	28	28	33	35
TOTAL	186	213	230	6	0	236	242	242	281	298

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Attachment B

10/2/90

SYSTEMS DIVISION HEADCOUNT

DEPARTMENT	PLAN FY 90	ACT FY 90	AS OF 9/19/90	FIRM HIRES	CAMP HIRES	FY 91 TOT	FY 91 PLAN Orig	FY 91 PLAN Revd	FY 92	FY 93
LANGUAGES										
5101 Languages Group	3	3	3			3	3	3	3	3
5103 C6/Code Generator	29	22	27		0	27	24	24	24	24
5104 Masm, Fortran, Quick	18	21	16			16	22	22	22	22
5105 Presentation Manager	5	18	14	1		15	16	16	16	16
5106 Program Mgmt	10	11	8		0	8	8	8	8	8
5107 Product Mgmt Marketing	7	8	8			8	8	8	8	8
5108 Languages Testing	24	28	27			27	28	28	28	28
5109 Languages User Ed	31	32	28			28	30	30	30	30
5110 Special Projects			3			3	3	3	3	3
TOTAL	127	143	134	1	0	135	142	142	142	142
SPAG										
4301 SPAG Group Mgmt	4	5	4			4	5	4	5	5
4302 SPAG H/W Development	5	6	5			5	12	12	12	14
4303 SPAG Marketing	6	6	6			6	8	7	8	8
4304 SPAG Prog Mgmt/Test	5	6	7	0		7	7	7	8	9
4305 SPAG S/W Development	6	7	6		1	7	9	8	11	14
4306 SPAG Type/Text			6		0	6		7		
4925 Printer SW USA (Devel)	19	16	11			11	24	20	32	33
4928 Printer SW USA (Mktg)	3	5	5			5	5	5	6	6
4990 Printer SW Taiwan	31	31	32			32	33	33	37	40
TOTAL	79	82	82	0	1	83	103	103	119	129
SYSTEMS JOURNAL										
2701 Systems Journal Mktg	1	1	3			3	3	3	3	3
5701 Systems Journal	7	7	4			4	5	5	5	5
TOTAL	8	8	7	0	0	7	8	8	8	8
GRAND TOTAL	825	897	869	8	1	878	1004	1004	1098	1168

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Attachment C

Summary Responsibility Center Report for Systems Marketing by Business Unit
Month Ended 08/31/90

		Month Actual	Month Budget	Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	YTD Actual	Fiscal Year Budget	Fiscal Year Variance
Public Relations	8215A	12,981	16,000	3,019	28,267	34,000	5,733	28,267	185,000	156,733
Advertising Media	8315A	27,230	0	(27,230)	[illegible]	0	[illegible]	[illegible]	1,459,000	1,431,770
Advertising Production	8375A	26,377	0	(26,377)	[illegible]	22,000	[illegible]	[illegible]	113,000	[illegible]
Marketing Materials	8405A	5,354	8,300	2,946	[illegible]	18,900	[illegible]	[illegible]	287,000	[illegible]
Promotions	8425A	34	85,300	45,274	[illegible]	168,600	[illegible]	[illegible]	[illegible]	[illegible]
Samples	8445A	71,410	2,000	(69,410)	77,317	4,000	(73,317)	77,317	48,000	[illegible]
Package Design	8485A	6,770	0	(6,770)	[illegible]	30,000	[illegible]	[illegible]	60,000	[illegible]
Market Research	8525A	6,590	0	(6,590)	16,500	40,000	23,500	16,500	40,000	[illegible]
USSMD Corpcom-Hardware	1138	158,734	109,600	(49,134)	237,205	313,200	75,995	237,205	2,879,873	2,642,4[illegible]
Public Relations	8215A	14,124	34,000	19,876	26,960	62,000	35,040	26,960	396,000	369,0[illegible]
Trade Shows	8235A	0	1,000	1,000	0	[illegible]	[illegible]	0	18,000	[illegible]
Advertising Media	8315A	71,106	66,000	(5,106)	165,796	127,000	(38,796)	165,796	853,000	[illegible]
Advertising Production	8375A	30,338	10,000	(20,338)	30,459	35,000	[illegible]	30,459	110,000	[illegible]
Marketing Materials	8405A	22,306	4,402	(17,904)	38,741	18,604	(20,141)	38,741	662,000	623,2[illegible]
Samples	8445A	287	800	513	399	1,700	1,301	399	20,000	[illegible]
Package Design	8485A	1,758	0	(1,758)	3,749	8,000	4,251	3,749	50,000	[illegible]
Market Research	8525A	0	0	0	0	0	0	0	100,000	100,000
USSMD Corpcom-Language	1140	140,018	116,302	(23,816)	265,148	255,304	(9,844)	265,148	2,341,400	2,076,2[illegible]
Public Relations	8215A	29,982	40,000	10,018	122,990	100,000	(22,990)	122,990	430,000	307,010
Trade Shows	8235A	0	0	0	0	0	0	0	100,000	100,000
Advertising Media	8315A	298,427	208,333	(90,094)	441,908	432,666	(10,242)	447,208	3,[illegible]	3,156,407
Advertising Production	8375A	109,480	0	(109,480)	117,074	10,000	(107,074)	117,074	380,000	272,926
Marketing Materials	8405A	322,007	295,000	(27,007)	355,127	375,000	19,873	355,127	3,340,000	2,980,873
Promotions	8425A	86,444	30,939	(55,505)	154,591	65,000	(89,591)	154,591	65,140	(20,302)
Samples	8445A	3,209	4,000	791	4,897	18,000	13,103	4,897	50,000	[illegible]
Package Design	8485A	87	0	(87)	26	0	(26)	26	50,000	[illegible]
Market Research	8525A	0	0	0	0	0	0	0	75,000	75,000
USSMD Corpcom-Windows	1141	849,713	578,322	(267,391)	1,200,613	1,021,855	(178,958)	1,200,613	10,088,455	8,839,342
Public Relations	8215A	0	10,000	10,000	0	20,000	20,000	0	100,000	100,000
Advertising Media	8315A	0	0	0	0	0	0	0	543,000	543,000
Advertising Production	8375A	0	0	0	0	0	0	0	30,000	30,000
Marketing Materials	8405A	0	0	0	0	0	0	0	278,000	278,000
Promotions	8425A	0	0	0	0	0	0	0	100,000	100,000
Samples	8445A	0	0	0	0	0	0	0	14,000	14,000
Package Design	8485A	0	0	0	0	0	0	0	15,000	15,000
USSMD Corpcom DOS	1149	0	10,000	10,000	0	20,000	20,000	0	1,080,000	1,080,000
Marketing Materials	8405A	0	40,845	40,845	0	81,680	81,680	0	490,145	490,145
Package Design	8485A	139	0	(139)	139	0	(139)	139	0	(139)
US OEM Corpcom Windows	1509	139	40,845	40,706	139	81,680	81,541	139	490,145	490,006
Public Relations	8215A	0	7,500	7,500	0	15,000	15,000	0	90,000	90,000
Marketing Materials	8405A	0	0	0	0	0	0	0	60,000	60,000
US OEM Corpcom Xenix	1513	0	7,500	7,500	0	15,000	15,000	0	150,000	150,000
Public Relations	8215A	33,060	30,415	(2,645)	58,313	62,830	4,517	58,313	400,000	341,687
Trade Shows	8235A	8,682	0	(8,682)	8,682	60,000	51,318	8,682	100,000	91,318
Advertising Media	8315A	(1)	25,300	25,301	(1)	49,900	49,901	(1)	13,900	13,901
Marketing Materials	8405A	18,113	37,100	18,987	27,488	172,100	144,612	27,488	440,100	412,612
Promotions	8425A	0	0	0	432	0	(432)	432	0	(432)
Samples	8445A	10,067	3,000	(7,067)	11,068	5,500	(5,568)	11,068	81,000	69,932
Package Design	8485A	387	0	(387)	841	1,000	159	841	19,000	18,159
US OEM Corpcom OS/2	1514	68,307	116,415	48,108	104,771	349,330	244,559	104,771	1,090,000	985,229
Public Relations	8215A	38,230	32,541	(5,719)	65,648	65,062	(586)	65,648	390,494	324,846
Marketing Materials	8405A	20,611	0	(20,611)	20,611	0	(20,611)	20,611	0	(20,611)
Samples	8445A	384	0	(384)	504	0	(504)	504	0	(504)
US OEM Corpcom Networks	1515	59,265	32,541	(26,724)	86,763	65,062	(21,483)	86,763	390,494	303,731
Public Relations	8215A	5,880	14,000	8,120	13,447	30,000	16,553	13,447	150,000	136,553
Marketing Materials	8405A	0	5,000	5,000	0	5,000	5,000	0	30,000	30,000
Promotions	8425A	0	0	0	0	0	0	0	150,000	150,000
Samples	8445A	0	0	0	66	0	(66)	66	0	(66)
Package Design	8485A	34	0	(34)	164	0	(164)	164	0	(164)
US OEM Corpcom DOS	1516	5,914	19,000	13,086	13,677	35,000	21,323	13,677	330,000	316,323
Public Relations	8215A	8,758	11,200	2,442	14,145	17,400	3,255	14,145	175,000	160,855
Marketing Materials	8405A	0	0	0	0	0	0	0	10,000	10,000
Promotions	8425A	0	0	0	0	2,000	2,000	0	9,000	9,000
Samples	8445A	107	0	(107)	107	0	(107)	107	0	(107)
US OEM Corpcom Printers	1519	8,865	11,200	2,335	14,252	19,400	5,148	14,252	200,000	[illegible]748

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Attachment C

Summary Responsibility Center Report for Systems Marketing by Business Unit
Month Ended 08/31/90

		Month			Year To Date			YTD	Fiscal Year	
		Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Public Relations	821SA	138,850	792	(138,058)	175,544	3,534	(172,[illegible])	175,544	9,508	(166,036)
Trade Shows	822SA	95,817	58,050	(37,767)	98,545	116,100	17,555	98,545	3,200,000	3,101,455
Advertising Media	831SA	0	136,900	136,900	0	273,800	273,800	0	1,473,000	1,473,000
Advertising Production	832SA	(19,267)	31,000	50,267	(18,266)	62,000	80,266	(18,266)	327,000	345,266
Marketing Materials	840SA	100,[illegible]	332,100	231,231	186,100	664,200	478,101	186,100	5,000,000	4,813,901
Samples	841SA	7,071	0	(7,071)	9,071	0	(9,071)	9,071	0	(9,071)
Package Design	848SA	2,327	0	(2,327)	5,379	0	(5,379)	5,379	0	(5,379)
Market Research	852SA	12,000	0	(12,000)	12,000	0	(12,000)	12,000	0	(12,000)
Total Networks Corporate Help	3132	333,648	338,842	219,134	468,573	1,117,684	649,111	468,573	10,008,508	9,540,[illegible]
		1,626,805	1,600,467	(26,338)	2,391,141	3,293,345	902,204	2,391,141	29,051,173	26,660,034
Allocate Corporate Progr	834SA	234,934	359,719	124,785	515,532	664,788	149,156	515,632	5,697,611	5,181,979
Total Corporate Program		234,934	359,719	124,785	515,632	664,788	149,156	515,632	5,697,611	5,181,979
Total Systems Marketing		1,861,739	1,960,088	98,347	2,906,773	3,958,133	1,051,360	2,906,773	34,748,784	31,842,013

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RBC 001748

Microsoft Corporation
Systems Division Monthly Report - August 1990
Product Release Summary

ATTACHMENT D

Business Unit	Environment	Product	Version	Language	Localized	Release to MFG	Confidence	Ship date
DOS	BAK	MS-DOS	5.00	A & US	OEM	12/10/90		12/31/90
DOS	OAK	MS-DOS	5.00	French	OEM	1/11/91		1/25/91
DOS	OAK	MS-DOS	5.00	German	OEM	1/11/91		1/25/91
DOS	OAK	MS-DOS	5.00	Portugese	OEM	1/25/91		2/8/91
DOS	OAK	MS-DOS	5.00	Spanish	OEM	1/25/91		2/8/91
DOS	PC	C-DOS	5.00	Chinese	HQ	3/15/91		3/31/91
DOS	PC	MS-DOS	5.00	Arabic	CN	TBD	TBD	TBD
DOS	PC	MS-DOS	5.00	Dutch	DUB	3/8/91		3/15/91
DOS	PC	MS-DOS	5.00	Hebrew	CN	TBD	TBD	TBD
DOS	PC	MS-DOS	5.00	Italian	DUB	2/8/91		2/17/91
DOS	PC	MS-DOS	5.00	Swedish	DUB	2/22/91	Low	3/1/91
DOS	PP	MS-DOS OEM PP	5.00	A & US	OEM	12/10/90		12/31/90
DOS	PP	MS-DOS OEM PP	5.00	French	OEM	1/11/91		2/21/91
DOS	PP	MS-DOS OEM PP	5.00	German	OEM	1/11/91		2/21/91
DOS	PP	MS-DOS OEM PP	5.00	Portugese	OEM	1/25/91		3/22/91
DOS	PP	MS-DOS OEM PP	5.00	Spanish	OEM	1/25/91		3/8/91
DOS	PP	MS-DOS Upgrade	5.00	A & US	OEM	12/10/90		12/31/90
DOS	PP	MS-DOS Upgrade	5.00	Fren. & Ger	DUB	TBD	TBD	TBD
SPAG	PC	Ballpoint	ser	A & US	CN	12/17/90	High	1/4/91
SPAG	PC	Ballpoint	ser	French	DUB	12/17/90	High	1/15/91
SPAG	PC	Ballpoint	ser	German	DUB	12/17/90	High	1/15/91
SPAG	PC	Ballpoint	ser	Italia	DUB	12/21/90	High	1/29/91
SPAG	PC	Ballpoint	ser	Spanis	DUB	12/21/90	High	1/29/91
SPAG	PC	Ballpoint	ser	Swedis	DUB	12/21/90	High	1/29/91
SPAG	PC	C-Mouse	1.00	Chinese	HQ	TBD	TBD	TBD
SPAG	PC	Mouse/Win 3.0	ser	Dutch	DUB	10/3/90	High	10/25/90
SPAG	PC	Mouse/Win 3.0	ser	French	DUB	10/3/90	High	10/19/90
SPAG	PC	Mouse/Win 3.0	ser	German	DUB	10/3/90	High	10/17/90
SPAG	PC	Mouse/Win 3.0	ser	Italian	DUB	10/3/90	High	10/17/90
SPAG	PC	Mouse/Win 3.0	ser	Swedish	DUB	10/3/90	High	10/23/90
SPAG	PC	Sinker Combi	NA	A & US	CN	1/31/91	Med	2/15/91
SPAG	PC	Sinker Combi	NA	Fren. & Ger.	DUB	TBD	TBD	TBD
SPAG	PC	Sinker HPII	NA	A & US	CN	11/12/90	High	11/19/90
SPAG	PC	Sinker HPII	NA	Fren. & Ger.	DUB	12/3/90	High	12/17/90

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RBC 001749

Microsoft Corporation
Systems Division Monthly Report - August 1990
Product Release Summary

ATTACHMENT D

Business Unit	Environment	Product	Version	Language	Localized	Release to MFG	Confidence	Ship date
LNG	NEC	C Compiler	6.00	Japanese	SUB	11/2/90	High	11/16/90
LNG	PC	C++/C7	7.00	A & US	CN	5/31/91	Low	6/15/91
LNG	PC	COBOL	4.00	A & US	CN	10/4/90	High	10/18/90
LNG	PC	FORTRAN	5.10	A & US	CN	2/28/91	High	3/15/91
LNG	PC	FORTRAN/386	6.00	A & US	CN	7/15/91	Low	8/1/91
LNG	PC	MASM	6.00	A & US	CN	2/4/91	High	2/18/91
LNG	PC	PROFILER	1.00	A & US	CN	4/15/91	High	5/1/91
LNG	PC	Windows QC	1.00	A & US	CN	3/31/91	Medium	4/15/91
LNG	PC	Windows QC	1.00	Fren. & Ger.	DUB	TBD	TBD	TBD
NET	OAK	LAN Manager	2.00	French	OEM	10/8/90	High	10/12/90
NET	OAK	LAN Manager	2.00	German	OEM	10/12/90	High	10/19/90
NET	OAK	LAN Manager	2.00	Italian	OEM	11/15/90	Medium	11/22/90
NET	OAK	LAN Manager	2.00	Japanese	SUB	11/1/90	Medium	2/1/90
NET	OAK	LAN Manager	2.00	Spanish	OEM	11/30/90	Medium	12/7/90
NET	OAK	LAN Manager	2.00	Swedish	OEM	11/15/90	High	11/22/90
NET	OAK	LAN Manager	3.00	Fren. & Ger.	OEM	TBD	TBD	TBD
NET	OAK	LAN Manager	3.00	Spanish	OEM	TBD	TBD	TBD
NET	OAK	Mail Server	1.00	A&US	OEM	TBD	TBD	TBD
NET	OAK	Mail Server	1.00	Fren. & Ger.	OEM	TBD	TBD	TBD
NET	PC	LAN Manager	2.00	French	DUB	10/8/90	High	11/21/90
NET	PC	LAN Manager	2.00	German	DUB	10/12/90	High	11/30/90
NET	PC	LAN Manager	2.00	Italian	DUB	11/15/90	Medium	12/21/90
NET	PC	LAN Manager	2.00	Swedish	DUB	11/15/90	Medium	12/15/90
NET	PC	SQL Server	4.20	US & A	CN	7/1/91	Medium	7/15/91
NET	PC	SQL Server	4.20	Fren.& Ger.	CN	TBD	TBD	TBD
NET	PC	SQL Server	4.20	Swedish	CN	TBD	TBD	TBD
NET	PC	Comm Server	1.01	A & US	OEM	12/15/90	Medium	1/1/91
NET	PC	Comm Server	1.10	A & US	OEM	6/30/91	Medium	7/11/91
NET	PC	Comm Server	1.10	Fren.& Ger.	OEM	TBD	TBD	TBD
NET	PC	Comm Wkstn	1.01	A & US	OEM	12/15/90	Medium	1/1/91
NET	PC	Comm Wkstn	1.10	A & US	OEM	6/30/91	Medium	7/11/91
NET	PC	Comm Wkstn	1.10	Fren.& Ger.	OEM	TBD	TBD	TBD

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10152604

Microsoft Corporation
Systems Division Monthly Report - August 1990
Product Release Summary

ATTACHMENT D

Business Unit	Environment	Product	Version	Language	Localized	Release to MFG	Confidence	Ship date
OS2	OAK	OS/2 1 2	1.20	Korean	SUB	2/28/91		3/31/91
OS2	OAK	OS/2 1.2 PM	1.21	French	OEM	10/3/90	Medium	10/5/90
OS2	OAK	OS/2 1.2 PM	1.21	German	OEM	10/10/90	Medium	10/12/90
OS2	OAK	OS/2 1.2 PM	1.21	Italian	OEM	10/12/90	Medium	10/16/90
OS2	OAK	OS/2 1.2 PM	1.21	Spanish	OEM	11/15/90	Low	11/19/90
OS2	OAK	OS/2 1.2 PM	1.21	Swedish	OEM	8/24/90	Medium	10/12/90
OS2	OAK	OS/2 2.0 PM	2.00	Fren.& Ger.	OEM	TBD	TBD	TBD
OS2	OAK	OS/2 2.0 PM	2.00	Spanish	OEM	TBD	TBD	TBD
WIN	BAK	Windows	3.00	Japanese	SUB	10/29/90		10/31/90
WIN	OAK	Windows	3 00	Danish	OEM	11/9/90		11/16/90
WIN	OAK	Windows	3.00	Dutch	OEM	9/20/90	Medium	10/10/90
WIN	OAK	Windows	3.00	Finnish	OEM	12/5/90		12/12/90
WIN	OAK	Windows	3.00	French	OEM	8/20/90		8/27/90
WIN	OAK	Windows	3.00	German	OEM	8/20/90		8/27/90
WIN	OAK	Windows	3 00	Italian	OEM	9/7/90		10/6/90
WIN	OAK	Windows	3.00	Norwegian	OEM	10/19/90		10/26/90
WIN	OAK	Windows	3.00	Portugese	OEM	10/22/90	Medium	10/28/90
WIN	OAK	Windows	3.00	Spanish	OEM	9/20/90	Medium	10/5/90
WIN	OAK	Windows	3.00	Swedish	OEM	9/20/90	Medium	10/6/90
WIN	PC	Windows	3.00	Danish	DUB	10/12/90	Low	10/31/90
WIN	PC	Windows	3.00	Finnish	DUB	11/23/90	Low	11/30/90
WIN	PC	Windows	3.00	Korean	SUB	3/31/91		4/10/91
WIN	PC	Windows	3.00	Norwegian	DUB	9/28/90	Low	10/19/90
WIN	PC	Windows	3.00	Portugese	CN	10/15/90	Medium	10/24/90
WIN	PC	Windows	3.00	Turkish	DUB	TBD	TBD	TBD
WIN	PC	Windows	3.00	Chinese	HQ	4/15/91		4/30/91
WIN	PC	Windows	3.0A	A & US	CN	10/11/90	High	11/5/90
WIN	PC	Windows	3.10	Dutch	CN	TBD	TBD	TBD
WIN	PC	Windows	3.10	Fren.& Ger	DUB	TBD	TBD	TBD
WIN	PC	Windows	3.10	Italian	CN	TBD	TBD	TBD
WIN	PC	Windows	3.10	Portugese	CN	TBD	TBD	TBD
WIN	PC	Windows	3.10	Spanish	CN	TBD	TBD	TBD
WIN	PC	Windows	3.10	Swedish	CN	TBD	TBD	TBD

7