

Confidential Memorandum

Date:

18th September 1990

To:

Frank Bailinson

From:

Steve Tucker

Copy:

Dieter Giesbrecht

Subject:

Just some interesting points from the Calvin material

Overall points

Announcement/Launch is February/March

Dates have changed from October/November (4 month slip!)

Calvin positioned as "new and completely updated version of DGS"

MS keen to be seen as the "standard setter"

"MS is working very hard on DOS development"

"DOS 5.0 and the retail upgrade are very important products to MS and represent strong revenue opportunity"

Goodwill press tour will "help create pent-up demand".. "preempt excutament ..over DR DOS 5.0"

MS will "participate in Intal Genesis announcement in October"

Intel have agreed to feature MS

MS are considering a User Group program

Upgrade Program

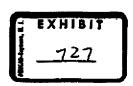
Only 1% of the Compaq user base upgrade to a new release of DOS

"The MS DOS Upgrade ... will not be bootable out of the box"

They aim to "Achieve \$9 million in revenue in FY91"

Only 5% of the DOS installed base uses DOS 4 0x

HANDA MARTINIAN DE LA COMPANSION DE LA C



Plaintiff's Exhibit

5165

Comes V. Microsoft

MS98 0184734 CONFIDENTIAL

[&]quot;Some of its best developers are on the DOS 5 team"