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PLAINTIFF'S
EXHIBIT

396
Comes v. Microsoft

Microsoft Memo

To: Subsidiary General Managers Chris Smith Mike Hallman
Region Directors Bernard Vergnes Bill Gates
Charlotte Guyman Phil Welt Brad Silverberg

From: Jeremy Butler

Date: September 20, 1990

Your Windows Penetration Plans

Attached are everyone's Plans as you submitted them at the CMM. Thanks for the work you put into them. I have reviewed each memo and sent email comments on them to most of you.

If there is a single conclusion I reached after reading our plans to date, it is that we are still not setting high enough goals for selling Windows in the coming six months. Selling lots of Windows sockets for our applications this fiscal year, before WordPerfect and Lotus can get going with their Windows apps, is the biggest revenue opportunity we have had in years. Please make sure you reinforce this message to everyone in your subsidiary company.

Attached to this memo is the current penetration plan for the US. It was received too late to be included in the package. You may want to read though the US and other subs' plans. There are some good marketing ideas there!

The table below is a summary of your current FY91 sales estimates, that I wrote down at the CMM. The data does not include updates. It sure would be nice to do more than one million units of full product/new sockets in FY91!

Subsidiary	% Unit FG Budget	Units FG Full	Units OEM Full
U.K.	175%	100,000	175,000
Nordic Region	328%	150,000	110,000
Germany & Region	242%	170,000	100,000
Switzerland	256%	25,000	10,000
France	155%	140,000	25,000
Benelux	240%	30,000	55,000
Italy	150%	35,000	155,000
Spain	133%	11,000	10,000
Total Europe	208%	661,000	640,000
Canada	500%	110,000	70,000
Mexico	212%	17,000	13,000
Brazil	100%	4,000	7,000
Venezuela	100%	300	500
AJME	100%	3,200	500
Korea	100%	0	9,000
Taiwan	161%	2,000	500
Asia Pacific & Sing.	300%	9,400	2,000
Australia	235%	80,000	28,000
Japan	100%	0	70,000
Total FE/ICON	297%	225,900	200,500
Total International	226%	886,900	840,500

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