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TO: Richard Fade
 FROM: Mark Chestnut
 DATE: 4/15/91
 SUBJECT: Q3 Fiscal Year 91 Review and Q491 Plans - MCTeam
 CC: Joachim Kempin, John Jenkins, Ted Hannum, George Downing, Kathleen Graves,
 MCTeam

FYQ3 REVIEW

REVENUE

We finished Q3 at 136% of budget, with actual revenue of \$8.2 million vs. budget of \$6.0 million. AST (much stronger than anticipated system shipments), Northgate (strong mouse and Windows orders) and NCR (better than expected mouse orders) were all well above budget and contributed to the outstanding Q3 performance. HP at 89% was the only significant account below budget for Q3, due to a re-structuring of OS/2 minimum commitments that caused us to issue HP a \$110K credit in Q3. Year to date the group is 134% of budget - \$24.2 million actual vs. \$18.0 million budget.

Account	Actual	Budget	%
AST	\$2,067,891	\$1,263,925	164%
Atari	125,160	205,000	61%
DG	353,090	323,750	109%
HP	727,781	818,375	89%
Memorex-Telex	443,151	250,000	177%
Misc.	10,800	75,000	14%
NCR	1,789,875	1,486,750	120%
Northgate	929,258	396,250	235%
Novell	160,280	0	N/A
Printer Business	244,000	250,000	98%
Tandon	1,134,687	1,000,000	113%
Total	\$8,247,975	\$6,089,049	136%

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NEW BUSINESS SIGNED

Account	Product(s)	Comments
Northgate	DOS/WIn/OS2	\$29/24/115, 3 yrs
Northgate	Mouse	\$21, \$2.5M, 3 yrs
Lanquest	Truelmage	\$750K, 2 yrs
Bazier Systems	Truelmage	\$1.35M, 2 rs

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PEOPLE

Darcy Ruscolno joined the group and picked up two divisions of HP, as well as Data General and Citrix. Tom Henningsgard now has responsibility for Tandon and Northgate, in addition to Momenta. Jeff Daniels has taken over Atari and Memorex-Telex. The current organization is as follows:

Teresa Chapman	NCR
Jeff Daniels	AST, Atari, Memorex-Telex
Larry Edrallin	HP
Tom Henningsgard	Tandon, Northgate, Momenta
Nancy Ritzenhauer	Printer Manufacturers
Darcy Ruscolno	Citrix, Data General, HP

Q3 FY 1991 ACCOUNT SUMMARIES (as reported by the Account Managers)

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NCR (Teresa Chapman)

January was a month for crisis management with NCR. The first was in the form of NCR's final decision to participate in the GO announcement in the face of extensive OEM lobbying to the contrary. Fortunately, NCR continued their strategic emphasis on Pen Windows and planned to participate in our February ISV event. In addition, we made a bid for BBG's participation at NCR's pen-based computing announcement in May. The second crisis came by way of the Wall Street Journal "OS/2 is Dead" article. Given NCR's emphasis on the OS/2 workgroup, and the projects that their retail and financial groups are working on, the article caused a furor within the company. Richardf, Russw and myself conference-called NCR on the day of the article to soothe their fears. This event outlined the necessity of enrolling NCR's top management in our strategic plans and planning for the Executive Review moved forward. It was set for March 14. As a prelude to the Executive meeting, I drafted an account status letter which was sent out to Tom Mays and Alok Mohan. Negotiations moved forward with regard to DOS 5 and we also had a quarterly product review for the workgroup products. In addition, Mikemur successfully conference-called with Alok to discuss his concerns over IBM Extended Services and MS's response. Finally, NCR/MS cooperation on NT OS/2 got off the ground with NCR's engineers installed here on campus.

In February, NCR sent a detailed list of OS/2 workgroup issues which Markche and I spent a day going over in Clemson. The key action item on this list was marketing strategy meetings with regard to the workgroup products. The Executive Review was postponed in March while we waited out the result of the AT&T merger. Negotiation continued on DOS 5, but Pen Windows discussions stalemated. Late in the month, Alok Mohan came out to Bellevue to speak at the Pen Windows announcement and included NCR's support of the platform in his speech. Richardf took the opportunity to meet with Alok and reiterate the message of the MS Systems strategy. In addition, we started discussions regarding minimum commitment rescheduling and the Multimedia Council fee. I spent two days at Clemson at an NCR-internal program product review meeting and gained NCR buyoff to clear up an old outstanding credit for \$187,000.

The principal activity during the month of March was finalizing the DOS 5 amendment with NCR. Issues included: Exhibit M language, source code for keyboard and display drivers, and license pak distribution rights. NCR signed both the amendment and the distribution delay letter at the end of the month. MS wins in the amendment were the uplift of the royalty for localized versions from 10 to the price list 15% and including key retail and financial systems in Exhibit M per-system language. The Executive Review was finally rescheduled for June. However, it will be important to schedule an earlier meeting with Alok Mohan and Tom Mays. Ruminations from NCR indicate that Unix is in position to become the OS of choice at NCR and that delays in scheduling the Executive Review (caused primarily by full schedules and the AT&T takeover) have caused NCR to feel that they are not "strategic" to Microsoft. In addition, the workgroup product set continues to struggle for sales force bandwidth in the face of increasing IBM sales action regarding Extended Services. A last ditch effort to include NCR in the

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Multimedia PC Council was unsuccessful as NCR continues to define their goals with regard to Multimedia. Deal agreements for MM Windows and the MPC Council are sent to NCR. Finally, negotiations continued regarding a new Non-disclosure agreement and Pen Windows license. Major issues with Pen Windows included "per-system" pricing and MS participation in the NCR media event in June.

AST (Jeff Daniels)

In January, negotiations with AST focused on price. MS positioned a \$16.5 DOS, \$18 Windows & \$19.50 Mouse price. AST wanted a per system license for MS-DOS 5.0 instead of a per processor license and pointed out technical advantages of ALR's notebook product via DR-DOS. Tom Lannon was helpful during several conference calls to AST's notebook engineers.

In February, we met with AST twice to continue license negotiations. Several issues remained unresolved. The largest issue was reaching agreement on a Windows 3.0 per system agreement. Bill Gates turned down Seff's request to speak at the University of Irvine. AST's VP of Marketing turned down an aggressive offer for AST on the Windows Discovery Fair.

In March, another brutal month of negotiations paid off when AST signed!

Northgate (Jeff Daniels)

I reached agreement with Northgate on a three year DOS 5.0 license (\$29), Windows (\$24) license and Mouse (\$21) license. Northgate's mouse license had expired while Northgate mouse backorders totaled 2K units. In March, Northgate was successfully transitioned to Tomhan.

Hewlett-Packard (Larry Edralin)

The past quarter was a momentous one with a deluge of activities with every HP division. Several actions have been set into motion that will improve both our relationship with HP in the next fiscal year and our revenue potential. However, the early penalty is somewhat reduced revenues for FY 91. Through adjustments to the minimum commitments for OS/2 and DOS Shell in order to get a Per Processor DOS/Shell agreement, we have effectively reduced our expected revenue for FY91 to less than \$3 Million. Third quarter revenue will not be affected, but most of the adjustment will take place in the fourth quarter. Most significant is the Umbrella Proposal that we are negotiating with PCG. The major goal was to go Per Processor, and we are within weeks of signing this three year commitment. Albeit still at a very good royalty, but Per Processor is a major commitment from HP.

With less impact on the bottom line today, but with great future potential, the peripheral group business and Windows Printing issues continue to expand and grow. We have in the last quarter set up meetings with HP on Device Independent Color, Font technologies, sharing of technical data for future software platforms and device developments. These meetings have set the stage for a possible royalty agreement for some form of GDI/DDI code that HP would place in their devices to replace PCL for the future. This quarter saw the first time we had engineers from both companies working together on one focus: Windows Printing. This will be expanded in the next quarter to a possible licensing arrangement for the end of the fourth quarter.

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Atari (Tom Henningsgard)

Met with Sam and Leonard Tramiel January 18th, the day the coalition attacked Iraq. Sam said he would read the three contracts that are ready for execution that weekend and get back to us the following week with an answer. The war has ended and Sam still hasn't given a yes or no on any of the three contracts (DOS 5.0 Amendment, DOS/Works for Portfolio's, and Works for ST/TT). I have called daily at first and then weekly for the last three months. I even tried to schedule a specific 15 minute meeting with Sam to go over the contracts. He refused, claiming he was too busy.

Meanwhile we have completed the heretofore unfinished MS Write for the ST bug fixes and localization work. This work was more of a "get Leonard off of our back work" than anything we deemed to be a particularly profitable use of time.

Atari has found an ISV that has created a "Works" type product for the ST. They would like us to consider licensing them the MS-Works name to market it with; once they get ahold of the completed code.

Emerson (Tom Henningsgard)

Emerson Technologies no longer exists. Many of the employees will be "staying on" in hopes that Chris Daly gets funding to start up his new company (to be called Verital Systems Corp). This new company will specialize in doing MM products, using the technologies that ET has been working on over the last year, which Chris Daly is buying from Emerson Radio. Emerson Radio was also recently purchased by Senitech, a Taiwan, Chinese firm. They will be purchasing systems from Samsung and Trigem for redistribution in the mass merchant channel.

Momenta (Tom Henningsgard)

We have gone through endless meetings and negotiations to get Momenta to license and market our Pen Windows product. We kept them off the stage at the Go announcement since our LOI was pending their signature. We had them give us a great endorsement at our PW Developers Conference. They have verbally agreed to sign our LOI, and have committed to signing a license amendment with us for DOS 5.0, Windows 3.0, and Pen Windows by April 30, 1991.

Poqet (Tom Henningsgard)

Poqet has been impressive during this last quarter simply due to the quality of people they have been hiring for their new commitment to the pocket market. This infusion of new blood is the result of their new parent company, Fujitsu. Fujitsu's deep pockets are the only means of support for Poqet Computers, as they continue to ship only 1,000 units per month, even though they have dropped their price substantially. I put together and chaired (Stevenc was in Japan) a mini-OEM briefing for these folks in February. They had seven of their people attend the all day meeting that covered DOS, Windows, Pen Windows, and the Ballpoint Product. I then handed them over to Stevenc.

Tandon (Tom Henningsgard)

Visited this account for the first time with Karenhu March 5 to transition the account, and have been working daily with them ever sense. I will hopefully have the DOS 5.0 amendment signed this week, so we can move on to even more profitable things with Tandon. Tandon just reported a record breaking quarter for PC shipments, 59,000 units during FY91 Q2. This is their first quarter where they have exceeded their quarter minimum commitment payment to us! Hopefully, this is just the start of a trend. I plan to have a mini-OEM briefing here in Redmond for them this month. We will also be going to visit Graham Beechum, their new VP US Sales and Marketing this month (to at least find what way this loose canon will be rolling).

Printer Manufacturers (Nancy Ritzenhaler)

The following was accomplished during the past quarter:

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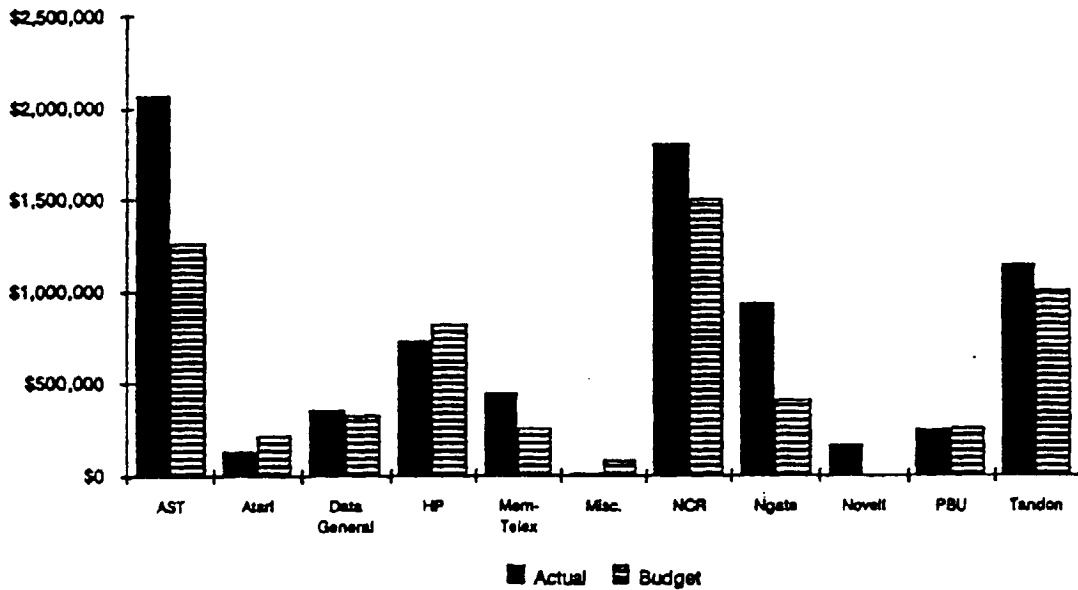
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1. Closed significant Truetime business with Lanquest and Bezier.
2. Negotiated pending agreements with Unisys and MT/Siemens
3. Qualified 20 high potential Truetime prospects
 - Identified and presented Truetime strategy to 7 near-term qualified prospects for Truetime
 - Identified 13 longer term Truetime prospects
4. Planned and implemented introduction road tour with Keyrow for European accounts.

FISCAL 1991 Q3 REVENUE - ACTUAL VS. BUDGET

Revenue for Q3 was \$8.2 million vs. budget of \$8.0 million. The breakdown by account is as follows:



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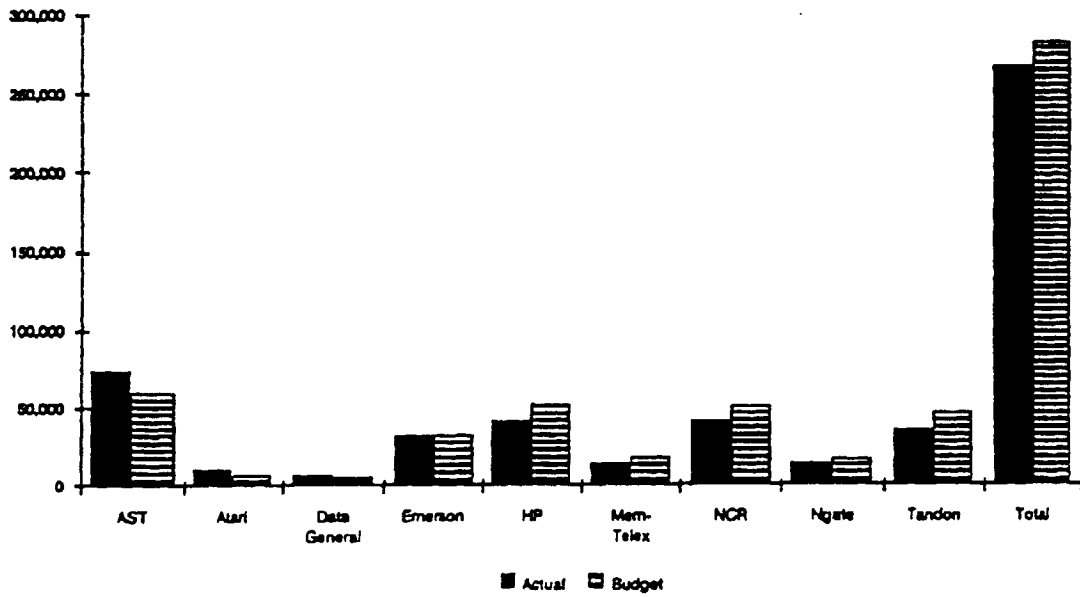
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PROCESSOR SHIPMENT REPORT FOR FISCAL Q3 1991 - ACTUAL VS. BUDGET

The group finished Q3 at 95% of budgeted units. AST was well over budget as the Bravo and Premium lines continue to sell very well. Tandon also enjoyed a healthy quarter (over 50K units shipped) due to strong European demand. HP, NCR and Northgate were all about 80% of budget - the sluggish economy being the primary reason in each case.



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FYQ4 OBJECTIVES

REVENUE OUTLOOK

Revenue forecast for Q4 is \$8.2 million vs. plan of \$7.0 million (117% of plan). AST will be significantly over budget due to \$2.5 million in minimum commits from new contract being billed in Q4. HP is expected to come in well under budget as we are allowing them to do some short term recoupment against prepaids to incent them to sign a per processor DOS agreement this quarter. Printer business will be well below plan - of the \$750K budget for PBU this fiscal year, \$500K was loaded into Q4. The printer business will finish the year about \$300K over plan (thanks to all of the new licensees closed by Nancy), but will be under plan by about \$400K for Q4. NCR, Tandon and Northgate are all expected to be close to plan for Q4. NCR's Q4 revenue may be somewhat at risk, as I anticipate a major re-structuring of their future minimum commitments resulting in some loss of Q4 revenue.

The following is the Q4 revenue forecast by account:

Account	Forecast	Budget	%
AST	\$2,700,000	\$1,307,200	207%
Abarl	125,000	256,000	49%
Data General	306,250	323,780	95%
HP	555,000	781,000	71%
Memorex/Telex	390,000	250,000	140%
NCR	1,764,000	1,553,000	114%
Northgate	780,000	518,027	151%
Poquet	393,780	0	N/A
Printer Bus	143,750	250,000	58%
Tandon	1,000,000	1,000,000	100%
Total	\$8,227,250	\$7,048,977	117%

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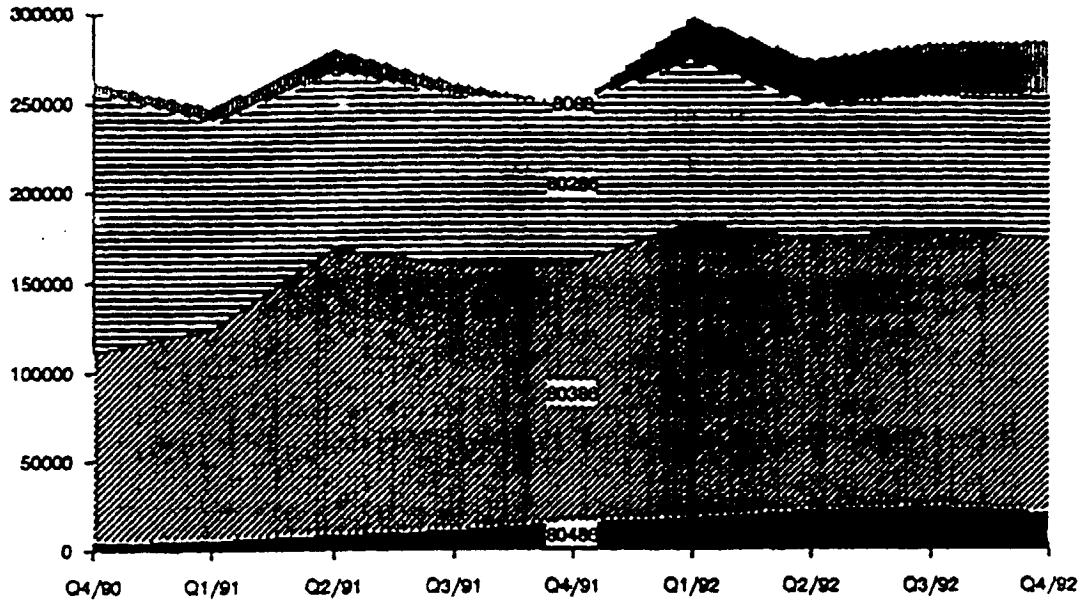
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PROCESSOR MDX - 3 YEAR FORECAST



NEW BUSINESS PENDING

Account	Product	Royalty	Commit	Expected Close
AST	DOS/Win/OS2/ Mouse	\$18/18/119/19.75	\$18.9M	4/91
HP	DOS/Win/OS2	\$12/35/95	\$5.2M	5/91
NCR	Pen Windows	\$40	None	5/91
NCR	DOS 5.0	\$19	None	4/91
NCR	MM Windows	\$59	Undetermined	6/91
Tandon	DOS/Win	\$18-38	\$4M/year	5/91
Tandon	Mouse	\$18	\$3M	6/91
Moments	Pen Windows	\$34	\$100K/year	5/91
Atari	DOS 5.0	\$12	\$500K/year	6/91
Lazmark	Printer drivers	N/A	\$50K	5/91

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OVERALL GROUP OBJECTIVES FOR Q4

Goal: Maximize MS Design Wins

Objective: Solid DOS 5.0 commitment from all OEM accounts

- Key results:
1. Signed DOS 5.0 per processor licenses with the following OEMs by 4/30/91:
AST
HP
Tandon
Data General
Atari
Momenta
 2. Participation of all OEMs in the DOS 5.0 event on 6/11
 3. Commitment of all OEMs to ship DOS 5.0 w/in 60 days of announcement

Objective: Gain additional per system Windows design wins

- Key results:
1. Signed license with HP by 4/30/91
 2. Signed license with AST by 4/30/91
 3. Quality opportunity with HP Corvallis by 6/30/91

Objective: Gain Pen Windows design wins for all applicable OEM accounts

1. Signed license with NCR by 5/31/91
2. Signed license with Momenta by 4/30/91
3. No design losses to GO during Q4

Objective: Gain additional design wins for TrueImage

- Key results:
1. Sign Pacific Data Products agreement by 6/30/91
 2. Qualify 3 additional TrueImage prospects by 6/30/91

Objective: Gain additional design wins for Works

- Key results:
1. Re-qualify Tandon opportunity by 4/30/91
 2. Qualify 1 additional Works prospect by 6/30/91

Objective: Gain Multimedia Windows design wins

- Key results:
1. Signed license with NCR by 5/31/91
 2. Qualify opportunity with HP by 4/15/91

Objective: Implement first phase of NT OS/2 rollout

- Key results:
1. NT OS/2 presentations to all appropriate OEMs by 6/30/91
 2. Signed NT development agreement with NCR by 5/31/91

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Goal: Maximize account penetration

Objective: Qualify additional short term opportunities

- Key results:**
1. Qualify Ballpoint opportunity with Northgate by 6/30/91
 2. Qualify one additional Ballpoint opportunity by 6/30/91
 3. Qualify two new packaged product application opportunities by 6/30/91

Objective: Identify long range strategic opportunities within each major account

- Key results:**
1. Present business proposal for Windows printing to HP execs by 6/30/91
 2. Identify and qualify one additional long range opportunity with NCR
 3. Identify and qualify one additional long range opportunity with AST
 4. Identify and qualify one additional long range opportunity with Tandon

Objective: Develop increased understanding of all accounts. Improve customer relationships

- Key results:**
1. Each account / major division visited by AM at least once a month
 2. Complete AST account plan by 6/30/91
 3. Gain agreement on re-structured min commits with NCR by 6/30/91

Objective: Improve executive level relationships with all accounts

- Key results:**
1. Executive review with NCR by 6/30/91
 2. Tandon exec meeting by 4/30/91
 3. Executive review with HP by 6/30/91
 4. Schedule executive review with AST (to be held in Q4)
 5. No "surprise" issues brought up at MS executive level

Goal: Exceed revenue targets

Objective: Exceed budgeted revenue for Q4

- Key results:**
1. Q4 actual revenues at least 110% of budget
 2. AST, HP, NCR, Tandon and Northgate all above budget for Q4

Goal: Improve account managers' professional skills

Objective: Implement Strategic Selling as standard for developing account strategies

- Key results:**
1. Deliver additional training session by 4/30/91
 2. All AMs complete account analysis for a major sales situation by 6/30/91

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OBJECTIVES BY ACCOUNT

NCR (Teresa Chapman)

Goal: Maximize MS Design Wins

Objective: Close Pen Windows license By May 30

Key results:

New draft to NCR April 30
Resolve per-system pricing issue. April 30
Final draft to NCR May 10
NCR/MS signature. May 30

Objective: Close Multimedia Windows license By May 30

Key results:

New pricing proposal to NCR April 15
New draft license to NCR April 30
Review NCR's proposed changes. May 5
Final draft to NCR May 10
NCR/MS signature. May 30

Objective: Quality Windows per-model license By April 30

Key results:

Identify decision makers at Augsburg. April 15
Pricing proposal to NCR. April 30

Objective: Close NT OS/2 Development Agreement By May 30

Key results:

NT OS/2 Development meeting. April 15
New draft of license. April 30
Final draft to NCR. May 15
NCR/MS signature. May 30

Objective: Re-quality LM Multiprocessor opportunity By June 30

Key results:

Meeting re: functionality issues. May 15
New pricing proposal to NCR. June 30

Goal: Exceed Revenue Targets

Objective: Institute new minimum commitment structure By May 30

Key results:

Re-evaluate minimum commitment plan. April 15
Present new plan. April 30
Draft amendment to NCR April 30
Evaluate proposed NCR changes. May 5
New draft to NCR. May 10
NCR/MS signature. May 30

Objective: NCR at least 120% of budget in Q4 By June 30

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Goal: Maximize MS Account Penetration

Objective: Mini Executive Review with T. Mays and A. Mohan **By May 15**

- Key results:**
- Schedule date. **April 15**
- Finalize attendees. **April 15**
- Identify key topics. **April 15**
- Draft agenda. **April 20**
- Brief MS participants. **May 1**

Objective: Develop plan for MS participation in NCR Notepad announcement **By April 30**

- Key results:**
- Pen Windows meeting at WPD. **April 15**

Objective: Finalize new Master Non-Disclosure Agreement **By April 30**

- Key results:**
- New draft to NCR. **April 20**
- NCR/MS signature. **April 30**

Objective: NCR Executive Review **By June 30**

- Key results:**
- Draft agenda. **April 15**
- Brief MS participants. **June 1**

AST (Jeff Daniels)

- Update AST Account Plan **by 4/10/91**
- Receive Mike Hallman's signature for AST's Products & Mouse licenses **by 4/31/91**
- Qualify AST for Ballpoint **by 5/31/91**
- Qualify AST for Works **by 5/31/91**
- Present OS/2 3.0 update to AST **by 6/30/91**
- Complete AST Account Plan **by 6/30/91**
- Complete AST Strategic Selling Account Analysis **by 6/30/91**
- Executive Review **by 6/30/91**

Atari (Jeff Daniels)

- Update Atari Account Plan **by 4/10/91**
- Receive signed DOS 5.0 amendment **by 5/31/91**
- Qualify Atari for Works **by 5/31/91**
- Qualify Atari for an additional short term business opportunity **by 5/31/91**
- Qualify Atari for a long term design win and business opportunity **by 5/31/91**
- Complete Atari Strategic Selling Account Analysis **by 6/30/91**

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Memorex-Telex (Jeff Daniels)

- Update Memorex-Telex Account Plan **by 4/10/91**
- Qualify Memorex-Telex for an additional short term business opportunity **by 5/31/91**
- Qualify Memorex-Telex for a long term design win and business opportunity **by 5/31/91**
- Complete Memorex-Telex Strategic Selling Account Analysis **by 6/30/91**

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Hewlett-Packard (Larry Edralin)

Goal: Ensure Products Success.
Sell and Promote Microsoft Products!

Objective: Increase product penetration in PCG.

- Key Results: 1. Close an MS-DOS per processor deal to include Windows per sys agreement by April 30.
2. Close a multimedia agreement by May 30.
3. Set meeting between BBG and New Wave execs for strategic discussions by June 15.

Goal: Revenue.
Meet Revenue goals for HP Sales

Objective: Supplement royalty business with Packaged product sales.

- Key Results: 1. Close Win3/DOS4.01/Excel 2.1d deal with HP Scientific Instr. by May 30.
2. Find 2 packaged product prospects by June 30
3. Resolve payment of Excel min for New Wave distribution.

Objective: Sell new products.

- Key Results: 1. Get a Windows Etax draft completed for royalty on KAOS by June 1.
2. Complete a draft of licensing of GDI/DOI for HP/BPR to consider for future printers by June 1.

Goal: Strategic Account Control
Expand HP Account plan

Objective: Develop a strong relationship with HP

- Key Results: 1. Establish quarterly meetings with both PCG and Peripherals group.
2. Set a Steering Committee meeting with Hackborn and Gates to include PCG
3. Transfer account control for HP/CND to Darcy Ruscigno by May 30.

Objective: Expand account plan for HP

- Key Results: 1. Establish a quarterly report for OEM sales management on HP activities and status.
2. Set a review meeting with Ballmer and Gates for OEM management on HP by June 1.

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Hewlett-Packard: Corvallis and PCG Divisions (Darcy Ruscigno)

Goal: Maximize MS Design Wins

Objective: Confirm design goal of GUI based for Lion with HP Corvallis by 6/30/91

Key results: 1. Coordinate all pertinent product meetings to provide information
2. Prevent Lotus/DRI from penetrating account for Lion

Objective: Implement first phase of NT OS/2 rollout

Key results: 1. NT OS/2 presentations to HP Corvallis, by 6/30/91

Goal: Maximize account penetration

Objective: Qualify additional short term opportunities

Key results: 1. Qualify Ballpoint opportunity with Corvallis by 6/30/91
2. Qualify two new packaged/Rom product opportunities by 6/30/91

Objective: Identify long range strategic opportunities within each major account

Key results: 1. Identify and qualify one additional long range opportunity with HP Corvallis
2. Identify and qualify one additional long range opportunity with PCG

Objective: Develop increased understanding of all accounts, improve customer relationships

Key results: 1. Visit each account / major division at least once a month

Objective: Establish working policies and procedures with PCG

Key results: 1. Hold weekly conference calls, inclusive of PSS
2. Hold Quarterly technical review
3. Submit semi-monthly executive management reports
4. Hold regular monthly meetings
5. Closure of Dos royalty/Windows license agreements

Objective: Improve executive level relationships with all accounts

Key results: 1. Executive review scheduled with Corvallis by 6/30/91
2. Executive review scheduled with PCG by 6/30/91

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Data General (Darcy Ruscigno)

Goal: Maximize MS Design Wins

Objective: Solid DOS 5.0 commitment from DG

- Key results:
1. Signed DOS 5.0 per processor license with DG by 4/30/91;
 2. Participation in the DOS 5.0 event on 6/11
 3. Commitment to ship DOS 5.0 within 60 days of announcement

Objective: Implement first phase of NT OS/2 rollout

- Key results:
1. NT OS/2 presentations to DG by 6/30/91

Goal: Maximize account penetration

Objective: Identify long range strategic opportunities within each major account

- Key results:
1. Identify and qualify one additional long range opportunity with DG

Citrix (Darcy Ruscigno)

Objective: Improve understanding of Citrix' business

- Key results:
1. Qualify Lanman license opportunities
 2. Hold two conference calls quarterly
 3. Complete license agreement for LADDR source code

Objective: Identify long range strategic opportunities within each major account

- Key results:
1. Identify and qualify one additional long range opportunity with Citrix

Tandon (Tom Henningsgard)

Goal: Maximize MS Design Wins

Objective: Solid DOS 5.0 commitment from all OEM accounts

- Key results:
1. Signed DOS 5.0 per processor license with Tandon by 4/30/91
 2. Participation of Tandon in the DOS 5.0 event on 6/11
 3. Commitment of Tandon to ship DOS 5.0 w/in 60 days of announcement

Objective: Gain Pen Windows design wins for all applicable OEM accounts

1. Qualify Tandon for Pen Windows by 5/30/91.

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Objective: Gain additional design wins for Word

Key results: 1. Re-qualify Tandon opportunity by 4/30/91

Objective: Gain Multimedia Windows design wins

Key results: 1. Qualify opportunity at Tandon by 6/30/91

Objective: Implement first phase of NT OS/2 rollout

Key results: 1. NT OS/2 presentations to Tandon by 6/30/91

Goal: Maximize account penetration

Objective: Qualify additional short term opportunities

Key results: 1. Qualify Ballpoint opportunity with Tandon by 6/30/91

Objective: Identify long range strategic opportunities within each major account

Key results: 1. Identify and qualify one additional long range opportunity with Tandon

Objective: Develop increased understanding of all accounts. Improve customer relationships

Key results: 1. Visit each account at least once a month
2. Hold Tandon "mini-OEM briefing" by 5/30/90.

Objective: Improve executive level relationships with all accounts

Key results: 1. Tandon exec meeting by 4/30/91

Goal: Exceed revenue targets

Objective: Exceed budgeted revenue for Q4

Key results: 1. Q4 actual revenues at least 110% of budget

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Northgate (Tom Henningsgard)

Objective: Solid DOS 5.0 commitment from all OEM accounts

Key results: 1. Participation of Northgate in the DOS 5.0 event on 6/11
2. Commitment of Northgate to ship DOS 5.0 w/in 80 days of announcement.

Objective: Gain Pen Windows design wins for all applicable OEM accounts

Key results: 1. Qualify Northgate for Pen Windows by 5/30/91.

Objective: Implement first phase of NT OS/2 rollout

Key results: 1. NT OS/2 presentations to Northgate by 5/30/91

Objective: Qualify additional short term opportunities

Key results: 1. Qualify Ballpoint opportunity with Northgate by 6/30/91

Objective: Identify long range strategic opportunities within each major account

Key results: 1. Identify and qualify one additional long range opportunity with Northgate

Objective: Exceed budgeted revenue for Q4

Key results: 1. Q4 actual revenues at least 110% of budget

Momenta (Tom Henningsgard)

Objective: Gain Pen Windows design wins for all applicable OEM accounts

Key results: 1. Signed license with Momenta by 4/30/91
2. Publish addendum to GO competitive analysis by 6/30/91 if applicable.

Objective: Identify long range strategic opportunities within each major account

Key results: 1. Identify and qualify one additional long range opportunity with Momenta

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Printer Manufacturers (Nancy Ritzenthaler)

1. Close forecasted license agreements
 - Pacific Data Products May 31
 - IBM Drivers June 30
 - Bull Compuprint June 30
 - Autologic May 31
 - Olivetti May 31
 - Unisys May 15
 - Computer Peripherals April 30
 - Siemens/MT June 30

2. Prospect for business with:
 - NCR April 30
 - Monotype May 31
 - Quinter May 15
 - Riso April 30
 - DEC Ongoing

3. Present free source code opportunity to remaining Bauer customers
 - Lennane June 30

4. Working with PBU, resolve cartridge strategy issue, determine MS offerings available for cartridge vendors. April 30

5. Customize sales strategy for high resolution imagesetter companies, improve presentation specific to these customers, and determine the feasibility of licensing Windows-specific enhancements. May 31

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