

**MICROSOFT Memo**

Date: 11 October 1991  
 To: Mike Maples  
 From: John Williams, EBU  
 RE: EBU OEM DEALS: UNDER GUIDELINE PRICING  
 cc: Joachim Kempin, Susan Boesch, Melinda French, Michael Harvey, Ron Hosogi, Jeff Lum,  
 Richard Fade

There are several other OEM deals in negotiation where OEM pricing is below the revised pricing guidelines published to Tom Gemmell yesterday.

These deals share the primary attributes of the AST deal recently questioned by Mike Hallman:

- Pricing proposals were offered prior to the completion of the revised EBU pricing guidelines
- Pricing offered was based on the historic PC Works penetration pricing model, and as a result are more aggressive than revised guidelines offer.
- Deals pending are with key OEM offering penetration for these new Windows apps among targeted home and small business audience.
- Three of the four deals offered new Windows licences to large volume OEMs: Philips GoldStar and Leading Technology.

The specifics of each outstanding proposal, and a comparison to revised pricing guidelines is as follows:

OEM	Product	Qty	Price Offered	Old Guideline	New Guideline	Offered/Old Difference	Offered/New Difference
Philips	WinWorks	100,000	\$8.00	\$6.00	\$10.00	\$2.00	(\$2.00)
	Publisher	100,000	\$9.00	\$8.00	\$18.00	\$1.00	(\$9.00)
	Money	100,000	\$3.00	\$3.00	\$6.00	\$0.00	(\$3.00)
Leading Tech	WinWorks	100,000	\$7.50	\$6.00	\$10.00	\$1.50	(\$2.50)
	Publisher	100,000	\$8.00	\$8.00	\$18.00	\$0.00	(\$10.00)
	Money	100,000	\$4.50	\$3.00	\$6.00	\$1.50	(\$1.50)
Tandon	WinWorks	75,000	\$11.00	\$8.00	\$13.00	\$3.00	(\$2.00)
	WPP	75,000	\$2.00	\$1.00	\$2.50	\$1.00	(\$0.50)
Vinsotec	WinWorks	100,000	\$13.00	\$6.00	\$10.00	\$7.00	\$3.00
	Money	100,000	\$5.00	\$3.00	\$6.00	\$2.00	(\$1.00)
GoldStar	WinWorks	50,000	\$11.50	\$12.00	\$16.00	(\$0.50)	(\$4.50)
	WPP	50,000	\$1.00	\$1.50	\$3.00	(\$0.50)	(\$2.00)

The most visible differences occur on bundles with Publisher. The revised pricing guidelines have increased royalties on this product by as much as \$10 over the penetration pricing model being used when initial proposals above were made.

The Vinsotec proposal occurred at a point where the revised guidelines were in final stages, and therefor reflects higher royalty charges.

After reviewing the status of each deal above, I recommend that we honor the initial royalty pricing offered. In all cases, raising royalties to the meet the new guidelines would severely jeopardize the deals from a financial as well as relationship standpoint.

All future proposals and negotiations will reflect the new pricing guidelines. Proposed pricing below guidelines, and for 100K or higher unit commits (pricing below lowest guideline %SRP shown) require the consultation of EBU product management.

Please let me know if you have questions/issues, or require further detail.

EBU OEM STATUS

OEM	Product	Units	Price	Machine(s)	Start Date	Term	Deal Type	Support	Manuals	OEM Rep	Comments
AST	WinWorks	60,000	\$11.00	Advantage	Oct-91	Oct-92	Royalty	OEM	OEM	Jeffd	
	Money	60,000	\$2.00	Advantage	Oct-91	Oct-92	Royalty	OEM	OEM	Jeffd	
	WPP	60,000	\$0.50	Advantage	Oct-91	Oct-92	Royalty	OEM	OEM	Jeffd	
Quoco	PC Works	5,000	\$43.00	286/386	Mar-91	Apr-92	Packaged	MS	n/a	Sievenc	
	WinWorks	5,000	\$38.00	ax and up	Oct-91	Apr-92	Packaged	MS	n/a	Sievenc	
	WEP	5,000	\$2.00	ax and up	Oct-91	Apr-92	Packaged	MS	n/a	Sievenc	
Commodore	PC Works	30,000	\$20.00	286	Oct-89	Oct-91	Royalty	MS	OEM	Debyffl	
Cumulus	WinWorks	60,000	\$5.00	Same PCs	Sep-91	Sep-92	Royalty	OEM	OEM	susandi	
	WinWorks	50,000	\$10.00	ax and up	Sep-91	Sep-92	Royalty	OEM	OEM	susandi	
IBM	PC Works	200,000	\$6.00	PS/1	Oct-90	Oct-91	Royalty	OEM	OEM	Johnsage/herei Vale	New term: pub
Leading Edge	PC Works	40,000	\$10.00	286/386	Jan-91	TBD	Royalty	OEM	OEM	tombru	
Smith Corona	PC Works	30,000	\$10.00	286	Mar-91	Mar-92	Royalty	OEM	OEM	sievenc	
Us Integrated	PC Works	10,000	\$20.00	286/386	Nov-90	Nov-91	Royalty	OEM	OEM	Wolfs	
Wang	PC Works	6,000	\$13.25	286	Apr-91	Apr-92	Royalty	OEM	OEM	Jeffmo	
	WinWorks	6,000	\$18.25	386	Apr-91	indefinite	Royalty	OEM	OEM	Jeffmo	
	WPP	---									
	WEP	---									
Daewoo	WinWorks	30,000	\$10.00	ax and up	Sep-91	Sep-92	Royalty	OEM	OEM	tombru	Leading Edge
Tandon	WinWorks	75,000	\$11.00	Tandon line	Sep-91	Sep-92	Royalty	OEM	OEM	Tomhen	
	WinWorks	50,000	\$11.50	Positive Line							
GoldStar	WinWorks	50,000	\$11.50	GT/GS ax & up	Oct-91	Jan-93	Royalty	OEM	OEM	Tombru	
	WPP	50,000	\$1.00	GT/GS ax & up							
Copam	WinWorks	10,000	\$10.00	Germany	Sep-91	Sep-92	Royalty	OEM	OEM	Korea sub/sievenc	
B) DEALS PENDING											
Compuadd	WinWorks	10,000	\$20.00	MPC	Nov-91	Nov-92	Royalty	OEM	OEM	susandi	Transition to
SCI/Acer	WinWorks	30,000	\$20.00	MPC Upg Kit	Nov-91	Nov-92	Royalty	OEM	OEM	susandi	Transition to
Leading Tech	WinWorks	100,000	\$8.00	ax and up	** Rep in Far East w/o 10/1 to finalize						
	Publisher	---	\$10.00	ax and up	** Final issue (support) in negotiation						
	Money	---	\$2.00	ax and up							
Philips	WinWorks	100,000	\$10.00	ax and up	** Worldwide deal: localized versions carry 15% uplift on royalty						
	Money	100,000	\$4.00	ax and up							

EBU OEM STATUS

Packard Bell	Winworks	500,000	TBD	at end up						
	Barney	500,000	TBD	at end up						
	Woodco	500,000	TBD	at end up						
CompuUSA	Win Works	30,000	TBD	CompuDyne	** Proposal on table					
Vinaco	Win Works	100,000	TBD							
Lasar	Hoping to add to Leading Tech contract (sister company)									
Samsung	Looking to add MM Win Works initially			MPC						

X 190737  
CONFIDENTIAL

Product Channel Total Report for Business Unit ~~Environment~~ QTD; Detail by Product Unit, Family, Environment, Updates  
10/9/91 Sep-91

Product Unit	Family	Env	dates	Total Units			Total Sales			Actual Budget \$/unit Variance		
				Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Entry PU Works	DOS	Std	PRODUCT	236,226	296,410	-58,184	12,480,813	14,801,214	-2,320,401	52	50	2
Entry PU Works	Mac	Std	PRODUCT	44,055	32,987	11,068	5,238,970	3,130,166	2,108,804	119	95	24
Entry PU Works	Windows	Std	PRODUCT	19,268	195	19,073	2,090,610	23,287	2,067,323	109	119	-11
Entry PU Flight S	DOS	Std	PRODUCT	54,835	44,342	10,493	1,633,119	1,395,533	237,586	30	31	-2
Entry PU Money	Windows	Std	PRODUCT	32,439	0	32,439	1,238,110	0	1,238,110	38	N/A	N/A
Entry PU Works	DOS	UPDATES		18,352	19,398	-1,046	1,193,499	1,121,856	71,643	65	58	7
Entry PU Entertel	Windows	Std	PRODUCT	44,304	38,551	5,753	988,988	706,630	282,358	22	18	4
Entry PU Chart	DOS	Std	PRODUCT	4,535	1,438	3,097	739,545	312,717	426,828	163	217	-54
Entry PU Flight S	Mac	Std	PRODUCT	18,100	15,921	2,179	639,780	553,313	86,467	35	35	1
Entry PU Productl	Windows	Std	PRODUCT	43,296	12,526	30,770	407,949	339,345	68,604	9	27	-18
Entry PU Learning	DOS	Std	PRODUCT	14,666	17,097	-2,431	387,777	458,079	-70,302	26	27	0
Entry PU Other	Other	Std	PRODUCT	8	0	8	282,427	0	282,427	35303	N/A	N/A
Entry PU Other	DOS	Std	PRODUCT	27,806	1,183	26,623	186,496	54,209	132,287	7	46	-39
Entry PU Works	Mac	UPDATES		2,183	2,041	142	175,211	105,728	69,483	80	52	28
Entry PU Word Jr	DOS	Std	PRODUCT	1,889	0	1,889	104,876	0	104,876	56	N/A	N/A
Entry PU Other	Mac	Std	PRODUCT	8,456	0	8,456	82,898	0	82,898	10	N/A	N/A
Entry PU Chart	DOS	UPDATES		495	0	495	60,854	0	60,854	123	N/A	N/A
Entry PU Manuals	DOC	Std	PRODUCT	972	3,000	-2,028	55,211	158,172	-102,961	57	53	4
Entry PU Multiple	DOS	Std	PRODUCT	410	0	410	22,832	0	22,832	56	N/A	N/A
Entry PU Other	Windows	Std	PRODUCT	1,518	0	1,518	13,845	0	13,845	9	N/A	N/A
Entry PU Chart	Mac	Std	PRODUCT	12	0	12	876	0	876	73	N/A	N/A
Entry PU Manuals	Mac	Std	PRODUCT	11	0	11	542	0	542	49	N/A	N/A
Entry PU Chart	Mac	UPDATES		18	0	18	219	0	219	12	N/A	N/A
Entry PU Flight S	Mac	UPDATES		2	0	2	26	0	26	13	N/A	N/A
Entry PU Works	Windows	UPGRADES		0	0	0	0	0	0	N/A	N/A	
Entry PU Works Jr	DOS	Std	PRODUCT	0	2,047	-2,047	0	117,223	-117,223	N/A	57	N/A
TOTAL	TOTAL	TOTAL	TOTAL	575,856	487,136	88,720	28,025,472	23,277,472	4,748,000	49	48	1

X 190738  
CONFIDENTIAL

Product Channel Retail Report for Business Unit Entry BU, 01D; Detail by Product Unit, Family, Environment, Updates  
10/7/91 Sep-91

Product Unit	Family	Env	Updates	US\$M Units			US\$M Sales			Actual \$/Unit	Budget \$/Unit	Variance
				Actual	Budget	Variance	Actual	Budget	Variance			
Entry PU Works	DOS	Mac	STD PRODUCT	48,209	44,136	4,073	3,847,331	3,404,963	442,368	80	77	3
Entry PU Works	Mac	Windows	STD PRODUCT	30,260	21,791	8,469	3,790,065	1,995,889	1,794,176	125	92	34
Entry PU Works	Windows	DOS	STD PRODUCT	19,215	0	19,215	2,090,076	0	2,090,076	109	N/A	N/A
Entry PU Flight S	DOS	Mac	STD PRODUCT	41,692	28,887	13,005	1,243,144	841,230	401,914	30	29	1
Entry PU Honey	Windows	Mac	STD PRODUCT	32,639	0	32,639	1,238,110	0	1,238,110	38	N/A	N/A
Entry PU Entertai	Windows	Mac	STD PRODUCT	35,702	29,165	6,537	768,585	623,350	145,235	22	21	0
Entry PU Flight S	Mac	Windows	STD PRODUCT	17,640	15,200	2,440	659,806	528,174	101,632	36	35	1
Entry PU Learning	DOS	Mac	STD PRODUCT	11,732	10,991	741	301,886	293,715	8,171	26	27	-1
Entry PU Producti	Windows	Mac	STD PRODUCT	5,886	10,839	-4,953	193,418	289,653	-96,235	33	27	6
Entry PU _Other	Mac	DOS	STD PRODUCT	8,117	0	8,117	76,163	0	76,163	9	N/A	N/A
Entry PU _Other	DOS	Mac	STD PRODUCT	11,074	0	11,074	72,188	0	72,188	7	N/A	N/A
Entry PU Works	Mac	DOS	UPDATES	520	0	520	33,572	0	33,572	65	N/A	N/A
Entry PU Works	DOS	Mac	UPDATES	764	1,500	-736	28,475	40,125	-11,650	37	27	11
Entry PU _Other	Windows	Mac	STD PRODUCT	911	0	911	10,694	0	10,694	12	N/A	N/A
Entry PU Chart	Mac	DOS	STD PRODUCT	8	0	8	583	0	583	73	N/A	N/A
Entry PU Manuals	DOS	Mac	STD PRODUCT	21	0	21	574	0	574	27	N/A	N/A
Entry PU Chart	Mac	DOS	UPDATES	10	0	10	75	0	75	8	N/A	N/A
Entry PU Manuals	Mac	DOS	STD PRODUCT	1	0	1	0	0	0	0	N/A	N/A
Entry PU Chart	DOS	Mac	UPDATES	1	0	1	-211	0	-211	-211	N/A	N/A
Entry PU Chart	DOS	Mac	STD PRODUCT	-10	90	-100	-3,515	19,020	-22,535	352	211	140
Entry PU _Other	Mac	DOS	STD PRODUCT	0	0	0	-14,880	0	-14,880	N/A	N/A	N/A
TOTAL	TOTAL	TOTAL	TOTAL	264,392	162,599	101,793	14,366,139	8,036,119	6,270,020	54	49	5

X 190739  
CONFIDENTIAL

Product Channel Retail Report for Business Unit Entry BU, QTD; Detail by Product Unit, Family, Environment, Updates  
10/7/91 Sep-91

Product Unit	Family	Env	Updates	Europe Units/		Europe Sales		Actual Budget		Variance		
				Budget	Variance	Budget	Variance	\$/Unit	\$/Unit			
Entry PU	Works	DOS	STD PRODUCT	30,806	23,557	-12,751	4,161,144	5,285,504	-1,124,360	135	121	14
Entry PU	Works	DOS	UPDATES	12,948	9,405	3,543	995,010	649,034	345,976	77	69	8
Entry PU	Works	Mac	STD PRODUCT	5,112	7,467	-2,355	822,820	849,825	-27,005	161	114	47
Entry PU	Chart	DOS	STD PRODUCT	1,800	845	955	489,081	214,125	274,956	272	253	18
Entry PU	Flight_s.	DOS	STD PRODUCT	8,582	9,269	-787	264,094	348,507	-84,413	31	38	-7
Entry PU	Other	Other	STD PRODUCT	7	0	7	230,055	0	230,055	32865	N/A	N/A
Entry PU	Works	Mac	UPDATES	1,545	565	980	134,402	40,732	93,670	87	72	15
Entry PU	Entertai	Windows	STD PRODUCT	4,963	1,736	3,227	120,163	51,135	69,028	24	29	-5
Entry PU	Productl	Windows	STD PRODUCT	3,013	1,687	1,326	109,873	49,692	60,181	36	29	7
Entry PU	Word Jr	DOS	STD PRODUCT	1,869	0	1,869	104,876	0	104,876	56	N/A	N/A
Entry PU	Chart	DOS	UPDATES	490	0	490	60,766	0	60,766	124	N/A	N/A
Entry PU	Learning	DOS	STD PRODUCT	933	2,418	-1,485	31,850	82,268	-50,418	34	34	0
Entry PU	Multiple	DOS	STD PRODUCT	410	0	410	22,832	0	22,832	56	N/A	N/A
Entry PU	Other	DOS	STD PRODUCT	360	1,180	-820	11,600	54,209	-42,609	32	46	-14
Entry PU	Manuals	DOS	STD PRODUCT	340	0	340	9,277	0	9,277	27	N/A	N/A
Entry PU	Flight S	Mac	STD PRODUCT	108	414	-306	3,905	14,660	-10,755	36	35	1
Entry PU	Other	Mac	STD PRODUCT	84	0	84	3,666	0	3,666	44	N/A	N/A
Entry PU	Works	Windows	STD PRODUCT	5	195	-190	1,011	23,287	-22,276	202	119	83
Entry PU	Manuals	Mac	STD PRODUCT	10	0	10	542	0	542	54	N/A	N/A
Entry PU	Chart	Mac	UPDATES	1	0	1	64	0	64	64	N/A	N/A
Entry PU	Works Jr	DOS	STD PRODUCT	0	2,047	-2,047	0	117,223	-117,223	N/A	57	N/A
TOTAL	TOTAL	TOTAL	TOTAL	73,333	80,785	-7,452	7,577,031	7,780,201	-203,170	103	96	7

X 190740  
CONFIDENTIAL

Product Channel Retail Report for Business Unit Entry BU, QTD; Detail by Product Unit, Family, Environment, Updates

10/7/91 Sep-91

Product Unit	Family	Env	Updates	ROM_Units			ROM_Sales			Actual Budget		
				Actual	Budget	Variance	Actual	Budget	Variance	\$/Unit	\$/Unit	Variance
Entry PU Works	DOS	Env	Updates	28,318	43,413	-15,095	2,684,950	4,332,082	-1,647,132	95	100	-5
Entry PU Works	Mac	Env	STD PRODUCT	8,683	3,729	4,954	626,085	284,452	341,633	72	76	-4
Entry PU Chart	DOS	Env	STD PRODUCT	1,868	503	1,365	232,115	79,572	152,543	124	158	-34
Entry PU Works	DOS	Env	UPDATES	4,640	8,493	-3,853	170,015	432,697	-262,682	37	51	-14
Entry PU Flight S	DOS	Env	STD PRODUCT	4,434	6,186	-1,752	125,881	205,796	-79,915	28	33	-5
Entry PU Entertail	Windows	Env	STD PRODUCT	3,639	7,650	-4,011	100,240	32,145	68,095	28	4	23
Entry PU Other	Other	Env	STD PRODUCT	1	0	1	67,252	0	67,252	67,252	N/A	N/A
Entry PU Learning	DOS	Env	STD PRODUCT	2,001	3,688	-1,687	54,040	82,096	-28,056	27	22	5
Entry PU Productl	Windows	Env	STD PRODUCT	1,482	0	1,482	50,908	0	50,908	34	N/A	N/A
Entry PU Manuals	DOS	Env	STD PRODUCT	611	3,000	-2,389	45,359	158,172	-112,813	74	53	22
Entry PU Other	DOS	Env	STD PRODUCT	781	3	778	13,778	0	13,778	18	0	18
Entry PU Works	Mac	Env	UPDATES	118	1,476	-1,358	7,237	64,996	-57,759	61	44	17
Entry PU Flight S	Mac	Env	STD PRODUCT	352	307	45	6,069	10,479	-4,410	17	34	-17
Entry PU Other	Mac	Env	STD PRODUCT	255	0	255	3,068	0	3,068	12	N/A	N/A
Entry PU Chart	DOS	Env	UPDATES	4	0	4	299	0	299	75	N/A	N/A
Entry PU Chart	Mac	Env	STD PRODUCT	4	0	4	293	0	293	73	N/A	N/A
Entry PU Other	Windows	Env	STD PRODUCT	7	0	7	151	0	151	22	N/A	N/A
Entry PU Chart	Mac	Env	UPDATES	7	0	7	80	0	80	11	N/A	N/A
Entry PU Flight S	Mac	Env	UPDATES	2	0	2	26	0	26	13	N/A	N/A
Entry PU Works	Windows	Env	STD PRODUCT	48	0	48	-476	0	-476	-10	N/A	N/A
TOTAL	TOTAL	TOTAL	TOTAL	57,255	78,448	-21,193	4,187,370	5,682,487	-1,495,117	73	72	1

X 190741  
CONFIDENTIAL

Product Channel OEM Report for Business Unit Entry BU, QTD; Detail by Product Unit, Family, Environment, Updates  
 10/8/91 Sep-91

Product Unit	Family	Env	Updates	GEN>Total Units			GEN>Total Sales			Actual Budget \$/Unit Variance		
				Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Entry PU Works	DOS	Env	STD PRODUCT	130,893	165,304	-34,411	1,787,388	1,778,665	8,723	14	11	3
Entry PU _Other	DOS	Env	STD PRODUCT	15,591	0	15,591	88,930	0	88,930	6	N/A	N/A
Entry PU Productl	Windows	Env	STD PRODUCT	32,915	0	32,915	53,750	0	53,750	2	N/A	N/A
Entry PU Chart	DOS	Env	STD PRODUCT	877	0	877	21,864	0	21,864	25	N/A	N/A
Entry PU _Other	Windows	Env	STD PRODUCT	600	0	600	3,000	0	3,000	5	N/A	N/A
TOTAL	TOTAL	TOTAL	TOTAL	180,876	165,304	15,572	1,994,932	1,778,665	216,267	11	11	0

X 190742  
 CONFIDENTIAL



Address	1011001	Sales '91		Dom. OEM		Dom. OEM %		ROEM %		Europe Rat		Europe OEM		Europe OEM %		ROEM %		Europe Other		ROW Rat		ROW OEM		ROW OEM %		ROW Other		Total								
		US\$M	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units							
		US\$M	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units	Units							
Atlanta BU	204071	\$4,738,481	10119	\$544,760	4%	181283	\$47,843,397	0%	0%	0	\$180	0%	0%	0	0%	0%	0%	0	0	0%	0	4837	\$117,618	0%	0	0	0	\$0	525943	0	\$0	313801	\$9,722,634			
Los Angeles BU	204362	\$4,799,432	17126	\$434,708	312%	18674	\$1,884,240	9%	0%	0	0	0%	0%	0	0%	0%	0%	0	0	0%	0	62481	\$153,708	0%	0	0	0	0	0	0	0	0	\$0	375868	\$3,928,417	
London BU	200550	\$3,751,001	4942	\$197,832	19%	73333	\$7,577,031	49%	0%	0	0	0%	0%	0	0%	0%	0%	0	0	0%	0	28628	\$394,085	0%	0	0	0	0	0	0	0	0	0	\$0	442399	\$3,969,741
Paris BU	201884	\$3,788,438	18479	\$591,788	4%	180015	\$3,287,813	2%	0%	0	0	0%	0%	0	0%	0%	0%	0	0	0%	0	0	0	0	0	0	0	0	0	0	0	0	\$0	534081	\$89,959,111	
San Jose BU	47930	\$17,447,565	37	\$8,899	0%	1588	\$1,049,210	0%	0%	0	0	0%	0%	0	0%	0%	0%	0	0	0%	0	10974	\$4,550,443	0%	0	0	0	0	0	0	0	0	0	\$0	608372	\$3,082,232
TOTAL	648277	\$24,682,918	37814	\$2,286,698	34%	471378	\$4,888,888	7%	0%	0	\$283,014	7%	0%	0	0%	0%	0%	0	0	0%	0	206499	\$4,523,011	0%	0	0	0	0	0	0	0	0	\$0	250068	\$25,062,000	

X 190743  
CONFIDENTIAL

CG-441-81 CORPORATION  
 UICROSS CORPORATION  
 REVENUE BY CUSTOMER FOR APPLICATIONS (Volume) - Domestic DEM  
 YEAR-TO-DATE, FISCAL 1991  
 Dollars  
 Units

Company Name	Basic Com.	Basic Inter.	GM Bas. Com.	Multiphan	Excel	Flight Sim.	Word	Chart	MS-works	Misc.	Grand Total
UNISYS CORP.	\$ 0	\$ 250	\$ 0	\$ 117,887	\$ 538,139	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,662,889	\$ 2,324,325
IBM CORPORATION	\$ 25,900	\$ 0	\$ 0	\$ 16,061	\$ 12,057	\$ 0	\$ 0	\$ 0	\$ 1,961,108	\$ 1,341	\$ 1,968,349
COMMODORE ELECTRONICS	\$ 0	\$ 230,755	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 949,697	\$ 0	\$ 1,180,452
AMERICAN TELEPHONE AND	\$ 0	\$ 0	\$ 0	\$ 0	\$ 300,924	\$ 0	\$ 898	\$ 0	\$ 0	\$ 457,354	\$ 849,174
PKG	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,364	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,756	\$ 7,120
Tot	\$ 0	\$ 0	\$ 0	\$ 0	\$ 23,560	\$ 0	\$ 22,820	\$ 0	\$ 0	\$ 21,529	\$ 45,349
THE SANTA CRUZ OPERATI	\$ 16,972	\$ 5,722	\$ 0	\$ 35,689	\$ 414,194	\$ 0	\$ 23,570	\$ 0	\$ 0	\$ 478,514	\$ 916,414
PKG	\$ 0	\$ 0	\$ 0	\$ 0	\$ 9,953	\$ 0	\$ 612,283	\$ 0	\$ 0	\$ 0	\$ 670,373
Tot	\$ 16,972	\$ 5,722	\$ 0	\$ 35,689	\$ 514,147	\$ 0	\$ 634,866	\$ 0	\$ 0	\$ 0	\$ 1,254,584
ZENITH DATA SYSTEMS CO	\$ 0	\$ 0	\$ 1,650	\$ 370	\$ 158,438	\$ 0	\$ 55,147	\$ 0	\$ 62,018	\$ 94,430	\$ 362,010
PKG	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,005	\$ 0	\$ 87,844	\$ 0	\$ 0	\$ 1,067	\$ 89,914
Tot	\$ 0	\$ 0	\$ 1,650	\$ 370	\$ 159,443	\$ 0	\$ 143,000	\$ 0	\$ 62,018	\$ 95,497	\$ 448,318
PACKARD BELL ELECTRONI	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,878	\$ 0	\$ 113,131	\$ 0	\$ 52,010	\$ 94,430	\$ 476,634
PKG	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,067	\$ 0	\$ 1,067
Tot	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,878	\$ 0	\$ 113,131	\$ 0	\$ 53,077	\$ 95,497	\$ 262,583
DELL CORPORATE SERVICE	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 309,522	\$ 0	\$ 309,522
PKG	\$ 0	\$ 0	\$ 0	\$ 0	\$ 400	\$ 0	\$ 400	\$ 0	\$ 23,771	\$ 300	\$ 423,771
Tot	\$ 0	\$ 0	\$ 0	\$ 0	\$ 400	\$ 0	\$ 400	\$ 0	\$ 23,771	\$ 300	\$ 423,771
HEWLETT PACKARD CO.	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 102,082	\$ 102,082
PKG	\$ 0	\$ 0	\$ 0	\$ 0	\$ 86,668	\$ 0	\$ 0	\$ 0	\$ 7,468	\$ 102,082	\$ 116,158
DAK INDUSTRIES, INC.	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 81,600	\$ 81,600
PKG	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 183,682	\$ 183,682
Tot	\$ 0	\$ 0	\$ 0	\$ 0	\$ 86,668	\$ 0	\$ 0	\$ 0	\$ 7,468	\$ 183,682	\$ 297,818
CIMILUS CORPORATION	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,330	\$ 1,330
PKG	\$ 0	\$ 0	\$ 0	\$ 0	\$ 245,700	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 245,700
BLOOMBERG L P	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
PKG	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 39,040	\$ 0	\$ 39,040
Tot	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 39,040	\$ 0	\$ 39,040
CIMILUS CORPORATION	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
PKG	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Tot	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
CIMILUS CORPORATION	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 54,720	\$ 0	\$ 54,720
PKG	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 8,840	\$ 0	\$ 63,560
Tot	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 63,560	\$ 0	\$ 63,560

CG-JUL-91 06:30:02  
MICROSOFT CORPORATION  
REVENUE BY CUSTOMER FOR APPLICATIONS (Volume) - Domestic OEM  
YEAR-TO-DATE, FISCAL 1991

Company Name	Basic Com.	Basic Inter.	GM Bas. Com.	Multiplan	Excel	Flight Sim.	Word	Chart	MS-Works	Misc.	Grand Total
GERARD, INC.	\$ 0	\$ 1,170	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,170
HALLMANN & FRIENDS	\$ 0	\$ 700	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 700
ZZ--MISC. ISV	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
PKG	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 270	\$ 270
Tot	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 270	\$ 310
DIGITAL ENGINEERING, I	\$ 0	\$ 200	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 200
NCR CORPORATION	\$ 0	\$ 0	\$ 0	\$ 47	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 47
SOFTWARE GALLERIA	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
PKG	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 36	\$ 36
Tot	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 36	\$ 36
THE COMPLETE PC	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
DIGITAL EQUIPMENT CORP	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 75	\$ 0	\$ 4,000	\$ 0	\$ 4,000
PKG	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 46,080	\$ 0	\$ 46,080
PKG	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 858	\$ 0	\$ 858
<b>Total Royalty Dollars:</b>	\$ 67,554	\$ 955,957	\$ 1,740	\$ 162,689	\$ 1,172,465	\$ 0	\$ 699,731	\$ 8,223	\$ 3,390,673	\$ 2,239,267	\$ 8,757,299
<b>Total Royalty Units:</b>	2,115	241,530	58	16,789	118,805	0	7,243	63	325,673	47,783	1,240,863
<b>Percent of Roy Revenue:</b>	0.00%	10.92%	0.02%	1.86%	13.39%	0.00%	7.64%	0.05%	38.72%	26.71%	100.00%
<b>Total Pkg Prod Dollars:</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 397,929	\$ 0	\$ 91,294	\$ 0	\$ 22,938	\$ 103,516	\$ 554,618
<b>Total Pkg Prod Units:</b>	0	0	0	0	3,784	0	3,564	0	18,370	1,131	27,829
<b>Percent Pkg Prod Revenue:</b>	0.00%	0.00%	0.00%	0.00%	60.75%	0.00%	16.45%	0.00%	4.13%	18.66%	100.00%
<b>Grand Total Dollars:</b>	\$ 67,554	\$ 955,957	\$ 1,740	\$ 162,689	\$ 1,569,854	\$ 0	\$ 799,025	\$ 8,223	\$ 3,419,612	\$ 2,442,783	\$ 9,312,417
<b>Grand Total Units:</b>	2,115	241,530	58	16,789	25,573	0	10,807	63	325,643	48,914	1,268,692
<b>Grand Total Percent:</b>	0.02%	10.27%	0.02%	1.75%	16.21%	0.00%	8.16%	0.06%	36.66%	26.23%	100.00%