

tabbles  
**PLAINTIFF'S  
EXHIBIT**  
1209  
Comes v. Microsoft

From peteh Mon Feb 3 06:40:17 1992  
To: hankv joachimk petern richardf  
Cc: bclee mikemap yhjeon  
Subject: RE: FW: RE: Lotus  
Date: Mon Feb 03 06:40:07 PDT 1992  
Mail-Flags: 0001  
Date: Tue Feb 4 00:11:23 1992

Here I add Q2/Q3 GOKR's By Account, as per your guideline.  
(Sorry for this quick reporting via email.)  
Also as for revenue summary by quarter, Kiyoo sent the sheet

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PERCIVAL, B. J.  
**EXHIBIT**  
32  
FADE  
10.4.01

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via fax to you last week and the file "JANFY92.XLS" are saved in \\JKSALEZ\HQ\RICHARDF\GOKR.

Thank you,  
Toshi

== Q2 FY92 Key Results By Account ==

NEC:

- Had them start to ship three models of DOS5.0 and WIN3.0A preinstalled machines (PC-9800).
- Had a number of meetings on WIN NT and pushed it strongly. Basically had them move to be able to give up OS/2 2.0 development and focus on NT.

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- Started to give them our idea on MS retail pak business for WIN and Lan Man.
- Had them do Win for Pens demo at MS booth in COMDEX Fall.

FUJITSU:

- Positioned them as top key OEM for pushing WIN NT at the same time kill OS/2 2.0, and basically got their commitment to follow MS direction thru a number of meetings.
- Convinced them to adopt MS-DOS/V for ICL series, when the OAK is available from MS.

NTT-DATA:

- Strongly pushed WIN NT thru discussions and got their strong intention

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to focus on NT.

- Asked and got OK for composing new consortium for supporting NT.
- Had them license WIN source code at \$500K.

TOSHIBA:

- Pushed them for Ball Point on their LT and Note.
- Lead them to MS strategy on WIN NT and DOS/V, and got positive stance for it.

HITACHI:

- Had account review at Redmond and got positive stance on our strategy.
- Had them plan to provide Kanji Win for Pens machine in 1992.
- Kept them in MS camp on DOS/V.

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MITSUBISHI:

- Watched their relation to IBMJ and kept them in MS camp on DOS/V.
- Pushed NT as one of seven key OEMs.

OKI:

- Confirmed OKI have a number of installation and back order for OS/2, but judged to adopt WIN NT as their basic server OS in near future.
- Positioned them as one of top four key OEMs on NT.

EPSON:

- Got commitment to ship Win for Pens machine in 1992, and had them show Win for Pens demo at COMDEX.

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- Got commitment for focusing on Windows and planning to release Win centric new machine.

SANYO:

- Had them show Win for Pens demo at MS booth in COMDEX Fall.  
- Move them to be a one of key OEMs on their H/W OEM business to US market.

KANEMATSU:

- Started to talk on strategic sales plan on changing non-Intel chip to x86 in non-PC market.  
- Pushed CASIO personal machines for ROM DOS.

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— Q3 FY92 Goals and Objectives —

NEC:

- Confirm NEC's 100% focus on WIN NT, not for OS/2 2.0.
- Get NEC's commitment to collaborate for MS and NEC retail pak of WIN 3.1 and Lan Man 2.1.
- Start actual engineering work for WIN NT by giving them D/D source and receiving their engineers to Redmond for co-working.

FUJITSU:

- Confirm their 100% focus on WIN NT.
- Receive their engineers to Redmond in March for D/D development class and deliver them D/D source.

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- Close the amendment to \$40M agreement.
  - Cooperate with them on MME Kanjification and finish the transration work.

NTT-DATA:

- Have them make team with FUJITSU and OKI for supporting and pushing WIN NT from its early stage, by receiving them to Redmond in March for D/D development class.
- Cooperate with them for NT engineering and marketing, and start them to organize NT Consortium.

TOSHIBA:

- Have them determine to use MS-DOS/V, not their proprietary V drivers.

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- Convince them no future in OS/2 2.0 and minimize their contribution to OS/2 2.0 development thru OADG.
  - Clarify who's the real key man in them, targeting next big org change in Spring.

HITACHI:

- Lead them to live with MS on DOS/V even they are OEMed PS/55 by IBM.
- Push NT and convince them no future on OS/2 2.0.

MITSUBISHI:

- Keep the relation to them on DOS/V promotion and have them lead OADG and its members to MS-DOS/V standardization.
- Have them start to tell their IAs on no future OS/2 2.0 but WIN NT

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support.

OKI:

- Have them co-work with NIT-DATA and FUJITSU as well as MS for their strong migration to NT from OS/2.
- Receive their NT engineer in March at Redmond and start D/D development work.

EPSON:

- Have them shift to DOS5 Kanji strongly from old versions of DOS.
- Have them determine to release DOS/WIN preinstalled machine.

SANYO:

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- Collaborate with them and develop DOS/V and WIN/V supporting AX emulation modules.
  - Go on with the cooperation for Win for Pens development targetting this early summer.

KANEMATSU:

- Fix new amendment charging \$1M of M/C.
- Start to deal with DOS5.0 ROM (US) for Japan for killing DR-DOS.

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>From toshim Wed Jan 29 00:13:17 1992  
To: richardf  
Subject: Q2/Q3 GOKR's

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Cc: bethd toshim  
Date: Wed Jan 29 00:13:14 1992

FY92 GOKR's

== Q2 FY92 Key Results ==

Design Win

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1. Leverage DOS/WIN preinstalled machines.
  - Had NEC ship three types of DOS/WIN preinstalled machines.
  - Get commitment from Fujitsu and Epson to start it this FY.
2. Push NT against for OS/2 2.0.
  - Had aggressive meetings with key players (NEC, Fujitsu, NTT Data, Oki, Hitachi, Mitsubishi and Toshiba) and confirmed their strong intention to adopt it.
  - Shipped PDK#1 to key players to keep their engineering resource for NT at the moment and have them evaluate it.
3. Keep key VGA OEMs in MS camp on DOS/V.

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- Shipped MS-DOS 5.0/V OAK, implementing IBM module on MS-DOS, as the product on the way to final DOS 5.0/V (M BIOS base).
  - Negotiated key VGA OEMs (most of KR OEMs except NEC, and some of US OEMs like Compaq, AST), and got commitment to target the final MS-DOS 5.0/V.
4. Leverage Win for Pens.
- Had NEC and Sanyo being involved in MS booth at Comdex and confirmed their release plan of Kanji WFP also.
  - Confirmed to start WFP Kanji from Win 3.0A base and push OEMs. Got plan of release it this CY92 from Hitachi and Wacom too.

Revenue

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\$26,428K (98% of budget)

— Q3 Goals and Objectives —

Design Wins

1. ~~Confirm~~ our initiative on DOS/V development.
  - Make sure to cooperate with IBMJ and AX task force

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on development and marketing for /V and /S drivers  
on M Bios, and to have them focus on the adoption  
of MS-DOS5.0/V.

2. Kill OS/2 2.0 and bundle key OEMs with NT
  - Make sure key players to concentrate for NT only and give them all our help to leverage apps migration from OS/2 to Win.
3. DOS/WIN bundle and our retail plan.
  - Make effort to see more DOS/WIN bundle machines and in parallel start nego with NEC to make successful our Win 3.1 retail plan.

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Revenue

Q3 \$10,490K (85%)  
FY92 \$50,153K (92%)

Minus factor: \$5M reduction from EJ M/C.

Pls see two pages fax which I'm planning to place in  
Mid year review sheets.

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Thank you,  
Toshi

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