

FY01 EXECUTIVE P&L

| | Commodities | PSS | MCS | IT&A | Emph&D | Mobile & Wireless | Re-sold | National (C. & I.) | National (H&D) | Press/Other | MW Total |
|---|-------------|-----------|---------|-----------|---------|-------------------|-----------|--------------------|----------------|-------------|-------------|
| OREM | | | | | | | | | | | |
| All Other Revenue | 1,563,397 | | | 6,485,016 | 187,775 | 22,846 | | 11,261 | 119,217 | | 8,609,531 |
| Adjusted Gross Revenue | 14,422,864 | 345,577 | 707,072 | | | 19,598 | 63,164 | 2,365,053 | 1,084,438 | 171,313 | 19,178,108 |
| Revenue Adjustment | 15,986,261 | 348,577 | 707,072 | 6,485,016 | 187,775 | 42,464 | 63,164 | 2,376,313 | 1,423,666 | 171,313 | 22,787,640 |
| Net Revenue | (662,219) | 348,577 | 707,072 | (105,397) | 187,775 | 42,464 | 63,164 | (390,013) | (92,362) | (7,200) | (1,651,611) |
| Cost of Revenue | 15,324,082 | 348,577 | 707,072 | 8,579,819 | 187,775 | 42,464 | 63,164 | 2,026,308 | 1,236,885 | 166,113 | 26,399,293 |
| Gross Margin | 715,379 | | | 38,945 | | | | 21,907 | 1,099,496 | 66,966 | 2,910,420 |
| % of Net Rev | 14,648,733 | 348,577 | 707,072 | 8,340,674 | 187,775 | 42,464 | 63,164 | 518,804 | 783,106 | 97,147 | 25,719,699 |
| Iner-Business Commission | 93.2% | | | 100.0% | | | | 64.8% | 38.8% | 39.7% | 80.1% |
| Sales & Marketing Headcount | 199,993 | | | 17,247 | | | | 141,986 | 96,681 | 23,632 | 3,590,314 |
| Net Marketing Expenses | 1,176,302 | 1,119,849 | 547,602 | 96,500 | 16,500 | 59,585 | 99,121 | 495,601 | 215,533 | 13,575 | 2,166,718 |
| Business Investments | 216,436 | | | 327 | | | | | | | 216,763 |
| Net PSS | 734,680 | | | 7,872 | 185 | 4,230 | | 6,962 | 30,323 | | 774,272 |
| Net MCS | (165,582) | | | | | | | | | | (159,470) |
| G&A (Net F&A) Cost | | | | | 94,299 | 176,329 | 99,487 | 540,000 | 409,516 | 36,243 | 1,155,873 |
| Direct Development Costs | | | | | | | | | | | (614,802) |
| Elimination | | | | | | | | | | | |
| Responsibility Margin | (6,981,233) | (714,272) | 159,470 | 8,118,783 | 45,544 | 618,166 | (161,253) | (657,243) | 241,846 | 23,697 | 6,895,841 |
| % of Net Rev | 11.5% | | | 83.9% | 34.9% | 51.3% | -260.4% | -32.3% | 18.1% | 14.4% | 61.5% |
| Ris Fund | 278,712 | | | | | | | | | | 278,712 |
| Office Knowledge Worker Services (Net Disc) | 314,160 | | | | | | | | | | 314,160 |
| Small Biz & MID | 73,602 | | | | | | | | | | 73,602 |
| Product Interface Technology | 43,531 | | | | | | | | | | 43,531 |
| Call Center | 101,456 | | | | | | | | | | 101,456 |
| Collaboration | 175,730 | | | | | | | | | | 175,730 |
| e-Marketing Technologies | 92,760 | | | | | | | | | | 92,760 |
| Sub total I | 1,078,951 | | | | | | | | | | 1,078,951 |
| SPS & BDR | 55,240 | | | | | | | | | | 55,240 |
| Tools & Platform Technologies | 231,575 | | | | | | | | | | 231,575 |
| SGR & Middleware | 263,083 | | | | | | | | | | 263,083 |
| Networking | 64,365 | | | | | | | | | | 64,365 |
| Server (CR) | 85,247 | | | | | | | | | | 85,247 |
| Windows Engineering | 274,970 | | | | | | | | | | 274,970 |
| Windows Client | 119,075 | | | | | | | | | | 119,075 |
| Align Supportability & Online Sites | 100,383 | | | | | | | | | | 100,383 |
| Inner OS | 72,043 | | | | | | | | | | 72,043 |
| Windows Infra-Structure & Biz Dev | 16,306 | | | | | | | | | | 16,306 |
| Windows Digital Media | 131,200 | | | | | | | | | | 131,200 |
| Sub total II | 1,314,017 | | | | | | | | | | 1,314,017 |
| Business Productivity Group Align | 39,156 | | | | | | | | | | 39,156 |
| Dev Management | 19,836 | | | | | | | | | | 19,836 |
| Platform Management | 9,648 | | | | | | | | | | 9,648 |
| Windows Management | 30,206 | | | | | | | | | | 30,206 |
| NETS funds | 46,491 | | | | | | | | | | 46,491 |
| Incremental SBO Invest | 40,172 | | | | | | | | | | 40,172 |
| Sub total III | 185,509 | | | | | | | | | | 185,509 |
| Development Costs | 2,679,877 | | | | | | | | | | 2,679,877 |
| e-Marketing Track marketing | 11,200 | | | | | | | | | | 11,200 |
| Video/Project/Geo/Office mktg | 31,300 | | | | | | | | | | 31,300 |
| Knowledge Worker marketing | 22,536 | | | | | | | | | | 22,536 |
| Platform SG marketing | 52,285 | | | | | | | | | | 52,285 |
| Windows Digital Media marketing | 31,000 | | | | | | | | | | 31,000 |
| Content Dev. & Delivery Group marketing | 38,500 | | | | | | | | | | 38,500 |
| Knowledge Worker headcount | 12,889 | | | | | | | | | | 12,889 |
| Platform SG headcount | 45,237 | | | | | | | | | | 45,237 |
| Content Dev. & Delivery Group headcount | 153,246 | | | | | | | | | | 153,246 |
| SING Costs | 398,693 | | | | | | | | | | 398,693 |
| Research headcount | | | | | | | | | 158,800 | | 158,800 |
| Research marketing | | | | | | | | | 15,200 | | 15,200 |
| DM Patients & Campus W/L | | | | | | | | | 5,331 | | 5,331 |
| AXI insurance | | | | | | | | | 26,000 | | 26,000 |
| Sub Total Verticals | | | | | | | | 248,848 | | | 248,848 |
| Other Investments | | | | | | | | | | | 67,619 |
| Verticals & Invest. (Income)/Net | | | | | | | | | | | 823,056 |
| General & Administrative | | | | | | | | | | | 11,869,315 |
| Contribution Margin/Operating Income | | | | | | | | | | | |