

# Microsoft

*Microsoft Interoffice Memo  
F.E. OEM Sales/US New Business Group  
September 1991 Monthly Report*

To: Joachim Kempin  
Fr: Richard Fade

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cc: All FE General Managers and OEM Sales Managers  
 Chris Smith      Peter Neupert      Tim Beard      Neil Miller      Jon Lazarus  
 Brad Chase      Brad Saverberg      Sergio Pineda      Jeff Lun      Ron Hosopi  
 George Downing      Kathleen Graves      Steve McLeod      Tom Brubaker

**REVENUE**

**US New Business Group Monthly:**

	September Actual	September Budget	% Achieved
Downing	\$1,059,000	\$889,000	119%
Graves	\$1,707,000	\$1,411,000	121%
<b>US Total</b>	<b>\$2,766,000</b>	<b>\$2,300,000</b>	<b>120%</b>

**US New Business Group Q1 Forecast:**

	Q1 Actual	Q1 Budget	% Achieved
Downing	\$4,214,000	\$3,763,000	112%
Graves	\$8,604,000	\$7,770,000	111%
<b>US Total</b>	<b>\$12,818,000</b>	<b>\$11,533,000</b>	<b>111%</b>

**Far East Monthly:**

	September Actual	September Budget	% Achieved
Japan	\$3,840,136	\$5,156,000	74%
Korea	\$7,767,750	\$4,992,250	156%
Taiwan	\$6,431,374	\$4,911,168	131%
HK/PRC	\$756,375	\$828,425	91%
<b>Far East Total</b>	<b>\$18,795,635</b>	<b>\$15,859,418</b>	<b>125%</b>

**Far East Q1 Forecast:**

	Q1 Actual	Q1 Budget	% Achieved
Japan	\$13,517,771	\$13,407,925	101%
Korea	\$7,767,750	\$4,992,250	156%
Taiwan	\$7,113,146	\$5,041,481	141%
HK/PRC	\$756,375	\$973,875	78%
<b>Far East Total</b>	<b>\$29,155,042</b>	<b>\$24,415,531</b>	<b>119%</b>

Q1 turned out to be even better than we anticipated, I am concerned that Q2 may not be as strong. We were lucky in some cases in Q1, the Hyundai payment for \$3M really helped MSCH get ahead of budget..

I am learning about the challenges of getting international royalty reports in on time. Though we have billed minimum commitments, we have outstanding MS-DOS reports from the following: Hyundai, Samsung, Autocomputer, Modern Computer, Twinhead, Fujitsu and Sanyo. I am working with the Sales Managers to get these reports in. There may be some upside in these reports. Taiwan seems to have good luck gaining verbal agreements to increase commitment levels, and increase Windows penetration in renegotiating longer term licenses. This is fueling CS's optimistic forecast for FY92. Korea seems to have some improvement with the number of units shipped, and it looks like their trend is up slightly. Biggest concern is for Japan where Toshiba and group will have to work hard to replace the revenue lost in the Fujitsu renegotiation (potentially as high as \$5M), and declining Toshiba revenues. Toshiba's export systems sales are down again for the 3rd straight

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quarter. GeorgeD and KathyG's teams continue to encounter strong demand from the smaller OEMs. I believe their forecast below is conservative, but realize they have to sign many small deals to have large impact on our revenue. We are getting very positive feedback to our "Easy Distribution Program". We have the potential to see some nice upside revenue from this in FY92 if we can get the program up and running in volume.

Far East	Q2 FY92 Forecast	Q2 FY92 Budget	%
Japan	\$ 13,623M	\$ 13,449M	101%
Korea	\$ 5,102M	\$ 5,599M	157%
Taiwan	\$ 9,619M	\$ 6,115M	91%
<b>Total</b>	<b>\$28,344M</b>	<b>\$25,163M</b>	<b>113%</b>

US New Business	Q2 FY92 Forecast	Q2 FY92 Budget	%
GeorgeD Team	\$ 4,573M	\$ 4,097M	104%
KathyG Team	\$ 7,700M	\$ 7,600	101%
<b>Total US New Biz</b>	<b>\$ 12,273M</b>	<b>\$ 11,697M</b>	<b>105%</b>
<b>Grand Total</b>	<b>\$40,617M</b>	<b>\$36,860M</b>	<b>110%</b>

**SIGNIFICANT NEW BUSINESS SIGNED**

**US New Business Group**

Account	Product	Comments
Ares Industries	MS-DOS, Windows	\$600K, EBU Potential
PC House	OEM Mouse	\$255K

**Far East**

Account	Product	Comments
Oki Electric (Japan)	DOS 5, Win 3, LM 2 (US & Kanji)	Amend #2, Add'l M/C of \$1.5M, 1 yr extension

Samsung MS-DOS 5 license has been signed by Samsung but not by MS yet, so will be in next month's.

**COUNTRY/AREA SUMMARIES**

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**(US New Business Group)**

Business continued to be strong in the New Business group. FG MS-DOS 5 sales were up slightly to 283K, closing the quarter at 95K vs budget of 64K. New Business has primarily focused on: 1) Conversion of larger FG DOS accounts (SuperCom and Amax are in signature cycle), 2) Recruiting new "smaller" MS-DOS per system and per processor licenses, and 3) Pursuing new EBU applications bundles. The team has been very effective in all 3 of the above.

We have started recruiting for the new Account Manager positions and filled one slot with Peter Moawai who will begin in October. Our "Easy Distribution Program" has proved to be not so easy to implement. However, I am optimistic we will get this completed and shipping product to customers by the end of October.

I have approved GeorgeD and KathyG's proposals to put all "existing customer" Account Managers in KathyG's group, and "new business" Account Managers in GeorgeD's group. Far East sub support reps remain with GeorgeD. We have done this in a way so there is no impact to the accounts.

**Q2 Focus:**

1. Do not lose to DRI.
2. Hire and train additional AMs.
3. Grow relationships with customers
4. Expand Windows penetration.

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5. Expand EBU apps penetration.  
 Doing all the above will cause our revenue to grow well over FY92 Budget.

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PP Monthly Sales

MS-DOS Version	PP Units Sept.	%	PP Units Q1	%	FY92	%	FY91 Total
5.0 PP/5.25"	13,844	49%	57,307	60%	57,307	60%	
5.0 PP/3.5"	10,255	35%	21,645	23%	21,645	23%	
4.01 PP/5.25"	1,280	5%	4,050	4%	4,050	4%	
4.01 PP/3.5"	1,993	7%	6,820	7%	6,820	7%	
3.01 PP/5.25"	1,022	4%	5,469	6%	5,469	6%	
<b>TOTAL</b>	<b>28,394</b>	<b>100%</b>	<b>95,291</b>	<b>100%</b>	<b>95,291</b>	<b>100%</b>	<b>251,863</b>

(Far East)

CH:

Joon Park closed the Samsung license much to my relief. It is a 3 year per processor license agreement. Korean OEM business seems to be slow, but not in the decline we are seeing in the Japanese business. Below are Joon Park's summary of the month:

- DR announced DR-DO 6.0 in Korea and has visited OEMs with special promotion plans.
- Sun had a presentation/seminar for their system strategy for Korean OEMs/ISVs.
- Koryo System group had financial difficulty after merging to OPC group.
- IBM Korea will announce localized PS/55 with Hangeul MS-DOS 5 in October.
- Goldstar advertised their shipment of Hangeul DOS 5/Win 3 in major newspapers.
- Samsung 3 year license is being negotiated, and is expected to be signed before Comdex.
- WinWorks deal with GS was delayed because of their communication issue.
- Amendment for WinWorks addition was sent for Daewoo's signature

KK:

Held two big events, OEM Briefing 91 (in the US in 9/91) and Windows for Pens Seminar (in Japan in 10/91), and got more commitments from key OEMs for Windows. However, it is critical to direct OEMs and the Japanese Market to migrate from OS/2 to Windows NT in the corporate application area. Just started to discuss with key OEMs on "No OS/2 2.0 Kanji but focusing NT-1". As far as DOS/V, we've kept a good relationship with IBM-J, and are encouraging key OEMs to wait and start with DOS/M. We are making good progress on getting the code we need for "MBIOS" version (MS-DOS/V) from IBM, we need to close the amendment now with Boca.

The KK team is wrestling with many issues today, listed in close to their order of importance:

- OEM Sales Manpower: Mike Naruke and ToshiM made good progress in hiring two new Account Managers, but KK still needs at least two more to get on top of their business.
- OS/2 Strategy for Japan: Oki, Hitachi, NEC, Fujitsu and Toshiba all have large interest and investment in OS/2. They have large outstanding commitments to their corporate customers to deliver OS/2 based solutions. We need a migration plan including tools, some support for non-PM Apis on NT, and an NT seeding program. We need to get this plan in place right away.
- Unit Sales for Japan: OEMs still lack luster. Toshiba's most recent royalty report is down sharply. Not clear if NEC and Toshiba have come to grips with the changes in the channel in the US. In order to grow revenue KK is going to have to do more prospecting for customers, and this takes manpower.
- We need a license for PC-DOS 3 sources to be effective in our platform consolidation in the MS-DOS 5/V project. IBM is due to complete these by the end of October, and we must get our agreement negotiated with them by then.

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- Fujitsu's 340M license agreement has rung up \$20M in prepaids, with another \$7M or so on the way. Furukawa has called for a change, and we have met several times and agreed to a structure. We are now completing the exact amounts of go forward min commits and royalties. This will create a \$3-5M hit to KK OEM FY92 revenue and limit growth from the Fujitsu account for several years.

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Key FY92 Objectives for KK include:

1. Hire and train sales force.
2. Complete MS-DOS/V transition and get Windows moved on this platform ASAP.
3. Continue to build Windows business (includes Windows /DOS and Win/NT (get OS/2 migration moving)).
4. Expand prospecting to create more customers.
5. Understand and address the needs of the coming "Consumer Electronics" crowd. This includes Pen and "DID" devices.

TC:

CS has deployed Steven Yang to Hong Kong and they have assumed support for Hong Kong and PRC OEMs this past quarter. CS, Russ Lee and Philip Wong have really been focused on converting the key Taiwan accounts to 3 year per processor MS-DOS and per system Windows licenses. Verbal agreements were reached with Mitac, Copam, DTK, and Twinhead. These will get converted to amendments this month. Acer's terms are so aggressive the new price guide brings them little incentive to sign on for a 3 year license. We are working on this and hope to close in October. Shih has asked CS to focus on prospecting smaller accounts which we have not focussed on in the past in Taiwan. I think this will be very hard for the TC team to do without added manpower, and very much agree with it needs to be done. TCA launched it's Multimedia Consortium this month and will focus a great deal of effort in this area. I am working to get a direct MM Systems group connection for this and to establish the design win for Windows very quickly.

#### ACCOUNT SUMMARIES

(US New Business Group)

Emerson announced they do not consider PCs to be "consumer electronics" and therefore, not part of Emerson's core business, so they will exit the PC business.

EMI claims they are shipping 40K PCs in each month of October. 60% will ship with MS-DOS while 40% will ship with DRJ-DOS. This is unconfirmed information since EMI buys MS-DOS from Far East vendors (Twinhead, etc.).

Leading Technology is stalling on the bc EBU license over a \$3 support charge.

NEC's new line of Powermate computer systems will be MM ready featuring standard I/O, cables...

Z-Nix requested to renew their Windows bundle agreement. Further negotiation is needed to settle this issue.

Zeos is shipping Lotus' retail package - not an OEM version.

(Far East)

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Japan

Epson

- Epson has decided not to show WFP PC in the MS booth but only in their booth at Comdex due to lack of peripherals, as is true for Wacom. However, we will have NEC and Sanyo there.

Fujitsu

- Seems to be working with Go in parallel, and we have to beat Go.

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- Had a meeting with Mr. Furukawa, and a follow-up meeting with Mr. Yonekawa confirming that we would recalculate their royalties taking into account the total shipment from Fujitsu, ICL and Nokia. Then we'll determine the payment schedule of M/C with the extension of the agreement term.
- Drafted Amendment #6 to merge Poquet Computer, carrying \$500K from Poquet's PPB as a recoupment and they will write off about \$650K of M/C.

**Hitachi**

- Wanted to license LMU with TCP/IP from MS, and we offered \$150/server and \$30/client including TCP/IP.

**Mitsubishi Electric (MELCO)**

No news.

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**NEC Corporation**

- An agreement for CD-ROM Extensions was closed.
- We have pushed NEC to bundle Windows. At last, NEC announced machines bundle Windows. The name of the machines are PC-98GS and PC-9800CS/W. NEC also announced to prepare a machine pre-install MS DOS. The name of the machines are PC-9800NC and PC-9800CS.
- NEC asked us to reduce 15% - 40% of royalties of DOS and Windows. Their demand is to set royalties at the lower rank which means to change the royalty for 386SX for current 286 royalty. This is really a serious matter. I don't estimate how big it influences our revenue yet.
- Kanji CS Status: We are still waiting for NEC's comments to the localization agreement. We will have a meeting on 10/9. We had technical training from 9/9 to 9/11 in Seattle. Judging from the attendees' impression on MS side, it seems very tough to develop Kanji CS. The reason being that NEC, actually Chubu NEC Software Corp., is not accustomed to developing software with the source code, and they are not good in speaking English. Follow-up meeting to be held on 10/9.
- Kanji SQL Status: Received their comments and had a meeting with MartyT, and NancyLa. MartyT will contact Sybase and get Sybase's comments. We felt it's impossible that Sybase will accept NEC's comments. Meeting to be held on 10/8.
- Pen-Windows: We had meetings with NEC and NEC HE. The issues that I'm concerned about are: 1) Schedule delay of Pen Windows (US). Pen Windows schedule depends on Windows 3.1, which is scheduled to be released 1/92, though it was scheduled for 12/91. (Windows 3.1 schedule tends to be delayed.) Mr. Tosaka, GM in 2nd OA, is very concerned about export PCs because he recently took over the Export PC group, in addition to being in charge of domestic. At this meeting we explained that Pen Windows ODK would be shipped at the end of this year. If the schedule should be delayed, it becomes a big problem. 2) Schedule of Kanji Pen Windows. NEC still wants to launch Kanji Pen Windows in May '92. Our current schedule doesn't match their request. So Pen Group and KK R&D discussed this issue and we may be able to ship Kanji Pen Windows in Spring '92.
- NEC announced 5 types of PCs, and at the same time of announcing MS-DOS 5 and Multimedia Extensions.
- Font: We had a meeting with NEC Office System Corp. regarding Font issues. NEC's strategy about font is to disclose the specification of font I/F and bundle TrueType font without a hint into Windows 3.1 when Windows 3.1 is launched.
- Multimedia: We had a meeting to discuss the Multimedia strategy in Japan. Fujitsu will go ahead of NEC in Multimedia. NEC regarded themselves as a top runner in the PC world, destined to ship MS product fastest than other OEMs, and therefore was flustered. Our issue is that the specification of MPC US is irreconcilable. We cannot ignore NEC or Fujitsu, who is making business in cooperation with MS according to our strategy. The result of the meeting is that it's better not to define MPC-J. Actually NEC or Fujitsu can recruit more ISVs than MS recruits with defining MPC-J. NEC's strategy regarding Multimedia is not to manufacture new PC for Multimedia but to target existing 4.8 million users. NEC has prepared a kind of upgrade kit. However, they also have prepared a dedicated Multimedia PC for the professional, the PC-98GS. They expect their competitor is not Fujitsu or IBM, but Apple.

**Sharp**

- Mr. Tatsumi, our key contact, was promoted to Dept. Manager of PC S/W.
- They are planning to release 386 based pocket type PC this year at around \$1,000 and requested us to place special royalty at \$15/system (currently \$25/system for 8086). We'll offer higher 486 and lower 86.

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**Toshiba**

- LM with Win Multimedia Windows: Demo by MarkAn. They were very shocked with the time schedule of other PC makers and demo, which were performed on Compaq 386s.
- TSB will be willing to join MPC Council.
- Pen Windows: Pen PC Demo was done by Yoshia.

**Korea**

**Daewoo Electronics (DWE)**

- Hangeul Win 3 negotiation is still under discussion and DWE is developing 386SX notebook for the domestic market based on the LE design.
- DWE will be a dealer of MS LAN Manager in Korea and the contract will be made in October.

**Daewoo Telecom (DWT)**

- WinWorks deal was closed and the agreement was given to DWT for their signature.
- Hangeul Win 3 and Works will be shipped in November after our final OAK delivery. Leading Edge and DWT have a plan to adopt Windows Multimedia and a quotation was given for their project plan. DWT seemed to be one of the first runners to design R4000 workstation among ACE members.

**Goldstar Co., Ltd (GS)**

- GS finished their Hangeul Win 3 product marketing/sales plan. Goldstar will initiate the launch advertisement of Hangeul Win 3 in major national newspapers. Their shipment of H Win 3 in October is forecasted at 7,000 copies.
- WinWorks adoption was decided by GS and GS Tech. However, signing the agreement was delayed because of the communication issue between them. We plan to close the deal in October.
- GS completed their Multimedia board spec to be designed for the next 2 years, and funded GSPS project for imaging processor board at UJW to be completed in 1994.

**Hyundai Electronics (HEI)**

- New amendment was approved by the government and \$3M was invoiced.
- New marketing director of HEA will set up their US sales marketing strategy. He prepared a new marketing plan for the Christmas season and requested MS quotation for applications.
- Hyundai started to ship Hangeul DOS 5 and finished manual and package design for Hangeul Win 3.

**Samsung Electronics (SEC)**

- PC business is far below their annual budget. It seems that Samsung cannot recover the business after failure in Sensor project. Their forecast is around 250K shipments in CY91 and will not be growing in CY92. Especially in the DeskTop market, they will lose the market share.
- Samsung requested to change their Win 3 bundle with Samsung's own brand PCs from all 386SX above machine to per machine basis shipment excluding low-end 386SX PC and Notebook PC models. The agreement is being negotiated and targeted to be closed before Fall Comdex.
- Samsung will join the MS Pen Extension Booth at Fall Comdex. Their current Pen computer will be redesigned for sales in the market next year.
- Multimedia PC project is being planned again, but will take time to be concluded.
- Samsung is discussing Hangeul Win 3 adoption internally again.

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**TengYang Nylon (TYN)**

- Hangeul Win 3 shipment/marketing plan was discussed for their domestic notebook.
- They remitted the delinquent payment after our warning letter.

**Trigen Computer (TG)**

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- Trigem finally signed the letter of intent for MS Windows Pen extension. Trigem will show their Pen computer based on Eden group design with MS Pen extension at Comdex. Had a presentation/meeting for MS Pen extension product.
- WinWorks deal was initiated, and evaluation copy and quotation was given for their review.

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**Taiwan**

We are currently converting all key accounts to 3 years per processor DOS contracts, as well as increasing their M/C for Windows shipments. We believe that revenue will grow because of this.

**Acer**

- We demonstrated MS Pen Windows to Acer. The demonstration raised Acer's confidence level in Pen computing as "Real". Therefore, Acer is forming a project for evaluating and developing the Pen Based PC.
- My recent visit to Simon Lia and Jonney Shih was very successful. My presentation delivered a very clear direction that Microsoft is going, increasing Acer's confidence level in Microsoft.
- TC also arranged for me to give a speech at the Taipei Multimedia Consortium at the Lailai Hotel. We were the only company on the VIP list and the message was that we are working with the Taiwan government to help the Taiwan PC industry to grow, and that we are the driving force to peak the standard for the industry.

**Copam**

- Arranged MS Pen-based group visit with them and they are very happy and will concentrate on downsizing their products for Pen-based and palmtop PCs.
- WinWorks agreement has been signed by Copam. This is the first WinWorks contract in MSTC and Copam will ship WinWorks instead of Works once they get the final release.
- Copam agreed to sign up a DOS per processor agreement, after their current DOS agreement, which has an UPB issue, expires 12/91.

**DTK**

DTK wants to raise their Windows commitment from 15K to 70K, and we proposed that they go with a 3 year license and they agreed. They also want to do a 3 year per processor DOS deal and raise their commitment from 250K to 300K. Details are under discussion.

**Lyi-Cheng**

The delayed payment issue finally was worked out. Lyi-Cheng will pay M/Cs for Windows and DOS agreements, and they will have a meeting with Investronica October and try to make them carry over the duty of Works agreement with MS. Shipment for 2nd and 3rd quarters this year were bad, and they hope to catch up in later quarters.

**Mitac**

In order to hasten the development speed for Pen-based and palmtop PCs and put the products into the market ASAP, Mitac have decided to group another BU (with 30 manpower). Mobile BU is headed by AVF, Raymond Lee, who directly reports to Francis Tsai. Mitac wants to go into this market aggressively, and hopefully can have the product by the second quarter of next year.

**Tatung**

Tatung seems to be committing themselves to being Packard Bell's manufacturer. As for their own brand name promotion, there is none. Good news is that they are quite interested in our Multimedia Windows. With their consumer electronic experience, I hope they can make use of their past experience and come up with some design wins.

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**Twinhead**

Twinhead has just lost one major OEM account, EMI, and may need another 6 months to recover from this loss. Also the heavy inventory for notebook materials makes Twinhead very tight in cash flow. They are very hesitant in committing to any new technology now due to the lesson they learned from the notebook business. They have shown strong interest in Pen Windows and MM Windows, but I do not think they will be a first tier customer for Microsoft.

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Hong Kong

Porro Technologies

We had a meeting with Donny Wong, VP, who is fully in charge of all the business and planning in the Computer Division. Their market is based in Hong Kong, Austria, and South East Asia. This is the first meeting with Porro and it's being officially transferred to TC, who will directly handle technical support. So far, they are having financial problems, and we will keep a watch on them.

Technology Research Co. (TRC)

This account is fully invested by the PRC government and they are also the largest of the computer manufacturers in PRC. The brand carried in PRC is called Great Wall Computer and Wescom. Wescom is selling into the U.S., Canada, Europe, and S.E. Asia. We have officially transferred this account to TC and TC will fully support all their issues. Currently, we understand that their DOS is selling stand-alone packaged in the US market, but they claim the print shop in Taiwan had counterfeited their product and sold it into the U.S. We have suggested them to use R.R. Donnelley in order to avoid the counterfeit problem in the future. We also scheduled the next meeting to discuss licensing DOS 5.0 to TRC and Great Wall.

Video Technology

We have arranged the first meeting with Bosco Ho, General Manager, to understand their business status and officially transfer the account to TC. Video Tech is the largest account in Hong Kong, and their annual commitment is \$120K/year. They are under two brand names in their sales channel: Laser Computer and Leading Technology. They own 100% of Laser and 20% - 30% of the shares of Leading Tech. According to Bosco, they will buy out all the shares of Leading Tech. within two years. In the first meeting they raised the issue of technical support in Hong Kong, U.S., and Europe. In Hong Kong, we will have CS's group handle their technical questions, and in the U.S. and Europe, we will arrange for the proper person to handle this account.

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< Competition >

Competitor	Account	Product	Comments
DRI, Spinnaker	CMS	DOS, Works	Mass merchant potential
DRI	Ricoh	DOS	Printer/Copier product
DRI	Fountain	ROM DOS	Reviewing our ROM 3.31 against DRI's v3.
	Swan	DOS 5	Is a ROM DOS ESP participant. No change from last month
	Sysorex	DOS 5	Issues not technical (apparently) but "terms."
Spinnaker	Iverson		No change on this account. Shipping into govt contract Dauphin supplied machine.
			\$ is IWant an integrated product. Price point impt.
	Sysorex		No change; customer interested in Works.
			Price point is key to this integrator. No change.
DRI	Several	DR-DOS	Most prospective customers still mentioning that they are speaking with DRI as well.

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Competitor	Account	Product	Comments
DRI	EMI	DOS	In negotiation for MS-DOS
Lotus	EMI	Works	In negotiation for MS WinWorks
DRI	Dauphin	DOS	Working on Pen Win deal
Lotus	CUSA	Works	Working on WinWorks opportunities
Lotus	Austin Comp	Lotus 123/AMI	Working on WinWord/Excel deal

Windows Watch

Account	% Penetration	% Pre-installed
NEC	100	25
Acer	100	25
Canon	50	100

Account	% Penetration	% Pre-installed
DAK	80%	0%
PC Craft	8%	0%
Zeos	80%	100%
Liuski	0%	0%
Ares	100%	100%
Austin	50%	50%

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< DOS 5 Watch >

Account	# Systems Shipped	% MS-DOS 5	% Other
MISC PP	3,000	90%	10, DOS 3.3
Ares	800	100%	
Liuski	2,000	50%	50, 4.01, 3.0 Combo
Zeos	3,000	93%	2%, 3.3, 4.01

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DOS 5/Windows Watch (Estimation)

Company	Shipment	DOS 5 %	Win 3 %	Win 3 Pre-install
Daewoo Electronics	8,000	0%	50%	0%
Daewoo Telecom	11,000	55%	100%	0%
Goldstar	14,000	0%	20%	0%
Hyundai	18,000	95%	80%	0%
Samsung	27,000	0%	100%	0%
Tongyang Nylon	2,500	0%	0%	0%
Trigem	10,000	0%	50%	0%

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\* All companies will replace DOS 3/4 with DOS 5 on October  
\*\* Win 3 % is based on owa brand export business.

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