

- compare (win/loss) business
- invite don't need to corporate
- recent mail decision: see x.400 mix-based

EXHIBIT 8811

Plaintiff's Exhibit  
8811  
Comes V. Microsoft

## **Agenda**

- **Microsoft Organization**
- **Financial Overview**
- **Microsoft Vision**
- **Corporate Account Services**
- **Eli Lilly and Company/Microsoft Partnership**

**Bill Gates**  
**Chairman and CEO**

**Office of the President**

**Mike Maples**

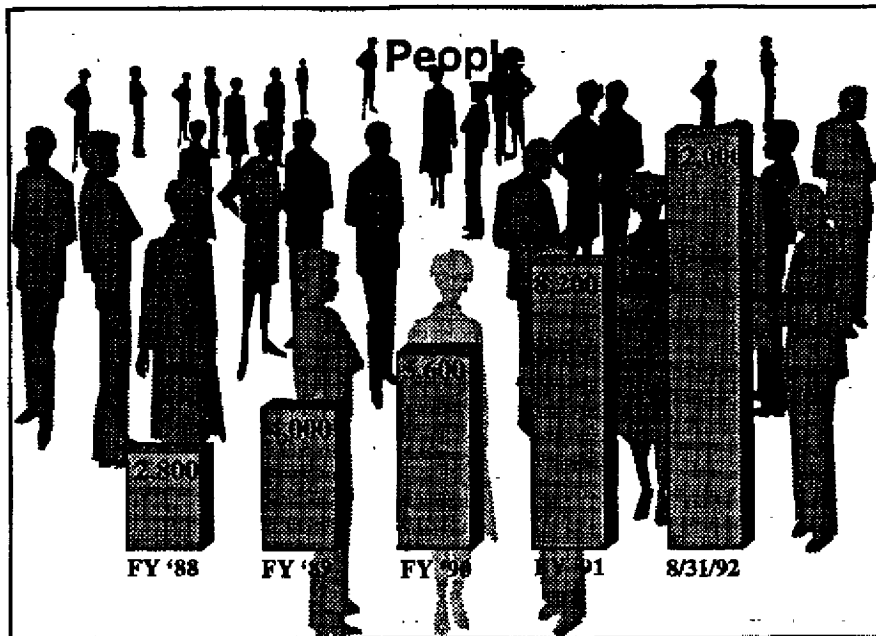
**Products**

**Steve Ballmer**

**Sales & Support**

**Frank Gaudette**

**Operations**

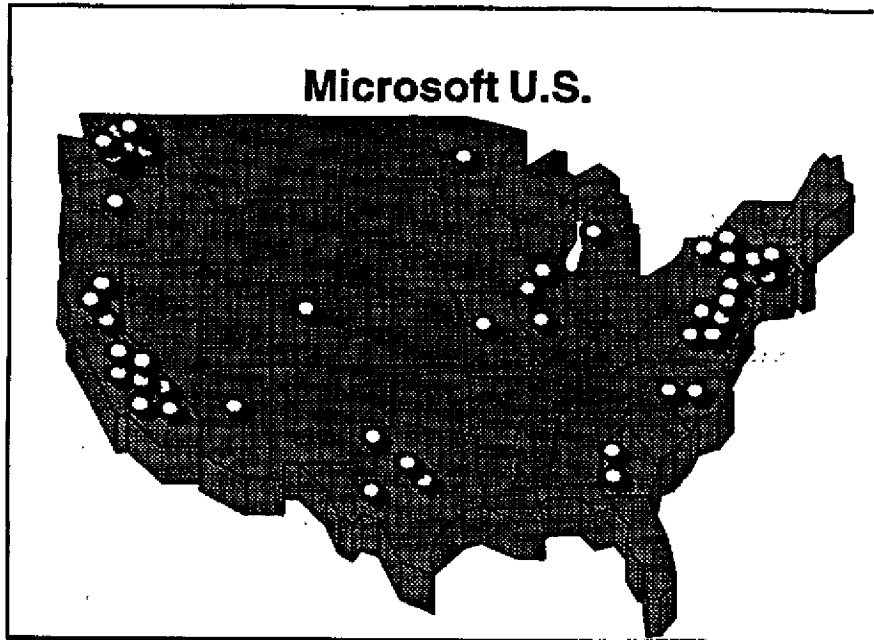


People- our most important asset.

Growing from 2,800 in FY '88 to 12,00 9/31/92, an increase of 4 times in 4 years.

We grew 40% in FY '92.

And we plan to grow headcount in fiscal '93.



**Microsoft U.S.**

We have invested in headcount and marketing resources in our largest channel, in terms of unit shipments, Microsoft U.S.

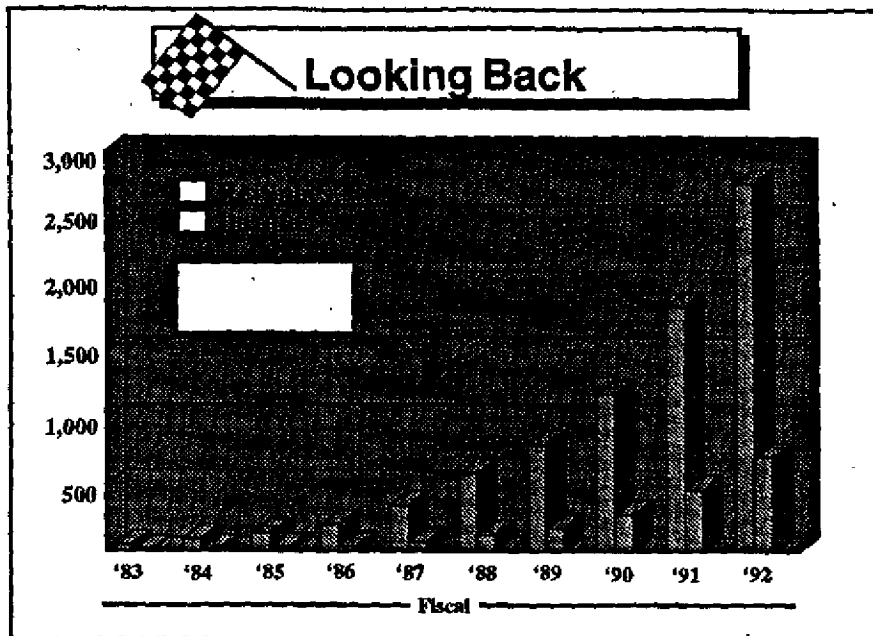
As of June 30th, Microsoft U.S. had 52 sales and support locations.

In the United States, fiscal '92 was a year of increasing market share in systems and key applications products.

## Microsoft International



58 INTERNATIONAL OFFICES



Just looking at this graphic shows how well our long-term investments have done to date.

Back in FY' 83, we had revenues of just \$50 million.

FY '86, the year of our IPO, revenues jumped to \$198 million.

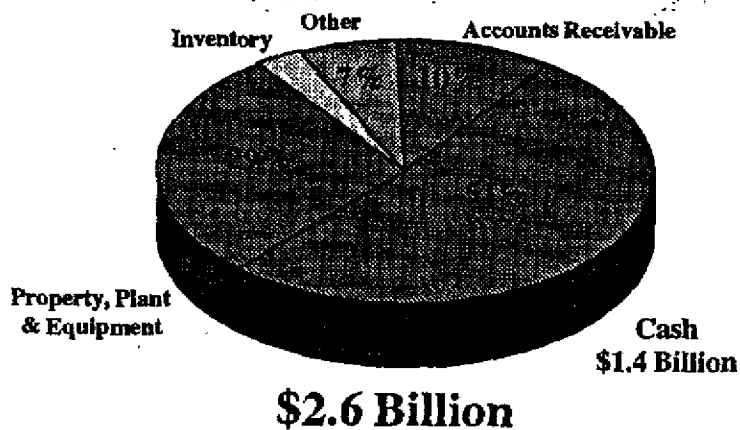
And this year, \$2.8 billion in revenues.

What you see here is a revenue growth factor of 54 times in 9 years.

Investing for the long-term, investing for the future is the key to this success story.

And you will hear over and over today that we still believe this.

## Liquidity for the Future



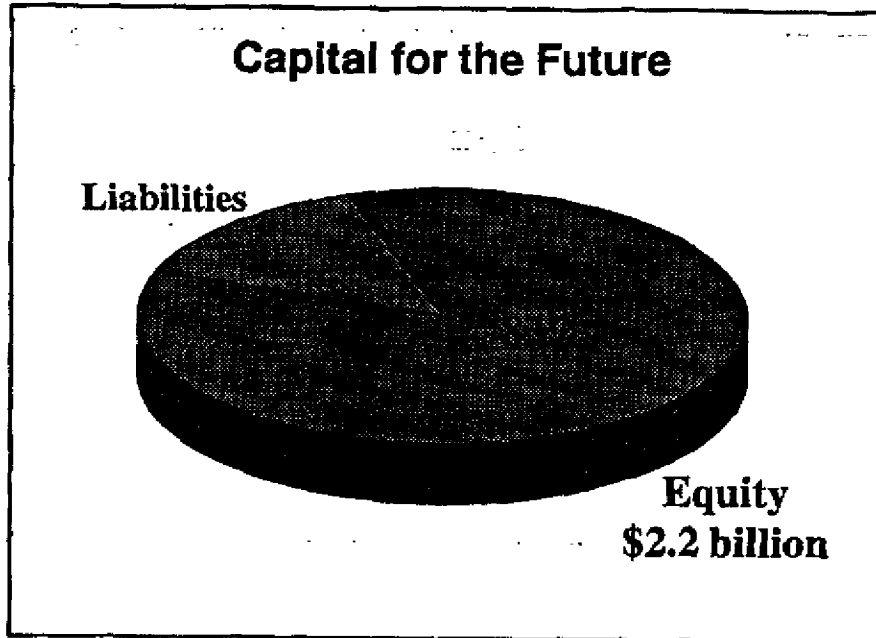
The revenue and profit growth you've just seen has created a powerful balance sheet.

Our balance sheet has grown steadily and is strong today with \$1.4 billion or 51% of our total assets in cash.

Our inventory level at \$85 million is less than 3% of total assets, attesting to the efficiencies of our world class manufacturing policies.

Looking at this asset base, there can be no question that we have the liquidity to continue investing for the future.





And we have the capital to invest in the future.

\$2.2 billion of equity, mostly home grown from earnings.

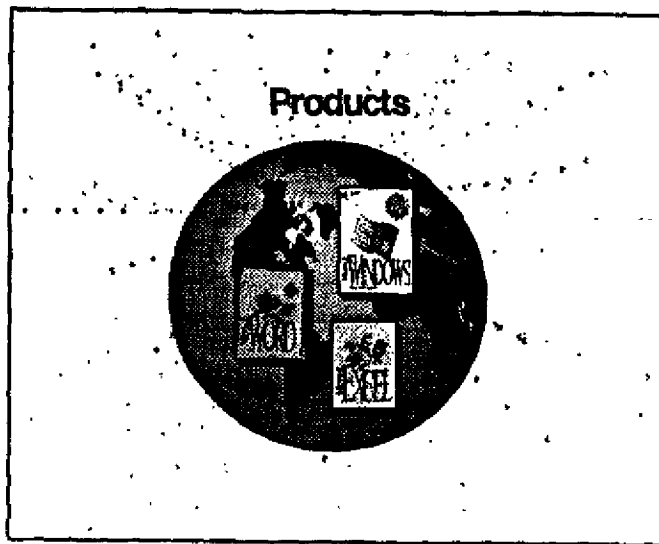
Nada, no long-term debt.

*We are poised and prepared to continue investing in the future and to continue taking the long-term view.*

**Microsoft Vision**  
***Information At Your***  
***Fingertips***

**What is it?**

- **A computer on every desktop**
- **PC as an information "appliance"**
- **File, retrieve, browse information easily**
- **Access information independent of location**
- **Integrate many kinds of information**
- **A distributed, object-oriented vision**



The Microsoft product investment beat has never stopped.  
Steve, Mike, and Bill will reinforce this underlying premise of Microsoft  
in their talks.

## **Corporate Requirements For Applications And Tools**

- **Leverage Investment**
  - Code and skills migration
  - Cross platform deployment
- **Increase competitive advantage**
  - Reduce development time
  - Broad range of tools that exploit operating platforms
- **Minimize risk**
  - Industry support and customer demand
  - Clear vision and strategic direction

## **Microsoft Applications Focus for the 90's**

- **Usability**
- **Cross-Platform Compatibility**
- **Integration and Connectivity**
- **Programmability**

*replaw*

## **Usability**

- **The Goal**  
**Produce powerful, yet easy-to-use applications that work as you would expect**
- **Usability Labs**  
**A tool for developing better applications**
- **Incorporate Feedback**  
**End-User Feedback from Product Support**  
**Customer letters**  
**Focus groups**

## **Cross Platform Compatibility**

- **Core Engine Technology**
- **Applications have consistent features: Mac, Windows or Windows/NT**
- **Files that convert/transfer across platforms**

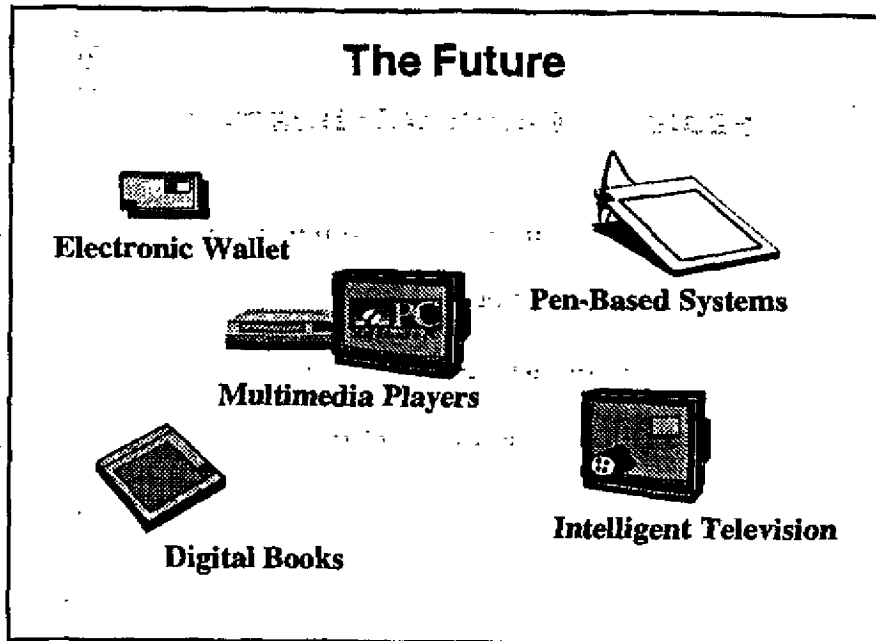
## **Connectivity and Integration**

- **The Goal : Seamless (and painless) data integration**  
Concern is what information to use, not where to find it
- **Access to information, anywhere**  
Excel: Data in dBase or DB2
- **Integrated office**  
DDE and OLE between apps  
Leverage existing files and macros
- **Best of breed Workgroup applications**



## **Programmability**

- **Applications that are easy to customize to meet the user's needs**
- **Allow for increased application integration**
- **More applications supporting macro languages**
- **Goal : A Common Macro Language**



In the 90's, personal computing will go beyond the desktop.

It will go to our pocket, living rooms, and kitchens.

Under Bill's visionary leadership, you will see us investing not just in products for tomorrow, but in concepts and products for the future and beyond.

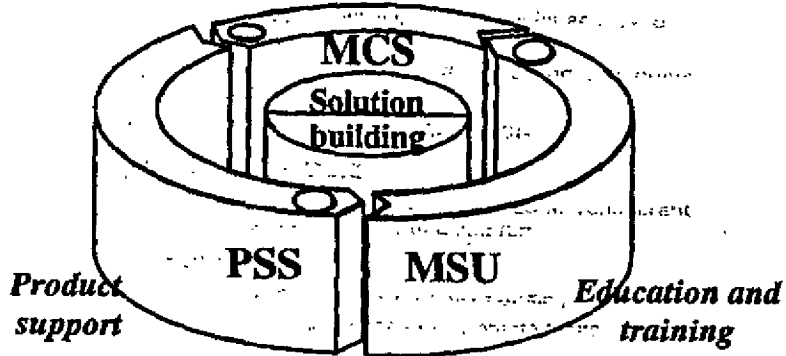
But you can hear that directly from Bill himself later this afternoon.

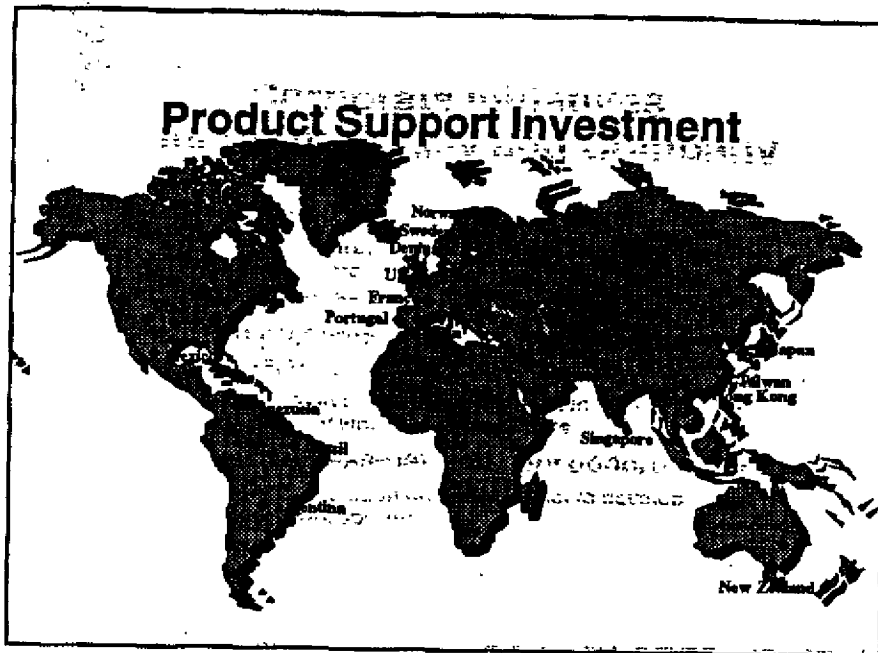


Steve's job  
Sales and support

# Supporting The Solution Building Process

*Design, planning, and development assistance*





Product support is an important business operation investment we're making under the purview of Sales & Marketing.

We have Microsoft product support units in 25 countries.

With almost 2,000 people domestically and over 900 people internationally, we support our products in 20 of the world's languages.

In Fiscal '93, joining our domestic sites in Bellevue, Dallas and Charlotte, will be our fourth site-Phoenix Arizona.

## Microsoft Meets Corporate Requirements for Support

<i>Requirement</i>	<i>Microsoft Response</i>
<p>◆ <b>Leverage investment</b></p> <ul style="list-style-type: none"> <li>■ Developer &amp; support prof. skills training</li> </ul>	<ul style="list-style-type: none"> <li>■ Microsoft University</li> </ul>
<p>◆ <b>Competitive advantage</b></p> <ul style="list-style-type: none"> <li>■ Planning, design, and development assistance</li> <li>■ Information Sharing</li> </ul>	<ul style="list-style-type: none"> <li>■ Microsoft Consulting Services</li> <li>■ Comprehensive Info vehicles</li> </ul>
<p>◆ <b>Minimize risk</b></p> <ul style="list-style-type: none"> <li>■ Comprehensive Support offerings</li> </ul>	<ul style="list-style-type: none"> <li>■ Product Support Services</li> </ul>

## **Microsoft Corporate Services**

- ✓ **Dedicated Account Team**
- ✓ **Executive Partner Program**
- ✓ **Microsoft Maintenance Agreement**
- ✓ **Microsoft Worldwide Agreement**

## **Microsoft's Response to Lilly's Corporate Initiatives**

- **Make the most of existing products**
- **Expand presence in global markets and enter additional therapeutic classes.**
  - » **Worldwide Agreement to allow consistent application use worldwide.**
  - » **Electronic Mail for global communication and exchange**
- **Pursue business-development opportunities**
  - » **IAYF to help understand marketplace and business opportunities in timely manner**



## **Microsoft's Response to Lilly's Corporate Initiatives**

- **Reduce time to get new products to market**
  - » Client/Server applications allow easier access to people and information
  - » Development tools for rapid application development - customized solutions
- **Strengthen customer orientation**
- **Energize the climate**
  - » Graphical interface to make computing transparent and therefore more exciting and fun
- **Streamline business process**
  - » Customized solutions for line of business needs
  - » Workgroup applications to automate tasks

## **Corporate Initiatives Microsoft/Eli Lilly and Company**

- **Make the most of existing products**
  - » Drive penetration of existing product line to increase market share
  - » Leverage the use of existing products
- **Expand presence in global markets and enter additional therapeutic classes.**
  - » Expand presence in international marketplace and implement worldwide agreements
- **Pursue business-development opportunities**
  - » Develop solution provide channel to develop other business opportunities

## **Corporate Initiatives Microsoft/Eli Lilly and Company**

- **Reduce time to get new products to market**
- **Strengthen customer orientation**
  - » **Make it easier for our customers to communicate with us**
  - » **Make it easier for our customers to do business with us**
- **Energize the climate**
  - » **Maintain enthusiasm and commitment as we grow**
- **Streamline business process**
  - » **Make it easier for our people to succeed**