

EVALUATING MANAGEMENT

(4C4) Upper 1/3 =

Company MICROSOFT CORPORATION

(MSFT)

05/25/07

		1997	1000	1999	2000	2001	2002	2003	2004	2005	2006	LAST 5	TRE	ND
		1997	1990	1999	2000	2001	2002	2003	2004	2005	2000	YEAR AVG.	UP	DOWN
A	% Pre-tax Profit on Sales (Net Before Taxes ÷ Sales)	46.8	51.2	59.4	61.5	45.6	38.5	48.9	40.0	47.0	43.7	43.6	EVEN	
В	% Earned on Equity (E/S ÷ Book Value)	32.4	28.1	25.9	21.6	15.7	13.8	17.1	13.1	25.8	32.1	20.4	UP	

3 **PRICE-EARNINGS HISTORY** as an indicator of the future This shows how stock prices have fluctuated with earnings and dividends. It is a building block for translating earnings into future stock prices. 30.170 HIGH THIS YEAR 21.460 PRESENT PRICE 31.480 LOW THIS YEAR А В С D Е F G н PRICE Earnings Price Earnings Ratio Dividend Year % Payout % High Yield Per HIGH Per F ÷ C X 100 F ÷ B X 100 HIGH IOW Share Share B÷C $\Delta \div C$ 1 2002 36.6 23.8 0.67 54.6 35.5 0.000 0.0 0.0 2 2003 29.5 20.7 0.97 30.4 21.3 0.080 8.2 0.4 3 30.0 2004 24.0 26.7 0.160 17.8 0.7 0.90 33.3 4 2005 30.2 23.8 1.16 26.0 20.5 3.320 286.2 13.9 5 2006 28.4 21.5 1.28 22.2 16.8 0.340 26.6 1.6 6 TOTAL 111.9 113.8 120.8 52.6 7 **AVERAGE** 22.8 28.0 24.2 17.5 8 AVERAGE PRICE EARNINGS RATIO 9 CURRENT PRICE EARNINGS RATIO 21.2 26.1 Proj. P/E [18.28] Based on Next 4 qtr. EPS [1.65] Current P/E Based on Last 4 qtr. EPS [1.42] **EVALUATING RISK and REWARD over the next 5 years** PEG=113 Assuming one recession and one business boom every 5 years, calculations are made of how high and how low the stock might self. The upside-downside ratio is the key to evaluating risk and reward. A HIGH PRICE -- NEXT 5 YEARS Avg. High P/E 28.0 24.0 X Estimate High Earnings/Share 3.01 72.2 = Forecast High Price \$ (3D7 as adj.) (4A1) **B LOW PRICE -- NEXT 5 YEARS** 24.2 20.0 1.28 1.42 = \$ 28.4 (a) Avg. Low P/E X Estimated Low Earnings/Share (3E7 as adj.) 22.8 (b) Avg. Low Price of Last 5 Years = (3B7) (c) Recent Severe Market Low Price = 21.5 0.400 2.9 Present Divd. (d) Price Dividend Will Support (H) 0.139 High Yield 28.4 Selected Estimate Low Price C ZONING (4B1) 28.4 10.9 43.8 High Forecast Price Minus Low Forecast Price Equals Range. 1/3 of Range = (4CD) (4A1) (4B1) (C) (4C2) Lower 1/3 = 28.4 39.3 (4B1) to (Buy) Note: Ranges changed to 25%/50%/25% (4C3) Middle 1/3 = 39.3 61.3 to _ (Maybe)

30.170 Buv Present Market Price of is in the Range (4C5) D UP-SIDE DOWN-SIDE RATIO (Potential Gain vs. Risk of Loss) Minus Present Price

72.2

(4A1) (Sell)

High Price (4A1) 72.2 30.170 42.0 23.7 To 1 30.170 28.4 Present Price Minus Low Price (4B1) 1.8 (4D)

E PRICE TARGET (Note: This shows the potential market price appreciation over the next five years in simple interest terms.)

to

61.3

High Price (4A1)	72.2	- ,	2.393))(100 (239.3) 400		139.3	% Appre	ociation
Present Market Price	30.170	= (2.393) X 100 = (239.3) - 100) =	(4E)	// Apple	eciation
		-		Relative	Value:	81.2%	Proj.	Relative	Value:	70.1%

5-YEAR POTENTIAL This combines price appreciation with dividend vield to get an estimate of total return. It provides a standard for comparing income and growth stocks. Note: Results are expressed as a simple rate; use the table below to convert to a compound rate. 0.400 A Present Full Year's Dividend \$ 0.013 1.3 X 100 = Present Yield or % Returned on Purchase Price Present Price of Stock 30.170 \$ (5A)

B AVERAGE YIELD OVER NEXT 5 YEARS Avg. Earnings Per Share Next 5 Years	2.23	_ X Avg. % Payout	(3G7)	17.5	=	39.0	_ =	1.3	%
C ESTIMATED AVERAGE ANNUAL RETURN C	OVER NEXT FIVE 1	YEARS		Present Pr	ice \$	30.170	P.A.R.	(5B) Tot .	Ret.
5 Year Appreciation Potential (4E)	139.5	27.9	%		Ave	rage Yield	0.8%		0.7%
(-,		1.3	- %	Annu	al Ap	preciation	17.0%		19.1%
Average Total Annual Return Over the Next 5 Y	ears (5C)	29.2	%	% Compd	Ann R	ate of Ret	17.8%		19.8%

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		SOF		-MSFT			RI P	ecent Rice	30.90) P/E Rati	o 20 .	2 (Traili Medi	ng: 22.2) an: 32.0)	RELATIVE P/E RATI		4 DIV'D	1.3	8%	/ALUI LINE		
TIMELI	NESS	2 Raised 1	1/10/06	High: Low:	10.8 5.0	18.8 10.1	36.0 15.5	60.0 34.0	58.6 20.1	38.1 21.4	35.3 20.7	30.0 22.5	30.2 24.0	28.3 23.8	30.3 21.5	31.5 26.6				Price 2011	
SAFET		1 Raised 5		LEGE	7.0 x "Cash	n Flow‴ps	sh —												2010	2011	-120
ECHN		4 Lowered	5/11/07	2-for-1 sp	olit 5/94	e Strength		2 for 1													10 80
		00 = Market) ROJECTIO	ONS	2-for-1 sp 2-for-1 sp 2-for-1 sp	olit 2/98		_	2-for-1	1.1												+64
	Price		nn'l Total Return	2-for-1 sp Options:	olit 2/03			III'կսս A		.1.		2-for-1									48
ligh .ow		(+95%) (+60%)	19% 14%	Shaded	area indic	ates recess			••••	╔╢╜╏╢	հեր	։	հուրել	սասեր		!t₁í●·					
-	r Deci	sions				lu.u		••	••••	-					<u></u>						<u>+</u> 20
o Buy	JAS	5 0 N D	JFM 000							**** ***	•••••	••••									—16 —12
Options o Sell	200	0 1 1 0 5 1	$\begin{smallmatrix}0&0&0\\0&2&0\end{smallmatrix}$. · · ·							••••••••	******				% то	T. RETUR	N 4/07	
nstitu		Decisio	ns 4Q2006	•											••••	•••				VL ARITH. INDEX	C
to Buy to Sell	672 849	2 611	735 790	Percen shares	14 -	111.1.1	Աստես	llin it d		վիստե		ասեսո	ال ال ال	hllantitti		111		1 yr. 3 yr.	26.2 19.1	12.1 53.0	F
HId's(000)	557672	75492805	5725913	traded	7 -													5 yr.	20.2	84.4	t.
1991 .22	1992	-	1994 .50	1995 .63	1996 .92	1997 1.18	1998	1999	2000	2001 2.39	2002 2.65	2003 3.00	2004 3.39	2005 3.72	2006 4.40	2007 5.50	2008 6.35	Sales pe	UE LINE P	JB., INC.	<u>10-1</u> 10.
.22	.02		.16	.03	.92	.41	.59	.84	.99	2.39	1.07	1.12	1.15	1.27	1.34	1.90	2.10		low" per s	sh	3.
.05	30.		.12	.15	.21	.33	.45	.70	.85	.90	.94	.97	1.04	1.16	1.20	1.50	1.70		s per sh E		2.
.03	.04		.03	.05	.05	.05	.07	.06	.09	.10	.07	.08	.16	.32	.34	.45	.60 .25		ecl'd per ending pe		
.16	.25		.48	.57	.73	1.02	1.58	2.69	4.05	4.48	4.87	5.69	6.89	4.49	3.99	4.60	5.05		lue per sh		8.
8363.2	8708.4		9296.0	9408.0	9408.0	9632.0	9880.0	10218 49.8	10218	10566	10718 32.4	10718 26.1	10862	10710	10062	9300	9000		n Shs Out	•	75
22.6 1.44	28.5		21.4	28.2	29.1 1.82	33.0 1.90	42.8 2.23	2.84	53.1 3.45	35.3 1.81	1.77	1.49	25.8 1.36	22.9 1.22	21.7 1.17		Line		i'l P/E Rat P/E Ratio		21 1.
	-											.3%	.6%	1.2%	1.3%	estin	ates		'l Div'd Yi		1.3
CAPIT	AL STRI	UCTURE a	as of 3/31	1/07		11358	14484	19747	22956	25296	28365	32187	36835	39788	44282	51100	57000	Sales (\$			760
Total D	ebt Nor	ne				50.1% 557.0	55.0% 1024.0	56.0%	51.3% 748.0	52.4% 1536.0	45.8% 1084.0	48.0%	40.6%	44.0% 855.0	39.2% 903.0	40.5%	39.5% 1285		ig Margin ation (\$mi	II)	40.0 20
eases	Uncar	oitalized \$	250 0 mil	I		3454.0	4786.0	7625.0	9421.0	10003	10384	10526	11330	12715	12599	14580	15835	Net Prof	•	,	211
						35.0%	35.4%	35.0%	34.0%	33.5%	32.0%	32.2%	33.1%	32.0%	31.0%	31.0%	30.5%	Income			30.5
vo der	inea bei	nefit pens	ion pian.	•		30.4% 6763.0	33.0% 10159	38.6% 11515	41.0% 20553	39.5% 28505	36.6% 35832	32.7% 44999	30.8% 55597	32.0% 31860	28.5% 26568	28.5% 29705	27.8% 32960	Net Prof Working	Cap'l (\$n	nill)	27.9 530
	ock Non	e k 9,566,80)8 383 sh	9												Nil	Nil	Long-Te	rm Debt (\$mill)	I
as of 4	/23/07		,			10777 32.0%	16627 28.8%	28438 26.8%	41368 22.8%	47289 21.2%	52180 19.9%	61020 17.3%	74825	48115	40104 31.4%	42740 34.0%	45465 35.0%		ity (\$mill) on Total C		632 33.5
		isable 7.0 : \$296 bill		je Cap)		32.0%	28.8%	26.8%	22.8%	21.2%	19.9%	17.3%	15.1%	26.4%	31.4%	34.0%	35.0%		on Shr. Eq		33.5
	ENT PO: ILL.)	SITION	2005	2006	3/31/07	35.1%	30.4%	27.7%		21.2%	19.9%	15.8%	12.8%	19.2%	22.6%	23.5%	22.5%		to Com I		24.5
Cash A Receiv	Assets		7751 : 7180	34161 9316	28236 8454		1%	0%	0% orp. is the	 0 largo	 st indono	8%	15%	27%	28%	30%	35%		s to Net P sales. 20		26
	ory (Avg		491 3315	1478 4055	1750 4343	softwar	e. It dev	elops an	d sells sof	itware p	roducts f	or a wide	e range	rate: 12	.5%. Has	s 71,000	employe	es. Willia	am H. Ga	ites own	s 9.7
Curren	t Asset		8737	49010	42783				Also sells al 2006: C										(9/06 pro . Inc.: WA		
Debt D	Payable Jue		2086	2909	2843	Worker	, 26.6%;	Server,	25.9%; H	lome a	nd Enter	ainment,	9.6%;	Microso	ft Way,	Redmon	1, WA 9	8052-639	9. Telepl		
Other Curren	it Liab.			19533 22442	<u>18784</u> 21627), 5.2%; B							ww.micro			t no		
ANNU	AL RATE	ES Past		st Est'd					buy Y re were										But re vices		
Sales	e (per sh)	10 Yrs 19.0			'10-'12 7.5%	soft	and	Yahoo	! had	talk	s con	cernir	ıg a	prima	arily	becau	se of	lowe	er sale	es of	th
'Cash Earnin		19.5 21.5	% 5.	0% 1	7.0% 5.0%				the po o! Inc										d that s did t		
Dividei Book V	nds	24.0		1	7.0% 8.5%	repo	rtedly	ende	d with	no a	ction	taken	. An	servi	ces bu	usines	ss, wł	nere t	he co	mpan	ıy i
Fiscal		ARTERLY S			Full				ahoo! v in the		-								se inv v and		
Year Ends		0 Dec.31			Fiscal Year	marl	ket. H	lowev	er, give	en th	e need	l to p	ay a	produ	icts,	sňoul	d lead	d to	contin	ued	g00
2004 2005		10153 10818	9175 9620	9292 10161	36835 39788	pren	nium ket ca	of pe mitali	rhaps zation	25%	o over	Yah 3 \$40	00!'S bil-						in t smoot		
2006			10900	11804	44282	lion,	a de	eal w	ould li	ikely	be d	lilutiv	e to						positi		
2007 2008		12542 15500		13349 15000	51100 57000				for t										rosoft		
Fiscal Year		ARNINGS P			Full Fiscal				ning ko 1lt. Th										nues t proces		
Ends 2004	Sep.30	0 Dec.31 .28	Mar.31 .29	Jun.30 .23	Year 1.04	betw	een tl	he two) is unl	likely				gram	s and	l spre	adshe	ets, t	hat in	fring	e o
2005	.23	.32	.28	.33	1.16				eanwl the M										ll, we llenge		
2006 2007	.29		.29 .50	.28 .39	1.20 1.50	nues	rose	32%,	and ea	arnin	ıgs_juı	nped	over	good	earni	ngs ga	ains tl	hroug	h 2010)-2012	2î.
2007	.30 .38		.30 .42	.39 .45	1.70				ires w ents of										h ares issue		
Cal-		RTERLY DI			Full				y, that										narket		
endar 2003	Mar.31 .08	1 Jun.30	Sep.30	Dec.31 .16	Year .24				juartei					above	e-aver	age p	rice a	pprec	iation	poter	ntia
2004	·		.08	.08	.16				and <i>Ol</i> d reve										The c ulator		
2005 2006	.08 .09		.08 .09	.08 .10	.32 .37	the	compa	any p	osted	an i	mpres	sive	17%	lowin	g con	npetit	ors ac	cess	to cer		
2006 2007	.09		.09	.10	.31				ıd shar strong							ls risk <i>Niem</i> a		ıgh.	M_{2}	y 25,	201
		ends Jun	e 30th	(B) Prima	arv 1#				. Next ear			-	•		·		mpany's	Financia		, 	200 A++
) Fish								., ., ., .,													
rnings	throug	h fiscal '9 rring losse	7, then	diluted. E	x- repo	rt due lat	e July. (C	;) In millio	ns, adjuste gibles. In 2	ed for	 Dividen 	d reinves	stment pl	an availal	ole. A sp	e- Sto	ck's Pric	e Stabili	ty		85 20

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