INTRODUCTION

I think the single most significant thing I can say to you today is that I could agree with peace of mind even to address a subject with the title - "Beyond the Stars." The implications of that title with regard to our future in general, systems more specifically, and using star itself as a reference point speaks volumes for the progress we have made over the past three years.

That progress is gratifying - and more so because it resulted from correctly sensing what had to be done and then setting about doing it......not that we are close to finishing anything. But perhaps you recall that on this occasion last year I began by reminding us of the trials of the preceding year - and a lot of bad numbers there were to recall......but I went on to say: "With regard to all those dire statistics however I am reminded of a favorite remark of Justice Oliver Wendell Holmes Jr:
"I HAVE NO BELIEF IN PANACEAS AND ALMOST NONE IN SUDDEN RUIN". TO THE EXTENT THAT LAST YEAR WAS A DISASTER ITS ROOTS LAY AS MUCH IN THE DISTANT PAST AS IN ITS PRESENT PROBLEMS; AND TO THE EXTENT THAT WE WANT TO PREVENT SUCH PROBLEMS IN THE FUTURE THERE CAN BE NO PANACEAS. IT IS REALLY A QUESTION OF FUNDAMENTALS."

I WENT ON IN THAT TALK TO DISCUSS THESE FUNDAMENTALS. I REVIEWED THEM AGAIN AT THE 100% CLUB AND REMINDED US IN THAT MOMENT OF SUCCESS THAT IT WAS NOT JUST A TROPHY OR TWO WE SOUGHT BUT THE METHODICAL YEAR-BY-YEAR IMPROVEMENT IN FUNDAMENTALS THAT CREATES DYNASTIES.

AND ONCE AGAIN TODAY, I SAY TO YOU THAT THERE IS NO "BEYOND" ANYTHING WITHOUT STEADFAST ATTENTION TO THESE BASIC THINGS. SO LET'S TAKE A MOMENT AND RECALL THOSE FUNDAMENTALS THAT I HAVE FELT WE SHOULD TALK ABOUT - AND DO SOMETHING ABOUT - IN BAD TIMES, IN GOOD TIMES, IN TIMES OF UNCERTAINTY, IN TIMES OF SUCCESS -

FUNDAMENTALS

I LIKE TO THINK IN TERMS OF THREE FUNDAMENTALS. THESE THREE FUNDAMENTALS OF THE BUSINESS ARE FIRST A STRATEGY — AND BASIC TO HAVING A STRATEGY IS A SOUND AND COMPREHENSIVE CONCEPT OF THE BUSINESS YOU WANT TO BE IN.

SECOND, A MANAGEMENT SYSTEM -- OR BETTER SAID, A SYSTEM OF
MANAGEMENT -- AND BASIC TO A SOUND MANAGEMENT SYSTEM, IS UNDERSTANDING THE ESSENTIALS OF REVENUE, OF COST AND EXPENSES, AND THEIR RELATIONSHIP ONE TO ANOTHER, SO THAT THEY CAN BE GIVEN BOTH VISIBILITY AND MEASUREMENT. THIRD, IS EXECUTION AND EXECUTION IS THE MATTER OF PEOPLE.

I WON'T TRY TO REVISIT EVERY ASPECT OF THESE FUNDAMENTALS TODAY, BUT LET ME JUST MENTION A FEW REMINDERS. FIRST, REGARDING --

STRATEGY AND CONCEPT - PROBABLY CONTROL DATA'S GREATEST STRENGTH HAS BEEN IN ITS STRATEGY. IN FACT, IT MIGHT NOT BE OVERSTATING TO SAY THAT CONTROL DATA HAS SURVIVED MOSTLY BECAUSE OF THE STRENGTH OF ITS BASIC STRATEGIC APPROACH TO THE MARKETPLACE.

ONE SPECIFIC ASPECT OF STRATEGY AND CONCEPT IS PRODUCT STRATEGY FOR SYSTEMS. THIS WAS ALLOWED TO Languish FOR SEVERAL YEARS. AS I HAVE MENTIONED, THE SITUATION IS MUCH BETTER NOW. I WILL RETURN TO THIS SUBJECT LATER. ALL IN ALL, WE HAVE TODAY IN PLACE A SOUND CONCEPT OF OUR BUSINESS; A MEANS OF EVALUATING THE RELATIONSHIPS OF OUR VARIOUS PRODUCTS AND SERVICES AND INDIVIDUAL PRODUCT STRATEGIES TO CARRY US FORWARD INTO THE FUTURE. LET ME MOVE ON TO THE SECOND FUNDAMENTAL OF THE MANAGEMENT SYSTEM.

MANAGEMENT SYSTEM - WHILE WE HAVE MADE SOME PROGRESS, THIS IS SOMETHING THAT NEEDS FAR MORE ATTENTION FOR THE FUTURE. IT SHOULD BE HIGHER ON OUR PRIORITY LIST THAN
STRATEGY. IN ONE SENSE, IT IS EVEN HIGHER THAN EXECUTION, THE THIRD FUNDAMENTAL. THAT'S BECAUSE OUTSTANDING BUT UNCOORDINATED EXECUTION CAN ONLY LEAD TO FRUSTRATION AND FAILURE. SOME EXAMPLES NEEDING MUCH MORE ATTENTION AND NEEDING A BETTER SYSTEM OF MANAGEMENT ARE QUALITY, ASSET AND CASH MANAGEMENT, AND MORE IMPROVEMENT IN LINKED GOALS FOR FIELD OPERATIONS AND SYSTEMS OPERATIONS.

QUALITY IS EVEN MORE VITAL. IT SHOULD HAVE OUR HIGHEST PRIORITY. I MENTION HERE QUALITY AS AN ELEMENT NEEDING ATTENTION AS TO MANAGEMENT SYSTEM. JUST AS CLEARLY, IT'S ALSO AN ITEM NEEDING ATTENTION AS TO EXECUTION.

EXECUTION. I SAID A MOMENT AGO THAT MANAGEMENT SYSTEMS MAY BE MORE IMPORTANT TO US AT THIS POINT IN TIME THAN EXECUTION. BUT THAT WAS ONLY FROM ONE PERSPECTIVE. IN ANOTHER SENSE, EXECUTION IS OUR MOST IMPORTANT FUNDAMENTAL BECAUSE IT IS ACTUALLY THE MOST DIFFICULT TO ACHIEVE. FINALLY, IT RESTS ON THE LEADERSHIP ABILITY OF YOU MANAGERS.

I HAVE CLOSED MOST OF OUR MEETINGS OVER THE PAST YEAR WITH THIS THOUGHT: "OUR BASIC BUSINESS STRATEGY HAS PUT US ON THE RIGHT TRACK. WE ARE BUILDING MOMENTUM TOWARD A BETTER SYSTEM OF MANAGEMENT. OUR 1976 MISSION IN A WORD IS

"EXECUTION".

THE RESULT WILL BE QUALITY-QUALITY PERFORMANCE. AND I LOOK
FORWARD TO SHARING THAT PERFORMANCE WITH YOU."

TODAY AS I LOOK BACK ON AND REFLECT ON THOSE THINGS I FEEL GOOD.

II. CORPORATION AND COMPANY STAKES

WHY DO I FEEL GOOD? WELL FOR A START LET’S LOOK AT OUR PERFORMANCE THUS FAR IN 1976.

IIA CORPORATION STATUS

FIRST FOR THE TOTAL COMPUTER BUSINESS REVENUES THROUGH AUGUST ARE 840 MILLION DOLLARS A 10% PERCENT INCREASE OVER 1975 AND LESS THAN 1 1/2% PERCENT OFF BUDGET. OUR EXECUTION WITH REGARD TO COSTS AND EXPENSES HAS BEEN EXCELLENT SO THAT PROFIT AFTER TAX OF 6.4 MILLION IS ALMOST DOUBLE THAT PLANNED AND OF COURSE IS WAY AHEAD OF LAST YEAR’S 2.0 MILLION AT THIS TIME.

OUR TOTAL DEBT, REFLECTING THE OUTSTANDING RESULTS OF OUR ASSET PROGRAMS, IS DOWN 50M FROM YEAR END. YEAR-TO-DATE INTEREST EXPENSE IS SEVEN MILLION DOLLARS BELOW PLAN - ABOUT HALF OF THAT IS DUE TO LOWER BORROWING LEVELS - THE OTHER HALF IS LOWER INTEREST RATES THAN PLANNED.

AND ALL OF THIS HAS BEEN ACHIEVED IN THE FACE OF AN INTERNATIONAL EXCHANGE RATE SITUATION WHICH WORKS STRANGELY AGAINST US. I’LL HAVE MORE TO SAY ON THAT IN A MOMENT.
NOW LET ME TURN SPECIFICALLY TO THE PRODUCT FAMILIES OF OUR OWN ORGANIZATION.

FOR SYSTEMS, SERVICES, AND MARKETING THIS IS THE PICTURE THROUGH AUGUST:

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL</th>
<th>BUDGET</th>
<th>1975</th>
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<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td>505</td>
<td>514</td>
<td>516.8</td>
</tr>
<tr>
<td></td>
<td>4%</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td><strong>GROSS PROFIT</strong></td>
<td>181</td>
<td>187</td>
<td>182</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>175</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td>177.5</td>
<td>178</td>
<td>184</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>174</td>
</tr>
<tr>
<td><strong>NPBT</strong></td>
<td>3.5</td>
<td>9</td>
<td>(2.2)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1.0</td>
</tr>
<tr>
<td><strong>ASSETS</strong></td>
<td>852</td>
<td>916</td>
<td>960 (3RD QTR)</td>
</tr>
<tr>
<td></td>
<td>64 Delta to budget</td>
<td>98 Delta to last year</td>
<td></td>
</tr>
<tr>
<td><strong>RECEIVABLES</strong></td>
<td>328</td>
<td>319</td>
<td>347 (3RD QTR)</td>
</tr>
<tr>
<td></td>
<td>19</td>
<td></td>
<td>19</td>
</tr>
<tr>
<td><strong>INVENTORY</strong></td>
<td>180</td>
<td>218</td>
<td>208 (3RD QTR)</td>
</tr>
<tr>
<td></td>
<td>28</td>
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<td>28</td>
</tr>
</tbody>
</table>
(1) COVER P&L NUMBERS - BOTH ACTUAL & PERF

(2) COVER ASSETS - EMPHASIZE FROM LAST YEAR

Now that's a lot of numbers but just think about this: Compared to plan for 1976 we have experienced an unfavorable experience - currency exchange rates - which have affected our revenues by almost 10 million dollars our profit by 5.5 million dollars and we are not only making our profit goals - we have exceeded them by a wide margin 3.5 million profit compared to a budgeted loss. This ability to absorb adversity and keep moving ahead is what speaks well for the health of our organization

As far as year end

Results are concerned we are still being somewhat conservative in our forecasts. The exchange rate impact will increase over the last four months of the year and we budgeted a steep increase in the profit curve over that period. The picture looks like this:

<table>
<thead>
<tr>
<th></th>
<th>Proj</th>
<th>Perf</th>
<th>Budget</th>
<th>1975</th>
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</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>793</td>
<td>813</td>
<td>760</td>
<td></td>
</tr>
<tr>
<td>-2.5%, +5% to last yr</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Expenses</td>
<td>275</td>
<td>279</td>
<td>265</td>
<td></td>
</tr>
<tr>
<td>-1.5%, +2% to last yr</td>
<td></td>
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### Projected vs. Actual Performance

<table>
<thead>
<tr>
<th></th>
<th>Proj</th>
<th>Perf</th>
<th>Budget</th>
<th>1975</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPBTE</td>
<td>13</td>
<td>23</td>
<td>18</td>
<td>9.3</td>
</tr>
<tr>
<td>Variation</td>
<td>-30%, +40%</td>
<td>+30%, More Than Double</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assets</td>
<td>870</td>
<td>---</td>
<td>925</td>
<td>923</td>
</tr>
<tr>
<td>(Current 852)</td>
<td></td>
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Even though these projections seem conservative to plan, you can tell there is a tremendous task yet to be done in 1976—over the last four months we still have some 9.5 million dollars in profit to achieve—almost triple our year-to-date performance. What we can say is so far, so good and if we'll just continue to execute the way we have thus far the projections will be achieved.

#### III Major Challenges for 1977

Well that brief recap brings us up to the present. I know that the theme of your meeting is 1977 and many speakers and sessions will devote themselves to that topic. But 1977 is also the next step on the road “Beyond the Stars” so I too must touch briefly there before going on.

The challenges of 1977 are many and I can only cover quickly a few of the most important ones. Of course in one sense it is easy to cover the whole subject— for the challenge is very simply to maintain our progress with regard to fundamentals—but let me be just a little more specific.

#### IIIA Execution remains atop the priority list. Our business
REMAINS THREATENED BY INFLATION. INCREASED PRODUCTIVITY IS THE ONLY ANSWER. INCREASED PRODUCTIVITY IS JUST ANOTHER WAY OF SAYING "MORE EFFECTIVE EXECUTION." AND CRUCIAL TO THIS IS MORE AND MORE EFFECTIVE TRAINING - NOT JUST TECHNICAL TRAINING, BUT MANAGEMENT TRAINING IN PARTICULAR. I KNOW THAT YESTERDAY MR. NORRIS TALKED TO YOU ON THIS SUBJECT. AND YOU HAD DISCUSSION GROUPS. I COULD SPEND MY WHOLE TIME TALKING TO YOU ABOUT IT. I WON'T. BUT I WILL LEAVE YOU WITH THIS REMINDER. NEXT YEAR SSM WILL SPEND OVER A MILLION DOLLARS ON MANAGEMENT EDUCATION. OUR CHALLENGE IS DO THAT MORE EFFECTIVELY THAN EVER BEFORE. I AM GIVING US THE RESOURCES. I EXPECT THEM TO BE USED WELL.

ANOTHER ASPECT OF EXECUTION IS INCREASED QUALITY AND QUANTITY OF MARKETING EFFORT. WE ARE INCREASING MARKETING EXPENSE AS A PERCENT OF REVENUE IN 1977. THIS IS VITAL TO OUR FUTURE BEYOND 1977. BUT THERE WILL BE EQUAL EMPHASIS ON GETTING MORE PRODUCTIVITY OUT OF EACH MARKETING DOLLAR SPENT AND IN PARTICULAR TO RAISE THE SHARE OF THE TOTAL DOLLAR THAT GOES DIRECT TO THE FIRING LINE - THE QUOTA CARRYING SALES FORCE.

REVENUE PER EMPLOYEE INCREASES; ASSETS PER DOLLAR OF REVENUE DECREASES; INCREASED GROSS PROFIT RATES, DECREASED INTEREST AND TECHNICAL EXPENSE RATES - ALL THESE WILL DOMINATE THE STATISTICS OF OUR PRODUCT FAMILY BUDGETS.

FINALLY QUALITY. OUR EXECUTION WITH REGARD TO COSTS AND
EXPENSES, WITH REGARD TO ASSETS, HAS BEEN EXCELLENT IN 1976. I AM NOT EQUALLY SATISFIED WITH OUR EXECUTION REGARDING QUALITY.

THE COMPETITIVE ENVIRONMENT IN 1977 WILL BE MUCH TOUGHER FOR ALL OUR PRODUCT FAMILIES. THE DEMANDS FOR HIGHER QUALITY ARE THE MOST EFFECTIVE WAY TO DEAL WITH THIS COMPETITION.

IIIB MANAGEMENT SYSTEM - MUCH REMAINS TO BE DONE. INDEED PROGRESS SEEMS SLOWER HERE TO ME THAN IN EITHER STRATEGY OR IMPROVED EXECUTION. OUR SYSTEM OF LINKED GOALS NEEDS ANOTHER BOOST. QUALITY IN PARTICULAR STILL IS LACKING MOMENTUM AND VISIBILITY. OUR ASSET PROGRAMS HAVE BEEN EFFECTIVE AS I HAVE ALREADY NOTED, BUT IT REMAINS FOR US TO INSTITUTIONALIZE THEM. ONE IMPORTANT STEP IN THIS REGARD IS TO MOVE TO MEASUREMENT AND COMPENSATION SYSTEMS THAT TIE TOGETHER PROFITS AND ASSET MANAGEMENT - THAT IS BY MANAGING INTEREST ON THE BASIS OF DEBT RATHER THAN ASSETS.

REPORTING AND PLANNING SYSTEMS HAVE MADE NOTABLE PROGRESS OVER THE PAST TWO YEARS. WE WILL DO MORE IN 1977.

IIIC STRATEGY - AND FINALLY BACK TO STRATEGY. WE CONTINUE ON A SOUND BROAD STRATEGIC PATH. OUR SYSTEMS BUSINESS LOOKS BETTER THAN IT HAS IN A LONG, LONG TIME. STILL, ONE OF OUR MAJOR PROBLEMS TO FLASH OUT OUR EVOLUTIONARY MIGRATION STRATEGY - A SUBJECT TO WHICH I WILL RETURN IN A MOMENT.
AND DATA SERVICES MUST PUT MORE EFFORT INTO AN AGGRESSIVE STRATEGY FOR GROWTH. THE GENERAL HEALTH OF OUR DATA SERVICES BUSINESS IS GOOD. THE PROBLEM AREAS WE HAVE HAD IN PREVIOUS YEARS HAVE IMPROVED. DATA SERVICES HAS MATURED A LOT IN THE LAST COUPLE OF YEARS. AS MOST OF YOU ARE AWARE I HAVE BEEN DIRECTLY ASSOCIATED WITH OUR DATA SERVICES BUSINESS FOR MORE THAN HALF OF ITS HISTORY. IT HAS BEEN FASCINATING TO WATCH. FROM EXCITING INFANT THROUGH TROUBLESOME TEEN-AGE AND DATA SERVICES NOW STANDS READY AS A VIGOROUS YOUNG ADULT TO FULFILL ALL THE PROMISE HOPED FOR THROUGH ALL THESE EARLY YEARS.

BUT THERE IS AN OVERRIDING NEED TO MAKE SURE THAT ENERGIES ARE FOCUSED AND STRATEGIES COHESIVE IF INDEED THAT IS TO OCCUR.

AGAIN IN 1977 I SEE FOR ALL OUR PRODUCT FAMILIES INCREASED COMPETITION IN 1977 AND THUS THE NEED FOR EVEN MORE VIGILENCE TO MAKE SURE OUR DETAILED STRATEGIES ARE SOUND.

IV BEYOND THE STARS

MR. NORRIS YESTERDAY COVERED SEVERAL THINGS THAT ALL ADD UP TO AN IMPROVED CLIMATE FOR OUR SYSTEMS BUSINESS. TO THOSE THINGS I WOULD LIKE TO ADD THE PRODUCTS THEMSELVES - AND IT STARTS WITH THE CYBER 170. JUST A SUPER PRODUCT. AND, LORD LOVE US IT INCLUDES STAR TOO. LAST WEEK YOU KNOW WE HAD A TRADE PRESS BRIEFING ON STAR IN THE NETWORK. THE NIGHT BEFORE I TRIED TO PROVIDE THESE PEOPLE WITH A FRAME OF REFERENCE - SOME BACKGROUND - FOR WHAT THEY WOULD
SEE AND HEAR THE FOLLOWING DAY. TIME DOESN'T PERMIT ME TO REPEAT MY REMARKS THAT EVENING BUT I WILL REPEAT THE FINAL THOUGHT.

"AND, REALLY, THAT'S WHAT CONTROL DATA'S BUSINESS TODAY IS ALL ABOUT -- COMPUTER...NETWORKS...SERVICES.....SOLUTIONS TO PROBLEMS. TOMORROW, AS WE INAUGURATE THE INCLUSION OF THE STAR COMPUTER INTO OUR SERVICES NETWORK, WE'RE MAKING A SIGNIFICANT STEP FORWARD. UNTIL NOW, THE COMPLEX CALCULATIONS, WHICH ONLY STAR CAN DO, HAVE BEEN RESERVED PRIMARILY TO A FEW GOVERNMENTAL AGENCIES WHICH HAVE BEEN ABLE TO AFFORD TO PURCHASE ONE OF THESE SUPER COMPUTERS.

NOW, HOWEVER, ITS CAPABILITIES ARE AVAILABLE TO ANYONE. THIS OPENS UP A WHOLE NEW RANGE OF EXCITING APPLICATIONS. THAT'S WHAT TOMORROW'S NEWS BRIEFING WILL BE ALL ABOUT'.

AS WE MOVE BEYOND THE CURRENT CYBER 170 AND STAR THOSE SAME BASIC PRINCIPLES WILL GUIDE OUR PRODUCT STRATEGY. WE ARE CONFIDENT OF SUCCESS AND THE PROGRESS WE HAVE MADE OVER THE PAST THREE YEARS IN OUR COOPERATIVE PROGRAM WITH NCR UNDERPINS THAT CONFIDENCE.

TODAY I THOUGHT THE SIMPLEST WAY TO CONVEY THIS TO YOU WOULD BE BY SHARING SOME EXCERPTS FROM THE STATUS REPORT I MADE IN AUGUST TO MR. NORRIS, MR. ANDERSON CHAIRMAN OF NCR AND THE OTHER NUMBERS OF OUR COOPERATIVE PROGRAMS STEERING COMMITTEE.
YOU WILL HAVE NOTED I'M SURE A HEAVY EMPHASIS IN ALL MY COMMENTS ON THE SUBJECT OF EVOLUTION AND MIGRATION. IT IS THE CENTRAL THREAD OF OUR FUTURE SYSTEMS STRATEGY. ALTHOUGH AT THIS POINT WE DO NOT HAVE SPECIFIC INTRODUCTION PLANS FOR THE PROCESSORS BEING DEVELOPED I WILL TELL YOU THAT WE ARE LONG SINCE PAST THE DAY OF THE SWEEPING PRODUCT LINE INTRODUCTION. NOW MODELS OF HARDWARE AND NEW MODELS OF SOFTWARE WILL BE INTRODUCED ASYNCHRONOUSLY. NEW VARIANTS WILL REPLACE OLD MODELS GRADUALLY AND AS REQUIRED. THE FRUITS OF OUR COOPERATIVE PROGRAM WITH NCR WILL BEGIN TO APPEAR IN NOT MANY MORE YEARS. BUT THE INTRODUCTION MAY BE HARDLY NOTICEABLE EXCEPT OF COURSE TO YOU AND OUR CUSTOMERS WHO WILL SEE NOT ONLY PRICE PERFORMANCE IMPROVEMENT BUT NEW STANDARDS OF RELIABILITY, MAINTAINABILITY AND SERVICEABILITY.

V SUMMARY -

WE HAVE CHARTED A PATH TOWARD NEW HORIZONS OF CORPORATE PROFITABILITY. WE HAVE THE COURSE SET. WITH DAY BY DAY ATTENTION TO THE FUNDAMENTALS OF OUR BUSINESS I KNOW IN JUST A FEW YEARS WE CAN ALL LOOK BACK AND BE VERY VERY PROUD OF JUST HOW MUCH WE HAVE ACCOMPLISHED - JUST HOW FAR WE HAVE COME ALONG THAT COURSE. THANK YOU.
THE ONCE AND FUTURE SYSTEM.

THE SYSTEM YOU HEAR TALK OF -- THE CYBER 80 -- ONLY EXISTS IN THE FUTURE. YET THE SYSTEM YOU HEAR TALK OF -- THE CYBER 80 -- EXISTS TODAY. THE SYSTEM WHICH SHAPES ALL OUR FUTURE PLANS IS CYBER 80. YET WHEN THE FUTURE COMES IT WILL NOT BE CALLED CYBER 80. THE CYBER 80 SHAPED OUR VERY FIRST PLANS. IN THE PAST IT WENT BY OTHER NAMES.

THE CONCEPT OF DISTRIBUTED COMPUTING SHAPED OUR THINKING ON THE 1604/160A SATELLITE SYSTEM -- IT EMERGED AS THE BASIC ARCHITECTURAL CONCEPT OF 6000/CYBER. IT IS THE ESSENCE OF CYBERSTAR -- IT IS OUR FUTURE.

THE CONCEPT OF NETWORKS EMERGED WITH THAT OF VERY LARGE COMPUTATIONAL RESOURCES -- IT HAS GROWN STRONGER AND HAS SPAWNED, DATA SERVICES, IN ADDITION TO, SYSTEMS BUSINESS.

THE CONCEPT OF APPLICATIONS SERVICE GUIDED THE DESIGN OF THE 1604. THE CONCEPT GUIDES OUR SYSTEMS STRATEGY TODAY.

FOR MANY YEARS WE LOST THE CONCEPT -- WE LOST THE WAY -- BUT THE ONCE AND FUTURE SYSTEM IS WITH US ONCE MORE AND WHAT THAT MEANS, MY FRIENDS, IS A SUPER SYSTEMS BUSINESS FOR ALL OF US.