WE COMPLETED 1978 ON A NOTE OF CONTINUED IMPROVEMENT IN THE
COMPUTER BUSINESS FINANCIAL RESULTS. ALL MAJOR SEGMENTS
CONTRIBUTED TO THIS IMPROVEMENT. THIS BALANCED PERFORMANCE
STEMS BOTH FROM MATURING BUSINESS STRATEGIES AND BASIC
IMPROVEMENTS IN OPERATING METHODS WHICH HAVE BEEN PUT IN PLACE
OVER THE PAST FIVE YEARS.

CHART 1 - COMPUTER GROUP REVENUE

THE EFFECTIVENESS OF OUR BASIC STRATEGY IS SEEN IN OUR OVERALL
REVENUE GROWTH FOR THE COMPUTER GROUP. TOTAL REVENUE INCREASED
FROM $1.48 BILLION IN 1977 TO $1.8 BILLION IN 1978, A GROWTH OF
22 PERCENT. THIS GROWTH RATE IS SIGNIFICANTLY HIGHER THAN MOST
OF OUR PRINCIPAL COMPETITORS AND CLEARLY INDICATES THAT WE HAVE
THE PRODUCTS AND SERVICES OFFERINGS THAT MEET THE NEEDS OF THE
MARKET PLACE.

CHART 2 - COMPUTER GROUP NET PROFIT

IN THE INTEREST OF TIME, I WILL SKIP THE GROSS PROFIT AND
EXPENSE CHARTS EXCEPT TO MENTION THAT OUR GROSS PROFIT RATE WAS
38 PERCENT OR RIGHT ON BUDGET AND OUR EXPENSES AFTER ADJUSTMENT FOR CURRENCY CHANGES WERE ALSO HELD ON BUDGET DESPITE THE HIGHER REVENUE. THE ADDITIONAL GROSS PROFIT DOLLARS WERE BROUGHT DOWN TO THE NET LINE TO PRODUCE $984 MILLION IN NET PROFIT FOR THE YEAR. THIS WAS EQUIVALENT TO A 69 PERCENT INCREASE IN PROFIT ON OUR 22 PERCENT INCREASE IN REVENUE.

CHART 3 - COMPUTER GROUP ASSETS

MORE EFFICIENT USE OF ASSETS HAS BEEN KEY TO OUR PROGRESS OVER THE PAST FEW YEARS. THAT WAS TRUE AGAIN IN 1978. BETTER RECEIVABLES MANAGEMENT, BETTER INVENTORY TURNS, MORE DOLLARS OF REVENUE PER DOLLAR OF COST IN LEASED EQUIPMENT, IMPROVED USE OF PLANT AND EQUIPMENT, BETTER SPARE PARTS MANAGEMENT - ALL HAVE IMPROVED. TOTAL ASSETS AT YEAR-END WERE $1274 MILLION COMPARED TO A BUDGET OF $1311 MILLION. DURING THE YEAR, ASSETS INCREASED ONLY $60 MILLION OR 5 PERCENT. THIS INCREASE INCLUDES THE $20 MILLION OF COMPUTER PERIPHERALS ASSETS WHICH ARE NOW CONSOLIDATED AS A RESULT OF OUR 60 PERCENT OWNERSHIP POSITION.

IN TERMS OF INCREMENTS, WE GENERATED $334 MILLION MORE REVENUE IN 1978 WITH $60 MILLION MORE ASSETS OR ONLY 18 CENTS IN ASSETS FOR EACH DOLLAR OF ADDITIONAL REVENUE. ON A PRO-FORMA BASIS, COMPUTER GROUP HAD A POSITIVE CASH FLOW FOR 1978 OF APPROXIMATELY $30 MILLION.
IN OUR STRATEGICALLY IMPORTANT DATA SERVICES BUSINESS, REVENUE INCREASED FROM $302 MILLION IN 1977 TO $353 MILLION IN 1978 — A GROWTH OF 17 PERCENT. THIS GROWTH WAS ESSENTIALLY THE SAME AS THE AVERAGE OF THE PAST THREE OR FOUR YEARS. THE DATA SERVICES INDUSTRY IS SEEING A GREAT DEAL OF MERGER AND ACQUISITION ACTIVITY AS LARGE FIRMS SUCH AS ADP, TYMSHARE, NATIONAL CSS AND OTHERS HAVE CONTINUED A GROWTH THROUGH ACQUISITIONS STRATEGY. CONTROL DATA'S GROWTH, HOWEVER, HAS BEEN INTERNALLY GENERATED.

THE QUALITY OF THE REVENUE ALSO INCREASED DURING 1978. IN U.S. CYBERNET, FOR EXAMPLE, 40 NEW APPLICATION PRODUCTS WERE INTRODUCED AND THE PERCENTAGE OF REVENUE FROM APPLICATIONS ROSE FROM 39 PERCENT IN 1977 TO 44 PERCENT IN 1978. INCREASING OUR REVENUE FROM APPLICATION IS A KEY STRATEGY BECAUSE THIS KIND OF BUSINESS IS MORE STABLE AND LESS SUSCEPTIBLE TO COMPETITIVE THREATS.

CHART 5 - DATA SERVICES NPBT

WHILE REVENUE INCREASED 17 PERCENT, DATA SERVICES MORE THAN DOUBLED PROFITS. NET PROFIT INCREASED FROM $13.9 MILLION IN 1977 TO $29 MILLION IN 1978 — A GAIN OF 108 PERCENT. ALL MAJOR
SEGMENTS OF DATA SERVICES - SBC, CYBERNET, ARB, AND TICKETRON - CONTRIBUTED TO THIS IMPROVEMENT. I SHOULD ALSO STRESS THAT THESE PROFIT IMPROVEMENTS WERE NOT ACHIEVED BY CONSTRAINING OUR INVESTMENT IN THE FUTURE. FOR EXAMPLE, WE INVESTED $1.4 MILLION IN PROJECT GROW (OUR PROGRAM TO INCLUDE MINICOMPUTERS IN OUR DATA SERVICES OFFERING), AND ADDED 112 SALESMEN DURING 1978 TO DEVELOP NEW ACCOUNTS AND PROVIDE THE FOUNDATION FOR FUTURE GROWTH.

CHART 6 - DATA SERVICES ASSETS


CHART 7 - SYSTEMS REVENUE

SYSTEMS REVENUE INCREASED FROM $395 MILLION IN 1977 TO $439 MILLION IN 1978. MOREOVER, OUR ORDER AND BACKLOG PICTURE
IMPROVED SIGNIFICANTLY IN 1978. WE STARTED 1978 WITH 67 PERCENT OF REVENUE IN BACKLOG AS OF JANUARY 1, AND WE ARE STARTING 1979 WITH 80 PERCENT OF OUR BUDGET REVENUE IN BACKLOG.

ALSO, THE QUALITY OF THE REVENUE HAS INCREASED SUBSTANTIALLY. RENTAL REVENUE HAS BEEN INCREASING FROM $11.3M PER MONTH IN JANUARY TO $14.7M PER MONTH IN DECEMBER. THIS INCREASE IS PART OF A DELIBERATE STRATEGY TO BUILD OUR LEASE BASE AND THUS PROVIDES A MORE STABLE BASE OF FUTURE REVENUES.

GROSS PROFIT MARGINS HAVE INCREASED SIGNIFICANTLY. GROSS PROFIT RATES IN EDP INCREASED FROM 62.7 PERCENT IN 1977 TO 66.8 PERCENT IN 1978.

CHART 8 - SYSTEMS NET PROFIT

CHART 9 - SYSTEMS ASSETS

SYSTEMS ACTUALLY REDUCED ASSETS $7 MILLION DURING 1978. THE ADDITION OF $12 MILLION TO THE NET BOOK VALUE OF LEASED EQUIPMENT WAS MORE THAN OFFSET BY A $19 MILLION REDUCTION IN RECEIVABLES, INVENTORY AND OTHER NON-LEASE-BASE ASSETS.

CHART 10 - SMALL SYSTEMS REVENUE

THE TURNAROUND WHICH WE HAVE ACHIEVED IN LARGE SYSTEMS, STILL LIES AHEAD OF US IN THE SMALL SYSTEMS AREA. REVENUES FOR 1978 WERE $41 MILLION, UP 13 PERCENT OVER 1977, BUT DEFICIENCIES IN SYSTEMS AND APPLICATIONS SOFTWARE ADVERSELY AFFECTED GROSS AND NET PROFITS.

CHART 11 - SMALL SYSTEMS NET PROFIT

THE PROBLEMS IN SMALL SYSTEMS HAVE BEEN REVIEWED IN PRIOR MEETINGS. THE WAGERING CONTRACTS HAVE BEEN RENEGOTIATED AND THE LOSSES ABSORBED IN 1978. WE MOVED THE SMALL SYSTEMS DIVISION UNDER DATA SERVICES MANAGEMENT TO BETTER COORDINATE OUR TOTAL DATA SERVICES/MINICOMPUTER STRATEGY. WE CAN SEE THE BENEFITS OF THIS ALREADY. HOWEVER, THERE ARE STILL BOTH
STRATEGIC AND OPERATING ISSUES TO RESOLVE BEFORE THIS PRODUCT FAMILY CAN BECOME A MONEY MAKER. WE PLAN FOR SIGNIFICANT IMPROVEMENTS IN 1979, BUT SMALL SYSTEMS WILL NOT BE PROFITABLE BEFORE 1980 AT THE EARLIEST.

CHART 12 - PERIPHERAL PRODUCTS REVENUE


FOR MANY YEARS, WE AND MANY OTHER MANUFACTURERS HAD FOLLOWED IBM'S LEAD IN DISK DRIVE DESIGN. THEN WE DECIDED THAT OUR TECHNOLOGY WAS EVERY BIT AS GOOD AS IBM'S AND INTRODUCED THE SMD IN 1973 WHICH WAS NOT AN IBM "ME TOO" PRODUCT. WE WERE PERHAPS, A LITTLE BIT AHEAD OF THE MARKET, BUT THIS DRIVE EVENTUALLY BECAME THE "STANDARD" OF THE BOOMING MINICOMPUTER INDUSTRY. WE RECENTLY SHIPPED OUR 25,000TH SMD. THIS DRIVE HAS BEEN EXPANDED INTO THE MOST COMPLETE FAMILY OF DISKDRIVES IN THE INDUSTRY.
LED BY ORDERS FOR DISK DRIVES, OUR OEM ORDERS IN 1978 WERE $457 MILLION, A 45 PERCENT INCREASE OVER 1977. WE START 1979 WITH 55 PERCENT OF BUDGETED REVENUE IN BACKLOG, AN EXCELLENT POSITION FOR THIS BUSINESS.

THE ACCEPTANCE OF OUR DISK PRODUCT LINE HAS ALSO BEEN KEY TO THE TURNAROUND IN BUSINESS PRODUCTS. REVENUES ARE UP 22 PERCENT AND PROFITS UP FOUR-FOLD OVER 1977 LARGELY DUE TO THE SALE OF DISK PACS FOR USE ON OUR DISK DRIVES.

CHART 13 - PERIPHERAL PRODUCTS NET PROFIT

THE INCREASE IN REVENUE COUPLED WITH GOOD CONTROL OVER COST AND EXPENSES HAS ENABLED PERIPHERAL PRODUCTS TO MORE THAN DOUBLE PROFIT. NET PROFITS INCREASED FROM $21.9 MILLION IN 1977 TO $47.5 MILLION IN 1978, AN INCREASE OF 117 PERCENT.

CHART 14 - PERIPHERAL PRODUCTS ASSETS

IMPROVEMENTS IN ASSET EFFICIENCY WERE ALSO KEY FACTORS IN THE SUCCESS OF PERIPHERAL PRODUCTS. AS IN THE CASE WITH DATA SERVICES, WE HAVE PUSHED FIXED ASSET UTILIZATION ABOUT AS FAR AS WE CAN GO. WITH THE NECESSARY ADDITIONS OF PLANT AND EQUIPMENT THIS YEAR, THERE WILL NOT BE A REPEAT OF THE ASSET TO REVENUE IMPROVEMENT EXPERIENCED IN 1978.
REVENUE FROM PROFESSIONAL SERVICES DIVISION AN ENGINEERING SERVICES INCREASED 17 PERCENT IN 1978. ABOUT THREE YEARS AGO, PSD BEGAN A STRATEGY OF BUILDING CONSULTING REVENUES AROUND SPECIFIC INDUSTRIES OR DISCIPLINES. PREVIOUSLY REVENUE CAME ALMOST ENTIRELY FROM "UNBUNDLED" SUPPORT SERVICES FOR CONTROL DATA SYSTEMS AND DATA SERVICES CUSTOMERS. THESE CONSULTING SERVICES SPAN A GREAT VARIETY OF ACTIVITIES - FROM FAIR BREAK, A PROGRAM WITH WHICH MANY OF YOU ARE FAMILIAR TO MINING AND ENGINEERING DESIGN. THIS DIVERSIFICATION PROGRAM HAD INCREASING EMPHASIS IN 1978 AND IS A MAJOR UNDERTAKING IN 1979. REVENUE GROWTH WILL BE HELD DOWN DURING THIS TRANSITION AS WE HIRE, TRAIN AND DEVELOP INTERNALLY THE NEEDED EXPERTISE. ULTIMATELY THIS WILL GIVE US A MORE HIGHLY LEVERAGED CONSULTING SERVICE AND ONE MORE DIRECTLY IN LINE WITH THE CORPORATE SMALL BUSINESS, INNER CITY AND AGRICULTURAL PROGRAMS.

NET PROFIT INCREASED FROM $14.8 MILLION IN 1977 TO $26.3 MILLION IN 1978 - AN INCREASE OF ABOUT 85 PERCENT TO GO WITH THE REVENUE INCREASE OF 17 PERCENT.
ORDERS

OUR MARKETING ORGANIZATION HAD AN EXCELLENT YEAR. I HAVE ALREADY COMMENTED ON SOME SPECIFIC ORDER, BACKLOG AND REVENUE REQUIREMENTS. TOTAL ORDERS INCREASED ABOUT 24 PERCENT OVER 1977. SINCE MARKETING IS A KEY STRATEGIC RESOURCE, WE INVESTED IN 307 ADDITIONAL SALES REPRESENTATIVES FOR THE COMPUTER GROUP TO BRING OUR TOTAL SELLING RESOURCE TO 2140 PEOPLE AT YEAR END.

HUMAN RESOURCE DEVELOPMENT

IN ADDITION TO ADDING KEY SKILLS SUCH AS SALES PERSONS, WE ALSO MADE PROGRESS IN OTHER HUMAN RESOURCE AREAS. CONTROL DATA CONTINUES TO WORK HARD AND INNOVATIVELY AT MINORITY EMPLOYMENT. MINORITY EMPLOYMENT IN THE YEAR INCREASED TO 13.6 PERCENT. THIS REPRESENTS NEARLY A TWO PERCENTAGE POINT INCREASE OVER 1977. LIKewise NONMINORITY WOMEN AS A PERCENTAGE OF THE WORK FORCE INCREASED FROM 9.4 TO 10.9. IN BOTH INSTANCES, THE OBJECTIVES FOR THE YEAR WERE EXCEEDED BY 50 PERCENT OR MORE. LIKewise, THE NMW GOAL OF 10.9. OUR INNER CITY PLANTS, PART-TIME EMPLOYMENT, AND FAIR BREAK PROGRAMS CONTINUE TO ADD TO OUR ABILITY TO PROVIDE OPPORTUNITIES TO MINORITIES. THE WORLDWIDE SPARE PARTS DISTRIBUTION CENTER IS
NEARING COMPLETION IN THE SELBY AREA OF ST. PAUL. OTHER PROGRAMS WILL CONTINUE TO IMPROVE THE QUALITY AND QUANTITY OF OPPORTUNITIES FOR MINORITIES AND WOMEN IN CONTROL DATA. REDUCED MINORITY ATTRITION IS THE MAJOR TARGET FOR 1979.

LIKELYWISE, STEPPED UP MANAGEMENT EDUCATION WAS A MAJOR ACHIEVEMENT IN 1978. SOME 2700 MANAGERS RECEIVED OVER 157,000 HOURS OF PLATO MANAGED EDUCATION IN 1978. THIS PROGRAM WILL CONTINUE IN 1979 AND BEYOND.

WE START THE NEW YEAR WITH A SOLID MANAGEMENT TEAM, WELL-ACCEPTED PRODUCTS AND SERVICES AND A HEALTHY BACKLOG OF ORDERS. WE SHOULD HAVE ANOTHER GOOD YEAR IN 1979. WITH A SOMewhat MORE CLOUDED ECONOMIC OUTLOOK AND WITH SOME OF OUR MORE DRAMATIC TURNOARDS BEHIND US, WE WILL NOT SEE THE KIND OF IMPROVEMENT WE HAD IN 1978. STILL PROGRESS IN PROFITABILITY IS WHAT WE SEEK AND THAT WE SHOULD HAVE THIS YEAR -- AGAIN. THANK YOU. QUESTIONS?
REVENUE TREND COMPARISON

YTD THRU DECEMBER 1978

BAR GRAPH DENOTES QUARTERLY ACTUAL/BUDGET

ACTUAL —  BUDGET —

* INCLUDES CPI

CUMULATIVE ACTUAL  BUDGET  PRIOR YEAR

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KEY
- ACT
- BUD.
- P. YR

TOTAL CC
P.F./GEOG.
TOTAL ASSET TREND COMPARISON
MONTH ENDING DECEMBER 1978

KEY
ACT
BUD.
P. YR

MONTH ENDING
ACTUAL
1213 1227 1235 1252 1250 1241 1270 1273 1294 1276 1238 1274
BUDGET
1257 1261 1279 1289 1283 1299 1300 1303 1310 1310 1309 1311
PRIOR YEAR
1221 1210 1198 1182 1198 1185 1203 1221 1218 1213 1219 1214

* INCLUDES CPI

NOTES
REVENUE TREND COMPARISON

YTD THRU December, 1978

CUMULATIVE

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BAR GRAPH DENOTES QUARTERLY ACTUAL/BUDGET

NOTES
N.P.B.T. TREND COMPARISON

YTD THRU December, 1978

BAR GRAPH DENOTES QUARTERLY ACTUAL/BUDGET

ACTUAL — BUDGET —

CUMULATIVE

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KEY

ACT — BUD. —

NOTES
TOTAL ASSET TREND COMPARISON

MONTH ENDING December, 1978

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NOTES
### Revenue Trend Comparison

**Computer Group**

**YTD Thru** | **Dec 1978**

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Bar graph denotes quarterly actual/budget.

**Notes**

- Actual vs. budget vs. prior year comparison.
- Key: ACT = Actual, BUD = Budget, P. YR = Prior Year.
N.P.B.T. TREND COMPARISON

YTD THRU DEC 1978

COMPUTER GROUP

KEY
ACT
BUD.
PRIOR YEAR

CUMULATIVE

MONTH
J F M A M J J A S O N D
ACTUAL
1.6 2.7 5.1 7.8 12.2 17.8 18.8 24.3 26.6 29.9 30.8 34.2
BUDGET
1.1 (1.0) 2.9 (1.9) 5.1 8.1 5.6 4.2 16.6 15.0 19.7 26.3
PRIOR YEAR
3.5 2.9 2.5 4.9 2.5 3.2 3.3 4.1 9.2 12.1 13.0 14.5

BAR GRAPH DENOTES QUARTERLY ACTUAL/BUDGET

ACTUAL — BUDGET —
# TOTAL ASSET TREND COMPARISON

**MONTH ENDING** DEC 1978

## KEY
- **ACT**
- **BUD.**
- **P. YR**

## Chart Description
- The chart displays the total asset trend comparison for the COMPUTER GROUP for the month ending December 1978.
- The trend shows the comparison between actual (ACT), budget (BUD.), and prior year (P. YR) figures.

## Table: Asset Trend Comparison

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REVENUE TREND COMPARISON

YTD THRU December, 1978

KEY
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BUD.
P. YR

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<th>J</th>
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BAR GRAPH DENOTES QUARTERLY ACTUAL/BUDGET

NOTES
N.P.B.T. TREND COMPARISON

COMPUTER GROUP

YTD THRU December, 1978

CUMULATIVE ACTUAL

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BAR GRAPH DENOTES QUARTERLY ACTUAL/BUDGET

ACTUAL — BUDGET —
REVENUE TREND COMPARISON

YTD THRU December, 1978

KEY
ACT
BUD.
P. YR

CUMULATIVE
ACTUAL
BUDGET
PRIOR YEAR

J F M A M J J A S O N D
40 86 144 199 250 306 360 416 479 543 600 67.1
42 85 131 178 223 272 316 366 419 473 528 586
31 64 103 139 175 223 258 298 346 389 431 487

BAR GRAPH DENOTES QUARTERLY ACTUAL/BUDGET

NOTES
N.P.B.T. TREND COMPARISON

COMPUTER GROUP

YTD THRU December, 1978

RC-5

PFCO

P.F./GEOG.

BAR GRAPH DENOTES QUARTERLY ACTUAL/BUDGET

ACTUAL — BUDGET —

NOTES

BAR GRAPH DENOTES QUARTERLY ACTUAL/BUDGET

ACTUAL — BUDGET —
### TOTAL ASSET TRENDS COMPARISON

**Month Ending: December, 1973**

#### Key:
- **ACT**: Actual
- **BUD**: Budget
- **P.YR**: Prior Year

#### Chart:
- **Y-axis**: $Millions

#### Table:

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**NOTES:**
- R.M. Price CDC speeches Charles Babbage Institute <www.cbi.umn.edu>
MARKETING
ENG. SVCS./PROF. SVCS.
SUMMARY

REVENUE TREND COMPARISON
YTD THRU DECEMBER, 1978

COMPUTER GROUP

$ MILLIONS $

300
250
200
150
100
50
0

KEY
ACT
BUD.
P. YR

CUMULATIVE
ACTUAL
BUDGET
PRIOR YEAR

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BAR GRAPH DENOTES QUARTERLY ACTUAL/BUDGET

NOTES
### N.P.B.T. Trend Comparison

#### Summary

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#### Key

- **ACT**: Actual
- **BUD**: Budget
- **P.YR**: Prior Year

### Bar Graph

Bar graph denotes quarterly actual/budget.