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Unit One

Project Plan

Lead-in

A project plan, according to *The Project Management Body of Knowledge*, is: “... a formal, approved document used to guide both project execution and project control. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among stakeholders, and document approved scope, cost, and schedule baselines. A project plan may be summarized or detailed.”

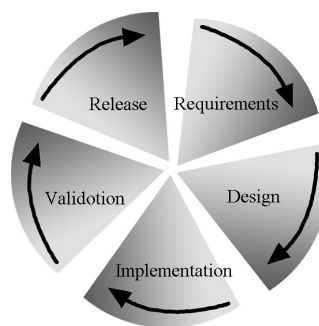
Text

Organisation of This Plan

- ① This project plan is divided into six main components. Several appendices provide more detail on various aspects referred to in the plan, including details on pilot projects, a risk register and terms of reference to expert teams and committees associated with WMO Information System (WIS).

Definitions of data, products, information and services

- ② Different WMO programs have different meanings for these words and they can vary with context. Except when quoting from another source (e.g. Congress papers), this document will conform to the definitions utilized by the Commission for Basic Systems (CBS) as follows.
- ③ In CBS data they are generally defined as observations. When observations are combined into summaries or used to derive new information, they are then referred to products. When describing data and products, CBS refers to them as information. To systems, any information passing through their systems is data, and this is reflected in many of the common terminologies such as data management or data volumes which in this context really mean information management and information volumes.
- ④ The word service in this plan is defined as an interface through which information can be accessed, e.g. a web page, ftp server, OGC web mapping service, email or facsimile.



Project environment and considerations

WIS is built on Members' Systems

- ⑤ As described under project structure, information systems across WMO such as the GTS are developed, operated and maintained by WMO members. While the Secretariat provides support in terms of coordination and facilitation between Members, the bulk of funding and resources required for the development and implementation of WIS is from the WMO members.

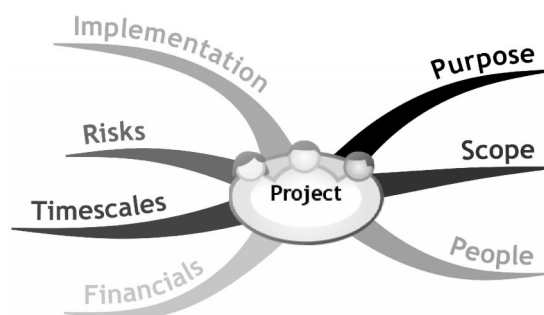
National and regional initiatives based on non-WMO projects

- ⑥ As is evident in the WIS pilot projects of UNIDART, the Region VI VGISC and the NCAR DCPC, WIS is being built by members on members systems and has some dependency on regional projects or activities that may be initiated outside of the WMO community. Fortunately regional projects and developments have taken into account modern day best practices which include utilizing international standards and designing around scalable,

services oriented architecture rather than building stand-alone solutions. Thus, Members are able to incorporate WIS requirements into their national and regional activities. The dependencies on regional projects is particularly so in Region VI where the European Union has many overlapping activities that impact on WIS. This includes the SIMDAT project that is a key contributor to the development of the Region VI VGISC. Similarly, as part of Region IV, the USA has several initiatives such as the Community Data Portal and the Earth System Grid that can be utilized to create the required capabilities of the NCAR DCPC. However, such dependencies are normal modus operandi for WMO and are proving to be a major strength rather than inhibitor.

Global Spatial Data Infrastructure (GSDI) and regional components

- 7 Many WMO members participate in spatial data infrastructure initiatives that are building on the ISO 191XX series of standards relating to spatial data and metadata. As the WMO metadata is a profile of this series, the work of the Inter-programme Expert Team on Metadata Implementation (IPET-MI — See appendix D for Terms of Reference) ensuring Member countries' work towards WIS is synonymous with their national initiatives. Major programs the IPET-MI are aware of and working with include INSPIRE (Europe), NSDI (USA) and ANZLIC (Australia and New Zealand).
- 8 Closely related to the GSDI is the Open + Consortium (OGC) initiative to standardize the way spatial data is shared across systems. Although not a standards setting organisation like ISO, OGC has developed a series of standard recommendations which have been adapted by ISO. These include the Geographic Markup Language (GML), Web Mapping Services (WMS), Web Feature Services (WFS) and Web Coverage Services (WCS). Many of WMO's members are utilizing these standards to break down barriers to interoperability and the sharing of spatial information from different data sources. This technology is being used as a part of the IPCC data sharing practices at the British Atmospheric Data Centre, and in various ocean data centres.



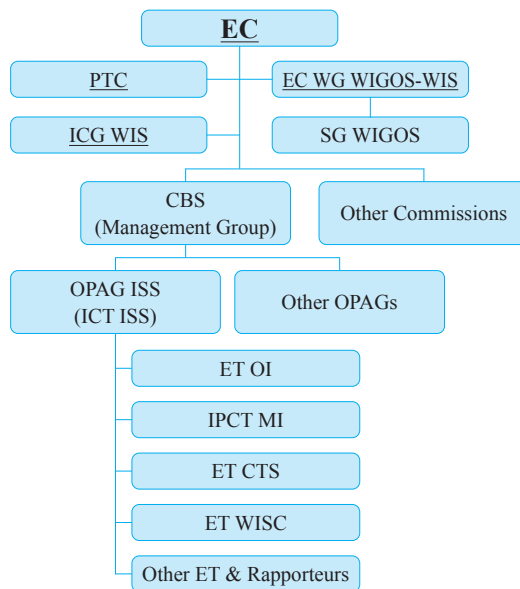
Risk Assessment

- 9 Risks are identified at various points throughout the project and implementation plan, along with associated mitigation or contingencies and the name of a coordinator who, along with the WIS project manager, is responsible for ensuring the risk is managed. The risks are

summarized in Appendix E “Risk Management”. A register of high risks is also included in the appendix. An initial risk assessment for this project plan identified the WIS as a high risk project for the following reasons:

1) Complex systems

- ⑩ The overall project is complex, involving new technologies and standards. Hardware, systems, development and ongoing support have to be integrated into Members’ strategic and system replacement processes. Each Member’s solution has to interface with other Members’ solutions, whilst meeting local and regional requirements. WIS will also invoke extensive alterations to business processes. There is also a critical requirement that the evolution from existing information systems to WIS not be disruptive to the present systems which have established very high availability, robustness and performance; qualities which are also required in WIS.



2) Team

- ⑪ There are many people involved in WIS development and implementation, most of whom are not allocated full time to the task. The team is distributed across the globe and the cost of bringing these people together to tackle issues is mostly inhibitive. Due to the length of the project to date, many of the team are facing more urgent tasks as they also support critical operational systems and procedures. The isolation and (up until 2007) the lack of a central project manager to address strategic or high level issues add to the risk. Offsetting this risk, the team has high intrinsic skills, some knowledge of many of the components and are personally interested in new technology.

3) Members

- ⑫ WMO systems support many high profile or critical activities in member countries such as the preparation and distribution of warnings. Failures in the new system could lead to information not reaching the right place at the right time, and could be highly embarrassing to WMO, Permanent Representatives (PR) and their governments.
- ⑬ WIS will provide new capabilities that could create opportunities for members to run their operations more efficiently; however, some components of WIS such as making publicly available data in GISCs via the internet has raised some policy issues that need to be addressed.
- ⑭ To reduce the exposure to the above risks and to ensure prompt delivery of WIS, EC and

CBS Ext 2006, recommended the appointment of a full time project manager to support the activities of the ICG WIS and to act as a focal point for issues. This was achieved in March 2007. Important components of reducing risk include the establishment of a project plan outlining the development, implementation and ongoing support strategies. The project manager should also lead in communications and outreach to ensure new risks and concerns are addressed appropriately. It can be seen that the residual risk can be significantly reduced using established project management practices. The WIS project manager is the contact officer for these general project risks and new risks.

Project Management

Project Framework

- 15 The project framework is in two parts: the principal being the organisational framework set up by the WMO Executive Council (EC) in order to facilitate the wishes of WMO Congress to develop and implement WIS. The second part is the structure within WMO Secretariat to support the principal framework.

Secretariat Structure

- 16 The Secretariat provides secretarial support to the ICG/WIS and to the expert teams mentioned in above paragraph. The Secretariat coordinates the implementation and maintenance of the operational information such as the WMO Publication No 9 “Volume A” (Observing stations) and “Volume C1” (Catalogue of meteorological bulletins), compiles the updates from the Members and publishes the operational information on the WMO server. The Secretariat also coordinates quantity monitoring exercises of the operation of the WWW and posts monitoring reports on the WMO server.
- 17 The WIS project is now being coordinated by the WIS project manager on behalf of the Director of WWW Department and under the supervision of the Chief of the Information Systems and Services Division (C/ISS). The terms of reference for the WIS project manager are in Appendix E. The project manager plays a key role in coordination within the Secretariat as well as across the Commissions and Regional Associations, and in providing a framework for the WIS pilot activities. To this end, this plan and related communication strategies are important early deliverables made possible by having a project officer. Similarly, the plan highlights the requirements for an ongoing project management role as reported to the PTC and Congress by the ICG/WIS and endorsed by EC-LVIII in 2006.
- 18 In addition to the normal secretariat staff and project manager, the Secretariat may task contractors or participate NMHS to undertake special activities.

Resources and funding

- 19 Information systems across WMO such as the GTS are developed, operated and main-

tained by WMO members. While the Secretariat provides support in terms of coordination and facilitation between Members, the bulk of funding and resources required for the development and implementation of WIS is from the WMO members.

- ④ In order to facilitate the increased coordination costs and activities within the secretariat associated with meeting Congress's requirements for WIS to involve all WMO programmes, the Secretary General has made available special funding for crosscutting activities, although most activity is to be funded from within programmes' existing funds. Furthermore, following EC-LVIII and CBS Ext (2006) statements for the requirement for additional funding specifically for the accelerated development and implementation of WIS, a WIS Trust Fund has been established. The management of the trust will be undertaken by the Director of Word Weather Watch (WWW). A steering committee, composed of the ICG/WIS Chair, the OPAG-ISS Chair and one expert from each of the Members involved in the current key projects (i.e. Australia, Russian Federation, USA, France or Germany or UK, China and Japan) has been established. The committee would advise on the best use of the funds for fostering the technical development and implementation of the key components of WIS. EC-LVIII also noted the need for a full time WIS project manager for coordinating the implementation of the WIS, in close cooperation with the ICG/WIS. The Technical Conference on WIS 2006 (TECO-WIS) supported EC-LVIII and noted that the project manager would require a strong, possibly full time team, if the project is to be successful. At the time of writing, a project manager has been seconded from Australia with occasional support from contractors. A need for a technical writer to start working on the preparation of a manual on WIS has also been identified but a placement has yet to be made. The current secondment kept only until end of February 2008, so arrangements need to be made to ensure a project manager is available in the longer term without breaking the continuity.

Communications and Outreach

- ④ A communications and outreach strategy is essential for a project the size of WIS, with the stakeholders and contributors spreading across the globe. This was identified as a high risk area in the risk assessment described above and in the risk register. The strategy for the WIS project office is divided into seven areas:
- 1) Participation and representation of WIS in WMO programmes, Technical Commissions or major projects (i.e. IPY) planning and strategic processes. This may be achieved by ensuring the WIS project manager who is able to participate in such meetings or by ensuring other secretariat staff or ICG/WIS members can do so.
 - 2) As directed by Congress, it is essential to implement a Rolling Review of Requirements (RRR) to ensure that WIS continues to be relevant to stakeholders needs. This does not

mean that the implementation of WIS has a rapidly changing target, but that key decisions in WIS's implementation need to be aware of the current and future needs of the programmes WIS will be supporting.

- 3) Cg-XV is identified essential to ensure the engagement of Regional Associations as well as the Technical Commissions. Part of the implementation plan includes establishment of Regional WIS teams to undertake pilot projects and to participate in the development and implementation of WIS, especially with members from least developed countries.
- 4) Similarly, the secretariat has the flexibility to initiate special implementation and coordination meetings, normally achieved by having a joint meeting of a Commission expert team and a Regional Association Working Group. This ensures cross fertilisation between Technical Commissions and Regional Associations.
- 5) The WIS project manager's terms of reference (appendix E) identify a key role of the project manager as to create and maintain an up-to-date and useful web site to facilitate communication between developers and also to provide WMO members with a place to monitor and engage in WIS planning and implementation.
- 6) An important part of the communications and outreach strategy will be the capacity building and training which will be closely tied to the development of appropriate guidelines and documentation on WIS.
- 7) Congress also identified a need to be proactive in identifying potentially new users of WIS, and suggested a program be initiated to actively seek involvement of other UN agencies, international organisations or projects.

A useful aid to the communications strategy was the publication of WO Bulletin 55 (4) in October of 2006.

Project Monitoring and Review

- 22 This plan forms an important part of the project monitoring and review process and along with a web page will be a part of the communications and outreach strategy. Individual projects will contain mini project plans and Gantt charts. The project officer will provide fortnightly reports to the Chief ISS and Chair of ICG/WIS. Monthly briefings will be provided to the Director WWW. The Director WWW will be responsible for reporting on WIS to the WMO Secretariat through the Comité de Direction. The project manager of WIS will provide a report to each ICG/WIS meeting. The Chair of ICG/WIS will report to "Executive Council Working Group on WIGOS and WIS" and to the "Presidents Technical Committee". The progress on WIS along with this project plan and implementation plan will also be available on the WIS web page.



Notes

1. **World Meteorological Organization (WMO)** 世界气象组织,是联合国的专门机构之一。它的前身国际气象组织(International Meteorological Organization,英文简称IMO),是1872年和1873年分别在莱比锡和维也纳召开的两次国际会议后,于1878年正式成立的非官方性机构。1947年9月在华盛顿召开的各国气象局长会议,通过了世界气象公约草案,1950年3月23日该公约生效,国际气象组织更名为世界气象组织。1951年3月19日在巴黎举行世界气象组织第一届大会,正式建立机构。同年12月,世界气象组织成为联合国的一个专门机构。
2. **project plan** 项目计划书,指项目方为了达到招商融资和其他发展目标等目的所制作的计划书。一份好的项目计划书的特点是:关注产品、敢于竞争、充分的市场调研、有力的资料说明、表明行动的方针、展示优秀的团队、良好的财务预计等,从而使合作伙伴会更了解项目的整体情况及业务模型,也能让投资者判断该项目的可盈利性。
3. **risk management** 风险管理,指社会组织或者个人用以降低风险所带来的消极结果的决策过程,通过风险识别、风险估测、风险评价,并在此基础上选择与优化组合各种风险管理技术,对风险实施有效控制和妥善处理风险所致损失和后果,从而以最小的成本收获最大的安全保障。
4. **Executive Council Working Group** 程序委员会,又被称为执行委员会、理事会、协调组。它在团队建设、维持发展中扮演着多重角色。在组织建立团队之前,组织要建立程序委员会去估价它的可行性,如果可行,程序委员会的任务便转变为建设团队设计组,为如何组建团队设计方案,这是程序委员会最关键、最重要的任务。在团队组建成功后,它的任务则是维持团队目前的结构,并且作为团队资源的提供者,驱动团队有效运转。因此,程序委员会是否有效,对于团队绩效起着至关重要的作用。
建立高效的程序委员会,要慎重选择成员。程序委员会不应仅仅包括高层管理者,还应包括人力资源部门以及未来的一些团队成员,因为这样可以促使各种水平的员工的参与,提高沟通水平,更有效地进行决策制定。其次,程序委员会的成员应该选择具有创造性思维的员工,因为他们能提出有价值的意见和想法;也应该选择能与组织中所有层次的员工进行沟通的成员。
5. **external environment** 外部环境(分析),重点是识别和评价超出公司控制能力的外部发展趋势与事件。成功的战略必须将主要的资源用于最有决定性的机会。通过外部环境分析,企业可以很好地明确自身面临的机会与威胁,从而决定企业能够选择做什么。对外部环境的未来变化做出正确的预见,是战略能够获得成功的前提。

Words and Expressions

architecture /'ɑ:kitektʃə/ *n.*

the product or work or process of building or construction 建筑学; 建筑风格; 建筑式样

implementation /ɪmp'liːmənt'eɪʃ(ə)n/ *n.*

the act of accomplishing some aim or executing some order [计] 实现; 履行; 安装启用

secretariat /,sekri'teəriət/ *n.*

an administrative unit responsible for maintaining records and other secretarial duties; especially for international organizations 秘书处; 书记处; 秘书 (书记, 部长等)

scalable /'skeɪləb(ə)l/ *adj.*

capable of being scaled; possible to scale “the scalable slope of a mountain” 可攀登的; 可去鳞的; 可称量的

modus operandi /,məʊdəs ,ɒpə'rendi:/ *n.*

an unvarying or habitual method of procedure [拉丁] 运作, 运算

metadata /'metədɛɪtə/ *n.*

data about data 元数据

synonymous /sɪ'nɒnɪməs/ *adj.*

(of words) meaning the same or nearly the same 同义的; 同义词的; 同义突变的

geospatial /,dʒi:əʊ'speɪʃ(ə)l/ *adj.*

of or relating to the relative position of things on the earth's surface 地理空间的

interoperability /'ɪntə,rɒpərə'bɪləti/ *n.*

capability of being used or operated reciprocally [计] 互操作性; 互用性

initiative /ɪ'nɪʃətɪv/ *n.*

readiness to embark on bold new venture 积极性; 主动权

simulation /'sɪmjə'leɪʃən/ *n.*

[computer science] the technique of representing the real world by a computer program 仿真; 模拟, 模仿; 假装

be disruptive to

对……有影响

be relevant to

和……相关



Exercises



I. Reading comprehension

Answer the following questions based on the content of the text.

1. What are the business goals that the project is aiming to achieve?
2. What business benefits will these goals deliver if achieved?
3. What will be the consequences to the business (financial, reputation etc.) if the project does not go ahead or fails to deliver the objectives?
4. Are there any easy-to-implement alternatives to this project?
5. Are there any disadvantages to implementing this project?
6. Who is the main stakeholder, with ultimate responsibility for driving the project forward?
7. Who is responsible for ensuring appropriate resources (time, people and money) allocated to the project?
8. Who will be responsible for deciding whether the project goes ahead or not after the initial investigations?
9. Is the new project dependent on the successful delivery of a current project?
10. What are the success criteria that will indicate that the objectives have been met and the benefits delivered?

II. Paraphrasing

Rewrite each of the sentences in your own words.

1. Risks are identified at various points throughout the project and implementation plan, along with associated mitigation or contingencies and the name of a coordinator who, along with the WIS project manager, is responsible for ensuring the risk is managed.
2. Such dependencies are normal modus operandi for WMO and are proving to be a major strength rather than inhibitor.
3. The concept of a Grid joining together computing and data sources has been growing rapidly in the last few years driven by researchers wanting access to the wealth of high quality data from measurements and computer simulations.
4. An important part of the communications and outreach strategy will be the capacity building and training which will be closely tied to the development of appropriate guidelines and documentation on WIS.
5. To this end, this plan and related communication strategies are important early deliverables made possible by having a project officer.

III. Cloze

Fill in each of the blanks in the following passage with a word or an expression.

When you know the goal of your project and you believe it's possible, you need a 1 project plan that describes how you and your team will make it 2 . Include the following in your project-management plan:

- an overview of the reasons for your project;
- a detailed description of intended results;
- a list of all constraints the project must address;
- a list of all assumptions related to the project;
- a list of all required work;
- a breakdown of the roles you and your team members will 3 ;
- a detailed project schedule;
- needs for personnel, funds, and non-personnel resources (such as equipment, facilities, and information);
- a description of how you plan to manage any significant risks and uncertainties;
- plans for project communications;
- plans for ensuring project quality.

Always put your project plans in writing; doing so helps you clarify details and 4 the chances that you'll forget something. Plans for large projects can take hundreds of pages, but a plan for a small project can take only a few lines on a piece of paper (or a tablecloth!).

The success of your project depends on the clarity and accuracy of your plan and 5 people who believe they can achieve it. Considering past experience in your project plan makes your plan more realistic; involving people in the plan's development encourages their commitment to achieving it.

Often the pressure to get fast results encourages people to 6 the planning and get right to the tasks. 7 this strategy can create a lot of immediate activities, it also creates significant chances for waste and mistakes.

Be sure the drivers and supporters of your project review and 8 the plan in writing before you begin the project. For a small project, you may need only a 9 e-mail or someone's initials on the plans. For a larger project, though, you may need a formal review and signoff by one or 10 levels of your organization's management.

IV. Translation

1. Translate the following passage into Chinese.

The continued review and development of the WMO networks undertaken by the

IMTN is a major component of the advances in the GTS to date. Many of these changes such as the successful implementation of the Region VI, then Cloud I migration to MPLS, have radically improved the cost effectiveness of the MTN. Similarly, the implementation of the Advanced Dissemination Methods (ADM) has been very successful in improving access to GTS information for many members. The next major advances will be in migrating Cloud II to MPLS and the potential for establishing any to any links within the MTN. The continued work of the IMTN project is an essential development to enable the realisation of the full potential of the WIS architecture and needs to work closely with the other tasks in the evolution of the GTS to WIS, as well as the tasks leading to the new functionality of WIS. The timeline for this task is ongoing.

Risk: Moderation. Although the task is potentially a very high or extreme risk, practices of the team reduce the residual risk to moderate. It is important that these new technologies are explored and the communications infrastructure and support from the suppliers is able to match the IMTN service levels. The implementation of new solutions has to work very closely with the ET GTS-WIS OI.

Task Leader: Co Chairs ET-CTS

Priority: Essential

2. Translate the following sentences into English.

- 1) 项目管理人员、关键用户和技术人员必须及时确认项目过程中所有的技术要求。
- 2) 项目的任务和成本是基于如下的假设,如果假设条件发生变化,本实施计划可能会受到影响。
- 3) 用户确认已经阅读和理解了本实施计划书及附件的全部内容,并同意受此文件的约束。
- 4) 本部分明确本项目中B公司(以下简称乙方或B公司)将为用户A公司(以下简称甲方或用户)提供服务的工作范围和工作内容。
- 5) B公司销售人员作为与用户的联系人,负责对项目的进度进行监督,并与用户和项目组进行沟通,以保证工作质量和用户满意度。

V. Writing

Write a passage of about 200 words, developing your arguments on the following issue:

A SWOT analysis (alternatively SWOT matrix) is a structured planning method used to evaluate the **Strengths**, **Weaknesses**, **Opportunities** and **Threats** involved in a project or in a business venture. A SWOT analysis can be carried out for a product, place, industry or person. It involves specifying the objective of the business venture or project and identifying

the internal and external factors that are favorable and unfavorable to achieve that objective.

Try to analyse the project in the text by SWOT.





Unit Two

Corporate Annual Report (I)

Lead-in ▼

Corporate annual report is another important writing task in business agenda, demanding quite some techniques in highlighting the firm's periodical achievements and setbacks in limited text. Different firms and different compilers of even the same firm may have different styles and rhetoric in accomplishing such tasks. But some key issues are due to appear in such reports, ranging from the financial wins to market situation analysis and to technological advances. Microsoft Corp, as one of the leaders in global business, publishes its annual report every year, evincing the merits of corporate annual report on one hand and demonstrating its technological leadership on the other. But in this unit, only some key parts of the report is excerpted. If you were the compiler, how would you choose to fill up the missing parts of this report, as listed in the Contents hereunder?

Text

Microsoft 2013 Annual Report (I)

(excerpted)

Contents

- *Selected Financial Data*
- *Financial Review*
- *Business Description*
- *General*
- *Operating Segments*
- *Operations*
- *Research & Development*
- *Distribution, Sales & Marketing*
- *Licensing Options*
- *Customers*
- *Employees*
- *Available Information*

**Microsoft®**

Selected Financial Data

Financial Highlights

(In millions, except per share data)

Year Ended June 30	2013	2012	2011	2010	2009
Revenue	\$77,849	\$ 73,723	\$ 69,943	\$ 62,484	\$ 58,437
Operating income	\$26,764 ^(a)	\$ 21,763 ^(b)	\$ 27,161	\$ 24,098	\$ 20,363
Net income	\$21,863 ^(a)	\$ 16,978 ^(b)	\$ 23,150	\$ 18,760	\$ 14,569
Diluted earnings per share	\$2.58 ^(a)	\$ 2.00 ^(b)	\$ 2.69	\$ 2.10	\$ 1.62
Cash dividends declared per share	\$0.92	\$ 0.80	\$ 0.64	\$ 0.52	\$ 0.52
Cash, cash equivalents, and short-term investments	\$77,022	\$ 63,040	\$ 52,772	\$ 36,788	\$ 31,447
Total assets	\$142,431	\$ 121,271	\$ 108,704	\$ 86,113	\$ 77,888
Long-term obligations	\$ 26,070	\$ 22,220	\$ 22,847	\$ 13,791	\$ 11,296
Stockholders' equity	\$ 78,944	\$ 66,363	\$ 57,083	\$ 46,175	\$ 39,558

* (a) Includes a charge related to a fine imposed by the European Commission in March 2014 which decreased operating income and net income by \$733 million (€561 million) and diluted earnings per share by \$0.09. Also includes a charge for Surface RT inventory adjustments recorded in the fourth quarter of fiscal year 2014, which decreased operating income by \$900 million, net income by \$596 million and diluted earnings per share by \$0.07.

(b) Includes a goodwill impairment charge related to our Online Services Division business segment which decreased operating income and net income by \$6.2 billion and diluted earnings per share by \$0.73.

Financial Review

Quarterly Stock Price Information, Issuer Purchases of Equity Securities, Dividends, and Stock Performance

QUARTERLY STOCK PRICE

Our common stock is traded on the NASDAQ Stock Market under the symbol MSFT. On July 18, 2013, there were 119,862 registered holders of record of our common stock. The high and low common stock sales prices per share were as follows:

Quarter Ended	September 30	December 31	March 31	June 30	Fiscal Year
Fiscal Year 2013					
High	\$ 31.61	\$ 30.25	\$ 28.66	\$ 35.78	\$ 35.78
Low	\$ 28.54	\$ 26.26	\$ 26.28	\$ 28.11	\$ 26.26
Fiscal Year 2012					
High	\$ 28.15	\$ 27.50	\$ 32.95	\$ 32.89	\$ 32.95
Low	\$ 23.79	\$ 24.26	\$ 26.39	\$ 28.32	\$ 23.79

SHARE REPURCHASES AND DIVIDENDS

Share Repurchases

On September 22, 2009, we announced that our Board of Directors approved a share repurchase program authorizing up to \$40.0 billion in share repurchases with an expiration date of September 30, 2013. As of June 30, 2013, approximately \$3.6 billion of the approved repurchase amount remained. The repurchase program may be suspended or discontinued at any time without prior notice.

We repurchased the following shares of common stock under the above-described repurchase plan using cash resources:

(In millions)	Shares	Amount	Shares	Amount	Shares	Amount
Year Ended June 30	2013		2012		2011	
First quarter	33	\$ 1,000	38	\$ 1,000	163	\$ 4,000
Second quarter	58	\$ 1,607	39	\$ 1,000	188	\$ 5,000
Third quarter	36	\$ 1,000	31	\$ 1,000	30	\$ 827
Fourth quarter	31	\$ 1,000	34	\$ 1,000	66	\$ 1,631
Total	158	\$ 4,607	142	\$ 4,000	447	\$ 11,458

Dividends

In fiscal year 2013, our Board of Directors declared the following dividends:

Declaration Date	Dividend Per Share	Record Date	Total Amount (In millions)	Payment Date
September 18, 2012	\$ 0.23	November 15, 2012	\$ 1,933	December 13, 2012
November 28, 2012	\$ 0.23	February 21, 2013	\$ 1,925	March 14, 2013
March 11, 2013	\$ 0.23	May 16, 2013	\$ 1,921	June 13, 2013
June 12, 2013	\$ 0.23	August 15, 2013	\$ 1,916	September 12, 2013

The dividend declared on June 12, 2013 will be paid after the filing of our Form 10-K and was included in other current liabilities as of June 30, 2013.

In fiscal year 2013, our Board of Directors declared the following dividends:

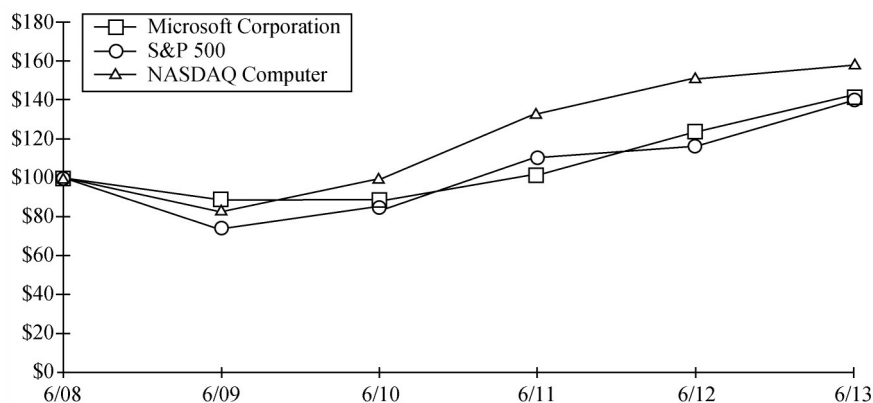
Declaration Date	Dividend Per Share	Record Date (In millions)	Total Amount	Payment Date
September 20, 2012	\$ 0.20	November 17, 2012	\$ 1,683	December 8, 2012
December 14, 2012	\$ 0.20	February 16, 2013	\$ 1,683	March 8, 2013
March 13, 2013	\$ 0.20	May 17, 2013	\$ 1,678	June 14, 2013
June 13, 2013	\$ 0.20	August 16, 2013	\$ 1,676	September 13, 2013

The dividend declared on June 13, 2013 was included in other current liabilities as of June 30, 2013.

STOCK PERFORMANCE

COMPARISON OF 5 YEAR CUMULATIVE TOTAL RETURN*

Among Microsoft Corporation, the S&P 500 Index, and the NASDAQ Computer Index as follow:



	6/08	6/09	6/10	6/11	6/12	6/13
Microsoft Corporation	100.00	88.52	87.33	101.05	122.14	142.14
S&P 500 Index	100.00	73.79	84.43	110.35	116.36	140.32
NASDAQ Computer Index	100.00	84.52	99.07	133.08	151.51	158.50

* \$100 invested on 6/30/08 in stock or index, including reinvestment of dividends

Research & Development

During fiscal years 2013, 2012, and 2011, research and development expense was \$10.4 billion, \$9.8 billion, and \$9.0 billion, respectively. These amounts represented 13% of revenue in each of those years. We plan to continue to make significant investments in a broad range of research and development efforts.

Product Development and Intellectual Property

We develop most of our products and services internally. Internal development allows us to maintain competitive advantages that come from product differentiation and closer technical control over our products and services. It also gives us the freedom to decide which modifications and enhancements are most important and when they should be implemented. We strive to obtain information as early as possible about changing usage patterns and hardware advances that may affect software design. Before releasing new software platforms, we provide application vendors with a range of resources and guidelines for development, training, and testing. Generally, we also create product documentation internally.

We protect our intellectual property investments in a variety of ways. We work actively in the U.S. and internationally to ensure the enforcement of copyright, trademark, trade secret, and other protections that apply to our software and hardware products, services, business plans, and

branding. We are a leader among technology companies in pursuing patents and currently have a portfolio of over 35,000 U.S. and international patents issued and over 38,000 pending. While we employ much of our internally developed intellectual property exclusively in Microsoft products and services, we also engage in outbound and inbound licensing of specific patented technologies that are incorporated into licensees' or Microsoft's products. From time to time, we enter into broader cross-license agreements with other technology companies covering entire groups of patents. We also purchase or license technology that we incorporate into our products or services. At times, we make select intellectual property broadly available at no or low cost to achieve a strategic objective, such as promoting industry standards, advancing interoperability, or attracting and enabling our external development community.

While it may be necessary in the future to seek or renew licenses relating to various aspects of our products and business methods, we believe, based upon past experience and industry practice, such licenses generally could be obtained on commercially reasonable terms. We believe our continuing research and product development are not materially dependent on any single license or other agreement with a third party relating to the development of our products.

Investing in the Future

Microsoft's success is based on our ability to create new and compelling products, services, and experiences for our users, to initiate and embrace disruptive technology trends, to enter new geographic and product markets, and to drive broad adoption of our products and services. We invest in a range of emerging technology trends and breakthroughs that we believe offer significant opportunities to deliver value to our customers and growth for the company. We maintain our long-term commitment to research and development across a wide spectrum of technologies, tools, and platforms spanning communication and collaboration, information access and organization, entertainment, business and e-commerce, advertising, and devices.

While our main research and development facilities are located in Redmond, Washington, we also operate research and development facilities in other parts of the U.S. and around the world, including Canada, China, Denmark, Estonia, Germany, India, Ireland, Israel, and the United Kingdom. This global approach helps us remain competitive in local markets and enables us to continue to attract top talent from across the world. We generally fund research at the corporate level to ensure that we are looking beyond immediate product considerations to opportunities further in the future. We also fund research and development activities at the business segment level. Much of our business segment level research and development is coordinated with other segments and leveraged across the company.

In addition to our main research and development operations, we also operate Microsoft

Research. Microsoft Research is one of the world's largest computer science research organizations, and works in close collaboration with top universities around the world to advance the state-of-the-art in computer science, providing us a unique perspective on future technology trends.

Based on our assessment of key technology trends and our broad focus on long-term research and development, we see significant opportunities to drive future growth in smart connected devices, cloud computing, entertainment, search, communications, and productivity through our devices and services strategy.

Distribution, Sales & Marketing

We market and distribute our products and services primarily through the following channels: OEMs; distributors and resellers; and online.

OEMs

We distribute software through OEMs that pre-install our software on new PCs, tablets, servers, smartphones, and other intelligent devices that they sell to end customers. The largest component of the OEM business is the Windows operating system pre-installed on computing devices. OEMs also sell hardware pre-installed with other Microsoft products, including server and embedded operating systems and applications such as our Microsoft Office suite. In addition to these products, we also market our services, such as our Windows SkyDrive service, through OEMs.

There are two broad categories of OEMs. The largest OEMs, many of which operate globally, are referred to "Direct OEMs," as our relationship with them is managed through a direct agreement between Microsoft and the OEM. We have distribution agreements covering one or more of our products with virtually all of the multinational OEMs, including Acer, ASUS, Dell, Fujitsu, HTC, Hewlett-Packard, LG, Lenovo, Nokia, Samsung, Sony, Toshiba, and with many regional and local OEMs. The second broad category of OEMs consists of lower-volume PC manufacturers (also called "system builders"), which source their Microsoft software for pre-installation and local redistribution primarily through the Microsoft distributor channel rather than through a direct agreement or relationship with Microsoft.

Distributors and Resellers

Many organizations that license our products and services through enterprise agreements transact directly with us, with sales support from solution integrators, independent software vendors, web agencies, and developers that advise organizations on licensing our products and services ("Enterprise Software Advisors"). Organizations also license our products and services indirectly, primarily through large account resellers ("LARs"), distributors, value-added resellers ("VARs"), OEMs, system builder channels, and retailers. Although each type of