



Electronic Arts Inc. Q1 FY 2011 Results

August 3, 2010

Safe Harbor Statement



Please review our risk factors on Form 10-K filed with the SEC.

- Some statements set forth in this document, including the estimates relating to EA's fiscal year 2011 guidance information and fiscal year 2011 title slate contain forward-looking statements that are subject to change. Statements including words such as "anticipate", "believe", "estimate" or "expect" and statements in the future tense are forward-looking statements. These forward-looking statements are preliminary estimates and expectations based on current information and are subject to business and economic risks and uncertainties that could cause actual events or actual future results to differ materially from the expectations set forth in the forward-looking statements.
- Some of the factors which could cause the Company's results to differ materially from its expectations include the following: sales of the Company's titles; the general health of the U.S. and global economy and the related impact on discretionary consumer spending; fluctuations in foreign exchange rates; consumer spending trends; the Company's ability to manage expenses; the competition in the interactive entertainment industry; the effectiveness of the Company's sales and marketing programs; timely development and release of Electronic Arts' products; the consumer demand for, and the availability of an adequate supply of console hardware units (including the Xbox 360® video game and entertainment system, the PlayStation®3 computer entertainment system and the Wii™); the Company's ability to predict consumer preferences among competing hardware platforms; the financial impact of the Playfish acquisition and potential future acquisitions by EA; the Company's ability to realize the anticipated benefits of acquisitions; the seasonal and cyclical nature of the interactive game segment; the Company's ability to attract and retain key personnel; changes in the Company's effective tax rates; the performance of strategic investments; the impact of certain accounting requirements, such as the Company's ability to estimate and recognize goodwill impairment charges and determine deferred tax valuation allowances; adoption of new accounting regulations and standards; potential regulation of the Company's products in key territories; developments in the law regarding protection of the Company's products; the Company's ability to secure licenses to valuable entertainment properties on favorable terms; the stability of the Company's key customers, and other factors described in the Company's Annual Report on Form 10-K for the fiscal year ended March 31, 2010.
- These forward-looking statements are valid as of August 3, 2010 only.
- Electronic Arts assumes no obligation and does not intend to update these forward-looking statements. In addition, the preliminary financial results set forth in this document are estimates based on information currently available to Electronic Arts. While Electronic Arts believes these estimates are meaningful, they could differ from the actual amounts that Electronic Arts ultimately reports in its Quarterly Report on Form 10-Q for the fiscal quarter ended June 30, 2010. Electronic Arts assumes no obligation and does not intend to update these estimates prior to filing its Form 10-Q for the fiscal quarter ended June 30, 2010.
- In addition, this presentation includes various third party estimates regarding the total available segment and other measures, which do not necessarily reflect the view of Electronic Arts. Further, Electronic Arts does not guarantee the accuracy or reliability of any such information or forecast.

Financial Summary

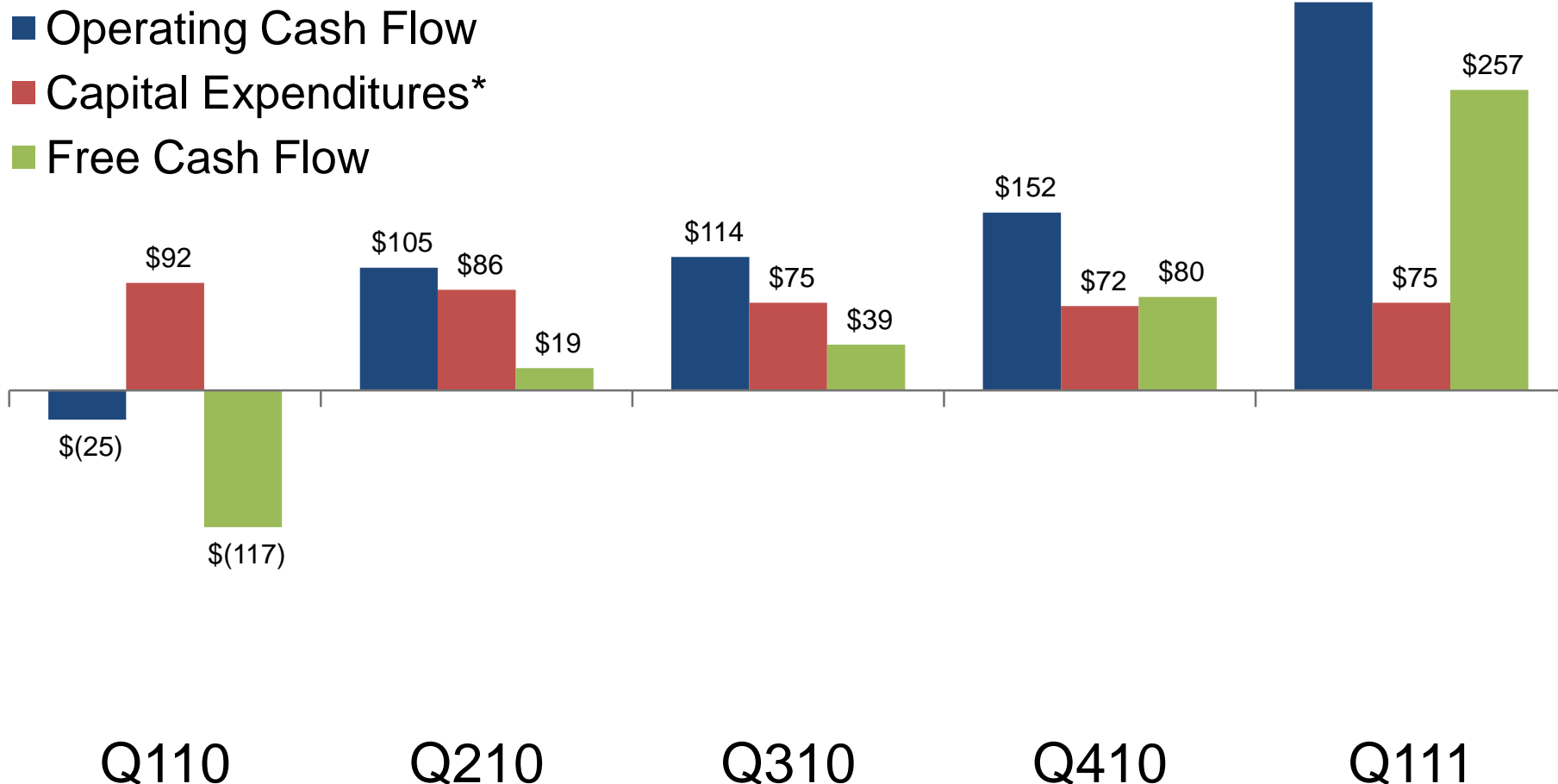


	Q1 FY10		Q1 FY11	
	GAAP	Non-GAAP	GAAP	Non-GAAP
Net revenue	\$644	\$816	\$815	\$539
Net revenue at Q1 FY10 FX rates			\$789	\$538
Gross profit margin	50.2%	61.2%	72.8%	59.6%
Diluted EPS	(\$0.72)	(\$0.02)	\$0.29	(\$0.24)
Headcount	8,948		7,758	
Headcount in low cost locations	20%		21%	
Operating cash flow	(\$328)		(\$148)	
TTM operating cash flow	(\$25)		\$332	



Cash Flow and Cap Ex

Trailing twelve months, in \$millions



*Note: Excludes \$233 million purchase of Redwood Shores headquarters facility.

Balance Sheet Highlights



~\$5.25 per share in cash/marketable securities, no debt

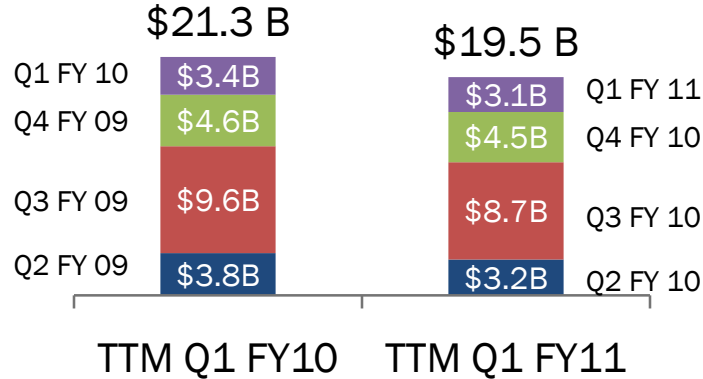
	June 30, 2009	June 30, 2010
Total Cash, Short-Term Investments, and Marketable Securities	\$2,279 M	\$1,730 M
Debt	—	—
Inventories	\$215 M	\$82 M
Sales Returns and Allowances (SRA) as a percentage of:		
Trailing six month non-GAAP revenue	13%	13%
Trailing nine month non-GAAP revenue	6%	7%

Segment Summary

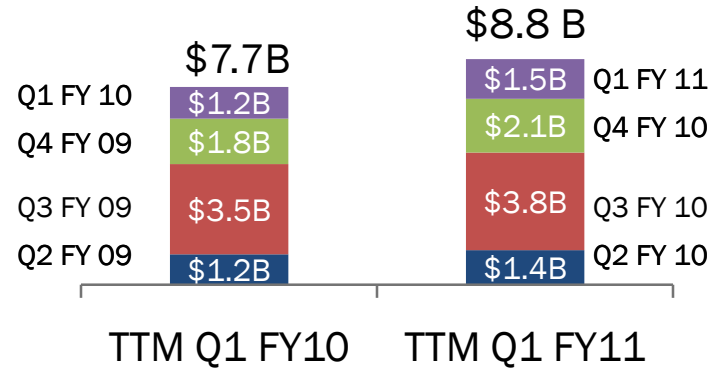


Western World (N. America and Europe)

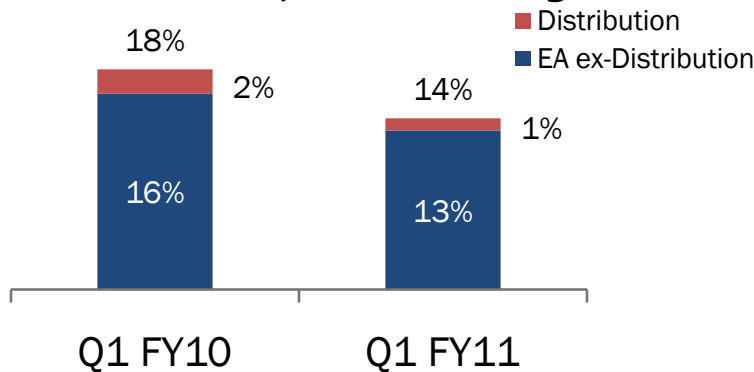
PKG Goods



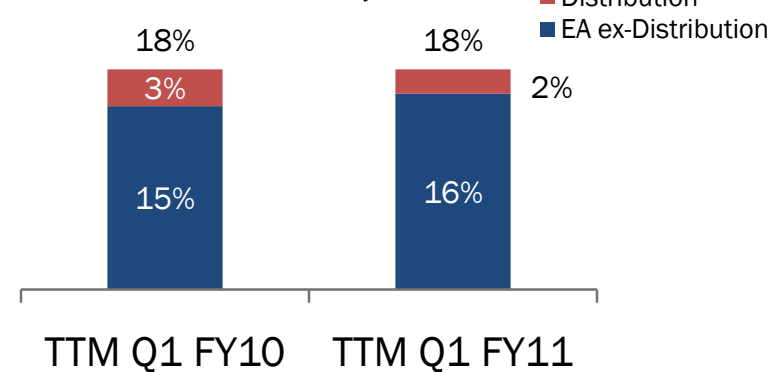
HD Console Software



EA Share, Quarterly



EA Share, TTM



TTM: Digital Growth: 25-30%, Total Segment Growth 0-5%

Packaged Goods: Frontline



Fewer, bigger, better titles



80

83

X360

85

Wii

75

Packaged Goods: Catalog



Quality and multi-player modes drive sustained sales



88
X360
PS3

91
PS3

85
X360
PS3

Digital Overview



Q1 FY11 non-GAAP digital revenues: \$188 million*

- **Full-game and DLC growth**

- Key titles driving growth: *Battlefield: Bad Company 2*, *FIFA Ultimate Team*, *Dragon Age*, *Mass Effect 2* and *FIFA Online 2*

- **Mobile continues to grow year-over-year**

- iPad and iPhone growth offset declining JAVA/Brew revenue

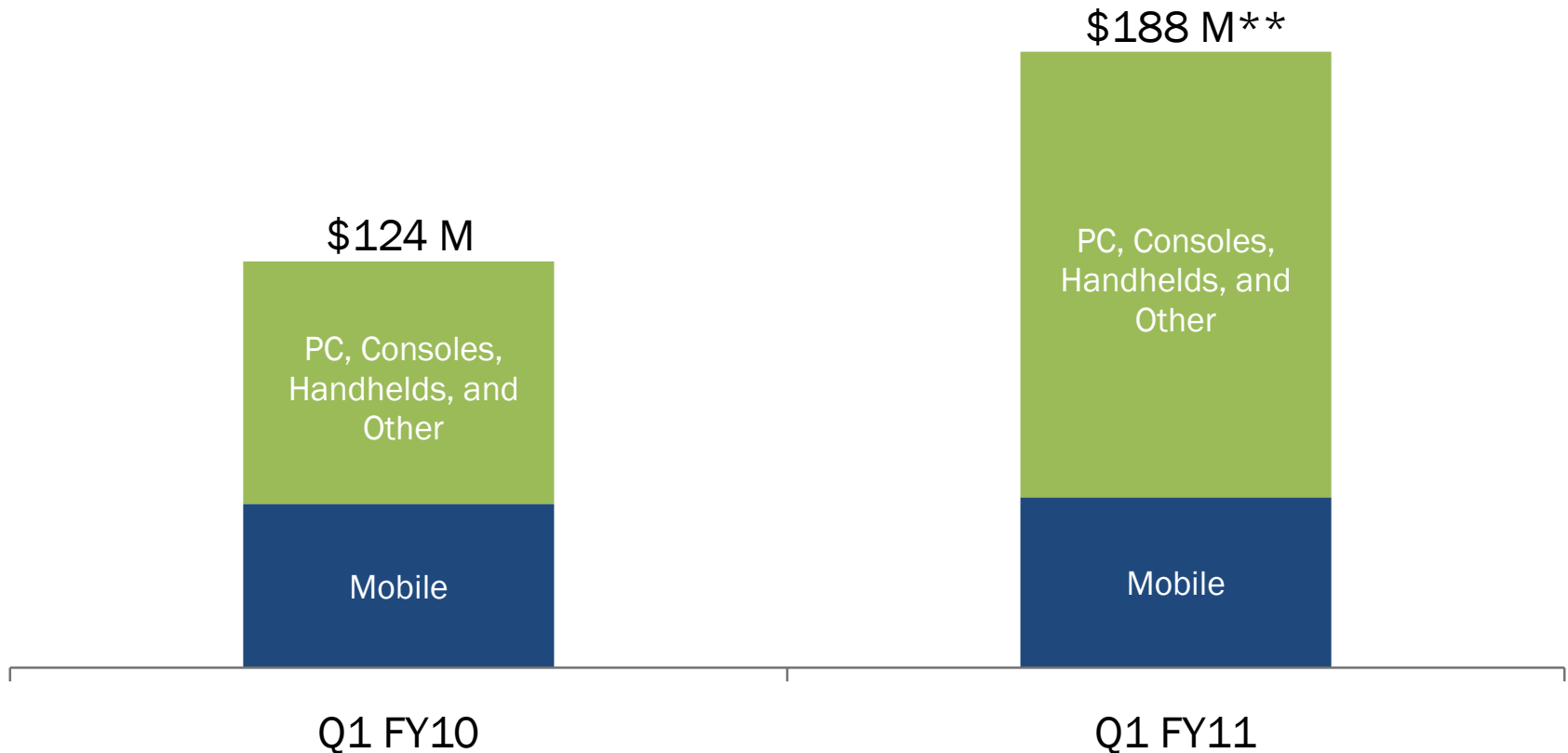
- **Growing registered users and MAU**

- 67 million unique registered core game users
 - Titles driving user registrations: *FIFA Ultimate Team*, *Battlefield: Bad Company 2*
- 52 million Monthly Active Users (MAU) in Social Games
 - Titles driving MAU: *Pet Society*, *Restaurant City*, *FIFA Superstars*, and *My Empire*

Digital Platform Breakdown*



Broad-based growth across business models and platforms



*Revenue presented on a non-GAAP basis.

**Q1 FY11 includes approximately \$20 million of digital revenue that the Company does not anticipate in future quarters.

Margin Structure



Trailing Twelve Months Results

	Q1 FY10		Q1 FY11	
	GAAP	Non-GAAP	GAAP	Non-GAAP
Net revenue	\$4.052 B	\$4.293 B	\$3.825 B	\$3.882 B
Gross profit margin	46.9%	51.1%	53.8%	54.7%
Marketing and sales expense	17.9%	16.5%	18.1%	17.4%
General and administrative expense	7.7%	6.4%	8.6%	7.1%
Research and development expense	32.5%	27.7%	31.2%	27.7%
Operating margin	(24.1%)	0.5%	(9.0%)	2.5%
Net margin	(30.3%)	0.8%	(9.1%)	1.9%

Non-GAAP operating margin improves due to gross profit margin increase and cost controls, partially offset by lower revenue.



Guidance

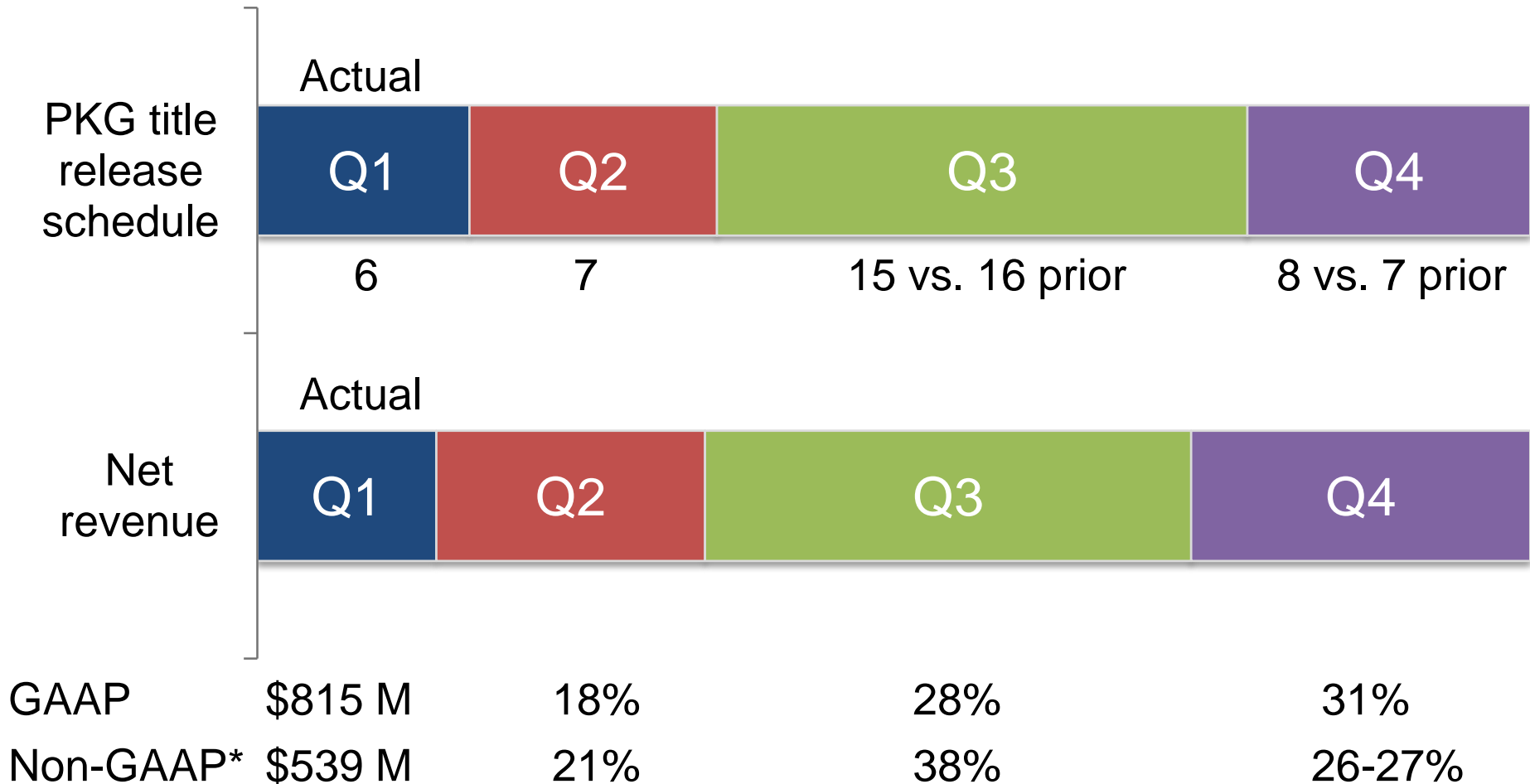
Q1 FY11 Currency Assumptions

- **Exchange rates may remain volatile**
- **Current guidance FX assumptions:**
 - \$1.29 USD/Euro
 - EPS is largely hedged to the Euro on a full year basis
 - \$0.96 USD/Canadian Dollar
 - R&D costs increase if the Canadian Dollar strengthens v. US Dollar
 - \$1.54 USD/British Pound Sterling
 - EPS decreases if the GBP weakens v. USD
- **Using spot exchange rates as of July 30, 2010:**
 - Approximately \$0.01 benefit to full year non-GAAP EPS
 - \$15 million to \$20 million benefit to non-GAAP net revenue

Guidance – Revenue Phasing



FY11 title release plan and quarterly revenue phasing



*Difference between GAAP and non-GAAP quarterly revenue phasing is due to the change in deferred revenue (packaged goods and digital content).

Guidance – Full Year FY11 non-GAAP EPS guidance unchanged from prior quarter



Fiscal year, ending March 31, 2011

	GAAP	Non-GAAP
Revenue		
Publishing and Other revenue	\$2.5 B - \$2.75 B	\$2.725 B - \$2.975 B
Distribution revenue	Approximately \$175 M	Approximately \$175 M
Digital revenue	Approximately \$675 M	Approximately \$750 M
Total	\$3.35 B - \$3.60 B	\$3.65 B - \$3.90 B
Gross Profit Margin	Approximately 56%	Approximately 60%
Operating Expense	Approximately \$2.25 B	Approximately \$2.0 B
Tax Expense	Approximately \$20 M	\$65 M - \$91 M
Net Income / (Loss)	(\$330 M) – (\$232 M)	\$167 M - \$234 M
Earnings Per Share / (Loss)	(\$1.00) – (\$0.70)	\$0.50 - \$0.70
Diluted Shares	Approximately 330 M	Approximately 334 M
Operating Cash Flow	\$250 M - \$300 M	

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Guidance



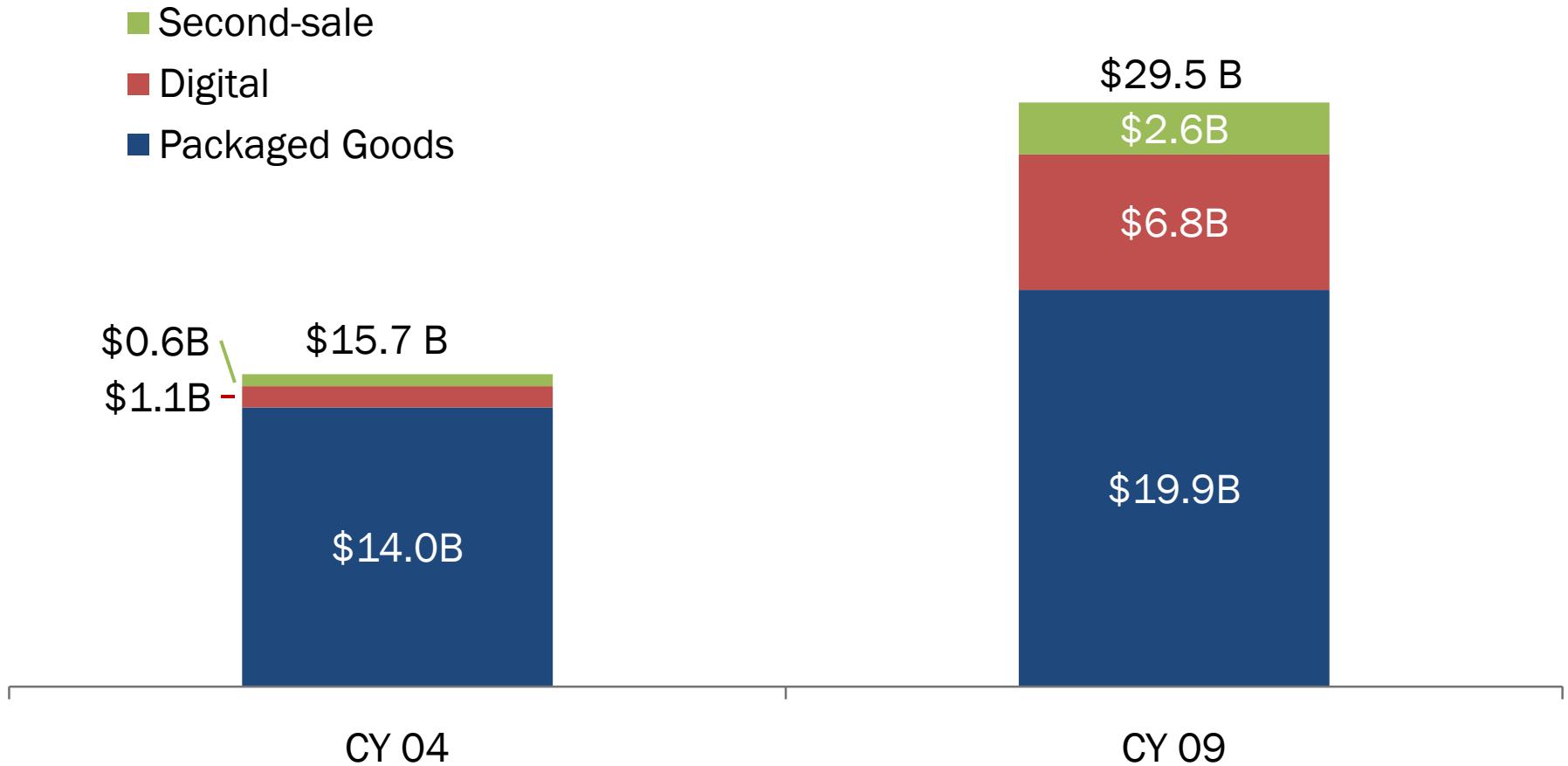
Fiscal Q2, ending September 30, 2010

	GAAP	Non-GAAP
Net Revenue	\$600 M to \$650 M	\$775 M to \$825 M
Gross Profit Margin	Approximately 42%	Approximately 55%
Operating Expense	Approximately \$560 M	Approximately \$500 M
Tax Expense / (Benefit)	\$0 M to \$10 M	(\$20 M) to (\$13 M)
Net Loss	(\$295 M) to (\$262 M)	(\$50 M) to (\$34 M)
Loss Per Share	(\$0.90) to (\$0.80)	(\$0.15) to (\$0.10)
Basic Shares	Approximately 329 M	Approximately 329 M

Western World Games



Strong growth including digital and second sale



Source: EA estimates.

Packaged Goods Segment



Strength in Europe and High Definition Consoles

Q1 EA Titles Rated 80 or Higher by Metacritic	<i>2010 FIFA World Cup: South Africa</i> <i>Tiger Woods PGA TOUR 11</i> <i>Skate 3</i>
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EA Titles Selling Through Over 1 Million Units in Q1	<i>2010 FIFA World Cup: South Africa</i> <i>FIFA 10</i> <i>Battlefield: Bad Company 2</i>
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Q1 Packaged Goods Software, Year-Over-Year	Western World	EU
Playstation 3	40%	50%
Xbox 360	12%	29%
HD Console	25%	40%
Total Software	(7%)	0%

Q1 EA Packaged Goods Segment Share	14%	15%
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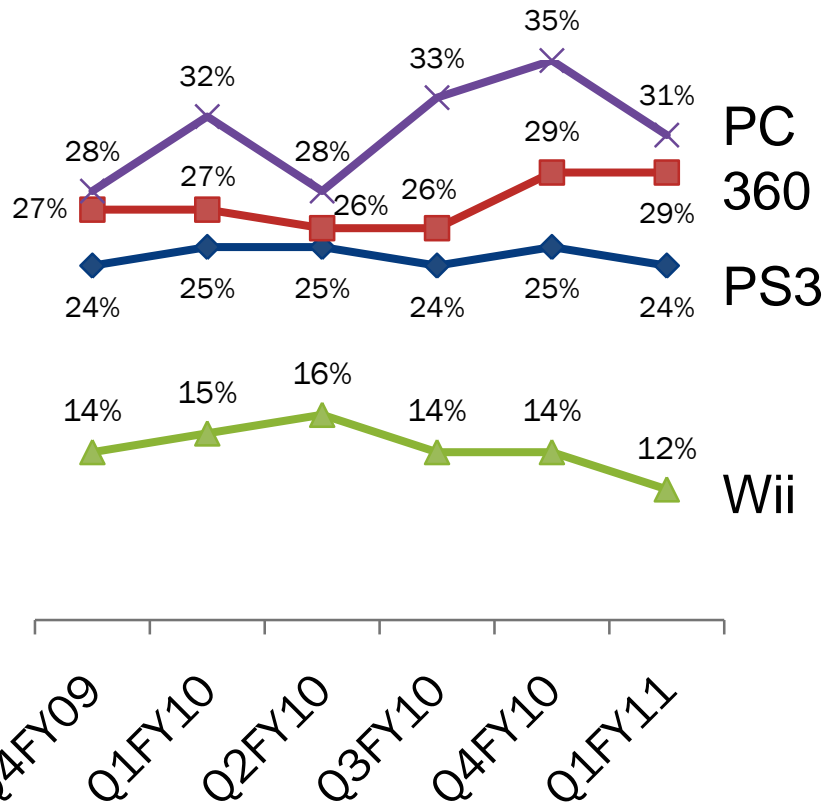
	Including Music	Excluding Music
N. America Packaged Goods CYTD	(9%)	(4%)

Segment Share by Platform

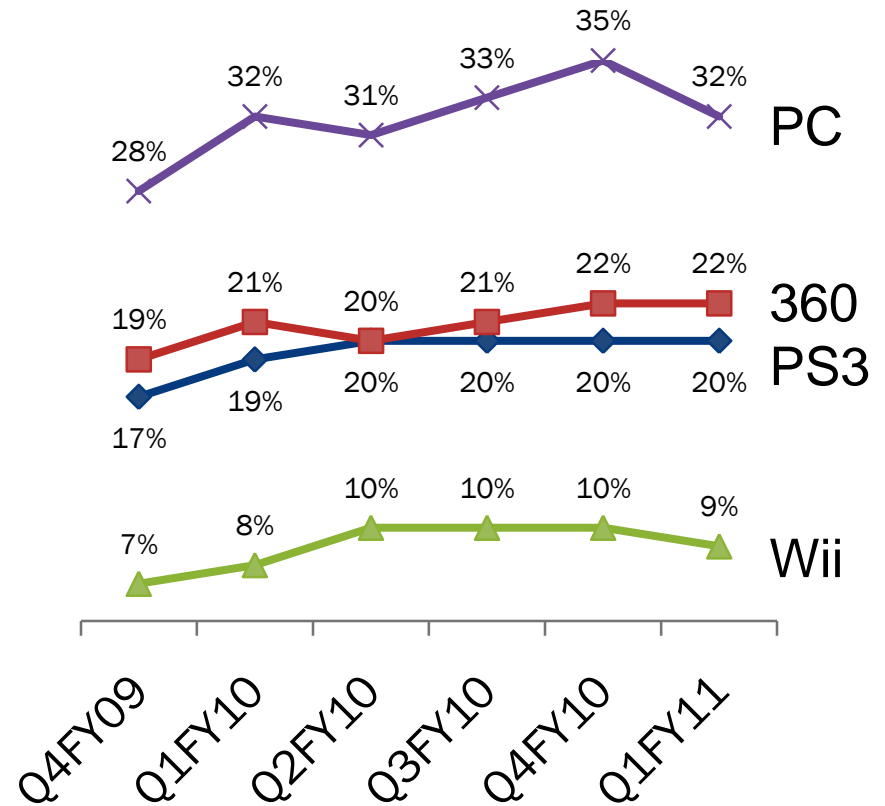


Selected Packaged Goods platforms, Trailing Twelve Months

N. America



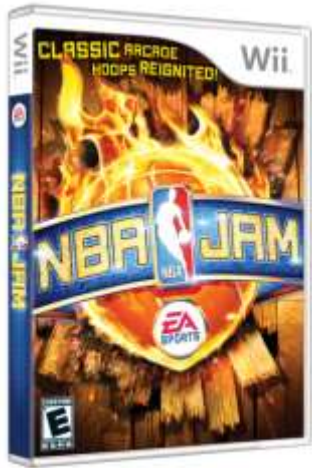
Europe



Recognition for EA Titles at E3



Award winning titles position EA for segment share gains



Best Sports Winner



Best Online
Multi-player
Nominee



Best RPG Winner



Best Racing Winner

***Won 4 Game Critics Award, more than any other publisher
Received 15 nominations, more than any other publisher
Medal of Honor, Dead Space 2, Crysis 2 & Bulletstorm all nominated***



Supplemental Financial Information

Non-GAAP Financial Measures



- To supplement the Company's unaudited condensed consolidated financial statements presented in accordance with GAAP, Electronic Arts uses certain non-GAAP measures of financial performance. The presentation of these non-GAAP financial measures is not intended to be considered in isolation from, as a substitute for, or superior to, the financial information prepared and presented in accordance with GAAP, and may be different from non-GAAP financial measures used by other companies. In addition, these non-GAAP measures have limitations in that they do not reflect all of the amounts associated with the Company's results of operations as determined in accordance with GAAP. The non-GAAP financial measures used by Electronic Arts include: non-GAAP net revenue, non-GAAP gross profit, non-GAAP operating income (loss), non-GAAP net income (loss) and historical and estimated non-GAAP diluted earnings (loss) per share. These non-GAAP financial measures exclude the following items, as applicable in a given reporting period, from the Company's unaudited condensed consolidated statements of operations:
 - Acquisition-related expenses
 - Change in deferred net revenue (packaged goods and digital content)
 - Loss on lease obligation (G&A) and facilities acquisition
 - Loss on licensed intellectual property commitment (COGS)
 - Losses (gains) on strategic investments
 - Restructuring charges
 - Stock-based compensation
 - Income tax adjustments

The Company uses a fixed, long-term projected tax rate of 28 percent internally to evaluate its operating performance, to forecast, plan and analyze future periods, and to assess the performance of its management team. Accordingly, the Company has applied the same 28 percent tax rate to its non-GAAP financial results.

- Electronic Arts may consider whether other significant non-recurring items that arise in the future should also be excluded in calculating the non-GAAP financial measures it uses. Electronic Arts believes that these non-GAAP financial measures, when taken together with the corresponding GAAP financial measures, provide meaningful supplemental information regarding the Company's performance by excluding certain items that may not be indicative of the Company's core business, operating results or future outlook. Electronic Arts' management uses, and believes that investors benefit from referring to, these non-GAAP financial measures in assessing the Company's operating results both as a consolidated entity and at the business unit level, as well as when planning, forecasting and analyzing future periods. These non-GAAP financial measures also facilitate comparisons of the Company's performance to prior periods. In its earnings press release dated August 3, 2010, Electronic Arts has provided a reconciliation of the most comparable GAAP financial measure to the historical non-GAAP measures.

Q1 FY11 Reconciliation



GAAP to Non-GAAP Unaudited Condensed Consolidated Statement of Operations

Three Months Ended June 30, 2010

	GAAP Results	% of Revenue	Acquisition-related expenses	Change in Deferred Net Revenue (Packaged Goods and Digital Content)	Loss on Strategic Investments	Restructuring Charges	Stock-Based Compensation	Income Tax Adjustments	Non-GAAP Results	% of Revenue
Net revenue	\$ 815		\$ -	\$ (276)	\$ -	\$ -	\$ -	\$ -	\$ 539	
Cost of goods sold	222	27.2%	(3)	-	-	-	(1)	-	218	40.4%
Gross profit	593	72.8%	(3)	(276)	-	-	1	-	321	59.6%
Operating expenses:										
Marketing and sales	127	15.6%	-	-	-	-	(4)	-	123	22.8%
General and administrative	74	9.1%	-	-	-	-	(12)	-	62	11.5%
Research and development	275	33.7%	-	-	-	-	(30)	-	245	45.5%
Acquisition-related contingent consideration	2	0.3%	(2)	-	-	-	-	-	-	-
Amortization of intangibles	15	1.8%	(15)	-	-	-	-	-	-	-
Restructuring charges	2	0.3%	-	-	-	(2)	-	-	-	-
Total operating expenses	495	60.8%	(17)	-	-	(2)	(46)	-	430	79.8%
Operating income (loss)	98	12.0%	20	(276)	-	2	47	-	(109)	-20.2%
Loss on strategic investments	(5)	-0.6%	-	-	5	-	-	-	-	-
Interest and other income (expense), net	-	-	-	-	-	-	-	-	-	-
Income (loss) before benefit from income taxes	93	11.4%	20	(276)	5	2	47	-	(109)	-20.2%
Benefit from income taxes	(3)	0.4%	-	-	-	-	-	(28)	(31)	5.7%
Net income (loss)	\$ 96	11.8%	\$ 20	\$ (276)	\$ 5	\$ 2	\$ 47	\$ 28	\$ (78)	-14.5%
Earnings per share							Loss per share			
Basic	\$ 0.29						Basic and diluted		\$ (0.24)	
Diluted	\$ 0.29									
Number of shares used in computation							Number of shares used in computation			
Basic	328						Basic and diluted		328	
Diluted	332									

Q1 FY10 Reconciliation



GAAP to Non-GAAP Unaudited Condensed Consolidated Statement of Operations

Three Months Ended June 30, 2009

	GAAP Results	% of Revenue	Acquisition-related expenses	Change in Deferred Net Revenue (Packaged Goods and Digital Content)	Loss on Strategic Investments	Restructuring Charges	Stock-Based Compensation	Income Tax Adjustments	Non-GAAP Results	% of Revenue
Net revenue	\$ 644								\$ 816	
Cost of goods sold	321	49.8%	(3)	172	-	-	(1)	-	317	38.8%
Gross profit	323	50.2%	3	172	-	-	1	-	499	61.2%
Operating expenses:										
Marketing and sales	164	25.5%	-	-	-	-	(3)	-	161	19.7%
General and administrative	66	10.2%	-	-	-	-	(5)	-	61	7.5%
Research and development	312	48.4%	-	-	-	-	(24)	-	288	35.3%
Amortization of intangibles	12	1.9%	(12)	-	-	-	-	-	-	-
Restructuring charges	14	2.2%	-	-	-	(14)	-	-	-	-
Total operating expenses	568	88.2%	(12)	-	-	(14)	(32)	-	510	62.5%
Operating loss	(245)	-38.0%	15	172	-	14	33	-	(11)	-1.3%
Loss on strategic investments	(16)	-2.5%	-	-	16	-	-	-	-	-
Interest and other income (expense), net	3	0.5%	-	-	-	-	-	-	3	0.3%
Loss before benefit from income taxes	(258)	-40.0%	15	172	16	14	33	-	(8)	-1.0%
Benefit from income taxes	(24)	3.7%	-	-	-	-	-	22	(2)	0.3%
Net loss	\$ (234)	-36.3%	\$ 15	\$ 172	\$ 16	\$ 14	\$ 33	\$ (22)	\$ (6)	-0.7%
Loss per share										
Basic and diluted	\$ (0.72)								\$ (0.02)	
Number of shares used in computation										
Basic and diluted	323								323	

TTM 6/30/10 Reconciliation



GAAP to Non-GAAP Unaudited Condensed Consolidated Statement of Operations

Trailing twelve Months Ended June 30, 2010

	GAAP Results	% of Revenue	Acquisition-related expenses	Change in Deferred Net Revenue (Packaged Goods and Digital Content)	Loss on Lease Obligation (G&A)	Loss on licensed intellectual property commitment (COGS)	Loss on Strategic Investments	Restructuring Charges	Stock-Based Compensation	Income Tax Adjustments	Non-GAAP Results	% of Revenue
Net revenue	\$ 3,825		\$ -	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,882	
Cost of goods sold	1,767	46.2%	(10)	-	-	3	-	-	(2)	-	1,758	45.3%
Gross profit	2,058	53.8%	(10)	57	-	(3)	-	-	2	-	2,124	54.7%
												54.7%
Operating expenses:												
Marketing and sales	693	18.1%	-	-	-	-	-	-	(17)	-	676	17.4%
General and administrative	328	8.6%	-	-	(14)	-	-	-	(40)	-	274	7.1%
Research and development	1,192	31.2%	-	-	-	-	-	-	(116)	-	1,076	27.7%
Acquisition-related contingent consideration	4	0.1%	(4)	-	-	-	-	-	-	-	-	-
Amortization of intangibles	56	1.5%	(56)	-	-	-	-	-	-	-	-	-
Restructuring charges	128	3.3%	-	-	-	-	-	(128)	-	-	-	-
Total operating expenses	2,401	62.8%	(60)	-	(14)	-	-	(128)	(173)	-	2,026	52.2%
Operating income (loss)	(343)	-9.0%	70	57	14	(3)	-	128	175	-	98	2.5%
Loss on strategic investments	(15)	-0.4%	-	-	-	-	15	-	-	-	-	-
Interest and other income (expense), net	3	0.1%	-	-	-	-	-	-	-	-	3	0.1%
Income (loss) before provision for (benefit from) income taxes	(355)	-9.3%	70	57	14	(3)	15	128	175	-	101	2.6%
Provision for (benefit from) income taxes	(8)	0.2%	-	-	-	-	-	-	-	36	28	-0.7%
Net income (loss)	\$ (347)	-9.1%	\$ 70	\$ 57	\$ 14	\$ (3)	\$ 15	\$ 128	\$ 175	\$ (36)	\$ 73	1.9%
Earnings (loss) per share												
Diluted	\$ (1.08)										\$ 0.22	

TTM 6/30/09 Reconciliation



GAAP to Non-GAAP Unaudited Condensed Consolidated Statement of Operations

Trailing twelve Months Ended June 30, 2009

	GAAP Results	% of Revenue	Acquisition-related expenses	Change in Deferred Net Revenue (Packaged Goods and Digital Content)	Loss on licensed intellectual property commitment (COGS)	Loss on Strategic Investments	Restructuring Charges	Stock-Based Compensation	Income Tax Adjustments	Non-GAAP Results	% of Revenue
Net revenue	\$ 4,052			\$ 241	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,293	
Cost of goods sold	2,152	53.1%	(14)	-	(38)	-	-	(2)	-	2,098	48.9%
Gross profit	1,900	46.9%	14	241	38	-	-	2	-	2,195	51.1%
		46.9%									51.1%
Operating expenses:											
Marketing and sales	727	17.9%	-	-	-	-	-	(18)	-	709	16.5%
General and administrative	314	7.7%	-	-	-	-	-	(42)	-	272	6.4%
Research and development	1,315	32.5%	-	-	-	-	-	(124)	-	1,191	27.7%
Acquired in-process technology	1	-	(1)	-	-	-	-	-	-	-	-
Amortization of intangibles	55	1.4%	(55)	-	-	-	-	-	-	-	-
Certain abandoned acquisition-related costs	21	0.6%	(21)	-	-	-	-	-	-	-	-
Goodwill impairment	368	9.1%	(368)	-	-	-	-	-	-	-	-
Restructuring charges	74	1.8%	-	-	-	-	(74)	-	-	-	-
Total operating expenses	2,875	71.0%	(445)	-	-	-	(74)	(184)	-	2,172	50.6%
Operating income (loss)	(975)	-24.1%	459	241	38	-	74	186	-	23	0.5%
Loss on strategic investments	(72)	-1.8%	-	-	-	72	-	-	-	-	-
Interest and other income (expense), net	22	0.6%	-	-	-	-	-	-	-	22	0.5%
Income (loss) before provision for income taxes	(1,025)	-25.3%	459	241	38	72	74	186	-	45	1.0%
Provision for income taxes	202	-5.0%	-	-	-	-	-	-	(190)	12	-0.2%
Net income (loss)	\$ (1,227)	-30.3%	\$ 459	\$ 241	\$ 38	\$ 72	\$ 74	\$ 186	\$ 190	\$ 33	0.8%
Earnings (loss) per share											
Diluted	\$ (3.82)									\$ 0.11	

Q2 FY11 Guidance Reconciliation



The following table provides a reconciliation of the non-GAAP financial measures regarding Electronic Arts' Q2 FY11 Guidance to the nearest comparable GAAP financial measures. These are preliminary estimates and expectations based on current information as of August 3, 2010 and are subject to business and economic risks and uncertainties that could cause actual events or actual future results to differ materially from the expectations set forth herein. The reconciliation provided below reflects rounding and other approximations.

	<u>GAAP Guidance</u>	<u>Acquisition- related expenses</u>	<u>Change in Deferred Net Revenue (Packaged Goods and Digital Content)</u>	<u>Gain on Strategic Investments</u>	<u>Restructuring</u>	<u>Stock-Based Compensation</u>	<u>Tax Adjustments</u>	<u>Non-GAAP Guidance</u>
Low end of Q2 guidance range								
Net Revenue	600		175					775
Approximate Gross Margin %	42%	-0.5%	-13.0%					55%
Approximate Operating Expense	560	(14)			(5)	(45)		500
Tax Expense (Benefit)	10						(30)	(20)
Net Loss	(295)	18	175	(28)	5	45	30	(50)
Loss Per Share	\$ (0.90)							\$ (0.15)
Diluted shares	329							329

High end of Q2 guidance range

Net Revenue	650		175					825
Approximate Gross Margin %	42%	-0.5%	-12.5%					55%
Approximate Operating Expense	560	(14)			(5)	(45)		500
Tax Expense (Benefit)	-						(13)	(13)
Net Loss	(262)	18	175	(28)	5	45	13	(34)
Loss Per Share	\$ (0.80)							\$ (0.10)
Diluted shares	329							329

FY11 Guidance Reconciliation



The following table provides a reconciliation of the non-GAAP financial measures regarding Electronic Arts' FY11 Guidance to the nearest comparable GAAP financial measures. These are preliminary estimates and expectations based on current information as of August 3, 2010 and are subject to business and economic risks and uncertainties that could cause actual events or actual future results to differ materially from the expectations set forth herein. The reconciliation provided below reflects rounding and other approximations.

	GAAP Guidance	Acquisition- related expenses	Change in Deferred Net Revenue (Packaged Goods and Digital Content)	Gain on Strategic Investments	Restructuring	Stock-Based Compensation	Tax Adjustments	Non-GAAP Guidance
Low end of guidance range								
Net Revenue								
Publishing and Other	2,500		225					2,725
Distribution	175		-					175
Digital	675		75					750
Total	3,350		300					3,650
Approximate Gross Margin %	56%	-0.5%	-3.5%					60%
Approximate Operating Expense	2,250	(54)			(15)	(178)		2,000
Tax Expense	20						45	65
Net Income (Loss)	(330)	70	300	(23)	15	180	(45)	167
Earnings (Loss) Per Share	\$ (1.00)							\$ 0.50
Diluted shares	330							334
High end of guidance range								
Net Revenue								
Publishing and Other	2,750		225					2,975
Distribution	175		-					175
Digital	675		75					750
Total	3,600		300					3,900
Approximate Gross Margin %	56%	-0.5%	-3.5%					60%
Approximate Operating Expense	2,250	(54)			(10)	(178)		2,000
Tax Expense	20						71	91
Net Income (Loss)	(232)	70	300	(23)	10	180	(71)	234
Earnings (Loss) Per Share	\$ (0.70)							\$ 0.70
Diluted shares	330							334