PLAINTIFF'S EXHIBIT

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Comes v. Microsoft

From paulma Fri Feb 1 08:36:22 1991 To: mikehal russw steveb Subject: Boeing 0S/2 PM Plans Cc: billg carolh jonl mikemap scotto Date: Fri Feb 1 08:34:49 1991

The George Roberts referred to below was at the SBT on Tuesday and asked several follow-up questions which were a little hostile in tone - eg. "Is WLO just another marketing gimmic?". On his evaluation form where there was a section that said "Would you consider MS as a strategic partner", he wrote "No, you have not worked consistently with us in the past".

Interestingly enough in conversation afterwards, other Boeing people were joking about George Roberts not being very bright and being a bigot. Sounds like we will have to put some effort into working with him.

>From mikehal Fri Feb 1 01:13:56 1991 To: paulma russw steveb Subject: Boeing OS/2 PM Plans Cc: billg jonl mikehal mikemap scotto Date: Fri Feb 1 01:10:56 1991

Attached is a summary I asked Carolh to put together on Boeing's PM development. Their commitment to the PM API is even more intensive than I thought. It also sounds like IBM may be bolstering their defenses in light of our recent announcemmets. (Bryan Taylor) comment. They also have alot at riding on them doing the programming on IWS.

With this level of PM commitment we must be quickly understand the details and be very straight forward in where our strategy leaves them. I don't understand the implications of the heavy use of FE. We will need to be very precise on the migration ( or lack of migration) considerations and issues. This account is so strategic to IBM that they will clearly go to war. We need to make sure we have laser guided bombs. As we discussed we had better get them in before we have the bigger corporate developer meeting.

From carolh Wed Jan 30 17:33:31 1991 To: mikehal Cc: carolh Subject: IWS Information Date: Wed Jan 30 17:31:38 PDT 1991

IWS has been funded through 1991 in 'sustain mode' with no further design planned. There are 53 people dedicated to the project, 18 from the IWS project, 20 from CMO and BCS and 15 from IBM. This week, IWS V2.0 is being installed on 190 workstations. It is planned to expand to 500 by the end of 1991.

BCS continues to emphasize their need for IBM and MS to work together. Bryan Taylor (works for George Roberts) informed me that IBM would place Roy Clausen on site at MS to ensure that OS/2 3.0 provides a smooth transition path for OS/2 2.0 PM apps. If this is not successful, Bryan indicated their alternative approach would be UNIX, not Windows. Business applications for the anticipated 15,000 workstations (primarily for IBCM) would be WordPerfect and Lotus, since both have committed to UNIX in lieu of our Winapps. I have attached descriptions of the PM programs under development of which we are aware.

Apparently the MS role is being discussed broadly. Art Hitsman has directed George Roberts to report on Boeing's relationship with MS. George has asked me to provide him with a list of all of our activities by next week. I have also been asked to contact the local IBM reps to reopen the discussion of ATX/OS/2 Interoperability.

Also of note, Art Hitsman is heading a team of senior Boeing managers to study the role of information technology over the period 1991-2010. He has sent a letter to Bill Gates requesting his participation in a discussion of his vision of future technology. Al Erisman is on the team and indicated he might give you a call.

MS 5033946 CONFIDENTIAL 05/2 PM Applications Under Development:

## IWS - Integrated Workstation

This is being designed specifically for the New Airplane Division and will be completed in 1991. It has been in development for over a year. It will be used on 500 workstations to scan in Catia drawings and text descriptions. It is programmed in "C" and developed under OS/2 PM using EE Dialog Manager.

# IBOM - Integrated Bill of Materials

This program is Boeings' largest effort in terms of development and has been underway for 10 years and involves 100 programmers. It will replace 6 IMS systems currently being used today by 7,000 employees. When completed in first quarter of 1993, it is expected to be used on 15,000 - 30,000 PS/2 workstations and will have cost upwards of \$100 million dollars. The program is designed to show a complete list of every part used in the construction of an airplane and includes both text and graphics. It is being programmed entirely in "C" and developed under OS/2 PM.

# Automated Dispatch Panel

Currently a DOS program involving 600 workstations, used to track parts as they flow through factory. Bar code check-in procedures are sent to the host to control work flow throughout shop floor. Migrating to OS/2 PM by end of 1991.

#### REPT

Factory floor application that tracks drawing numbers from the mainframe down to the tool crib. It is being developed under OS/2 PM Dialog Manager and the FE Data Base Manager. Currently involves only 20 workstations.

### Non Conformants

CS/2 PM application that tracks rejection tags on the factory floor, combining text and graphics to allow actual comparisons of part in hand and graphic on the screen. Expected completion, Sept. 1992.

## WINDOWS DEVELOPMENT

Air Worthiness, Reliance and Maintainability

Replaces 6 current IMS systems and tracks every problem on every plane, collects data and runs analysis on recurring problems. Windows 3.0 as primary shell, and Excel, Gupta SQL Windows and Softbridge. Will be moved to OS/2 PM when 2.0 becomes official.