

**PLAINTIFF'S  
EXHIBIT**

tabbles

4071

Comes v. Microsoft

**Subject:** Updated: MAP on WindowMe  
**Location:** REDW-F/1002  
**Start:** Thu 05/18/2000 2:00 PM  
**End:** Thu 05/18/2000 3:00 PM  
**Show Time As:** Tentative  
**Recurrence:** (none)  
**Meeting Status:** Not yet responded  
**Required Attendees:** Dana Nyysela; Amy Carroll (ROBERTS); Chris Preston; Greg Sullivan; Shannon Jones;  
Scott Hanan; Adam Sohn; John Traynor; Conf Room REDW-F/1002 (20) VTC  
**Optional Attendees:** Susan Kigawa (LCA); Stephanie Guiste; Chris Meyers (LCA)  
**Importance:** High

Please note the change in meeting location. Dial-in access for the meeting is as follows:

**Leader:** Dana Nyysela  
**Dial-in:** 888-599-6134  
**Passcode:** MAP WinMe

FW: MAP on  
WindowMe

~~~~~  
Susan...I know you're out of town, however if you're able to call in for this meeting that would be great. If not, please review the attached email string and respond with any questions/comments to Dana Nyysela prior to the meeting.

Cheers!  
~Wendy

**MS-PCA 2602759**

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**From:** Dana Nyysela  
**Sent:** Tuesday, May 16, 2000 8:37 AM  
**To:** Wendy Rea  
**Subject:** FW: MAP on WindowMe

**Importance:** High

Wendy - can you please help Gerrit and I schedule a meeting asap with the following people below on the To: and Cc: lines along with Susan Kigawa (legal - she must be there)

thanks so much

-----Original Message-----

**From:** John Traynor  
**Sent:** Monday, May 15, 2000 5:26 PM  
**To:** Gerrit Bergsma; Amy Carroll (ROBERTS); Chris Preston; Greg Sullivan  
**Cc:** Shannon Jones; Scott Hanan; Dana Nyysela; Adam Sohn  
**Subject:** RE: MAP on WindowMe

As it stands, are we offering more margin on the advertised price of \$49. If we were going to let the market decide the price and not have MAP then that's one thing, but to have MAP and make it \$89—I don't understand the rationale. If you follow that argument, the MAP on the special Windows 98 upgrade SKU should be \$44.99, not \$49.99, and that's just goofy pricing.

If we want to stick with an advertised price of \$89, then we should lower the price so there's more than \$3 margin for the retailers. I am concerned that we look incredibly arrogant to the channel to suggest they carry this thing, advertise it heavily, and make only a pittance on it. It goes against the very reason for having MAP at all—creating margin for the channel and prevent stupid pricing advertising. Just because we made a mistake five years ago with the original MAP on Windows 95 does not mean we should repeat that mistake in perpetuity, and I'd rather deal with the issue now than wait for Whistler.

I'm not sure this is a good discussion for email. Dana, can I suggest you organize a meeting among the concerned parties for sometime this week (with legal present). I really do need close on this and get it out to the sales force.

Separately, my group is asking legal for an opinion on MAP in light of the music industry decision this week. We may not have a choice anymore anyway so this discussion may become moot and the channel will decide what price it wants to advertise product at.

Thanks,  
John.

-----Original Message-----

**From:** Gerrit Bergsma  
**Sent:** Friday, May 12, 2000 9:29 AM  
**To:** Amy Carroll (ROBERTS); Chris Preston; Greg Sullivan; John Traynor  
**Cc:** Shannon Jones; Scott Hanan; Dana Nyysela; Adam Sohn  
**Subject:** RE: MAP on WindowMe

That is the default unless we decide otherwise which I doubt we will do seeing the reactions so far.  
Thx,

Gerrit

-----Original Message-----

**From:** Amy Carroll (ROBERTS)  
**Sent:** Wednesday, May 10, 2000 5:09 PM  
**To:** Chris Preston; Greg Sullivan; Gerrit Bergsma; John Traynor  
**Cc:** Shannon Jones; Scott Hanan; Dana Nyysela; Adam Sohn  
**Subject:** RE: MAP on WindowMe

So, Gerrit, John, can we proceed with the POR of \$89 on the upgrade sku, \$49 on step-up?

-----Original Message-----

**From:** Chris Preston  
**Sent:** Wednesday, May 10, 2000 5:08 PM  
**To:** Greg Sullivan; Amy Carroll (ROBERTS); Gerrit Bergsma; John Traynor  
**Cc:** Shannon Jones; Scott Hanan; Dana Nyysela; Adam Sohn

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**Subject:** RE: MAP on WindowMe

ditto.

-----Original Message-----

**From:** Greg Sullivan  
**Sent:** Wednesday, May 10, 2000 12:52 PM  
**To:** Amy Carroll (ROBERTS); Gerrit Bergsma; John Traynor; Chris Preston  
**Cc:** Shannon Jones; Scott Hanan; Dana Nyysela; Adam Sohn  
**Subject:** RE: MAP on WindowMe

Raising the price (real or perceived) of Windows right now is a hard sell. There'd need to be overwhelming reasons to do so I think.

-----Original Message-----

**From:** Amy Carroll (ROBERTS)  
**Sent:** Wednesday, May 10, 2000 9:12 AM  
**To:** Gerrit Bergsma; John Traynor; Greg Sullivan; Chris Preston  
**Cc:** Shannon Jones; Scott Hanan; Dana Nyysela  
**Subject:** RE: MAP on WindowMe

NO, \$99 is NOT a good idea. We would be "raising" the price of Windows, and while I appreciate the reasoning behind, I think that's the very wrong call to make at this stage. We would have to run the pricing through anti-trust folks again, too, and get full approvals all around. Gregsu, Cpreston, your thoughts?

-----Original Message-----

**From:** Gerrit Bergsma  
**Sent:** Tuesday, May 09, 2000 4:43 PM  
**To:** John Traynor  
**Cc:** Shannon Jones; Scott Hanan; Amy Carroll (ROBERTS); Dana Nyysela  
**Subject:** RE: MAP on WindowMe

Thx, so we're done on MAP.

interesting thought on the 99.9x on the full upgrade, but I am not sure we can decide that all by ourselves. If we MAP at 99.9x we would actually raise the price for Windows and not sure what consequences that would have (with all the DOJ stuff flying around).

Let me check with the product team: Scott, Amy thoughts? The background is of course that we want to encourage our partners to actually make some margin on Windows.

Thx,

Gerrit

-----Original Message-----

**From:** John Traynor  
**Sent:** Tuesday, May 09, 2000 3:40 PM  
**To:** Gerrit Bergsma  
**Cc:** Dana Nyysela; Shannon Jones  
**Subject:** RE: MAP on WindowMe

Just discussed with Shannon and OK, I agree, and I am sending that email out to the sales team now.

So we're \$49.9x on the Windows 98 upgrade promo SKU.

We're OK with \$99.9x on the Windows 95 upgrade?

John.

-----Original Message-----

**From:** Gerrit Bergsma  
**Sent:** Tuesday, May 09, 2000 2:55 PM  
**To:** John Traynor  
**Cc:** Dana Nyysela; Shannon Jones  
**Subject:** MAP on WindowMe

John,

Just wanted to make sure where we are with MAP on Windows Me: Last time you and I talked about this you suggested to MAP for only 1 month. We have actually discussed this and the other

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options in our meeting with Robbie (reviewing the launch plans as well as demo Me to Robbie). Robbie's advise is to carefully look at this and he is actually in agreement with the product team and channel team to MAP for the full life of the promotional SKU. Main reason: the risk of devaluating the Windows brand and set us up for a bad start on Whistler.

What is your current thinking? Can we agree on MAP for the life of the promo SKU?

Thx,  
Gerrit

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