From richab Fri Nov 30 13:24:04 1990 To: bradsi jonro Subject: Windows direct offer revisited Date: Fri Nov 30 13:24:04 1990

Jon:

I'd be more direct.

Brad: recall we discussed the issues relating to apps direct selling win apps to those who do not alrready have windows. recall that we raised several issues which need to be resolved in a sensible manner in order for them to be able to do this. Among those issues were: the need to offer similiar terms to other isvs (and the related issue that we have been very hard core about not selling win packaged product direct to isvs in the past), the need to be equiped to administer this business if we in fact chose to do it, etc.

Brad: can you get a sense for what billg had in mind? I think the three of us all agree that we need sensible policy that considers the isv issues. I would like to be sure that billg, mikehal, et. al. have considered what it means to us "level field players" when we "sell" win 3 to the apps group so they can resell to end users direct.

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>From jonro Wed Nov 28 09:31:10 1990 To: bradsi Cc: richab Subject: Windows direct offer revisited Date: Wed Nov 28 10:18:51 1990

Brad, over a month ago we discussed what sort of direct sales program we should do with Windows. At the time, I was under the impression that you, Rich, and I all thought that direct selling in conjunction with Apps would probably be the best route, if we decided to do it all. The issue was being driven by the Excel group. Naturally, whatever we where going to do for them, we'd do for the rest of the market. We tabled the discussion after Excel decided not to pursue non-Windows owners. Well, Billg is interested in pursuing non Windows owners, so the direct selling issue is again active. Attached is Josephk's mail initiating the discussion again.

FYI,

Jonathan
>From josephk Tue Nov 27 19:08:48 1990
To: jonro richab
Co: richt ruthannl
Subject: Windows direct offer revisited
Date: Tue Nov 27 20:07:34 1990

Jon, Rich, We meet a month ago to discuss the possibility of offering Windows along with our apps in a large scale direct program. At the time, we were thinking about mailing the universe, and thought that the problem of batteries not included was critical. What we kicked around then was an idea that ISV's be treated like a reseller—sell Windows to ISV's and let them resell. But then we killed that program in favor of a Windows-base focused effort.

Plaintiff's Exhibit

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WITNESS KAC PATE 1. O. 1 O. 1
SUSAN ZIELIE

Last week Billg told us to go after lists beyond the Windows base. Problem revisited. We've noted this issue in our memo outlining the plan that will go to the execs this week.

Don't know where the execs will fall out on this issue, but would like to meet to discuss. What about Monday pm?

Thanks, Joe

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