PLAINTIFF'S EXHIBIT 241 Comes v. Microsoft

From johnfi Mon Mar 12 22:32:24 1990 To: richab Subject: Palintir Date: Mon Mar 12 22:11:52 1990

My response to JonRe's mail.

John

>From johnfi Mon Mar 12 08:23:16 1990 To: johnpa jonre Subject: Palintir Date: Mon Mar 12 08:23:14 1990

This type of mailing is, unfortunately, the price we have to pay for not considering the ISV issues when mailing out copies of our apps to the Win3 list. These ISVs are extremely pissed and going public about our unfair advantages: 1 sales force, "secret" calls in the OS, inside competitive info on other apps, etc, etc. While we know that we play relatively fair, the truth is that we don't. Having spent three years in Apps, I'm very familiar with the consideration we don't give to this Church/State issue. Ultimately it was our (Windows) fault for letting our Apps ship to this list, but in any case, we have to respond to the problem now in an overly "fair" way in order to stop the super-bad PR.

We have to let Palintir do something and perhaps NBI as well. You don't have to speak with these guys, I do... no fun. Just keep in mind that showing their Apps to an account is not going to subvert any large quantity of our sales unless our product is completely noncompetitve; product defined as feature, support, pricing, future, etc. We all know that a large standardization decision is based on much, much more than one demo. If we can't compete head-to-head with their products (which we all know that WfW blows them away) then we are ultimately in trouble anyway.

I manage the Dev Relations group so keep me in the loop on your thoughts. In addition, this list stuff has been discussed with BillG, MartyTa, SteveB, etc. All don't like it but all have bought into the need to do it. The reason I mention this is that I feel we can work these issues on our own prior to bringing RichMac, et al into the loop. If not, then let's escalate it.

John

>From jonre Sun Mar 11 21:08:31 1990 To: johnpa richmac sherryr Subject: Palintir Cc: johnfi Date: Sun Mar 11 21:08:00 1990

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When the field agreed to do a "marketing preview" type beta of PATE 11/01/01 EXH. WITNESS

Win 3 to all our best Windows accounts, I don't think they were thinking that we would then give this mailing list out to competitors. Rich, do you think I'm overreacting? I can tell you the field people who saw the Samna mailing to their Win 3 customers were livid and were throwing them out. I'm all for treating Windows ISV's fairly and equally, but I think if we knew this was going to happen, we might have limited the Win 3 preview quite a bit more. I'd say it's Rich's call ultimately, and maybe the cow is already out of the barn, but I don't think this is a good idea.

>From sherryr Fri Mar 9 11:15:29 1990 To: johnpa jonre richmac Cc: johnfi sherryr Subject: Palintir Date: Wed Mar 07 11:12:03 1990

The Windows 3.0 beta was distributed with copies of winword and excel. To give apps competitive to these the opportunity to test their apps on win3, we notified them that we would mail a letter on their behalf to the win3 beta testers. The letter was mailed to NBI, Palantir, Informix. Palantir has taken us up on this offer.

The letter will state that Palantir is interested in having them test their WP product running on win3 and in return will provide them with free copies of the software when it is released.

The letter will go out within the next couple of weeks. Palantir's product as I am sure you are familiar, is not a significant player in the WP market and should not be a threat.

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