

PLAINTIFF'S EXHIBIT 732
Comes v. Microsoft

File : c:\uzmail\mailbox.71d
Messages :

From: mikahal Mon May 13 16:34:50 1991
To: mikemur paulma steveb stevee
Cc: billg jeremybu joachim mikahal mikemur pattysa patern
Subject: RE: OS/2
Date: Mon May 13 15:32:34 PDT 1991

I understand your intent and support it.
This will, of course, make IBM all the more aggressive in trying to establish a sales effort directly with the OEMs which they will do anyway.
I assume you meant not to do OLE for OS/2 rather than for Windows.
The only problem I have is how to make the switch from evangelizing OS/2 on the server to evangelizing win 32. The ISVs can deal with that, but the corporate customers will perceive that as a major change. I am anxious to see the LM marketing plan.

>From: steveb Mon May 13 08:43:15 1991
To: mikemur paulma stevee
Cc: billg jeremybu joachim mikahal mikemur pattysa patern steveb
Subject: OS/2
Date: Mon May 13 08:43:06 1991

I have been thinking and talking to many of you about os/2 1.x and 2.x. I propose here a straw man on a set of actions these are not vclear cut there is tension between our desire to be the only vendor to our Oem's and to hopping OS/2 2 does not succeed more importantly there is tension between our desire to ride os/2 2's success if it is successful and our primary desire to see it fail. If we could predict the future accurately these decisions would be simple
but here goes a proposal
1. In Japan, work with IBM on OS/2 2 as we discussed at the KK RED retreat
Outside Japan:
1. Do not do OS/2 2 piked product
2. For oem's be a pass thru distributor for os/2 2 do not do tech work Do not help IBM anticipate problems just report OEM problems
3. Do not do OS/2 2 apps. that means do not help IBM compatibility talk our current apps and for new apps if customers want apps remind them of IBM's promise to run windows apps better than windows Count on IBM to fail
4. Do not do OLE for OS/2
5. Stop evangelizing OS/2 for the server now! Enagelize win 32
6. Plan on not doing LM for OS/2 2 but do not announce that, Leave it open.

in case we need it
7. Finish our current OS/2 server apps for 1.3 then move to win 32 (new sq release, connectivity pieces etc, we will have separate meeting to discuss splitfire)
8. Do no OS/2 localization! Just apps thru the IBM pubs for os/2 2
9. Meet our customer commitments to os/2 2 developer support stop selling new sdk's do not plan to offer #900 support for 2.0
10. Do not take new IBM 1.3 CSP's Plan our own course driven off LM for this product
11. Do not tell the world we will not support os/2 2 with apps etc leave it open as above in case IBM gets its act together this is similar to what we do today for Unix
12. Evaluate implications for M.O team
13. Allow Citirix to do PP os/2 for their use with rights to their work back to us an insurance policy
14. Do not help IBM with LS. Compete with this product and win. I do not think we will converge. IBM owes us one last convergence proposal But lest take this course now. Evaluate what to say when IBM release their 2.0 product I think we will want to position it as still behind They do not want to converge today they want to claim equivalent function
pls do not discuss this broadly It has people ramifications should we decide toto do what i say here thx

CONFIDENTIAL X 191041