

- Powerpoint project (vs over heads)

To: Bill Gates, Steve Ballmer, Joachim Kempin, Mike Maples, Brad Silverberg, Carl Stork, Pradeep Singh, Rob Glaser, Mike Murray, Ron Hosogi and Ted Hannum

From: Barry Spector/Nancy Ritzenthaler

only strategic partner is Intel IBM has been selling OS/2

Date: June 13, 1991

Subject: Dell Executive Review

Key presentation - Windows architecture - Why participate in ACE - Role of 326/436 low waste

Summary:

Dell is enjoying great success as is evident by their most recent quarterly earnings, (see attached press release). They also won first place in J.D. Power's first-ever PC customer satisfaction poll. Dell is becoming a more international company; today, 40% of their revenue is derived from their European subs.

Recently, Dell has made large commitments to MS products as evidenced by their signing of a three year Windows/DOS per processor agreement. This will be Dell's first formal Executive Review with Microsoft and is an important relationship building event. They will be bringing their entire senior executive staff including Michael Dell and Glenn Henry. The main objective of this meeting will be to build an atmosphere of cooperation while identifying areas of mutual business opportunities.

Opportunities:

- 1. Applications, Dell wants to factory install applications onto the hard disk drives of end user systems and ship worldwide.
2. Pen Windows. They are evaluating pen computing and are in the process of developing prototypes as part of a "strawman" effort to evaluate a possible entry into this market. They will initially be investigating both MS and GO solutions, with a preference towards our approach.
3. Multimedia. Dell has just formed a Multimedia Planning Team chartered to explore this opportunity. Dell's direct channel and sales through CompUSA Superstores make them a good candidate for multimedia. Michael Dell has expressed interest in the multimedia council.

MS-PCA 1111360 CONFIDENTIAL

MS 0086202 CONFIDENTIAL

Maples DEPOSITION EXHIBIT 14

DEFENDANT'S EXHIBIT 5433

4. Creating Windows Users, Dell could be a good candidate to assist MS in converting endusers into Windows users. The Windows Partners program should be of interest to them.

Objectives by participants:

1. Barrysp/Nancyri

- Introductions
- Review agenda
- Ensure meeting stays on track and meets objectives

2. Steveb

- Present MS view of Information at Your Fingertips
- Lay ground work for following systems presentations by Bradsi, Mikemur and Carls
- Possible discussion of how to work together to create Windows Users

3. Bradsi (or stand-in)

- Discuss MS' plans on perpetuating Windows Everywhere and identify possible roles for Dell
- Present an overview of future Windows and DOS releases
- Discuss benefits of DOS and Windows in ROM specifically laptop/notebook systems

4. Billg

- Listen to Dell's marketing and product plans and provide feedback
- Meet with Michael Dell one on one and express MS' desire to work more closely as strategic partners
- Assure Dell that they are an extremely important MS OEM customer

5. Mikemur

- Explain MS' distribution strategy and ways Dell may take advantage of their direct channel

6. Carls

- Explain MS's NT strategy

MS 0086203
CONFIDENTIAL

MS-PCA 1111361
CONFIDENTIAL

- Understand Dell's advanced operating systems plans (NT vs Unix)
- Explain goals of ACE and suggestions as to how/when Dell should participate

7. Mikemap

- Discuss present and future worldwide applications distribution strategies
- Address Dell's concerns on wanting to distribute factory installed MS apps worldwide
- Lead discussion on Dell's plans to factory install apps on hard disks of end user systems and discover what other s/w vendors are offering
- Present opportunities and lay ground work for possible bundles of EBU apps

8. Pradeeps

- Conduct product demo
- Present MS Pen Windows strategy
- Discuss opportunity/goals of possible MS booth at Comdex
- Try and move Dell off of the position that they will support both MS and GO

9. Robg

- Discuss market opportunity
- Conduct short demo
- Explain role of MM council
- Provide benefits of Dell becoming a member of the council

10. Joachimk

- Establish "godfather relationship" with Andrew Harris and/or Michael Dell

MS 0086204
CONFIDENTIAL

MS-PCA 1111362
CONFIDENTIAL