

**PLAINTIFF'S
EXHIBIT**

802

Comes v. Microsoft

File : c:\bradi\mail\box.fid
Messages :

562

From steveb Sun Jun 30 13:48:36 1991

To: bradi w-melliv w-pamed

Subject: Tues Night

Cc: jonl

Date: Sun Jun 30 13:48:29 1991

this will be discussed

From jonl Fri Jun 28 00:56:39 1991

To: billg steveb

Subject: The Nuclear Option

Cc: paulna

Date: Fri Jun 28 01:03:14 1991

IBM is attacking Microsoft and Windows on all fronts. It is time for us to return fire. We are past the point where the 'high road' will serve us. We will not gain anything by showing IBM any respect. It's time for unrestricted warfare.

We have nuclear weapons in our arsenal. BillG has unique credibility that can be exploited. Now is the time to use them before we lose any more ground. Our silence is being interpreted as weakness and concurrence with IBM. We can not let the MBU issues hold us back any longer. Lan Man runs on a proprietary OS that happens to be the same as IBM's OS/2.

The recent barrage of negative press discussing the deterioration at IBM (for example this week's Fortune) provide us with the opportunity to offer the press a consentant theme.

IBM is more vulnerable than they have ever been in the past. The R/F and PC businesses are in trouble. Customers are complaining as never before. Why should OS/2 have any greater credibility than Office Vision?

1. We are a software company. IBM is a hardware company with lots of vested interests for whom software is a way to sell hardware.

2. The concept of OS/2 as a PC OS was perverted by IBM into being a stooge for SAA a conspiracy to confuse IBM's customers.

3. IBM's actions are NOT a desire to distance themselves from Microsoft as a supplier (as reported in the press). They are a response to our decision to distance ourselves from the SAA conspiracy.

4. IBM's attacks on Windows are silly. There are 4 million users most of whom are happy few who ever encounter reliability problems IBM is trying to scare them just as they did with MCA.

5. Microsoft offers equal access to all OEMs and ISVs, IBM partnerships are based on financial deals that give IBM preferential positions with ISVs.

We should put our messages together. We have lots of supporting evidence. We can build our own history of OS/2 including the impact of SAA and ABIOS. It's time to make the audit public.

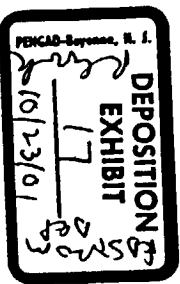
We should test the pitch with a couple of dry runs and then carefully put it out.

DD

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Mon Jul 01 08:16:02 1991



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