



Debra Vogt

From: Steve Ballmer
To: Bill Gates; Mike Maples; Pete Higgins
Cc: Bill Neukom
Subject: RE: Apple
Date: Wednesday, November 03, 1993 9:25AM

c0 is more important than d0 in a revenue sense but c) might really help the field relationship I vote for
c) I guess if there is a choice I will not try and prioritize versus a nd b

From: Bill Gates
To: Mike Maples; Pete Higgins
Cc: Bill Neukom; Steve Ballmer
Subject: Apple
Date: Friday, October 29, 1993 7:45AM

With this meeting with Spindler coming up I want to write a letter in advance and be very clear.

I do not view it as a possibility that we will not do mac applications - word, excel, office. I think the chicago level needs to be done on the mac. As we move beyond that the effort may go up because of systems divergence and we may plateau out in some way. We may already be going overboard in CD titles to do mac versions.

However I think we should ask for something relative to doing native Powerpc applications.

What should we say we can do and what should we ask for?

We could ask for:

- a. Patents
b. Lawsuit dropped
c. Clarisworks bundling relief (less by them or some by us)
d. Marketing relationship (better than others like WP and LOTUS)

We should not ask for all of these.

Should we talk about this before Comdex? I dont know what other people are thinking

I want to make sure the people who do think about MAC stuff get to weigh in on our planning here..

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From: Bill Gates
To: Mike Maples; Pete Higgins
Cc: Bill Neukom; Julie Girone-Gwin
Subject: RE: PowerPC and Apple Relationship
Date: Thursday, October 14, 1993 12:40PM

I am meeting with Spindler the Sunday before Comdex. I will make sure I get 2 hours with him.

We should do the following:

- a) proceed as if we are going to do the applications
- b) make it clear to our contacts at Apple that we will only do this if the discussions I have with Spindler about them treating us better in a number of ways go well.

I will want some help in how to handle this meeting with Spindler.

From: Pete Higgins
To: Bill Gates; Mike Maples
Cc: Bill Neukom
Subject: PowerPC and Apple Relationship
Date: Thursday, October 14, 1993 11:23AM

We are starting to get a strong push from the PowerPC marketing organization at Apple to work with them on the rollout, make commitments to shipping our products etc. I also have to speak at the MACIS conference Nov. 8, there are Comdex meetings, and overall the press is getting increasingly interested in our plans. If we want to use our support for PowerPC as leverage for settling the lawsuit, unbundling ClarisWorks, stopping pushing Lotus and Wordperfect etc. we need to do it soon. I think we should do this. Apple really needs our support.

Since we are getting asked to do things start doing things with Apple, I told the product managers to start moving forward as if we are a full supporter. I figured we could always back out. We want to be careful about public statements and press discussions, of course, but figured we should get the ball rolling. I didn't think that prep work for marketing activities by low-level marketing types would impact our leverage with Spindler in any material way. If you disagree I can change this.

Above all, if we are going to exert some leverage we need to get started. Has a meeting been scheduled with Spindler? If not, is there some way to expedite this? It's probably not appropriate to write another letter, but I'm concerned that we are going to start getting increasing pressure to reinforce our commitment to the Mac/PPC and I don't want to mis-speak.

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