

ANDERSEN
CONSULTING
ARTHUR ANDERSEN & CO., S.C.

July 25, 1991

Mr. Steve Ballmer
Senior Vice President, Systems
Microsoft Corporation
One Microsoft Way
Redmond, Washington 98052

Dear Mr. Ballmer:

We are asking for a clarification of the Microsoft policy regarding support of, and new releases of application products on both Windows and OS/2.

I represent the FOUNDATION development organization in Andersen Consulting. Our organization develops CASE tools for mainframe computers and for 386 and 486 class machines. Our strategy is to support both Windows and OS/2 because both are important to our primary customers, the "World 1000" corporations and similar sized governmental and other organizations. We have also developed a strategy of integrating other premier products into our overall product when they also address the world market, the quality and the platforms which we are targeting. Based on these criteria, Microsoft products have been given serious consideration in our future directions. We are actively investigating, and in some cases doing initial development with Word, Excel and Project. Other products are planned for future investigation.

Up to now we have been told that your software strategy was to make as much of your internal code as possible to be common across multiple platforms including Windows and OS/2. We were further told that while Windows products would most likely be the first on the market, the OS/2 products would be following shortly, normally no more than two to three months later. This, while not ideal for us, was acceptable.

We were recently told by Reed Koch, product manager for Microsoft Word for Windows, that the next OS/2 version of Word would be "at least a year after the Windows release." Other recent press comments have further called into question the Microsoft commitment to the OS/2 products. Judy West, our Microsoft national account executive, just informed me that there may not be further OS/2 releases, but rather we would have to run under Windows under OS/2. We have also heard unofficially that Visual Basic (which we have found to be a very good product) had an OS/2 in Beta testing, and that this was pulled back with no announced or intended availability date.

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should do if
possible otherwise
Steve will do
Mike will do
per Cathyw 8-1-91
dgm

See page 2

Plaintiff's Exhibit

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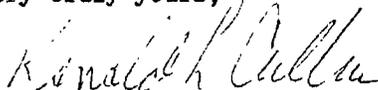
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From our standpoint as a systems and a product integrator, any backing off of the policy as originally presented to us is clearly unacceptable from both a marketing and technical standpoint. If Microsoft has changed its policy to be one of not providing comparable support (this includes making features available in the same time frame), this could be a stumbling block to our making more strategic use of Microsoft products.

We have asked Judy West to set up a conference call with you to help us understand your product strategy regarding Windows and OS/2, so that we can develop our own strategies.

Very truly yours,



Ronald L. Cullum
FOUNDATION Workstation Executive Director

*Will you do
a conf call*

MNL

Copies to: Mr. Michael Maples, Microsoft
Ms. Judy West, Microsoft

Mr. Donald L. Dall, Andersen Consulting, Managing Director,
FOUNDATION
Mr. Michael R. Hudson, Andersen Consulting/Director of FOUNDATION
Planning
Mr. W. Baker McAdams, Andersen Consulting/Microsoft Alliance
Executive Sponsor
Mr. Richard J. Stuckey, Andersen Consulting