

From: Paul Flessner
Sent: Wednesday, July 05, 2000 7:50 AM
To: Denmark West; Gene Chellis; Will Poole; Tom Gershaw; Will Friedman
Cc: Brian Valentine; Amar Nehru; Mike Beckerman; Kurt Buscheler; Tony Bawcutt; Yaron Shamir; David Thompson (NT); Rob Short; Tom Phillips; Hardeep Walia
Subject: RE: InfoLibria web caching

seems like we are on the right track here. let me try to summarize so I understand this.

1. Objective of investment is for adoption of NT technology not to endorse, license, support or ship in any MS products.
2. We have decided not to invest at this time.
3. May consider an investment again in the future.
4. Our experience as a company is that these investments haven't paid-off very well for us in terms of establishing our platform.

let me know if I have missed anything.

-----Original Message-----

From: Denmark West
Sent: Monday, July 03, 2000 3:50 PM
To: Gene Chellis; Denmark West; Will Poole; Paul Flessner; Tom Gershaw; Will Friedman
Cc: Brian Valentine; Amar Nehru; Mike Beckerman; Kurt Buscheler; Tony Bawcutt; Yaron Shamir; David Thompson (NT); Rob Short; Tom Phillips; Hardeep Walia
Subject: RE: InfoLibria web caching

Just to make sure the position here is clear, Will Poole's points are critical. This is about technology adoption - ours. The goal of this effort along with others that are also being pushed by DMD is to effect the supply side of the equation for NT based cache products, especially given the demand by the CDNs, CDEs, ISPs and other Global Networks that will seek to evolve into one of the aforementioned service networks. The problems we are trying to address (forgive me for stating the obvious here) are (1) the prevalence of Linux, Solaris and BSD among the cache buying networks; and (2) support for DMD/WMT among cache vendors with installed bases/major orders in the pipeline. I do not think it is a given that the presence of Comet in the market addresses both of these issues fully (although it clearly helps), while I agree that the issue of distribution should be separate from core OS support.

We have no problem unwinding this deal. I have been clear that unless Windows finds this effort important from a strategic standpoint that we would not participate. There has been some gaming of the system by InfoLibria as they attempt to push for the investment, so be careful what rationale gets attributed to whom. I do not care about their IPO. I would prefer if they weren't going IPO so we could have more time to discuss the merits/potential issues with the relationship. Given what I see in the thread, I would love to find a way that would push them to work with us to support NT in their core product while not requiring an investment from us. Since they are operating on a short time frame, I will let them know that we will not get there on this round. If we decide that this is worth pursuing, we can offer to invest at the IPO if an investment proves to be necessary. Your thoughts are appreciated.

Thanks.
Denmark

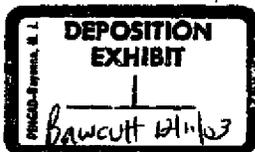
-----Original Message-----

From: Gene Chellis
Sent: Wednesday, June 28, 2000 10:13 AM
To: Denmark West; Will Poole; Paul Flessner; Tom Gershaw; Will Friedman
Cc: Brian Valentine; Mike Beckerman; Kurt Buscheler; Tony Bawcutt; Yaron Shamir; David Thompson (NT); Rob Short; Tom Phillips
Subject: RE: InfoLibria web caching

It appears different divisions have not been quite in sync on this. To try to make sure we're on the same page internally, here's a summary:

- DMD is driving a marketing/promotion deal with provisions for some optional future software development, although DMD does not view this particular deal as strategic (WPoole, below, and

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Comes V. Microsoft

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WFried, attached)

<< Message: FW: InfoLibria >>

- The ISA team is opposed to Msft investment InfoLibria as an endorsement of a direct competitor of Comet (YaronS, below)
- The Windows team just found out about this deal on Monday and has not identified any strategic reason to support a Msft investment
 - Having InfoLibria port their product to run on Windows would be positive (as with any product) and probably worth providing commercially reasonable technical assistance
 - Given ISA, Msft would be unlikely to distribute a free subset version of the InfoLibria cache product
 - There may be issues with InfoLibria's use of proprietary file system and core components
- The impetus for an investment appears to have come from BDI and InfoLibria's efforts to close an IPO

Moving forward, we need to improve the process as well. DMD and ISA may want to discuss streaming media caching requirements. I'll meet with Denmark in BDI discuss getting timely product team input to help them.

Gene Chellis
digital pager: (204) 541-5854

-----Original Message-----

From: W/M Poole
Sent: Wednesday, June 28, 2000 7:57 AM
To: Paul Flessner; Tom Gershaw; Will Friedman
Cc: Brian Valentine; Mike Beckerman; Kurt Buecheler; Gene Chellis; Tony Sawcutt
Subject: RE: Windows strategic interest in InfoLibria web caching opportunity

A few comments which Tom or WFried can elaborate on:

1. This is about technology adoption [of win2k, WM services, etc], not about us using their technology ourselves in any way. I don't know where the "license for free distribution" comes in as I agree it would not make sense for us to distribute it given conflict with ISA strategy. I'd guess they offered and we accepted the right but not obligation.
2. We have a fairly broad effort to get network caching vendors to support these technologies. We're also working with Inktomi and others.
3. We're working with these cache vendors b/c content delivery networks and other major customers are getting blocked in deploying / supporting windows media b/c of lack of support from their preferred cache supplier.
4. I am not aware of ISA supporting stream caching. If so we will have to be more reserved in our support of 3rd parties like this, and we'd of course want to push it with our CDN partners.

-----Original Message-----

From: Paul Flessner
Sent: Wednesday, June 28, 2000 6:51 AM
To: Brian Valentine; Will Poole; Mike Beckerman
Subject: RE: Windows strategic interest in InfoLibria web caching opportunity

Thanks for looking at this guys. If we are missing something let us know. If not, we really need to use our own stuff. thanks.

-----Original Message-----

From: Brian Valentine
Sent: Wednesday, June 28, 2000 6:01 AM
To: Will Poole; Mike Beckerman; Paul Flessner
Subject: FW: Windows strategic interest in InfoLibria web caching opportunity

Did you guys look at comet and decide to go with InfoLibria instead? If so, then can list

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the requirements that weren't satisfied by comet - I want to know we lack stuff. Finally, if this is as Yaron says and was just something your folks didn't know about - looks like we might have to unwind this deal.

brian

-----Original Message-----

From: Yaron Shamir
Sent: Tuesday, June 27, 2000 10:55 PM
To: Gene Chellis; David Thompson (NT); Rob Short; Tom Phillips; Paul Flessner; Brian Valentine; Paul Maritz
Cc: Dan Neault
Subject: RE: Windows strategic interest in InfoLibria web caching opportunity

Simply put, InfoLibria is a direct competitor of ISA (aka Comet), I object and don't see any rational in promoting them as proffered cache as ISA is the proffered cache for Microsoft technology. ISA is a much better cache than InfoLibria.

I don't see any value in having them provide cache for free distribution by MS. If MS decides that cache is for free, it has the technology.

I don't see an issue with encouraging them to port their product to run on Win2000.

Yaron

-----Original Message-----

From: Gene Chellis
Sent: Tuesday, June 27, 2000 9:05 PM
To: David Thompson (NT); Rob Short; Yaron Shamir; Tom Phillips
Cc: Dan Neault
Subject: Windows strategic interest in InfoLibria web caching opportunity
Importance: High

The streaming media group has been negotiating a deal with InfoLibria, Inc., a relatively small private company based in Waltham, MA, that develops caching technology and appliances (their products are Content Commander, MediaMail, and DynaCache), with a corporate investment by BDI expected to be part of the deal. BDI asked InfoLibria to commit to a port of their product to Windows as part of the deal. InfoLibria's web site is at <http://infoLibria.com/home.html>. A copy of a PPT presentation about them is at \\Contracts\docs\InfoLibria\Web_caching\InfoLibria_platform_2000-06-25.ppt.

We're trying to determine what, if anything, is in the interests of the Windows group in this opportunity. Although we just got involved in this, there is a short time frame to affect the direction of this deal. See questions below.

On current course, the deal would likely include:

- InfoLibria to provide caching/content distribution infrastructure technology support for Windows Media concurrently or before support for RealNetworks or QuickTime formats
- Preferential promotion by InfoLibria of Windows Media technologies
- Marketing endorsement by Msft of InfoLibria as a preferred vendor of streaming media content distribution systems
- Msft investment in InfoLibria (through BDI)
- InfoLibria port of its DynaCache web caching product to run on Windows2000 (it currently uses a free BSDI kernel, along with a proprietary file system and network interface)
- InfoLibria development of a software-only subset of its caching product that would run on Windows2000 (using NTFS and standard NIC) and would be made available for free (with an upsell opportunity for InfoLibria). InfoLibria would also license this to Msft for free distribution (e.g., from microsoft.com)

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Strategic questions:

- Any interest in even providing good faith effort to meet with and support InfoLibria in porting their product to Windows 2000?
- How much value is there in InfoLibria porting their full caching product to Windows?
- Any value to having rights for *Msi?* to distribute the free subset version of InfoLibria's caching product?
- Any chance that we want to try to license any of this caching technology for inclusion into Windows (e.g., Blackcomb)?
- Any reason (e.g., competitive, technology conflict, etc.) we should *not* make an agreement with InfoLibria? Any reason we should not invest in them?

Gene Chellis
digital pager: (204) 541-5854

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