2/19/99 → Discussion with Ted Hannum

(1) → Fall Release of Memphis (October, November,
(2) I.E. 4.0 will be Ready in ~~Spring~~ Prior to October
(3) No Upgrade Program Announced

I.E 4.0. might be available on Diskette & capable of pulling down from the NET

(4) NT 5.0. not until 2Q98 now NT Maintenance Release 1H97

From a marketing standpoint Unnt & 95 marketed as 2 Brands, but Code base is the same

→ Winhec → who are we dealing with Chavis

Broadcast PC - BPC
→ Mark Carpenter from Aptiva

Pricing = $15 [illegible]
Licensing & T's & C's is Gating Factor
Neutral { List of Marketing Activities, based on a Neutral Machine. workgroup, officesuite & encyclopedia } Neutral

Sign License & side agreement for Marketing
AX Factor in Kirkland

Richard Sherwin

GOVERNMENT EXHIBIT 2163

2/19/94 - Harrow Continued
Wednesday

→ work ~~with~~ directly with the people responsible at Microsoft.

Sergio Panetta → Bill Kanuzki

• Jointly promote web sites
→ Retail Joint Promotions
Can

DSP → Distribution service partner

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* Valance SEE - Net PC - Bill Shaughnessy
→ How could IBM play in the announcement.

→ No play in steering

→ After spec release, MS to bring IBM in for
→ key messages, etc.
Announcements, Q & A → fact sheet

→ CEBit & Rod will be there.

→ George Norris

2/19/97 - CONTINUE

Bengt Akerlund → Smartsuite, → Notes, would buy, etc.
→ GATES → why are we working with IBM when they are doing these deals. dont work with them!

Bengt
* How Religious is our support of Smartsuite?

Bengt drilled Ozzie on IBM Corporate organization, product focus, etc. where does money come in

* Bengt says they have surpassed Novell in WW Shipments

→ Ozzie says we ship 8% of Servers with NT

Mike Pelham - ease their fears of bait & switch

OPM's → Schedule a meeting with OPM management to discuss strategies vs. tactical actions - Review performance plans

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Windows CE - Review w/ Baker 2/19/97
Presentation Given