From: Brad Chase
Sent: Tuesday, February 24, 1998 2:37 PM
To: Wassef Haroun; Jeff M. Johnson; Bill Veghte; Moshe Dunie; Megan Bliss
Cc: Yusuf Mehdi; Ben Algaze
Subject: RE: Re[2]: interested in opining?

great, thanks

—Original Message—
From: Wassef Haroun
Sent: Tuesday, February 24, 1998 10:59 AM
To: Brad Chase; Jeff M. Johnson; Bill Veghte; Moshe Dunie; Megan Bliss
Cc: Yusuf Mehdi; Ben Algaze
Subject: RE: Re[2]: interested in opining?

Brad, i didn't mean to imply you didn't understand the issues, you probably do by an order of magnitude over me! I just wanted to give you an idea of the tradeoffs and the work already done for win98 plus. You are right that we should be creative about keeping our good relations, and in the process build a business model that helps ISV's and gives us a pipeline full of good technology to put in Windows update, Win98/NT5 plus! and other products we come up with. Jeff and I will discuss this and come back with a few recommendations.

thx
Wassef

—Original Message—
From: Brad Chase
Sent: Monday, February 23, 1998 9:40 PM
To: Wassef Haroun; Jeff M. Johnson; Bill Veghte; Moshe Dunie; Megan Bliss
Cc: Yusuf Mehdi; Ben Algaze
Subject: RE: Re[2]: interested in opining?

i invented and my team managed the last version of Plus and my team managed ms-dos when we included AV so i understand the issues. however, given that Plus is a small product, we do not need to make more enemies now and we do not really want to get in the middle of the norton, mcafee competition. this is true for windows update as well. so we should have a plan to move to a business model where we don't favor one over the other. if we can't do that for the next version we should move to this business model when we can.

who can take the point on making a recommednation?
—Original Message—
From: Wassef Haroun
Sent: Monday, February 23, 1998 12:14 PM
To: Jeff M. Johnson; Brad Chase; Bill Veghte; Moshe Dunie; Megan Bliss
Subject: RE: Re[2]: interested in opining?

Microsoft confidential. Brad, i don't mean to be insolent, but not sure i understand your suggestion below. Let me give you some background on where we are with plus and AV in particular.

Plus for Win98! is projected to be a US $ business. The key feature of plus is simshipping with Win98- up to a third of this revenue is missed if we miss the date. Our focus to date has been to bundle the most compelling number of features with the highest chance of making the dates. We considered alternative plans with more features but dropped them consciously because htey miss the date. The planning process started in late october, and serious work started by our partners in late december. McAfee was chosen because of the perceived value of their offer (highest brand recognition,richest feature set), and a great willingness to cooperate on all levels. Thebiz, PM, Dev and Test guys working with McAfee on a complex product suite have noting but praise for the McAfee guys. We are locking down for beta 1 on wed 2/25 and expect to cut our first RC 4/6.

Since the start of the project in late dec. we've dropped some of McAfees offerings on quality grounds (webscanx), logged more than 47 bugs (30 pri1's) against the product and found several nasty win98/virsucan interaction issues exposed by the integration that resulted in bug fixes to both. Also, we've spent nearly 4 dev weeks integrating the product into the plus setup- this isn't a run of the mill integration, the plus! setup actually scans your hd for viruses as part of typical setup thereby delivering value to the customer out of the box. Also, the AV products is big reason why we are trying to get 2 4week beta/rc cylces under our belt.

I hope this give you an idea how invloved the process of integrating an invasive, sensitive product like AV into Plus!.

PENGAD-Bayonne, N.J.
GOVERNMENT EXHIBIT
729A

Thanks
Wassef

—Original Message—
From: Jeff M. Johnson
Sent: Monday, February 23, 1998 9:55 AM
To: Wassef Haroun
Subject: FW: Re[2]: interested in opining?

FYI.

—Original Message—
From: Brad Chase
Sent: Sunday, February 22, 1998 4:21 PM
To: Megan Bliss; Jeff M. Johnson
Cc: Scott Fallon
Subject: RE: Re[2]: interested in opining?

this is an environment where we should change our strategy unless we have a very strong reason for not doing so

—Original Message—
From: Megan Bliss
Sent: Saturday, February 21, 1998 3:41 PM
To: Brad Chase; Jeff M. Johnson
Cc: Scott Fallon
Subject: RE: Re[2]: interested in opining?

Moshe/jim/billv asked Jeff to put together a short term deal (6 months) with McAfee for the Plus! pack. We'd already been working on them with a deal for Windows Update (they were chosen over Symantec for a variety of reasons), so it was easy to modify the deal for the Plus! pack. It is likely too late to do the same with Symantec but Jeff could comment better.

—Original Message—
From: **Brad Chase**
Sent: Saturday, February 21, 1998 2:04 PM
To: Megan Bliss; Jeff M. Johnson
Cc: Scott Fallon
Subject: FW: Re[2]: interested in opining?

didn't you say you had an AV deal with windows update?. what is the scoop?

—Original Message—
From: GEubanks@symantec.com [mailto:GEubanks@symantec.com]
Sent: Saturday, February 21, 1998 10:32 AM
To: ASavage@symantec.com; Brad Chase; Scott Fallon
Cc: Brad Chase
Subject: Re[2]: interested in opining?

good - Amy is expecting to hear from you.

Gordon: Excellent. I'll make sure our folks get hooked up with Amy on this. As an aside, I manage our ISV program so I'll look into the Plus Pack issue you mention below. Thanks.

-Scott

—Original Message—
From: GEubanks@symantec.com [mailto:GEubanks@symantec.com]
Sent: Saturday, February 21, 1998 10:18 AM
To: Brad Chase; ASavage@symantec.com
Cc: Scott Fallon; Brad Chase
Subject: Re: interested in opining?

I would be happy to consider this. As you know I have been a longtime support of your views on this issue. If we proceed on this Amy Savage at Symantec (asavage@symantec.com) will coordinate.

I talked to Paul M. recently about something that is really concerning us - the inclusion of a competitors anti-virus product in the Plus Pack. This makes no sense to me - why favor one company over another? Better solution would be to include the

full Norton Anti-virus and Norton Utilities trial version will an aggressive trial period. We can cover major languages. Of course trial versions of our competitors may make sense too. My point is that Microsoft has significant impact when you "anoint" one vendor over another in a very competitive market place but could add value with trial versions.

Gordon

Hi Gordon. It has been awhile. I have yet another change in my job at MS. I know head the marketing for Windows again (server and client). I still manage our Developer Relations Effort also. The leader there is Tod Nielsen

as you may know.

Given that I work on Windows (and IE) I have been very involved in our efforts to respond to the DOJ accusations. We try to remind people that this is a very competitive industry with lots of investment (The Mercury News and Price Waterhouse do a quarterly survey of VC investment. Preliminary numbers show that venture capitalists invested more than $3.6 billion in Silicon Valley during 1997, a record that eclipsed the 1996 total

by nearly 63 percent). We talk about our success and try to put it in context (4% of total software revenues) of the major platform competitors like netscape, sun, novell and oracle who are spearheading the attack. We like to talk about how consumers are benefitting from low prices and a wide range of choice of products on the Windows platform from companies like Symantec and others deliver.

We talk alot about the importance of integrating functionality into the operating system that at one time was offered separately is standard procedure in the industry. From printer drivers to cd rom drives to tcp/ip to now to browsing technology. Further, other platforms are the same - Sun's Solaris and IBM's OS/2 and Apple have integrated equivalent browsing technology as that now integrated into Windows via Internet Explorer.

You have been a long time advocate of the appropriateness of adding features

to the operating system, even when it has made things more challenging for you, and have been supportive of the battle we have with the DOJ on including browsing and internet functionality in the OS. You have long been

an advocate of the great things the PC industry has done for users and the economy. Most people agree but what many don't realize is that by far most developers and people in the industry agree too and so we are trying to get the word out on that data since this is an important group.

I am not sure what your comfort level is in this space but I thought I would

check to see if you would consider writing an op-ed piece for a national publication in the next couple of weeks. The goal is to have those in the industry make clear that the software industry is a healthy industry with plenty of opportunity for companies like Symantec. You have a unique way of

making the key points and so I thought would be a good choice to ask about this. I still remember you telling Apple in the late 80's at macworld that they should consider themselves a software company and license their OS. at

the time you were considered a anti-christ

We would be glad to help you in any way and scott fallon, copied on this mail, is someone i will make available to assist you if you would like.

thanks for considering
brad