GOVERNMENT EXHIBIT 275
PENGAD-Bayonne, N.J.

IAL Staff 5/10/95

→ Microsoft Meeting (RJW, CK, Sullivan // Maritz; Stork; Silverberg)

→ "Intel is embarked on strategy that will yield lots more conflict." — NSP

→ Intel shifting software boundary

Reasons
→ SW engineering "pride" leads to info hiding
→ Intel building SW layer to pre'-of CPU
→ Causing problems f/ MS, becoming a competitor

→ NSP: "a kitchen sink of software over the last few years developed at Intel"

1) EMOTIONAL ISSUE
→ "REQUIRING INDUSTRY TO BUILD A 'BUCKET' OF STUFF"

2) STRATEGIC ISSUE
→ MS CONVERGING THEIR DRIVER MODEL
→ MS WILL "PREVENT OTHERS FROM HAVING TO WRITE [DEVICE SW]"
→ MS "KNOWS WHERE THEY'RE GOING" – 2 YRS OUT

3) REAL ISSUES
→ MS "ARCHITECTS" ONLY F/ CURRENT PRODUCT
→ DISTRUST INTEL'S MOTIVES

RJW: → "a particularly significant meeting"
① Area in conflict was clearly communicated

APPS
OS
Sys SW
HW/PLATFORM

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(2) MS Genuine Concern Re: NSP Platform bundling
→ no respect f/ Intel technology, but fear our Marketing ability

(3) Silverberg's agenda
→ Silverberg: "incredibly arrogant... dangerous"
→ "enormous NIH" "extremely hostile"
→ "the guy hates us" – "pent up anger"
→ "impossible to deal with him"

(3.5) Maritz' agenda
→ Rational, pragmatic, ... focused on merge strategy
→ look to him for rationality
→ Not clear how much power of influence

⇒ ∴

(1) → Need to accelerate NSP program / Deal from strength
→ War (either limited or all-out) is inevitable
→ Win Compaq, Creative Labs, ...
⇒ a long shot
→ Need pull strategy

(2) → Continue to engage w/ MS
→ Minimize the war (w/o backing away from the platform)
→ Will negotiate elements

☆ IHVs + ISVs are our allies

Win95 license
⇒ OEM license f/ in exchange for patent indemnity
⇒ Preload under OEM's license

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* Barrett Challenge

- RJW

	Q4'95 NSP "4"	H/95 P6	mid '96 P55C/ P6C "5"
DT/Mobile — P452 RMMC → BIZ → HOME → I'NET			
Workstation			
Server			

→ Phase 0, 1 → IAL
→ Phase 2, 3 → DRG Enterprise

- Implementation detail
- Budget

→ FRAMEWORK
→ BUSINESS & MARKETING ORGANIZATION

ADL / DESKTOP

→

MTL / MOBILE

→ Use of HTML as
→ Comm & Storage Infrastructure — ~$2M — Apps Services
→ Encryption modules (a P55C accellerated) → RSA ?
→ Mobile presentation & demonstration machine (Prototype/ Showcase)
→ Teleprompter, Voice slide switching
→ Dual video system

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STL – Server

→ 3D
→ Speech
→ Workstation – NT Scaling f/ SMP + CC-NUMA
→ Authoring
→ Home LAN

? What about NT NSP Program ??

? ORACLE

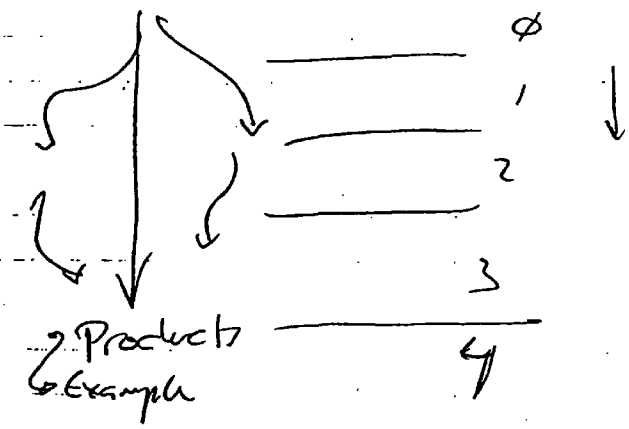
★ ? SHRINKWRAP SW Distribution Server

? Home Network

DRG

* IAL Mktg

PROTOTYPES



Apps "Example Apps"

- App Secs
- APIs
- Kits

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RJW

P452 Programs

→ 3 SDKs – App Services
- IMM
- COMM
- DMI NSP

→ Games

→ Tools

→ Comm

→ ~~Home~~ Apps
- Home Help Desk
- DEVD Suite

* RMMC Programs

→ Biz Comm Suite Ent

→ Internet/OLS Infra/Business
→ Biz
→ Home

→ 3D UI/Visualization (Bus.)

→ Home Comm Apps (Internet Apps)

WORKSTATION

→

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	Q4'95	11/95	M10'96
EFFECT ON →	4/NSP	P6	PSSC

TOP 5

① → 3D for Business? → Great example apps f/ MIPs burners
→ Business: XEROX PARC — McG + DICK PIERCE
→ Games ? (w/PY52) — WIRT

* ② → Internet/OLS → Comm infrastructure foundation for all future apps — McG
+ Comm Apps
[→ DSVD, GrammaPhone] ?

③ → Home Apps → Home is It — KINNIE + McG
- ~~Help Desk~~
- ~~DSVD~~ → DSVD ? → GRAMMA PHONE
- ~~GrammaPhone~~
→ 3D Games for Home, ETV, KAW

④ → Help Desk / Service Infrastructure — KINNIE

⑤ → "TOOLS" → to help others create apps & content
→ ISV App Services Kits → Apps — KINNIE
→ Authoring tools → Content — WIRT
→ Performance toolkit

? Biz Comm Suite Extensions — McG
→ SPEECH; PRESENTATIONS; ...
? WS Boost — WIRT
? Server Boost — WIRT
? NSP on NT

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→ PROCESS: PROTOTYPE TO PRODUCT
→ MILLER/LEGLISE → ORGANIZATION BUILD UP