From: paulma
Sent: Thursday, June 01, 1995 9:59 AM
To: billg; drosen; nathanm
Cc: bradsi; petern
Subject: RE: Netscape discussions

I will add my "me too" as well.

To be repetitive: I view our imperative to be first and foremost to ensure that we keep control of the standard Internet client api's and protocols by influencing their evolution to be more and more exploitive of Windows. If think we should try to coopt Netscape to help with this, and I am open to all sorts of options.

However, as Nathanm says the first order of business is to listen carefully to what Netscape thinks is their strategy which we will do on Friday.

From: nathanm
Sent: Wednesday, May 31, 1995 6:39 PM
To: billg; drosen; paulma
Cc: bradsi; petern
Subject: RE: Netscape discussions

I too agree with this basic direction. We have to think hard about thee details. Investment in them might be part of it.

I think that it is very important to hear them out and figure out where their aspirations lie. I think that Barksdale is a smart enough guy to not want everything, and if we are willing to give this would be great.

Nathan

From: Dan Rosen
To: billg; paulma
Cc: bradsi; nathanm; petern
Subject: RE: Netscape discussions
Date: Wednesday, May 31, 1995 2:11PM

This is very much along the lines of the discussions I've already initiated with Jim Barksdale. He seems to be favorably disposed to the discussions. Bottom line: if we go to war with each other, then other industry players will set the terms of engagement (e.g. Visa and MasterCard on processing fees; AT&T and MCI on network issues) and we both loose more than we gain.

They are very interested in STT. We need to help them get it onto their UNIX products. They also are interested in NT and our plans. We could contemplate helping them become the Internet store-builder, using some of our tools on top of NT. We would provide the back-end services, including access, and payment acquisition.

Jim Barksdale will be here on Friday PM. Nathan, Paul and I will meet with him to keep the ball rolling. I believe that we have less than 6 weeks to get something in place, otherwise the pace of their other announcements will make it difficult to carve something out.

Dan

From: Bill Gates
To: Paul Maritz
Cc: Brad Silverberg; Nathan Myhrvold; Dan Rosen; Peter Neupert
Subject: Netscape discussions
Date: Wednesday, May 31, 1995 1:17PM

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I think there is a very powerful deal of some kind we can do with Netscape.

The basic framework is the following:

- Clients make no money
- Netscape is very influential on what happens with Clients
- We want a number of things to become standard in the client - financial protocols, OLE, authentication to our directory...
- There are a small number of things we dont want in the client - Opendoc

- Servers will make money
- For the next 24 months we can help Netscape with servers without hurting ourselves in any large way. We don't have a large forecast for servers
- We want them to focus somewhat on NT servers but it doesnt have to be exclusive

Therefore the concept is that for 24 months they agree to do certain things in the client and we agree to help make their server business successful

How do we help them in the server business?
- Share the source code of our server and our technical work
- Help them market their server
- (I need more ideas here)

This kind of deal could be a big win win.

Of course over time we will compete on servers but we can help them a lot in the meantime. We could even pay them money as part of the deal buying some piece of them or something.

I would really like to see something like this happen!!

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