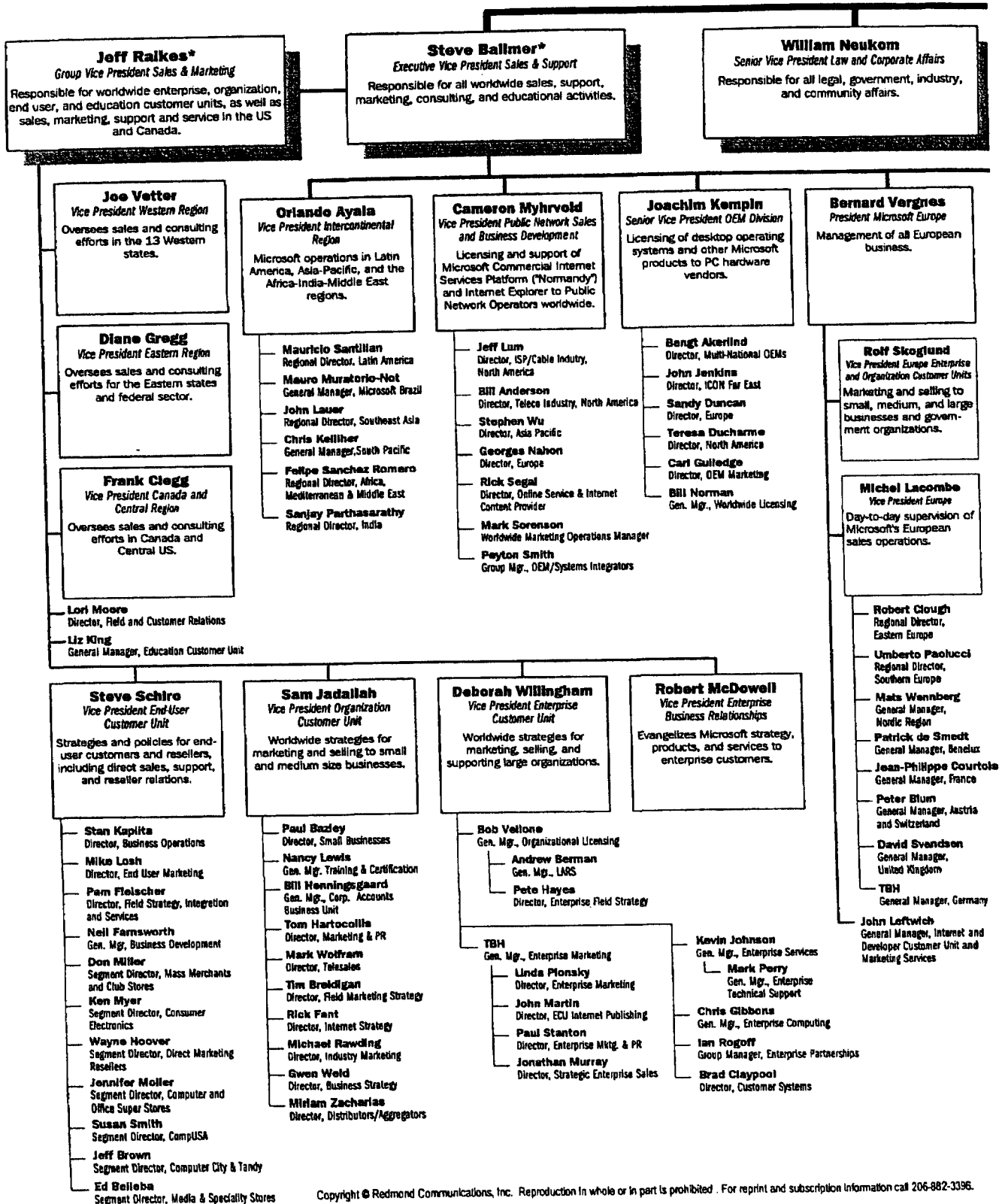


The Microsoft Corporate Organization Winter 1997



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BILL GATES
CEO AND CHAIRMAN OF THE BOARD

Nathan Myhrvoid*
Group Vice President Chief Technology Officer
Oversees all research and development efforts across the entire company, including the \$2 billion Microsoft invests in R&D each year.

Charles Stevens
Vice President Far East
All sales and support activities in Japan, Korea, Taiwan, Hong Kong, and the People's Republic of China.

Makoto Naruke
President, Microsoft Japan
Bryan Nelson
Regional Director, Greater China
TBH
General Manager, South Korea

Linda Glenickl
General Manager Microsoft Technical Support
Support for end users, developers, and non-enterprise organizations.

Rick Rashid
Vice President Advanced Technology and Research Division
Research in areas such as artificial intelligence, graphics, and speech recognition.

Daniel Ling
Director, Research

Bob Herbold*
Executive Vice President & Chief Operating Officer
Responsible for finance, manufacturing, distribution, logistics, information technology, corporate marketing and advertising, real estate, and human resources.

Mike Murray
Vice President Human Resources & Administration
All recruiting, employee development, compensation, policy and benefits administration, administrative services, real estate, and Microsoft Press.

Richard Davenport
Vice President Worldwide Operations
Management of all product manufacturing, distribution, fulfillment, and logistic services.

John Connors
Chief Information Officer, Information Technology Group
Management of Microsoft's worldwide computing and communications network.

Mike Brown
Chief Financial Officer
Management of all finance, treasury, and tax activities.

Greg Maffel
Vice President Corporate Development and Treasurer
Responsible for worldwide accounting, planning, mergers and acquisitions, and treasury activities.

Ben Evans
General Manager, Corporate Marketing

Mike Huber
General Manager, Corporate Procurement

Ann Redmond
General Manager, Corporate Market Research

Pete Higgins*
Group Vice President Interactive Media Group
Oversees Microsoft's online and interactive media businesses, including MSNBC, MSN, and all consumer CD-ROM titles. Also runs the hardware and home finance software businesses.

Rick Thompson
Vice President Consumer Input Devices Group
Development and marketing of Microsoft Mouse, Natural Keyboard, Sidewinder and other hardware devices.

Lewis Levin
Vice President Desktop Finance Division
Development and marketing of Money 97, Investor, and other financial information products and services.

Laura Jennings
Vice President The Microsoft Network (MSN)
Oversees marketing and content development for the Microsoft Network.

Peter Neupert
Vice President Strategic Relationships
Develops business and marketing relationships for MSN, MSNBC, Slate, and other strategic online ventures.

Michael Kinsley
Managing Editor, SLATE

John Neilson
Vice President Interactive Services Media Group
Development of interactive products such as Encarta, Bookshelf, Automap, Cinemania, Expedia, and Sidewalk.

Ruthann Lorentzen
Director, DNSios Marketing

Ed Fries
General Manager, Games & Entertainment

Lisa Brummel
Product Unit Manager, Kids Products

Tom Reeve
Director, Consumer Localization

DIRECTIONS ON MICROSOFT

Brad Silverberg*
Senior Vice President Applications & Internet Client Group
 Responsible for desktop applications, Internet client and collaboration software, Web authoring tools, developer relations, and all associated marketing functions.

Paul Maritz*
Group Vice President Platforms & Applications Group
 Overall responsibility for operating systems, server-based applications, Internet system software, and desktop productivity software, plus development tools, database, and communications products.

Jim Allchin*
Senior Vice President Personal & Business Systems Group
 Oversees development of Windows 95, Windows NT, all BackOffice server-based applications, and all associated marketing functions.

Paul Gross
Vice President, Developer Tools Division
 Development of tools for software developers, including Access, Visual C++, Visual J++, Visual FoxPro, and Visual Basic.

Chris Peters
Vice President, Web Authoring Product Unit
 Design and development of Web authoring tools, including FrontPage.

Craig Mundie
Senior Vice President Consumer Platforms
 Development of non-PC consumer platforms (handheld, set-top box, etc.), midband and broadband networking, media servers, and multimedia operating system architecture.

- Greg Riker
 Director, Advanced Products Group
- Shirish Nadkarni
 Director, Business Development
- Daniel Langlois
 Senior Director, Montreal R&D (SoftImage)
- Moshe Lichtman
 General Manager, SoftImage
- Harel Kodesh
 General Manager, Windows CE

Bob Muglia
Vice President Server Applications Division
 Development of all BackOffice server-based applications for Windows NT Server.

David Vaskevitch
Vice President, Database and Transaction Products
 Development of database, transaction, and application server products.

- Bob Kruger
 General Manager, Systems Management Group
- Brian Valentine
 General Manager, Exchange Group
- Anthony Bay
 General Manager, Internet Services Group
- Todd Warren
 General Manager, BackOffice Group

John Ludwig
Vice President, Internet Client & Collaboration Division
 Development of collaborative technologies, including Outlook and NetMeeting.

David Cole
Vice President, Internet Client & Collaboration Division
 Development of technologies for Microsoft's Internet Explorer Web browser, plus technology for Netshow.

Brad Chase
Vice President, Developer Relations and Marketing
 Manages Microsoft's relationship with third party developers and oversees Internet marketing strategy.

- Tod Nielsen
 General Manager, Developer Relations

Moshe Dunie
Vice President Windows 95 and Windows NT
 Internationalization engineering, testing, performance analysis, documentation, and product development.

- Carl Stork
 General Manager, Windows Platform

Jon De Vaan
Vice President, Desktop Application Division
 Oversees development of the core components of the Office 97 suite of desktop productivity applications.

- Peter Pathe
 General Manager, Word
- Jonathan Reingold
 General Manager, Excel
- Raif Harteneck
 General Manager, PowerPoint
- Richard McAniff
 General Manager, Access

Richard Fade
Vice President Desktop Applications Division
 Oversees development and marketing of Microsoft's small business and home office products.

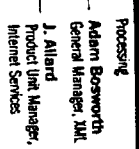
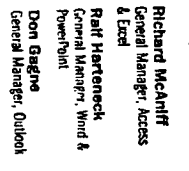
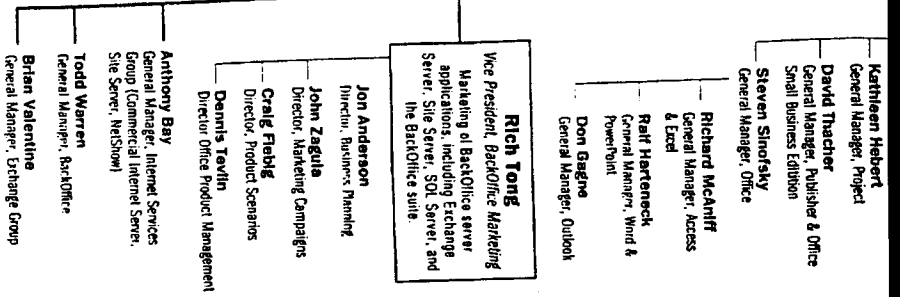
- Kathleen Schoenfelder
 General Manager, Project
- Dawn Trudeau
 General Manager, Consumer Productivity (Publisher and Works)
- Ross Hunter
 General Manager, Office Web Product Unit
- Jon Anderson
 Director, Business Planning
- Ben Waldman
 General Manager, Macintosh Product Unit

Robert Bach
Vice President Marketing
 Oversees all Desktop Application Division marketing activities.

Richard Tong
Vice President Marketing
 Responsible for all product marketing and training activities for Windows 95, Windows NT, and BackOffice applications.

- Jonathan Roberts
 Director of Marketing, Windows 95 & Windows NT Workstation
- Mike Nash
 Director of Marketing, Windows NT Server & Infrastructure Products
- Dave Cutler
 Chief Windows NT Architect
- Steve Madigan
 Senior Director, NT Program Management

* Member of the Executive Committee



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Member of the Executive Committee

Harel Kodesh

Vice President, Consumer Appliances
Development and marketing of
Windows CE operating system and
its embedded development kits, as
well as information appliances that
run on Windows CE

Bill Mitchell
General Manager, Mobile Electronics
Platforms

Frank Fite
General Manager, Windows CE
Platforms

Jonathan Roberts
General Manager, Marketing and
Emerging Systems

Dave Wright
Director, Business Development

Pierre de Vries
Director, Long Term Planning
and Design

Phillippe Goetschel
Director, Smart Card Group

Brian Abogast
General Manager, Visual Studio, MSDN,
Office Dev, VBA

Eric Peterson
General Manager, MSDN

Tom Button
Director, Developer Tools Product
Management & Training

Yuval Neeman
General Manager, VB, VC, Java

David Brooks
Senior Director, International Product Strategy & Localization

Tandy Trower
Senior Director, User Interface Design Group

Ron Souza
Product Unit Manager, Web Essentials,
Small Business Services

Ted Kummert
General Manager, Windows CE Consumer Devices

Steve Perlman
President, WebTV

Alan Yates
Director, Microsoft WebTV Platform
Marketing

Tom McMathon
Director, Advanced Television
Technology

Dick Brass

Vice President, Electronic Books
Responsible for organizing and
executing Microsoft's effort in the
emerging field of electronic book
software and eBook devices.

Steve Stone
Director, Electronic Books Product Group

Rich Tong

Vice President, Business Productivity
Group Marketing
Marketing for certain BackOffice server
applications, including Exchange
Server and the BackOffice suite

Jon Anderson
Director, Global Business

John Zagula
Director, Global Marketing Campaigns

Craig Flehig
Director of Marketing, Desktop Applications

Bill Landefeld
Director, Global Marketing

Russ Stockdale
Director, Server Applications Marketing

Ben Waldman
General Manager, Macintosh Business Unit

Brian MacDonald
General Manager, Office Collaboration

Greg Fraust
General Manager, Intelligent Interface Technologies

Kathleen Hebert
General Manager, Office Family

Andy Held
General Manager, Digital Imaging & Graphics

Andy Schultert
General Manager, FrontPage and Office Web Server

David Thacher
General Manager, Office Small Business Group

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