

**Key PR dates for Microsoft  
(Confidential—Internal Use Only!)  
(Revised 10/09/00)**

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**2000**

**Acquisitions/Partnerships/Investments**

**Jan 00**

- MS invests in Corio – agree to launch ASP solutions for Microsoft platforms
- MS invests in Keen.com
- MS invests in Digex –deploy next generation app-hosting capabilities
- MS invests in Yarn Digital Technology
- MS invests in VerticalNet
- MS invests in Jato Communications for ASP services for small and medium-sized businesses
- MS invests in Intertainer Inc.- alliance for deployment of on-demand entertainment service
- MS invests in CompUSA
- MS invests in Interland to build the Windows DNA platform for the applications-hosting market

**Feb 00**

- MS invests in CSI, Inc.
- MS invests in ITRAN Communications, Ltd.- for power line carrier home networking technologies
- MS invests in Gilat Satellite Networks, Ltd-- two-way satellite broadband for Internet connection speed
- MS invests in Broadband Office to offer bundled services solutions
- MS invests in MyPlant.com for strategic alliance with Honeywell
- MS acquires Isreal-based Peach Networks, provider of enhanced TV services for digital TV

**Mar 00**

- MS invests in Radiant for integrated Web-enabled management system/supply chain solution
- MS invests in SRS Labs
- MS invests in joint venture with Andersen Consulting to form company called Avanade
- MS invests in RealNames, integrates Internet Keyword Solution in MSN Search and IE
- MS invests in MEASAT Broadcast Network Systems
- MS invests in Interliant
- MS invests in venture with Freddie Mac, Chase Manhattan, GMAC-RFC, Norwest Mortgage and Bank of America to form HomeAdvisor Technologies
- MS invests in Evoke

**April 00**

- MS acquires MediaOne International's stake in TITUS Communications
- MS invests in joint venture with Xerox to form ContentGuard

**May 00**

- MS invests in CAIS Internet
- MS invests in Plural Inc. to provide clients with market-leading e-business solutions
- MS invests in SeaChange International – extending Windows MediaTM Technologies to cable and broadcast TV systems
- MS invests in CommVault

**June 00**

- MS acquires Driveoff.com – for integrating dealer-endorsed direct-buying services into CarPoint.com
- MS acquires Bungie Software – to build a strong portfolio of quality games for the PC and Xbox platforms
- MS invests in Ameranth Technology Systems
- MS invests in Digital Island
- MS invests in FutureLink to develop technologies to aid ISV's port Windows applications onto the Windows 2000 platform

**July 00**

- MS acquires NetGames USA to enhance the competitiveness of games on Microsoft's Zone.com
- MS invests in Blixer

**August 00**

- MS invests in eLabor
- MS invests in Hutchison Global Crossing Ltd.
- MS invests in Big Huge Games to develop innovative strategy games for the PC platform

**September 00**

- MS acquires MongoMusic Inc to build MSN's efforts to be a growing leader in digital music

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- MS acquires Pacific Microsonics Inc, developer of HDCD digital audio technology
- October 00**
- MS invests in Corel Corporation to encompass projects related to Microsoft's new .NET initiative (10/2)
- PR Events**
- Jan 00**
- Billg appears as first guest of the year on Larry King Live 1/1/00
  - Billg "Millennium Keynote" at Consumer Electronics show in Vegas- focus on connected home
  - MS announces the Digital Diva (Stacy Elliott), an MS spokesperson for consumers
  - AOL merges with Time/Warner – biggest merger in history
  - Strategic Announcement: Steveb as CEO, Billg as Chief Software Architect, committed to New Generation Windows Services (1/13)
  - WebTV delivers the first ever interactive Presidential State of the Union address
  - Fortune Magazine cover story on AOL/Time Warner merger and impact on MS (1/7)
- Feb 00**
- Fortune cover story on AOL/Time Warner and MS, focusing on the Internet "battleground" 2/7
  - Part of the Fortune cover story was a separate piece on the new role change for Billg/Steveb 2/7
  - USA Today positive profile of Steveb, "Microsoft CEO Plays to Win" 2/1
  - Direct Action Network (DAN) protests on campus to "Shut Down Microsoft." 1 man arrested. 2/7
  - Blue Mountain Arts and MS announce a settlement on the lawsuit filed by Blue Mountain Arts regarding OE's anti-spam filter. 2/7
  - MS wins Golden Ladder award from WE Magazine- for leadership in hiring/accommodating people with disabilities. USA Today covered, among other media outlets. 2/7
  - Microsoft and Atomic Pop announce strategic partnership
  - Microsoft ranks #2 on Fortune's "Most Admired Companies" list, behind GE 2/21
  - Craig Mundie and other industry heavyweights on a panel organized by NBC's Tom Brokaw for "Summit in Silicon Valley," explored a variety of technology issues.
  - Microsoft and Qualcomm form alliance to develop advanced wireless multimedia-capable devices
- March 00**
- Bob Herbold presents a \$50M donation from MS to the United Negro College Fund (UNCF)
  - MS drops out of Software and Information Industry Association after 14 years of membership
  - Local Media Day held on campus- various speakers from MS business groups
  - Positive L.A. Times by Stanley Holmes on eBooks- interviews w/ Rick Rashid/Dick Brass/Bill Hill
  - Microsoft Partner Solutions Center (MPSC) opened on the Microsoft Campus in Redmond
  - Charles Fitzgerald in DC at National Press Foundation seminar on the Future of E-Commerce
  - Hockey teams from Windows 2000 and Exchange played in Seattle's Key Arena in a \$1M fund-raiser for Ronald McDonald House
  - Large coverage of Rick Sherlund/Goldman Sachs' report on meeting with Johncon- says DOJ settlement is imminent
  - Business Week's annual "Top 50 Performers" list ranks MS #1 for third year running (3/27)
  - Billg speaks at the Enterprise Solutions Conference (Miami) on MS commitment to Latin America
  - L.A Times/Stamley Holmes piece on NGWS (based on Johncon's Piper Jaffray conf. speech)
  - Cisco passes Microsoft for #1 market capitalization
- April 00**
- Business Week feature on Dick Brass and his work for eBooks (4/3)
  - Microsoft hosts Government Leaders Conference in Seattle/ Billg spoke at the event (4/4)
  - Much coverage of FrontPage98 security vulnerability, a "backdoor" allowing anyone to read files on a web server as long as they used a password of "Netscape engineers are weenies"
  - Goldman Sachs analyst, Rick Sherlund, estimates that MS revenue will drop for Q3 due to slowing in PC growth—much coverage of this, especially since market has been falling.
  - Billg presents keynote address "Advancing the Platform, Connecting the World," at WinHec (4/25)
  - MSN and CNET announce signing of an online advertising agreement
- May 00**
- Much coverage of "I Love You" virus which spread worldwide through e-mail, predominantly through the Outlook and the Microsoft platform
  - Microsoft and I/O Software partner to integrate biometrics technology in Windows
  - Steveb names Linda Stone Vice President for Corporate and Industry Initiatives
  - Stacy Elliott conducts a Mother's Day satellite media tour from Redmond with her mother
  - Billg presents keynote address highlighting Windows as the foundation for the Internet enabled business at N+1
  - After 14 years at Microsoft, CTO Nathan Myhrvold decides not to return from leave of absence

- Time features an essay by Billg on why breaking up Microsoft's Office and Windows product groups would be bad for consumers and the industry
- Microsoft and Matsushita co-develop advanced digital cable set-top boxes for the cable market
- Microsoft and Carta, Inc. announce a strategic alliance to provide expanded solutions to national e-government markets
- Steveb and Joel Klein's side-by-side essays on DOJ remedies in Newsweek (5/22)
- Microsoft holds the Fourth Annual CEO Summit on campus. Steveb and Billg opened the event with a keynote around "Technology+Business: Entering an Age of Unprecedented Opportunities" (5/24)
- Michael Crichton announces that his most recent book, *Timeline*, will be available as a free download on Microsoft Reader for Pocket PC
- Forum 2000 is rescheduled from June 1 to June 22
- Billg announces the Washington2Washington initiative in Washington D.C.

**June 00**

- Billg presents keynote address about the future of developing enterprise Web applications at TechEd 2000
- MS hosts a Venture Capital Summit
- Billg delivers "A New Phase For Information Technology" at the 2000 World Congress on Information Technology
- Microsoft hosts Forum 2000, unveiling the .Net vision for the future of software technology on the Web
- Wall Street Journal breaks story on "Trash for Cash" stating special interest group's involvement in buying trash from Association for Competitive Technologies, a trade association Microsoft is involved with
- Microsoft participates in W3C's Platform for Privacy Preferences (P3P) Interoperability Session in New York
- Billg delivers keynote underscoring the partnership and mutual commitment between Microsoft and J.D. Edwards at Focus 2000
- MSNBC.com announces broadband distribution with US West
- Microsoft, Compaq and Intel announce *speedStart*, a joint marketing program to accelerate speed-to-market and profitability for Internet startup companies
- MasterCard International and bCentral announce strategic marketing agreement to bring small business users access to online resources from bCentral and MasterCard's Small Business Connection site

**July 00**

- San Jose Mercury News publishes Q&A with Steveb, the next installment of Dan Gillmor's year-long series focusing on leadership in the technology industry (7/9)
- Steveb delivers keynote announcing Microsoft Canada's collaboration with the Canadian Imperial Bank of Commerce to provide venture capital funding to Canadian ISVs at Comdex Canada
- Paulina gives keynote address at the Professional Developer's Conference (PDC) titled, "The .NET Starts Here"
- Billg gives keynote address at PDC highlighting Microsoft's continued commitment to developers to further increase support for Microsoft .NET
- The Microsoft Certified Technical Education Center Summit proceeds Fusion 2000 gatherings
- Fusion 2000 kicks off in Atlanta, GA (7/14)
- Annual Financial Analysts Meeting is held in Microsoft's Conference Center (7/27)

**August 00**

- Microsoft kicks off a new program to remove illegal copies of Windows 2000 and other software from over 1,000 Web sites and Internet auctions worldwide in a new anti-piracy sweep
- Microsoft announces an employee stock option/purchase share repurchase program (8/7)
- Dick Brass presents keynote entitled, "Visions of the Future," at Seybold San Francisco (8/28)

**September 00**

- Microsoft kicks off its 25<sup>th</sup> Anniversary celebration with an employee event at Safeco Field. The Anniversary received wide-spread international print and television coverage, including a series of articles by ZDNet, USA Today and NBC's Today Show
- Steveb speaks at the Seattle Chamber of Commerce's annual luncheon, announcing a \$25 million gift to NPower (9/12)
- Billg visits Australia, Malaysia and India, promoting the .NET strategy, Enterprise Server 2000 and Microsoft's 25<sup>th</sup> anniversary
- Microsoft and Ericsson launch Ericsson Microsoft Mobile Venture AB
- Microsoft, IBM, Arthur Andersen and others announce their new, joint business infrastructure provider, Enfrastructure, Inc. (9/19)
- MSNBCsports.com launches the Olympic Webcast (9/16)
- Steveb travels to Beijing and Tokyo to visit customer, partner, government and press
- Paul Maritz retires, garnering large amounts of press including the Wall Street Journal and wire stories

- Dick Brass keynotes the National Institute of Standards and Technology event "Electronic Book 2000: Changing the Fundamentals of Reading" in Washington DC (9/25)
- Steveb keynotes the Enterprise 2000 Launch (9/26)
- Rick Belluzzo and RadioShack CEO Len Roberts announce joint project in New York City called Broadband USA (9/27)

**October 00**

- Microsoft and Seaway National Bank will announce a \$5 million Microsoft deposit in Seaway to finance a number of community redevelopment activities (10/3)
- Paul Gross keynotes Wireless World in New York City (10/4)
- Infoworld runs a "Top Innovators" piece, including Microsoft's Dave Cutler and Nathan Myrthvold (10/9)
- Microsoft holds a 25<sup>th</sup> anniversary event in Washington DC for congressional staff, members of the DC community and media (10/10)
- Developer Days 2000 is held simultaneously in 34 cities across the U.S. and Canada (10/10)
- Billg keynotes Intel's eXchange event, announcing the release of Beta 1 of 64-bit Windows (10/12)
- Microsoft, Compaq and Global TeleSystems announce the largest pan-European streaming service
- Will Poole keynotes at Streaming Media Europe, announcing key European partnership deals (10/12)

**Key Product news**

**Jan 00**

- Intellimouse Optical announced
- Naming of the Pocket PC (new version of the WinCE device)
- Barnes & Noble and barnesandnoble.com agree to support of Microsoft Reader and eBooks
- Windows Media Technologies announces agreement with Liquid Audio
- Political Pulse, the new MSN Politics Channel is announced

**Feb 00**

- Kids Passport is announced 2/8
- TaxSaver "adopts" the entire town of Comfort, Texas, showing residents the ease of preparing and electronically filing tax returns using TaxSaver. 2/3
- Windows 2000 Conference and Expo at San Francisco's Moscone Center (launch), 2/17
- W2K launch announcements: Billg's keynote release, worldwide availability of Windows 2000, industry support and momentum, massive corporate deployments, new scalability features, and performance benchmarks. Additionally, the 13 Global Launch Partners and 80+ third parties will issue supporting releases around the key themes for launch.
- Positive NYT/Steve Lohr piece, "Again, It's Microsoft vs. the World," on the MSN business, 2/13
- MS unveils Pocket Internet Explorer for the Pocket PC at CeBit in Germany

**March 00**

- Billg officially announces Xbox at the Game Developers Conference in San Jose
- MS/Compaq announce creation of new online service for Compaq customers, integrating key MSN features and services
- MS and Telemex join to launch T1MSN- Hispanic portal for the Americas
- MapPoint 2001 RTMs
- Announced availability of Office 2000 SR-1 and eServices
- Microsoft/KPMG announced a suite of joint KM solutions based on the Microsoft Platform.
- TaxSaver removed from Microsoft's product line
- Availability of Windows Media Player 7.0 announced
- Availability of Internet Explorer 5.0 Mac Edition announced
- Reorg at MS- numerous promotions and restructuring of groups (3/30)

**April 00**

- RTM for Windows Services for Unix 2.0 announced
- Project 2000 available
- Pocket PC launched
- SQL Server 2000 Beta 2 released

**May 00**

- Visio re-launches the Visio Manufacturers Program
- New pricing and licensing model for Exchange announced
- HomeAdvisor Technologies, Inc. unveils newest version of HomeAdvisor.com
- MSN unveils the next generation of MSN and delivers Beta 1 (5/24)
- Exchange 2000 Release Candidate 2 available
- Windows 2000 Datacenter Server Beta 2 available
- Microsoft and TV Cabo announce plans to deploy set-top boxes in Portugal
- Outlook Email Security updated is posted to [www.officeupdate.com](http://www.officeupdate.com)

- HomeAdvisor announces new loan transaction platform
- June 00**
- WebTV launches Ultimate TV service with WebTV, Thompson Multimedia and DirectTV
  - Windows CE 3.0, Platform Builder 3.0 and embedded Visual Tools available
  - Windows Me RTM available
  - C# announced
  - Service Pack 2 for Systems Management Server available (6/27)
  - Transpoint announces online bill payment services
  - Commerce Server 2001 Beta 1 released
  - MSNBC and Newsweek announce launch of Newsweek.MSNBC.com
  - Microsoft Macintosh Business Unit announces Entourage 2001 (6/29)
- July 00**
- IBM, Intel and Microsoft unveil results of jointly sponsored "Firestorm" benchmark for Windows 2000
  - Multi-language text-to-speech (TTS) engines for Microsoft Agent 2.0 announced
  - "Cookie" control features announced for Internet Explorer (7/6)
  - Small Business Server 2000 launched
  - Web Site Provisioning Tool for Windows 2000 launched
  - MSN announces that it has become the number one destination worldwide on the Internet (7/17)
  - Office 2000 for Mac and Pillar 3 "Mac-like and compatible" messaging availability announced (7/19)
  - Microsoft and KPMG announce a joint effort to deliver Dot.Ramp, a solution to rapidly connect B2B digital marketplaces
  - Microsoft and Unigraphics Solutions announce the DesignXChange portal solution for enterprise manufacturers
  - Web Site Provisioning Tool for Windows 2000 launched
  - TransPoint and BellSouth announce that more than 14 million BellSouth customers can begin receiving and paying e-bills online with TransPoint
  - Microsoft XML (MSXML) Parser beta available (7/31)
  - Windows 2000 Service Pack 1 available (7/31)
- August 00**
- Application Center Beta 2 is available to the public (8/2)
  - SQL Server RTM announced (8/7)
  - Microsoft and Wireless Knowledge announce their joint efforts to provide a complete solution for mobile access to Microsoft Exchange Server 5.5
  - Microsoft Reader available (8/8)
  - Windows 2000 Datacenter Server RTM announced (8/11)
  - Microsoft Biztalk Server 2000 available (8/14)
  - MSN partners with Compaq to launch the first MSN Companion, the Compaq iPAQ Home Internet Appliance (8/15)
  - Office 10 beta is released (8/29)
- September 00**
- Enterprise 2000 launches (9/26)
  - MSN launches Loan Center, providing consumers with access to automobile and credit card lenders using mortgage options from HomeAdvisor
  - MSN Explorer Preview 2 released
  - Microsoft TV and Phillips Morris introduce their Enhanced Television products and services during the International Broadcasting Convention in Amsterdam (9/5)
  - WebTV and CBS announce their joint ITV programming
  - Microsoft, Ariba and IBM announce the Universal Description, Discovery and Integration initiative (UDDI) (9/6)
  - Handheld PC 2000 is announced at DemoMobile conference (9/7)
  - MSN and RadioWave.com announce MSN Chat Radio (9/11)
  - Windows Me availability announced (9/14)
  - Microsoft, Hitachi Data Systems and McDATA announce the joint Trusted Solution Platform (9/19)
  - Microsoft bCentral Business Web announced (9/21)
  - WebTV and Discovery Networks announce a five-part interactive service debuting on the Learning Channel (9/25)
  - Microsoft .NET Enterprise Servers (Including the Mobile Information 2001 Server, Windows 2000 Datacenter Server and Datacenter program) launch at the Enterprise 2000 Launch in San Francisco (9/26)
  - Microsoft receives award for Best Operating System at VARBusiness Annual Report Card Dinner (9/28)

**October 00**

- MSN eShop announces MSN Shopping pledge (10/3)
- Participate.com is chosen to manage MSN's People & Chat and Gaming Zone communities (10/10)
- GMAC Commercial Mortgage selects the Microsoft and Intel e-business platform for their MortgageRamp.com commercial lending site (10/10)
- Office 2001 for Mac launched (10/11)
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**Legal**

**Jan 00**

- Knox lawsuit settled Jan 5<sup>th</sup>
- Microsoft and Caldera settle the Caldera private antitrust suit against MS (1/10)
- Supreme Court refuses to review an appeals court decision saying MS can't exclude temporary workers from participating in its discounted stock-purchase plan (1/10)
- MS releases Proposed Conclusions of Law for the antitrust trial (1/18)
- MS releases memorandum to oppose states' memorandum and proposed conclusions of law (1/18)
- DOJ files proposed findings of law (1/25)

**Feb 00**

- SIIA files amicus brief on behalf of the government for the antitrust trial (2/1)
- Harvard Professor Lawrence Lessig files amicus curiae (as per Judge Jackson's request) (2/1)
- Microsoft files Sur-Reply in response to the DOJ's joint reply on Conclusions of Law (2/1)
- Microsoft files Sur-Reply in response to the States' joint reply on Conclusions of Law (2/1)
- Microsoft and DOJ present closing oral arguments on the conclusions of law (2/22)

**March 00**

- Rick Sherlund/Goldman Sachs, after meeting with John Connors, noted to clients that MS appeared to be stepping up efforts for settlement- expected settlement within weeks. Sparked coverage.
- MS sent joint letter w/ 8 Net companies (ATT, Prodigy, etc) to members of Senate Commerce Committee to encourage interoperability of Instant Messaging. (available to press at AOL/TW merger hearing)
- Antitrust Subcommittee hearing with Klein and Pitofsky (3/22)
- Microsoft faxes a settlement proposal to the DOJ (3/24)
- Judge Jackson delays issuing "findings of law" to give Microsoft and the DOJ more time to negotiate
- Government rejects proposal for settlement (3/26)
- Class action lawsuit hearings: Court appearances in California: March 29 - San Francisco, re: consolidation motion. March 30 - Palm Springs, MDL (Multi-district Litigation Group) Hearing
- Much speculative coverage about settlement talks and possible ruling by Judge Jackson

**April 00**

- Judge Posner ends mediation efforts (4/1)
- Judge Jackson issues "findings of law" for the antitrust case, maintaining that Microsoft is a monopoly in operating-system software (4/3)
- Government files its proposed remedies in the antitrust case (4/28)

**May 00**

- Federal District Court grants Microsoft's motion for summary judgment on the copyright infringement but denies Sun's motion for summary judgment of the same issue in Java dispute
- Microsoft files its response to the government's proposed remedy to break up the company and impose regulatory restrictions (5/10)
- Government files its responses to Microsoft's recommended remedies and proposed schedule (5/17)
- Microsoft files a reply brief to address inconsistencies in the government's breakup proposal and to reiterate strong arguments for rejecting the government's proposal (5/22)
- Judge Jackson holds a hearing on the proposed remedies, denying Microsoft's request for further proceedings (5/24)
- DOJ refiles plan to break up Microsoft to Judge Jackson (5/26)
- Microsoft files its final input to the District Court (5/31)

**June 00**

- Judge Jackson gives a temporary delay in rendering his decision so that the parties can file additional, final arguments (6/1)
- Government submits a series of filings against Microsoft in the antitrust lawsuit
- Judge Jackson gives final ruling on structural and behavioral remedies (6/7)
- Microsoft asks for a stay in ruling from Judge Jackson (6/8)
- Microsoft files notice of appeal and a motion to stay the Court's order (6/13)
- Oregon circuit-court judge dismisses private class-action lawsuit (6/14)
- Appeals court sets schedule to hear MS motion to stay business restrictions pending appeal (6/19)

- Judge Jackson stays final judgment (remedies) pending appeal (6/20)
- July 00**
- An amended class action complaint is filed by the plaintiffs in the multi-district litigation proceeding in Baltimore, MD (7/11)
  - Iowa class action suit against Microsoft is dismissed (7/13)
  - Microsoft wins motion to dismiss in the class action lawsuit in Hawaii (7/21)
  - Rhode Island takes Microsoft's motion to dismiss the class action suit into advisement (7/21)
  - Microsoft files its jurisdictional statement with the U.S. Supreme Court (7/26)
- August 00**
- The European Commission opens antitrust case charging that Microsoft abused its dominant position in PC operating systems software (8/3)
  - California class action suit against Microsoft is dismissed (8/7)
  - Government files a document with the Supreme Court arguing that the Court should take this case under the Expediting Act (8/15)
  - Microsoft wins motion to dismiss class action lawsuits in Texas and Rhode Island (8/21)
  - Microsoft files a reply brief with the Supreme Court, responding to the government's jurisdictional statement (8/22)
  - Connecticut U.S. District Judge finds Microsoft guilty of deceptive business practices against Bristol Technology (8/31)
- September 00**
- Legal action is taken against resellers in California for the alleged distribution of counterfeit software (9/12)
  - Legal action is taken against local resellers in Pittsburgh, PA for the alleged distribution of counterfeit software (9/19)
  - The Supreme Court meets prior to the new term, considering whether to accept direct appeal of the DOJ case
  - The Supreme Court refuses to hear Microsoft's appeal of Judge Jackson's decision, sending the case to a federal appeals court in Washington D.C. (9/26)
- October 00**
- Microsoft files its proposed schedule for the appeal of the DOJ case (10/2)
  - The government responds to Microsoft's filings with its proposals, requesting Microsoft file initial briefs by November 1 (10/3)
  - Legal action is taken in the state of Georgia against three Atlanta-based software resellers (10/10)

**1999**

**Acquisitions/Partnerships/Investments**

**Jan 99**

- Two for one stock split announcement [8<sup>th</sup> split for MS stock]
- NTL Inc. investment by MS [Britain's third-largest cable operator]
- FASA Interactive Technologies Inc. acquired by MS [game developer]
- Nevod Inc. acquired by MS [Internet sharing technology/home networking]
- MS and Banyan Systems agree to deliver messaging/networking solutions for enterprise
- MS and 3Com alliance to deliver converged networking; 3Com opens Redmond center
- MS licenses Hotmail communications technologies to Compaq's portal site AVN.com, and MS adopts Alta Vista's search technology for MSN Search

**Mar 99**

- MS and Dialogic Corp. team to extend Windows into telephony/ converged communication
- CompareNet Inc. acquired by MS to be included in MSN [comparison-shopping service]
- MS invests in Reciprocal Inc. [digital rights management for web content]
- MS invests in Audible [delivers spoken audio via Internet for mobile playback]
- MS invests in ThingWorld.com [Internet media company]
- MS alliance with Rhythms NetConnections Inc./high-speed networking for co-branded MSN portal
- MS and Portugal Telecom SA agree to develop interactive video/data services
- Nortel Networks and HP, Intel, and MS team to integrate voice technology and computing
- Investor relations/ financial analyst conf call on effect of Office 2000 coupons on revenue
- MS alliance with IMS HEATH's Erisco managed care unit [managed care administration]

**April 99**

- MS and NorthPoint Communications to improve broadband communication availability
- Access Software acquired by MS [developer/ publisher of PC golf games]
- MS and Spyglass join on Windows CE product development
- Jump Networks Inc. acquired by MS [web-based calendar services]

- MS invests in WebMD, an online healthcare service provider
  - Conference call to announce second quarter earnings (4/20)
- May 99**
- MS invests \$5 billion in AT&T, and AT&T agrees to increase use of MS TV software platform
  - MS invests in Nextel Communications [integrated wireless communications]
  - MS invests \$250 million in WebMD Inc.; new health services for MSN and WebTV.
  - MS invests in CareerBuilder; joint agreement to develop private-label career center for MSN
- June 99**
- MS invests in D.E.N.
  - MS invests in Wink Communications to speed adoption of interactive TV based on ATVEF spec
  - MS acquires software manufacturer ShadowFactor, for voice communication in internet gaming
  - MS invests in Inprise; commit to Inprise tools for Windows, technology-licensing agreements
  - MS acquires OmniBrowse to speed MSN wireless strategy; launches MSN Mobile on MSN.com
  - MS invests in Concentric; deploy broadband, develop co-branded MSN, app hosting services
- July 99**
- MS acquires Swedish company Sendit AB, leader in internet mobile solutions
  - MS acquires Zoomit, leading developer of meta-directory products
  - MS invests in Canadian company Rogers Communications; deployment of interactive TV
  - MS acquires UK company STNC, plans to integrate their software for digital cell phone industry
- Aug 99**
- MS invests in DSL.net; will deliver co-branded MSN portal to small and mid-sized businesses
  - MS invests in Brazilian Globo Cabo; will advance broadband and Internet services in Brazil
- Sept 99**
- MS invests in United Global Communications
  - MS invests in Asia Global Crossing- joint venture with Softbank for broadband connectivity in Asia
  - MS acquires Visio, leader in diagramming and technical drawing software
  - MS acquires Softway Systems to boost interoperability between Windows and Unix
  - MS invests in Akamai, a global Internet content delivery service accelerating web performance
- Oct 99**
- Microsoft acquires Entropic, innovator in speech technology
- Nov 99**
- MS invests in RadioShack-- announces alliance to speed adoption of web technologies
  - MS invests in GigaMedia
- Dec 99**
- MS invests in WinStar --announces agreement to deliver broadband applications
  - MS invests in Best Buy -- forms alliance for broadband, narrowband, in-store and online efforts
  - MS invests in Intervu -- accelerate broadband delivery through Internet audio and video
  - MS invests in ecoding.com--streaming media
  - MS and Intervu invest in Discovermusic.com-- provider of music samples/data to online retailers
  - MS invests in Commtouch
- PR Events**
- Jan 99**
- 133 PBS stations show Billg/Buffett talk held at Univ. of Washington
  - MS files appeal to the preliminary injunction issued in the Sun lawsuit in November 98
  - Martha Stewart Living TV show airs interview between Billg and Martha Stewart
- Feb 99**
- Seattle Times publishes rumors about MS product groups realignment
  - Secretary of Defense Cohen appears with Billg on MS campus for speech
  - Fortune's "Most Admired Companies" poll lists MS as #3
  - Windows Refund Day rallies at regional MS offices by Linux enthusiasts; not well attended but attracts coverage (2/15)
  - Prior to recess in DOJ trial, widespread speculation in press about "remedies"
  - Billg speaks at World Economic Forum in Davos, Switzerland
- March 99**
- Cover of Fortune on Billg's giving and management of his money (3/15)
  - Microsoft Electronic Commerce Solutions Briefing in San Francisco (3/4)
  - Melissa virus strikes email systems worldwide via Outlook (3/26)

- People's 25<sup>th</sup> Anniversary ed: Billg among top 25 most influential people in past 25yrs (3/8)
- Billg and Steveb announce new commerce strategy at Commerce Day in San Francisco
- Billg ends his twice-monthly technology column for the NYT Syndicate
- MS opens new product development center in Hyderabad, India
- Business Week includes MS as one of Top 50 Performers
- Billg in Hong Kong, Schenzen, China, and Japan visiting customers/gov'n't officials/press
- Business @ the Speed of Thought released for sale and Billg on book tour
- Cover of Time with excerpts from Billg's book, Business @ the Speed of Thought (3/15)
- Shareholder meeting to announce 2 for 1 stock split
- Microsoft reorganizes into eight customer focused business groups
- Financial Times article focuses

**April 99**

- Fortune 500 edition of Fortune gives Steveb's take on MS reorg (4/26)
- Billg speaks at MIT computer science lab's 35<sup>th</sup> Anniversary; code for Altair BASIC in time capsule
- MS receives United Way's Spirit of America Award for employee giving/volunteerism (4/17)
- Washington Post story implies MSR steals researchers/professors from academia (4/5)
- MS leadership recognized by the American Assoc. of Homes and Services for the Aging
- MS announces contribution of money and intellectual resources for Internet2 (4/26)

**May 99**

- Business Week cover with Billg and Steveb; feature on reorg and MS future
- Jim Gray of MS Research is presented the 1998 Association of Computing Machinery A.M.Turing Award
- MS and Jeff Raikes recognized for supporting National Foundation for Teaching Entrepreneurship (NFTE)
- Business Week earnings management story; MS tops list for exceeding expectations
- MS sponsors the first MIT E-Commerce awards, for innovative and promising companies
- United Nations High Commissioner for Refugees and International Organization for Migration announced MS/industry joint effort for technology aiding in registering Kosovo refugees
- Stuart Johnson and Don Barker begin interviews for their book on MSR
- MS announces law program at Peking University focused on intellectual property protection
- WSJ David Bank story on CEO Summit; core MS messaging on knowledge management
- MS hosts CEO Summit, entitled "Getting Ahead of the Curve"; 100+ biz leaders attended
- FY99 MS Image Television Campaign is launched, includes Great Harvest Bread commercials
- Newsweek feature on "Wired World of the Future" includes essay by Billg on PC-plus era (5/31)

**June 99**

- McCann Erickson North America wins responsibility for Windows 2000 ad campaign
- MS hosts top 20 Asian journalists on campus; focus on MS being enterprise-ready
- MSN Gaming Zone hosts the "ultimate chess match": champion Garry Kasparov vs. the world
- Billg, Shaquille O'Neal collaborate with Boys and Girls Club of America for educational online safety certification program
- Opening of the MicrosoftSF retail environment at the Sony Metreon Center in San Francisco
- TV movie, "Pirates of Silicon Valley" about the beginnings of Apple and Microsoft, airs on TNT
- IDG Day on campus; approx. 30 editors attended presentations from MS business group leaders
- WSJ/David Bank story on MS problem with retention of top execs
- Bob Herbold helps announce the National Digital Library Learning Center at Library of Congress
- USA Today special tech section with Billg essay on the microprocessor's effect on 20<sup>th</sup> century
- SJMN piece on MS Valley presence; focus on DRG and involvement in gov'n't and industry orgs.
- WSJ features MS investor who earned \$1.2m in MS stocks since 1986
- Investor Business Daily story w/Steveb; positive focus on consumer initiatives
- SJMN piece gives MS an "A+ for Citizenship," especially in the Valley

**July 99**

- MS at top of Business Week's annual "Global 1000" feature based on market capitalization
- MS announces Nonprofit Technology Leadership Grant recipients for 1999; \$7.1M in software
- Special captioned screening of "Star Wars: Phantom Menace" for over 300 deaf people in Seattle
- Fobes ASAP story, "The Making of Windows," puts human face on MS approach to W2K
- Announce 4<sup>th</sup> quarter and fiscal year earnings; Annual Financial Analysts Day in Seattle
- Brad Chase/other industry execs send letter to Steve Case/AOL encouraging open-standard for instant messaging
- "Lessons from the top" book includes positive chapter on Billg; focuses on Win98 speech
- "Bill Gates" book for 6<sup>th</sup>-9<sup>th</sup> grade level; focus on existing print material, The Road Ahead

**Aug 99**

- EE Times/TechWeb: positive article on MSR research center in Beijing (9/3)
- CNN article on MSR involvement in a study of the evolution of computer bugs (8/17)
- Newsweek cover profile of Billg: mentions fatherhood, family life, friends, and expectations. (8/30)
- Information Week cover of Steveb: "Microsoft in Transition" focused on Windows 2000 (8/30)
- MS gives \$7.1million to Nonprofit Technology Leadership Grants
- CFO Magazine profile of Greg Maffei
- Ken Auletta/New Yorker lengthy profile of Billg and focus on the DOJ trial
- Rick Belluzzo hired as the Group VP for CCG

**Sept 99**

- Much coverage of NSA Key in Windows; inaccurate speculation on "backdoor" for NSA
- MS featured as #2 of the "World's most admired companies" in Fortune (10/11)
- NYT article shows MS paid Independent Institute think tank for an ad to win public approval.
- Bill and Melinda Gates form Gates Millennium Scholarship Program to provide financial assistance to high-achieving minority students.
- High press interest in Steve Ballmer's comment at Technology Conference of the Society of American Business Writers that tech stocks are overvalued.

**Oct 99**

- Microsoft and MIT announce a major research alliance called "I-campus"
- Fortune profile on Billg and Steveb, their vision, roles, relationship, and MS alliances
- Business Week story on how Steveb's tech stock overvaluation comments are linked with MS effort to compete for "top talent" with high-tech startup companies
- MS opens new Silicon Valley campus
- Steveb speaks about W2K and MS enterprise solution at Gartner's IT Symposium
- Throughout Oct., MS takes legal actions in many states against software piracy
- Telecom 99 in Switzerland: Billg speaks on MS global communications/computing strategy
- Billg announces "Able To Work Consortium" to increase employment for people with disabilities
- Partner Marketing Day: MS & 600 partners discuss marketing, advertising and PR for W2K
- Business Week story on security issue with MS Office
- Richard Smith/PharLap Software inaccurately says MS Annual Report created on a Mac—some negative coverage spawns from this comment.
- Robert Novak op-ed in Washington Post on DOJ wrongful actions: "Vendetta Against Microsoft" 9/23
- Joel Klein op-ed in Washington Post responding to Novak's "Vendetta" op-ed 9/28
- WSJ/Walt Mossberg very negative column on Windows crashing and freezing 9/30
- MS MVP program cancelled, but then reinstated after customer/MVP/press disapproval

**Nov 99**

- NYT editorial and others criticize MS for lobbying against budget increase for the antitrust division
- Press conference on Judge's Findings of Fact for DOJ trial: Gates,Herbold,Neukom spoke. 11/5
- Critical David Ignatius op-ed in Washington Post calls for Billg to settle quickly
- TIME cover story "Busting Bill," on findings, possible remedies, history and future of DOJ trial
- US News & World Report story on Findings, MS innovation, focus on MSR/ few product groups
- 60 Minutes II feature on Billg: what it is like to be the wealthiest man, how he runs MS, and his beliefs about the antitrust trial
- Annual Shareholders Meeting: many press attended, general support from shareholders 11/10
- Expedia IPO 11/10
- TIME cover story, "Busting Bill," details Findings and questions what lies ahead for MS 11/15
- Business Week cover story questioning remedies, "Does a Breakup Make Sense?" 11/22
- TIME interview with Billg: won't comment on settlement or breaking up MS. 11/22
- Newsweek: interview w/ Billg, and "Bill's Next Move" article on the future of the trial and MS 11/22
- Vice President Al Gore visited MS Campus, spoke to a small auditorium of MS employees 11/15
- David Lawsky/Reuters, "Gates Open to Any Resolution," implies that Billg is open to talking about breaking up MS as a settlement. 11/17
- Billg first post-Findings interview on Good Morning America; Lawsky article read aloud, Billg questioned on if he will consider breaking up MS.
- Business Week: negative article on MS retention issues, "Outta Here at MS" 11/29
- CRN article on the Harris-Fombrun Reputation Quotients (RQ) survey—MS scored #1 in reputation. 11/22

**Dec 99**

- Seattle hosts WTO Ministerial; Billg co-chairs Seattle host committee; rioting and protests ensue
- NYT publishes Billg op-ed to coincide with the WTO meeting

- MS is one of several hosts of the UN International Day of Disabled Persons in D.C.
- Organizational changes in MS, renaming and realignment of the Consumer Group
- Today Show hosts Billg in its series of people who have influenced the century 12/14
- TV ads launch the Business Internet
- Newsweek article, "The Future of the Book," features Dick Brass and eBooks
- PC Week, CNET, CRN post positive coverage and reviews of W2K

**Key Product news**

**Jan 99**

- Mac versions of Internet Explorer 4.5, Outlook Express 4.5 and MacTopia; Mac IE 4.5/Apple QuickTime conflict
- Microsoft releases two security patches for Office 97
- MS announces UpnP (Universal Plug and Play) standards at CES tradeshow
- Sun officially launches Jini
- Silicon Graphics introduces new family of Windows NT-based visual workstations
- Encarta Africana launch and press tour by Henry Louis Gates Jr.

**Feb 99**

- Color-enabled release of Windows CE for the Palm-size PC
- Hardware Group launches ActiMates Teletubbies at Toy Fair '99
- Launch of Windows Distributed interNet Architecture (DNA) for Manufacturing, Steveb keynote
- Microsoft names LookSmart as primary Web directory content provider for MSN
- MSN Carpoint produces DealerPoint [tools for auto dealers to manage internet customers]
- MSN WomenCentral launches
- shop.microsoft.com (formerly Nitro) launches
- Slate becomes free to all users again
- Forbes article: SQL 7 a legitimate competitor with Oracle and IBM in server market (2/22)

**March 99**

- IE 5.0 launch in Redmond (3/18)
- Large-scale privacy discrepancy with Win98 Registration Wizard and Office 97 GUID
- The MS new online store, shop.microsoft.com, is announced at Commerce Day
- Better Homes and Gardens selects MSN HomeAdvisor as technology provider for its consumer web site
- MSN CarPoint the most visited online car-buying service for 3 months straight, ending 3/31
- In China, Billg previews "Venus," a new Win CE project for the Chinese market

**April 99**

- MS and Electronic Frontier-Foundation announce technology for online privacy/security
- Dick Brass met with Library of Congress on importance of eBooks and digital text
- Steveb and BrianV speak at WinHec on MS consideration of open-source for Windows
- Intellimouse Explorer with IntelliPoint technology announced at Spring Comdex
- E-Commerce alliance provides e-commerce to MS platform through partner network

**May 99**

- Announce RTM of Windows 98 Second Edition
- MS joins industry leaders to create an internet content rating system
- Alliance with Sony Music Entertainment to promote videos/music on the web, supports MS protected downloadable music content

**June 99**

- Windows 98 Second Edition available for purchase
- Office 2000 launch in San Francisco

**July 99**

- Launch of Slate Store
- \$25 million from MS piracy settlements is provided to non-profit organizations
- Cult of the Dead Cow releases Back Orifice 2000 which allows hacking/remote usage of W2K
- MSN launches Instant Messenger; interoperability with AOL messaging service stirs controversy
- MS announces Visual Studio Integration Program

**Aug 99**

- Office security hole involving the ODBC driver file; commands sent to OS could delete files
- Windows NT Embedded 4.0 available
- MSN teams with DSL.net to provide co-branded MSN portal for small to medium-size businesses
- Partnership between MSN Access and eCharge, an online payment company
- Windows Media Technologies 4.0 available

- MS Reader, first reading app based on ClearType technology, announced at Seybold Conference
- Sept 99**
- Vizact 2000, newest member of Office family, available
  - Windows Release Candidate 2 shipped
  - Microsoft outlines new developer strategy based on the web, Windows DNA 2000 and AppCenter Server.
  - Ford Motor Company and CarPoint joint venture
  - MSN Day—announce new web strategy/ Expedia spin-off
  - Microsoft, Fairmarket Inc., and Excite partner on the Fairmarket Auction Network
  - Consumer Windows (Millennium) ships
- Oct 99**
- CCG group launches Passport and bCentral
  - Four key European publishers announce support for Microsoft Reader using ClearType
  - PhotoDraw 2000 Version 2 is launched
  - MS, Compaq, HP, Intel, IBM join on Trusted Computing Platform Alliance for better security in platforms
  - MS and Telmex joint venture for Internet portal for Spanish-speaking users
  - Encarta Africana 2000 announced by Billg and Dr. Henry Louis "Skip" Gates Jr.
  - MS and NTT DoCoMo joint venture to deliver mobile data services
  - MS announces that W2K will ship February 17, 2000.
- Nov 99**
- Windows 2000 pricing announced
  - Announcement that Office will be offered as an Internet-hosted service
  - MS partners with 9 leading anti-virus vendors to provide anti-virus software for Y2K preparation
  - MSN eShop announced—new web site for shopping the web and local retail stores
  - MSN MoneyCentral awarded "best investment website" by Barron's for third consecutive year
  - RR Donnelly & Sons, a leading printer, partners with MS to expand eBook business
  - MSN is official sponsor of the NYC Marathon Internet site
- Dec 99**
- MS openly publishes and submits the spec of Version 1.0 of Simple Object Access Protocol (SOAP) to the IETF as an Internet draft
  - MS receives two US govt evaluations: C2 for NT 4.0, and FIPS 140-1 for NT 4.0, IE5, and W2K
  - MS announces Microsoft Mobile Explorer— modular software platform for Internet-enabled wireless phones
  - Windows 2000 Release to Manufacturing 12/15
  - E-Stamp partnership and service offering announced for bCentral
  - PSS announces the "Ask Maxwell" online search tool for consumers' tech support questions
  - Agreement with largest US Mall owner, Simon Malls, to offer post-holiday shoppers good deals on MSN Internet 5.0
- Legal**
- Jan 99**
- Judge in Vizcaino case criticizes MS as "arrogant" for language changes in the Temporary Personnel Agreement (1/14)
  - MS loses appeal of Judge Jackson's order; depositions (Billg, etc.) will become public
  - Judge accepts alternate language for the MS temps contract in Vizcaino case (1/26)
  - MS defense witnesses called in DOJ case [press says DOJ destroys most witnesses credibility]
- Feb 99**
- MS and Jimall accused in court by DOJ of faking videotape demo of deficiencies in government's "removal" program (2/2); video redone and shown again in court
  - Microsoft-Ticketmaster settles out of court over website linking lawsuit
  - Lawsuits filed by Calif. end-user (Lingo) and DC ISV (Gravity) about MS "abuses" due to monopoly of OS
  - Blue Mountain wins preliminary injunction against MS [Outlook Express must drop filter]
  - DOJ trial begins a lengthy recess
- March 99**
- SIIA makes public its paper on antitrust trial remedies
  - MS and Sun settlement conference in San Jose
  - MS subpoenas Sun for a high level manager to provide info on NSCP/AOL merger
- April 99**
- Judge Jackson declares he will rule on the facts first, and then consider the opinions on how the law applies for his final ruling. Thought to urge settlement.
  - MS and DOJ discuss settlement options

- New policies for contingent staffing and selecting temp agencies due to Vizcaino lawsuit
  - Caldera released a document made up of MS emails/docs in order to prove MS anti-competitive practices
  - MS deposes witnesses from Sun, AOL, and Netscape for evidence of merger impact
  - Ralph Nader/ Consumer Project on Technology hosts anti-MS conference in WashDC
  - Begin deposing Sun, AOL, and Netscape witnesses for information on their merger for DOJ trial
- May 99**
- MS and DOJ name rebuttal witnesses
  - MS deposes Steve Case about AOL/NSCP merger
  - Oral arguments and jury selection for Bristol case
  - San Jose Federal District Court files three rulings on Sun lawsuit summary judgement motions
  - Oral arguments on three of MS's nine partial summary judgment motions for Caldera lawsuit
- June 99**
- DOJ trial resumes; rebuttal witness phase (6/1)
  - Begin Bristol trial in Bridgeport, CT
  - DOJ trial rebuttal phase ends; court adjourned while both sides prepare proposed findings of fact
  - 9<sup>th</sup> Circuit Court of Appeals rejects MS request for En Banc review of earlier Vizcaino case ruling
  - Final two hearings of the summary judgment phase of the Caldera case
  - Litigation filed re: inappropriate linking of keyword and image in Publisher 98-99 ClipArt Gallery
- July 99**
- MS announces SEC investigation of its accounting practices
  - MS wins the Bristol lawsuit by unanimous vote; must only pay Bristol \$1.00 for minor allegation
- Aug 99**
- Appeals court ruled in MS favor regarding the appeal of the preliminary injunction in Sun lawsuit
  - DOJ and MS file proposed "Findings of Fact" with the federal court
  - American Bar Assoc. antitrust panel with Judge Jackson, MS attorney John Warden, and others
  - MS announces filings against five NY resellers for allegedly distributing counterfeit software
  - Pre-trial hearing for Blue Mountain Arts case
- Sept 99**
- MS and DOJ file revised "Findings of Fact" with the federal court
  - MS and DOJ present closing arguments on the proposed "Findings of Fact" to Judge Jackson
  - Lucid Technologies filed suit against MS in a Texas Federal District Court, 9/28
  - MS requests Supreme Court review of Vizcaino lawsuit
- Oct 99**
- MS and Sun present oral arguments to San Jose Federal District Court on Sun's effort to reinstate the preliminary injunction
  - Hearing on motion to dismiss ClipArt Gallery lawsuit
  - Mock hearings for Caldera lawsuit Oct 12-14
  - Browne lawsuit—current employee of MS filed suit alleging discrimination
  - ClipArt lawsuit hearing/oral arguments on MS motion to dismiss 10/25
  - Priceline brings lawsuit against Expedia for patent infringement 10/13
- Nov 99**
- MS loses final motions to dismiss Caldera lawsuit
  - Nov. 5—Judge Jackson releases Findings of Fact. Negative outcome, calls MS a monopoly
  - Federal Judge in San Diego dismisses lawsuit alleging racist content in ClipArt Gallery
  - Judge Jackson issues order for voluntary mediation process in antitrust trial/ Chief Judge of the Seventh Circuit Court of Appeals Richard Posner is mediator. 11/19
  - Judge Jackson issues scheduling and logistical information on the ongoing process for Conclusions of Law in court. Says that Harvard professor Lawrence Lessig will submit amicus brief on behalf of the Court, fed. government, the states, and MS can also each name a party to submit an amicus brief on their behalf. 11/19
- Dec 99**
- DOJ files proposed Conclusions of Law in the antitrust case. 1/6
  - Witness list released for Caldera lawsuit. 1/7
  - MS announces six lawsuits against software counterfeiters in W.VA, TX, CA, NJ, NC, and WI

**1998**

**Acquisitions/Partnerships/Investments**

**Jan 98**

- MS/Digital announce joint "Alliance for Enterprise Computing"
- MS/Amdahl alliance [NTS/BackOffice integrated into MVS/390]

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- Two for one stock split of 1.2 billion shares [7<sup>th</sup> split for MS stock]
- Feb 98**
  - MS acquires Flash Communications
  - Atlas Editions announces sale to MS of electronic rights to Collier's Encyclopedia content
  - MS announces enterprise partnership with Amdahl
  - MS product groups realignment
- Mar 98**
  - MS announces enterprise partnership with NCR
  - MS announces enterprise partnership with Wang
  - MS invests in General Magic
- April 98**
  - Sony/MS announce retail store for Microsoft--Microsoft San Francisco
  - MS forms Migration Alliance Program for Exchange
  - MS acquires Firefly
  - MS acquires Mesa [Lotus to Exchange technology]
  - MS Expedia partnership grows to include Continental Airlines, MSNBC, Infospace, Spiegel and Outrigger Hotels
- May 98**
  - Microsoft CarPoint and Republic Industries announce agreement with 30 new car dealerships
  - MS announces enterprise partnership with INS
  - MS announces enterprise partnership with ICL for IT solutions
  - Sega and MS partnership on Dreamcast gaming system will utilize Windows CE
- June 98**
  - MS sells SOFTIMAGE
  - MS and Compaq invest in RoadRunner [high-speed digital data delivery company]
  - MS deal to feature CarPoint, Expedia, and HomeAdvisor on Switchboard website
- July 98**
  - MS hosts its annual Financial Analysts Meeting in Seattle
  - Expedia announces integration with InfoSpace content
- Aug 98**
  - MS announces Asia Pacific Operations Center scheduled for Singapore in '99
  - MS Industry Analyst Summit in Seattle
  - MS acquires Valence Research, Inc [developer of TCP/IP load-balancing and fault tolerance software to Windows NT]
  - HomeAdvisor reaches distribution and ad deals with portals i.e. Yahoo!, Infoseek, etc.
  - CarPoint signs distribution agreements with InfoSpace and AutoSite
- Sept 98**
  - MS annual financial report released
  - AltaVista, Infoseek, Lycos and Snap! sign to be premium search providers on MSN.com
  - MSFDC (Transpoint) announces Citibank acquired a minority interest
  - MS passes GE in market capitalization
- Oct 98**
  - Baan Enterprise Software Agreement (BESA) announced; a single license combines Baan Company's business with Microsoft BackOffice products
- Nov 98**
  - MS annual shareholders meeting in Seattle
  - Link Exchange and MS deal
  - MS sells shares in RealNetworks (11/18)
  - Qualcomm and MS form joint venture called Wireless Knowledge
  - AOL/Netscape/Sun merger
- Dec 98**
  - MS and Qwest announce strategic relationship [a long distance telco carrier]
  - Cambridge Technology Partners and MS announce global alliance for enterprise customers

**PR Events**

**Jan 98**

- "Mea culpa" tour by MS execs
- Barbara Walters interview with Billg
- Brussels pie incident with Billg

- Billg in Silicon Valley
  - NDS for NT support flap [MS portrayed as sleazy competitor; fiercely picked up by trades]
  - Editor & Publisher's Interactive Newspapers '98 [IMG extends hand to hostile audience]
  - WSJ story by Jim Carlton on PCs/seniors [good WebTV mention]
  - The New Yorker cover story on how Billg and MS used to seem unstoppable; what's happened
  - Mother Jones cover story on MS
  - Business Week cover "MS—how dominant will it be?" and "Billg, robber baron" (1/19)
- Feb 98**
- "Progress and Freedom Conference" held in DC
  - Fortune's "Most Admired Companies" poll lists MS as #2
  - Gamestock 98; MS "back on track" as a serious gaming industry player
  - SJMN story "MS bashing not hurting business"
  - MS announces plans to cease production of original Internet entertainment programming
- Mar 98**
- US Senate committee appearance of Billg, McNealy & Barksdale
  - Billg keynotes at Time magazine's 75th anniversary celebration in NY
  - Billg appears in television and print ads for Callaway Golf's Big Bertha golf club
  - Business Week features MS as #1 on it's list of 50 best run companies (3/30)
  - MS announces plans to open a small development center in India
  - Newsweek cover story w/ Billg "Why we will win" (3/9)
  - Workstation Leadership Forum in Seattle—MS and Intel execs
- April 98**
- Billg addresses Bankers Roundtable (April 3)
  - WSJ/David Bank on "NCs fall short against cheap PCs—MS shift strategy" (4/3)
  - Business Week cover story examining the DOJ issue (4/20)
  - MS begins a series of advertorials
  - MS announces updated Y2K strategy and launches web resource center
  - LA Times story on Edelman/MS PR plan
  - Billg keynotes at Windows World in Chicago [Win98 crashes but Billg/Chriscap response well received as humanizing]
  - Integration white paper available to WW/Comdex attendees and posted on the web
  - CA World—Billg keynote and joint press conf. with CA's CEO Charles Wang (4/27)
  - Time magazine profiles MS in financial services (4/27)
  - Craig Mundie profile in Wall Street Journal by David Bank
  - BobH defeated in SPA election
  - Quittner/Slatalla book on Netscape mentions MS "pressure"
- May 98**
- Business Week three-part story on DOJ/MS
  - MS begins TV ads in Washington DC area
  - 2<sup>nd</sup> annual CEO Summit
  - NYT Sunday piece compares Billg and Rockefeller, spawned by review of new Rockefeller biography by Ron Chernow
  - Fusion 98 conference for Windows developers
  - Edstrom/Eller book on MS released; titled Barbarians Led by Bill Gates
  - The Economist cover story on MS (5/23)
- June 98**
- Billg response in Economist (6/13)
  - US News & World Report cover on other MS weaknesses apart from DOJ suit (6/1)
  - Billg, McNealy, etc. meet with FBI and gov't officials on encryption
  - WSJ runs Billg op-ed on innovation (6/20)
  - Stebeb participates in opening of computer lab at housing project in Washington, DC
- July 98**
- Fortune cover on Billg and Warren Buffett (7/20)
  - Senate hearing with RealNetworks CEO [accuses MS of breaking streaming products]
  - Stebeb becomes president of MS; Billg will work more on products (7/22)
  - Navy "Smartship" incident with stranded ship [coverage suggests NT at fault]
  - Korean-language software maker Hangul & Computer Co. cancels deal w/MS
- Aug 98**
- Negative Brill's Content profile of Microsoft's PR activities (Sept. issue)

- MS launches more TV image advertising and another DC print campaign
- Steveeb announces MS Silicon Valley campus will open in Fall of 1999
- NYT, Business Week and Seattle Times publish pro-MS articles on MS historical plans for browser integration

**Sept 98**

- Business Week article on Steveeb as MS President by Steve Hamm (9/14)
- Investors Business Daily cover on Billg part of Leaders & Success feature (9/15)
- WSJ article on Billg desire to get into Augusta golf club by John Wilke (9/18)
- Wendy Goldman Rohm book released; entitled The Microsoft File
- 1<sup>st</sup> MS Business Applications Conference in Las Vegas
- MS launches the first phase of its FY99 Corporate Image Campaign in US
- Tod Nielsen delivers keynote to SPA conference [press picks up on apology]
- First CIO Summit hosted by MS
- Positive Time article by Josh Quittner that focuses on Outlook vs. Eudora Pro
- MS Industry Analyst Summit in Redmond on enterprise strategy
- Seattle Times positive article on Jeff Raikes

**Oct 98**

- Fortune's 50 Most Powerful Women in American Business lists ECU's Deborah Willingham as #31
- Forbes lists several MS execs in annual Forbes 400 list; Billg tops the list and Steveeb is 8<sup>th</sup> (10/12)
- Any other major stories on trial opening??
- Seattle Times and Time Digital's Cyber Elite list Billg 1<sup>st</sup>, Steveeb 8<sup>th</sup>, and Nathanm 9<sup>th</sup>
- Forbes cover on "Can MS be the Wal-Mart of the web?" (10/19)
- US News & World Report cover on Billg (10/19)

**Nov 98**

- MS research lab opens in Beijing, China
- Pete Higgins (VP of interactive-media) resigns
- Opening of Silicon Valley Developer Relations Center
- Business Week profile Joachim Kempin, VP of the OEM division (11/30)
- Good Morning America airs an interview with Billg about Microsoft's business and culture
- Billg appears on CBS This Morning
- Billg gift of \$20 million to Seattle libraries
- Business Week on Wintel "problems" (11/23) [other stories appear on this in biz press]
- PBS special airs "Nerds v. 2.01" on history of the Internet; includes MS exec interviews

**Dec 98**

- Wired cover story on "83 reasons why Billg's reign is over"
- Billg appears on the Rosie O'Donnell Show
- Time and CBS list of "Century's Most Influential People" includes Billg
- Billg gift of \$100 million to vaccination program
- Several publications mention that Melinda Gates is pregnant with second child
- Bill Gates on Barbara Walters top 10 Fascinating People of 98 list
- Biography magazine lists Billg as one of the "20 most remarkable people of 1998"
- Second ad series for print and TV, focus on a small town in Wyoming called "Lusk"
- California State University system announces a four-year, \$8 million custom licensing agreement with MS

**Key Product news**

**Jan 98**

- AutoPC and Palm PC announced at CES
- TC/Windows CE digital set-top box announcement
- Sidewalk Layoffs/98 Expansion Plans Announcement
- IE 4 for Win 3.1 ships
- MS Start website begins beta [industry speculation about MS evolving Internet strategy, how portal strategy will be implemented]

**Feb 98**

- Slate goes paid [will subscription model work?]
- Money 98 Burke Market study's credibility questioned by Intuit
- IE 4 for Unix
- WSJ - Walt Mossberg's positive review of Web TV Plus and WebTV Classic
- WSJ - David Bank Auto PC story - net neutral to positive (2/23)

- MS announces plans for Nitro website [speculation on MS competing with resellers]
- Mar 98**
- Availability of Office 98 for Mac, IE 4 for Mac, Outlook Express for Mac
  - Windows product group announces development of Windows NT Services for UNIX 1.0.
  - Outlook98 availability, over 1 million users within the next six weeks
  - New Microsoft Investor website launches
- April 98**
- Netscape posts the source code for Communicator 5.0
  - Pricing, availability and hardware support of Windows 98 is announced
  - MS announces Investor Platform Kit
  - Public rollout of Office 9 direction overview
  - Exchange beats Lotus Notes in quarter sales for the first time
  - Site Server 3.0 and Site Server 3.0 Commerce Edition product launch
  - Commitment to hard real-time for Windows CE announced at WinCE DevCon
- May 98**
- MS streaming technology article by Steve Hamm in Business Week (5/11)
  - Microsoft Commercial Internet Server (MCIS) 2.0 launch
  - Sun & TCI partnership on digital TVs [perceived as a blow to MS plans]
  - New BackOffice logo program announced
  - Windows 98 RTMs
- June 98**
- Office 2000 preview (formerly Office 9)
  - Liquid Motion launch
  - Windows 98 launch (6/25)
  - Windows NT Terminal Server launch
  - TerraServer website launches [showcases SQL Server scalability]
- July 98**
- Windows 98 install problems and OEM driver shortage widely reported
  - NT5 beta 3 announced [customers fine; press argues MS broke scheduling promises]
  - Announce release of new Windows Media Technologies/NetShow products
  - HomeAdvisor launch
  - Encarta Africana announced at the Nat'l Assoc. of Black Journalists conference in DC
  - MS and Netscape patch security holes in their e-mail software exploited by BackOffice
  - Forbes article promotes Exchange in "The Decline and Fall of Lotus"
- Aug 98**
- MSN.Com upgraded to MSN Internet Start, makes it home page for MSN.Com users
  - Encarta Reference Suite 99 launch in San Francisco w/Steveb
  - Outlook and Outlook Express teams issue patches for security flaws in original patches
  - Money 99 launches and establishes relationship with American Express Financial Advisors to provide financial planning expertise
  - MS Word thesaurus issue in mainstream coverage
  - MSN Premier service renamed to MSN Internet Access
  - MS Internet Gaming Zone passes 2 million registered users
- Sept 98**
- Intel commits to work with Linux [seen as a blow to Wintel relationship]
  - IE has majority of market share over Navigator according to IDC
  - Office 97 SR-2 problems with install; update is recalled
  - Announcement of plans for MSN portals for 24 countries
- Oct 98**
- Windows NT renamed to Windows 2000
  - Office announces the SKU lineup for Office2000 suite
  - Announcement that MS will help establish standards for electronic books
  - MS Cordless Phone System launch
  - Availability of Visual Java ++ 6.0
  - Availability of Agent 2.0
  - Service Pack 4 for Windows NT Workstation 4.0 and Windows NT Server 4.0 released
  - National consumer media launch of Sidewalk 3.0
- Nov 98**
- ClearType technologies unveiled at Comdex Fall '98

- SQL Server 7.0 launch at Comdex hosted by Steveb
  - Announce that 3 million users have now registered to the MSN Gaming Zone
- Dec 98**
- Hotmail global membership is 30 million, establishing the service as the largest e-mail provider in the world

**Legal**

**Jan 98**

- MS testifies on IE/Win 95 integration before Judge Jackson
- MS settles w/DOJ on compliance issue [agrees to let OEMs hide IE icon in Win 95]
- Judge Jackson denies request to remove "special master" Lessig
- U.S. Supreme Court declines to hear MS' petition about worker classification

**Feb 98**

- Court of Appeals halts special master
- SPA publishes "principles of competition," begins public attack on MS
- Texas court rules in favor of Microsoft
- DOJ issues CIDs to ISPs [press speculation 1) investigation broadening 2) investigation newly focused on access to content]
- Sun's Java compatibility dispute in court [MS use supposedly not fair]
- MS changes ISP contracts in Europe

**Mar 98**

- DOJ and MS file reply to each others' Appeal's Court briefs (3/2)
- Palm Pilot lawsuit filed in Europe by 3COM
- Adam Pletcher convicted and sentenced for extortion and e-mailed threats to MS execs

**April 98**

- ProComp formed with Bob Dole, Robert Bork, Sabre Travel, etc.
- MS appeal of the December preliminary injunction in U.S. Court of Appeals (4/21)
- Business Week and other polls show taxpayers don't support DOJ efforts
- Reiffen files a temporary restraining order against Windows 98
- Palm Pilot lawsuit settled out of court with 3COM; MS will use term "Palm-sized PC"
- Brazil Ministry of Justice opens an investigation of Microsoft business practices in Brazil
- MS makes more changes in ISP deals

**May 98**

- MS CFO, Gregma, letter sent on impact of blocking Win98
- New York rally by MS with over 50 industry leaders urging Win98 launch
- DOJ and states file antitrust suit (5/18)
- Court denies preliminary injunction on Win98
- Sun files motions and preliminary injunction on Win98 in Java compatibility lawsuit

**June 98**

- FTC sues Intel for antitrust violations
- Gateway, NEC licensing agreement allows shipment of PCs without IE as default
- Appeals Court ruling; special master and preliminary injunction on Win95 dropped (6/23)
- SyNet/MS trial and \$5 million settlement over trademarking of IE name
- Senator Hatch's office issues report claiming broader MS investigation is needed

**July 98**

- Sun lawsuit oral arguments and technology demos in San Jose Federal District Court
- Reiffen lawsuit dismissed after judge grants summary judgment motion
- Vizcaino ruling restricts scope of trial; strikes down argument that suit should apply to all temp employees currently or previously on assignment at MS
- State AGs narrow their case [drop charges of unfair pricing and sales practices related to Office software package and e-mail products] (7/17)
- MS files response to DOJ suit; countersues Justice Department and States (7/28)
- Federal court orders MS to give Windows 95 source code to Caldera in lawsuit over alleged MS efforts to crush DR-DOS
- Rumors that MS tried to persuade Apple to stay out of the market for multimedia software

**Aug 98**

- Judge Jackson issues mixed ruling on news media requests to open Billg deposition; it will be videotaped instead of being open to the public
- Appellate court rules that MS exec testimony can be taken in private (8/19)
- Trial delayed until Sept. 23

- Bristol Technologies files an antitrust lawsuit
- Sept 98**
  - DOJ/MS list of expert witnesses released (9/4)
  - MS argues against Sun's request for preliminary injunction against Windows 98
  - Judge Jackson allows government to expand case
  - Trial delayed until Oct. 15 after joint MS/DOJ request to court
  - MS motion for summary judgement in Vizcaino suit (9/24)
- Oct 98**
  - DOJ/MS trial begins (10/19)
  - Boston court halts MS efforts to obtain the research materials for upcoming Competing on Internet Time book by Harvard professors; information would weaken Netscape arguments in DOJ case
- Nov 98**
  - Gov't shows clips from videotaped Billg deposition [press say he appears evasive]
  - Sun lawsuit ruling grants preliminary injunction ordering Microsoft to support JNI in MS Java implementation and make changes in development tools (11/17)
  - Another temporary workers lawsuit filed; Hughes et al vs. Microsoft (11/18)
- Dec 98**
  - Microsoft appeals preliminary injunction ruling in Sun lawsuit (12/14)
  - Blue Mountain sues MS in CA Superior Court for using spam filter technology to block their ecards
  - Microsoft sues Texas companies for trademark violations with domain names
  - Class action suit has been served against Microsoft in Illinois alleging that an old version of FoxPro (ver 2.6) has a Y2K defect
  - Temporary restraining order issued against MS in Blue Mountain lawsuit
  - Goldtouch Technologies files a patent infringement suit about Intellimouse
  - MS wins preliminary injunction in Caldera lawsuit [MS won't turn over OS source code; trial scheduled for June 99]

**1997**

**Acquisitions/Partnerships/Investments**

**Mar 97**

- Interse (acquisition)
- AOL deal (partnership)

**Apr 97**

- WebTV (intent to acquire/DOJ inquiry)

**May 97**

- Dimension X (acquisition)
- Cisco (partnership)

**Jun 97**

- CompuServe (partnership)
- Comcast (investment)
- First Data Corp (MSFDC) (joint venture -- MS becoming a bank/toll taker?)

**Jul 97**

- RealNetworks (investment)
- Navitel (partnership)

**Aug 97**

- VXtreme (acquisition)
- Apple (partnerships)
- WebTV (acquisition complete)

**Sep 97**

- L&H (investment)
- E-Stamp (investment)

**Dec 97**

- Hotmail (acquisition)

**PR Events**

**Jan 97**

- Billg Time cover (Walt Isaacson)
- Steveb Forbes cover

**Apr 97**

- MSN email outage issues

**May 97**

- Scalability Day
- CEO Summit
- Billg Fortune cover (Kirkpatrick; also India story)

**Jun 97**

- GLF
- MSR opens Cambridge lab
- "How we did it" Billg/Steveb Q&A

**Jul 97**

- Windows Strategy Briefing (Paulma -- "MS will not/is not legally bound to support Java")

**Aug 97**

- 2nd Editorial Hood Canal

**Sep 97**

- MS refines its Netgame (BusinessWeek)

**Oct 97**

- Wired Online article, "Microsoft Cries Sheep" - Carpoint as a direct threat to local newspapers

**Nov 97**

- Nathanm Fortune cover (MSR)
- David Bank KPMG story with Jeffr (WSJ)

**Dec 97**

- Don Clark "MSN Mistakes" story (WSJ)
- 2nd Analyst Hood Canal
- Steve Hamm MS cover story in Business Week
- New Yorker Article on Gary Rebak (questions Encarta's editorial credibility regarding verbiage of Billg entry)
- Fortune cover story on Nathanm "Inside Microsoft's Brain" (12/8)

**Key Product news**

**Jan 97**

- IE3 for Mac
- Office 97 (and ensuing file format issues)

**Mar 97**

- Exchange 5.0

**Apr 97**

- Sidewalk
- Billg NAA Speech (MS not hiring journalists)

**May 97**

- Site Server
- Hydra Initiative Announced

**Spring 97**

- CarPoint terminates relationship with Auto by Tel

**Jul 97**

- Financial Analysts Day

**Aug 97**

- MSN Reorg/MSN Billing problems

**Sep 97**

- IE 4
- MS announces DNA at PDC
- Windows NT Server 4.0 Enterprise Edition
- Windows NT 5.0 beta (MS "bets the company" on NT - Jimall)
- Entry into the Kids category with My Personal Tutor (why enter an already crowded market?)
- Barney Launch (MS trying to be a toy company too?)

**Oct 97**

- Small Business Server
- CarPoint's version 2.0 Launch (MS' entry into online classifieds)

**Nov 97**

- Exchange 5.5
- Terminal Server (Hydra) Beta one
- Internet Explorer Share Hits 40%

**Dec 97**

- IIS 4.0 ships
- BackOffice 4.0
- SQL Server 6.5 Enterprise Edition
- Win 98 beta 3
- MS announces intentions to close Mungo Park (MS can't do content after all?)
- Microsoft announces foray into DVD, the Encarta DVD-ROM Reference Suite 98.
- Microsoft Releases Its First Premium Online Game, Fighter Ace
- The Microsoft Network redefined: "Start.com" portal strategy recognized

**Legal**

**Jan 97**

- 3M sues MS for patent infringement (Post-Its)
- Caldera DR-DOS lawsuit
- EU investigates MS for anticompetitive software practices

**Feb 97**

- 9th Circuit Court agrees to re-hear Viscaino case (contractor?)
- Lefco v. MS (Win95 class action complaint)
- CID from Texas AG

**Mar 97**

- Caspi v. the MSN LLC/MS (price structuring problems?)

**Apr 97**

- DOJ investigates WebTV
- Ticketmaster files suit against MS

**May 97**

- Borland suit filed against MS

**Aug 97**

- CID on streaming media (RealNetworks, VXtreme)
- MSN contractor issues raised

**Sep 97**

- Borland suit settled

**Oct 97**

- DOJ files suit against MS
- Sun sues MS

**Nov 97**

- MS response to DOJ
- Texas AG sues MS (on NDA issues)
- DOJ files contempt motion

**Dec 97**

- Judge rules against MS
- MS appeals court injunction

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**1996**

**Acquisitions/Partnerships/Investments**

**Jan 96**

- Vermeer (acquisition)

**Feb 96**

- MS/BET (partnership)

**Jun 96**

- eShop (acquisition)
- Electric Gravity (acquisition)

**Sep 96**

- WebTV announcement (partnership)

**Oct 96**

- VDONet (investment)
- Intel/NetPC (partnership)

**Dec 96**

- NetCarta (acquisition)
- MS/Proginet (partnership: NT server-to-host integration)

**PR Events**

**Feb 96**

- Consumer Division dissolved/IMD formed

**Jun 96**

- Intranet Strategy Day

**Jul 96**

- MS "gets" the internet (BusinessWeek)
- First Hood Canal
- Financial Analysts Day

**Sep 96**

- Software Hardball (Fortune)

**Nov 96**

- The Microsoft Way (Randy Stross) published
- USN&WR profile on MS (Randy Stross)
- MS stock split

**Dec 96**

- MS profile in Newsweek
- 1st Analyst Hood Canal
- Billg Q&A with Rich Karigaard (Forbes ASAP)

**Key Product news**

**1996**

- Bob discontinued

**Mar 96**

- MS announces Active X at PDC

**Apr 96**

- IE2 for Win 3.1 and Mac (IE on non-Windows platform)

**Jun 96**

- Slate

**Jul 96**

- Windows NT 4.0
- MSNBC debuts
- Investor launch (MS becoming a broker?)

**Aug 96**

- IE 3
- CarPoint initial launch (MS posing threat to car dealers)

**Oct 96**

- Expedia (e.g. "MS putting travel agents out of business")
- MSN 2.0
- ZAW and NetPC Initiatives Announced (SiteBuilders Conference)

**Dec 96**

- IE 3 for Win 3.1

**Legal**

**Sep 96**

- DOJ issues CID on browser issues
- District Court rules on Viscaino case (contractor?)

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**1995**

**Acquisitions/Partnerships/Investments**

**Dec 95**

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HIGHLY CONFIDENTIAL

- MSNBC

**PR Events**

**Oct 95**

- Billg/Paul Allen Fortune cover

**Nov 95**

- Road Ahead published
- Microsoft Monopoly/800 lb gorilla cover (NYT Magazine)

**Dec 95**

- Internet Strategy Day
- MS licensed Java

**Key Product news**

**Jan 95**

- MS announces "Bob" (heralds new "social interface")

**Aug 95**

- Win 95/Office 95/MSN launch

**Nov 95**

- IE 2.0

**Legal**

**May 95**

- MS/Intuit terminate merger talks

**Jun 95**

- US Court of Appeals reinstates 1994 settlement (Sporkin rebuked)

**Jul 95**

- DOJ issues CID for MSN Access code in Win 95