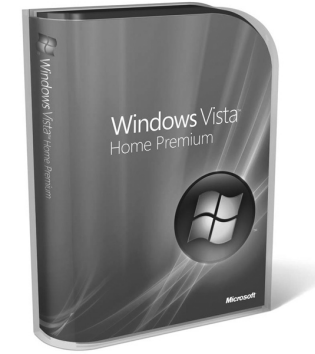
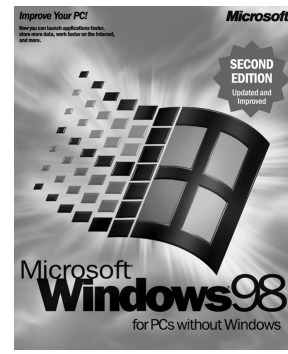
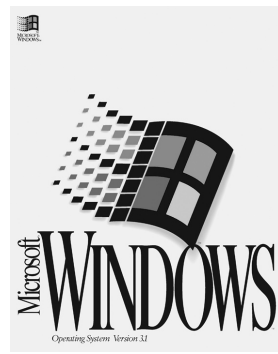


Microsoft and Windows through the years



	WINDOWS 3.1	WINDOWS 95	WINDOWS 98	WINDOWS (NT) '00	WINDOWS XP	WINDOWS VISTA
Windows features	<ul style="list-style-type: none"> Legible "TrueType" fonts 32-bit compatibility Minesweeper instead of Reversi Better tech help 	<ul style="list-style-type: none"> Full-fledged graphical user interface operating system Start button Longer, more-descriptive file names Unrivaled marketing hype 	<ul style="list-style-type: none"> Integrated Internet Explorer browser Better hardware support Disk cleanup and defragmentation 	<ul style="list-style-type: none"> Upgrade of business-focused NT system better network performance, security, reliability Task Manager Goodbye, DOS prompt 	<ul style="list-style-type: none"> Unified code for home and business users Simplified entertainment, digital media come to the fore of the "experience" 	<ul style="list-style-type: none"> New glassy user interface Better navigation Search for anything from everywhere Improved security, a top priority
Launch date Stock price <small>(Stock prices adjusted for splits. One share in 1992 is equal to 48 shares today.)</small>	<p>April 6, 1992</p> <p>\$2.53</p>	<p>Aug. 24, 1995</p> <p>\$6.01</p>	<p>June 25, 1998</p> <p>\$25.39</p>	<p>Feb. 17, 2000</p> <p>\$49.81</p>	<p>Oct. 25, 2001</p> <p>\$31.28</p>	<p>Nov. 30/Jan. 30, '07</p> <p>(Friday)</p> <p>\$29.40</p>
Microsoft employees <small>(at nearest fiscal-year end)</small>	11,542	17,801	27,055	39,100	47,600	71,000
Microsoft revenue ¹ Percent of total revenue from Windows group ²	\$2.759 billion 40%	\$8.677 47.4%	\$15.262 41.2%	\$22.956 30.6%	\$28.365 33%	\$50.000+ 28.6%
Windows market share <small>(new operating systems)</small>	n/a	78.5% <small>(year-end 1996)</small>	89.0%	92.1%	n/a	92.8% <small>(year-end 2005)</small>
Global PC shipments <small>(in millions)</small>	30.8	59.7	97.5	141.2	136.1	229.7 ³
Challenges	Making computing easier for the masses	The Internet Tidal Wave; bugs and viruses	Antitrust woes mount	Y2K... no biggie; Linux; Ballmer becomes CEO, Gates is chief software architect	Antitrust crescendos; major security holes	Internet services; Gates transitioning to full-time philanthropy
Competitors	IBM's OS/2	Netscape; Apple	Sun Microsystems; AOL	Linux	Sony and Nintendo	Google — the company, and the verb; Apple iPods
Percent of U.S. adults online	n/a	14%	36%	46%	59%	73%
In other news	George H.W. Bush, Bill Clinton and Ross Perot run for White House	Jerry Garcia of the Grateful Dead dies	Chicago Bulls, with Michael Jordan, win sixth NBA title in eight years	Nasdaq Composite hits all-time high March 10, 2000	Sept. 11 terrorist attacks	Democrats retake Congress

NOTES: 1. Revenue figures given for fiscal year of launch. Vista figures based on most recent company forecast. 2. Group includes more than just Windows for some years. 3. 2006 estimate

Sources: Microsoft, Bloomberg, Securities and Exchange Commission, IDC, Pew Internet & American Life Project, Seattle Times research