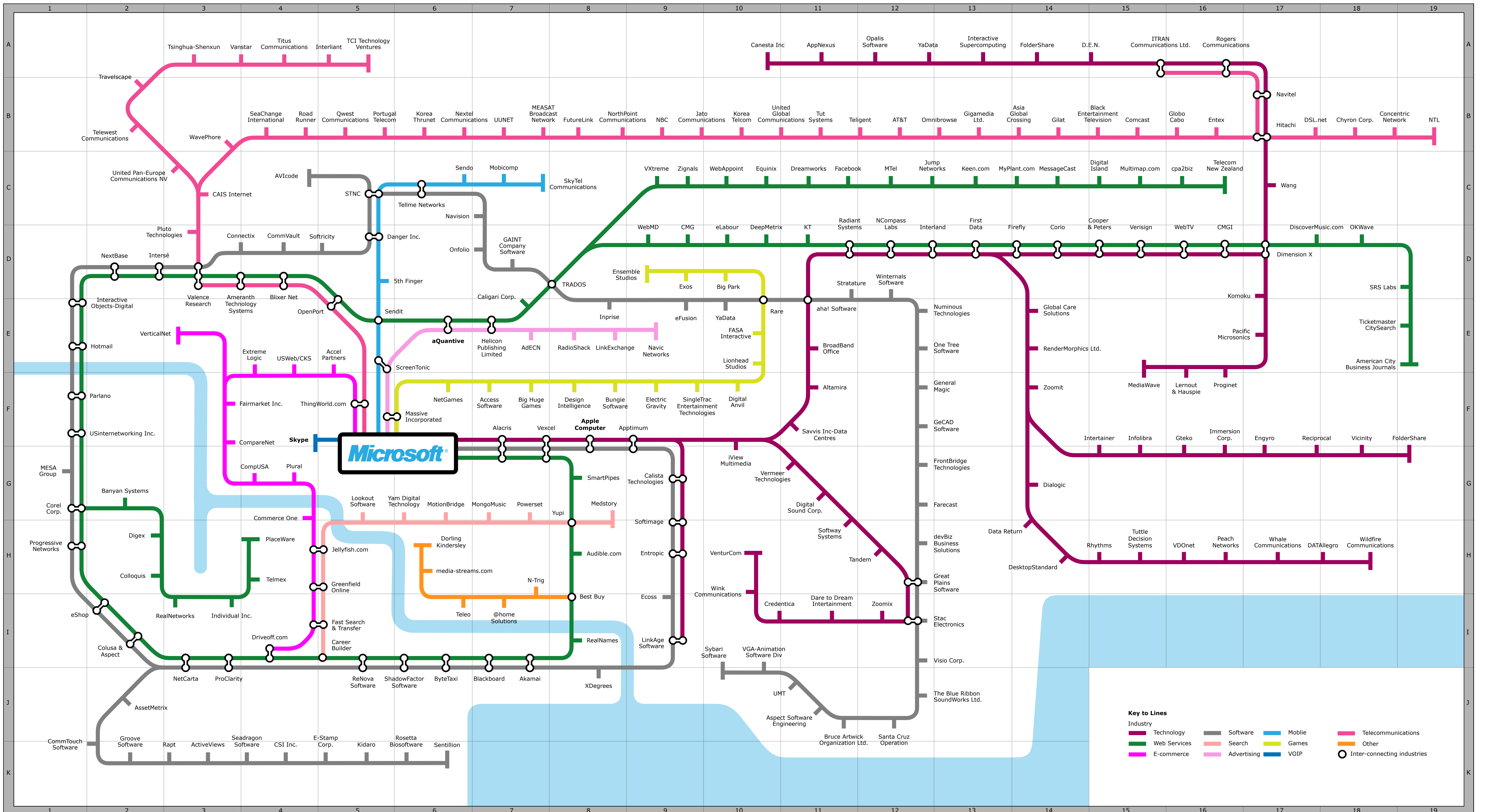


Microsoft Acquisitions and Investments

Created by Robin Richards @ripetungi | www.ripetungi.com



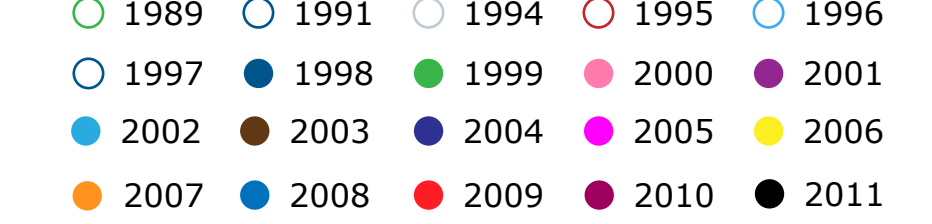
Investments

Santa Cruz Operation	J12	○	*	Qwest Communications	B5	●	\$200m	Korea Thrunet	A16	●	\$405m	CAIS Internet	C3	●	\$40m
Dorling Kindersley	H6	○	\$14.3m	@home Solutions	I7	●	*	Globo Cabo	B6	●	\$36m	Corel Corporation	G1	●	\$135m
TCI Technology Venture	A5	○	\$125m	Akamai	I7	●	\$15m	Globo Cabo	B16	●	\$126m	Chyron Corporation	B18	●	\$6m
Stac Electronics	I12	○	\$39.9m	Asia Global Crossing	B14	●	\$175m	CommTouch Software	K2	●	\$20m	American City Business Journals	E19	●	*
Dreamworks SKG	C11	○	*	Best Buy	I8	●	\$200m	Gigamedia Ltd.	B13	●	\$31.5m	Blackboard	I7	●	*
Individual Inc.	I3	○	*	CareerBuilder	I5	●	\$17.8m	Commerce One	G4	●	*	CompuUSA	G4	●	*
NBC	B9	○	*	D.E.N.	A15	●	*	Big Huge Games	F7	●	\$50m	cpa2biz	C16	●	\$50m
Black Entertainment Television	B15	○	*	Data Return	H14	●	\$5m	CommVault	D4	●	*	Extreme Logic	E4	●	*
CMG	D9	○	\$20m	DiscoverMusic.com	D17	●	\$5m	CompUSA	G4	●	*	Infolibria	G15	●	*
Entex	B16	○	*	DSL.net	B17	●	\$15m	Corio	D14	●	\$10m	KT	D11	●	\$500m
Helicon Publishing Limited	E7	○	*	Equinix	C10	●	\$6.25m	CSI Inc.	K4	●	*	MediaWave	E15	●	*
MTel (SkyTel)	C12	○	\$30m	Fairmarket Inc.	F3	●	*	Digex	H2	●	\$50m	Telecom New Zealand	C16	●	*
Proginet	E16	○	*	Nextel Communications	B6	●	\$600m	Digital Island	C15	●	*	Audible.com	H8	●	*
SingleTrac Entertainment Technologies	F9	○	*	NorthPoint Communications	B8	●	\$30m	eLabour	D10	●	*	Yupi	D10	●	*
Tandem	H12	○	*	RadioShack	E8	●	\$100m	FutureLink	B8	●	\$10m	Sendo	C6	●	\$12m
VDOnet	H16	○	*	Rhythms	H15	●	*	FutureLink	B14	●	\$50m	Korea Telecom	B14	●	\$500m
Verisign	D15	○	*	Telgent	B12	●	\$200m	Hitachi	B17	●	*	Immersion Corp.	G16	●	\$26m
Aspect Software Engineering	J11	○	\$14.15m	Telmex	H4	●	*	Interland	D12	●	\$5m	GeCAD Software	F12	●	*
Apple Computer	F8	○	\$150m	ThingWorld.com	F5	●	*	Interliant	A5	●	\$10m	Lookout Software	G5	●	*
Comcast	B15	○	\$1bn	Ticketmaster CitySearch	E19	●	*	ITRAN Communications, Ltd.	A15	●	*	MessageCast	C14	●	\$7m
Digital Sound Corporation	G11	○	*	United Global Communications	B10	●	\$219m	Jato Communications	B9	●	\$10m	Tsinghua-Shenxun	A3	●	\$15m
E-Stamp Corporation	K5	○	*	USWeb/CKS	E4	●	*	Keen.com	C13	●	*	ByteTaxi	D6	●	*
eFusion	E9	○	*	Visio Corporation	I12	●	\$1.375bn	MyPlant.com	C14	●	*	5th Finger	I5	●	\$3.2m
First Data	D13	○	*	Wink Communications	H10	●	\$30m	Plural	G4	●	*	UMT	J11	●	*
Intersé	D2	○	*	SkyTel Communications	C7	●	\$3m	Radiant Systems	D11	●	*	Seadragon Software	K4	●	*
Lernout & Hauspie	E16	○	\$45m	FASA Interactive	E10	●	*	SeaChange International	B4	●	*	AssetMatrix	J2	●	*
Navitel	B17	○	*	United Pan-Europe Comm NV	C3	●	\$300m	SRS Labs	D19	●	*	Vexcel	F7	●	*
RealNetworks	I3	○	*	NTL	B19	●	\$500m	Televest Communications	B2	●	\$2.6bn	DeepMetric	D10	●	*
TRADOS	D8	○	*	Banyan Systems	G2	●	\$10m	TITUS Communications	A4	●	\$945m	iView Multimedia	F10	●	*
Wildfire Communications	H19	○	\$12m	Dialogic	G14	●	\$24.2m	USInternetworking, Inc.	F1	●	\$50m	Jump Networks	F16	●	\$110m
NetCarta	I3	○	\$20m	CompareNet	F3	●	*	VenturCom	H10	●	*	ShadowFactor Software	H14	●	*
Progressive Networks	H1	○	\$30m	Reciprocal	G17	●	*	Yam Digital Technology	G6	●	\$1.6m	Omnibrowse	F17	●	*
Accel Partners	E5	○	*	Numinous Technologies	E12	●	*	Interlainer	G15	●	\$56m	Stratature	D11	●	*
CMGI	D16	○	*	Portugal Telecom	B5	●	\$38.6m	VerticalNet	E3	●	\$100m	Savvis Inc. -Data Centres	E11	●	\$25m
OpenPort	E5	○	*	Interactive Objects-Digital	E1	●	*	BroadBand Office	E11	●	\$25m	Jellyfish.com	H4	●	\$50m
Road Runner	B4	●	*	Inprise	D2	●	\$125m	Ecoss	I9	●	\$5m	Facebook	C11	●	\$240m
Tut Systems	B11	●	*	AT&T	B12	●	\$5bn	RealNames	I8	●	*	OKWave	D18	●	\$2.5m
General Magic	F12	●	\$6m	Concentric Network	B18	●	\$50m	MEASAT Broadcast Network	B7	●	\$100m	Zignals	C9	●	*
WavePhore	B3	●	*	WebMD	D9	●	\$250m	Travelscape	B2	●	\$89m	N-Trig	H7	●	*
Pluto Technologies	D3	●	*	Tuttle Decision System	H15	●	*	Blixer Net	D4	●	\$9m	AppNexus	A11	●	*

Acquisitions

Altamira	F11	○	*	Peach Networks	H17	●	*	aQuantive	E6	●	\$6.33bn
Softimage	H9	○	\$139m	WebAppoint	C10	●	*	Parlano	F1	●	*
One Tree Software	E12	○	*	Bungie Software	F8	●	*	Global Care Solutions -Assets	E14	●	*
NextBase	D2	○	*	NetGames	F6	●	*	Multimap.com	C15	●	\$50m
Bruce Artwick Organization Ltd.	J11	○	*	MongoMusic	G7	●	\$65m	Caligari Corporation	E7	●	*
Dare to Dream Entertainment	I11	○	*	Pacific Microsonics	E17	●	*	Credentica	I10	●	*
RenderMorphics, Ltd.	E14	○	*	Design Intelligence	F8	●	*	Zoomix	I12	●	*
The Blue Ribbon SoundWorks Ltd.	J12	○	*	Ensemble Studios	D9	●	*	Calista Technologies	G9	●	*
UUNET	B7	○	*	NCompass Labs	B7	●	\$36m	YaData	E10	●	*
Vanstar	A3	○	*	SmartPipes	G8	●	*	Rapt	K3	●	*
Wang	C17	○	\$90m	Navigation	C7	●	\$1.45bn	Komoku	D17	●	\$5m
aha! Software	D11	○	*	XDegrees	J8	●	*	Farecast	D12	●	\$75m
ReNova Software	I5	○	*	Rare	E10	●	\$375m	Danger Inc.	D5	●	\$500m
VGA-Animation Software Div	J10	○	*	Vicinity	G18	●	\$96m	Fast Search & Transfer	I5	●	\$1.2m
Colusa & Aspect	I2	○	*	PlaceWare	H4	●	\$200m	Kidaro	K5	●	*
Exos	D9	○	*	Connectix	D3	●	*	Navic Networks	E9	●	*
eShop	I2	○	*	ActiveViews	K3	●	*	Mobicomp	C7	●	\$240m
Electric Gravity	F9	○	*	GIANT Company Software	D7	●	*	Powerset	G7	●	\$100m
Vermeer Technologies	G11	○	\$133m	FolderShare	G19	●	*	DATALlegro	H18	●	*
WebTV Networks	D16	○	\$425m	Groove Networks	K2	●	\$51m	Greenfield Online	H5	●	\$486m
Dimension X	D17	○	*	Sybari Software	J10	●	*	BigPark	D10	●	*
Cooper & Peters	D15	○	*	Telex	I6	●	*	Rosetta Biosoftware	K6	●	*
LinkAge Software	I9	○	*	FrontBridge Technologies	G12	●	*	Interactive Supercomputing	A13	●	*
VXtreme	C9	○	*	Alacris	G7	●	*	Sentillion	K6	●	*
Hotmail	E1	○	\$500m	media-streams.com	H6	●	*	Opalis Software	A12	●	\$20m
Firefly	D14	○	\$40m	MotionBridge	G6	●	\$17.9m	YaData	A12	●	\$20m
MESA Group	G1	○	*	Apptimum	F9	●	*	AVIcode	C4	●	*
Valence Research	D3	○	*	Onfolio	D7	●	*	Canesta Inc.	A10	●	*
RealNetworks	E8	○	\$250m	Lionhead Studios	E10	●	*	Skype	F4	●	\$8.5bn
DeepMetric	C12	○	*	Massive Incorporated	F5	●	*				
Jump Networks	I6	○	*	ProClarity	I3	●	*				
ShadowFactor Software	B13	○	*	Softrocity	D5	●	*				
Omnibrowse	E5	○	\$130m	Winternals Software	D12	●	*				
Stratature	F14	○	*	Whale Communications	H17	●	\$75m				
Savvis Inc. -Data Centres	C5	○	*	Colloquius	H2	●	*				
Jellyfish.com	G11	○	*	Medstory	G8	●	*				
Facebook	H9	○	*	devBiz Business Solutions	H12	●	*				
OKWave	F10	○	*	ScreenTonic	E5	●	*				
Zignals	I4	○	*	Tellme Networks	C6	●	*				
N-Trig	H7	○	*								
AppNexus	A11	○	*								

Year of Acquisitions or Investments



* Cost of Acquisition not disclosed

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