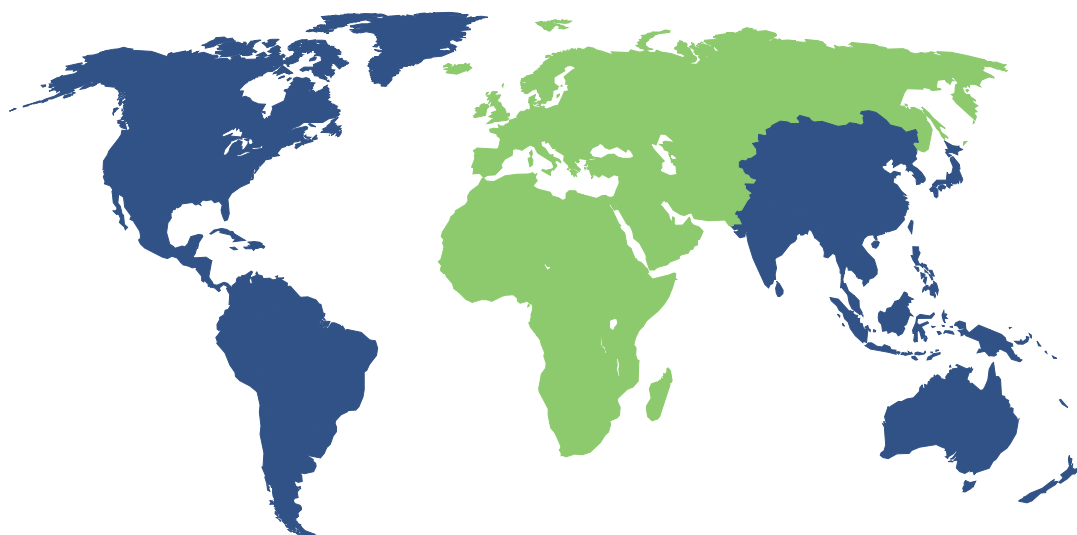


Background Information

# Microsoft Europe, Middle East and Africa (EMEA)





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### **EMEA Headquarters**

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At Microsoft, we create software that helps people and businesses realise their potential. As an industry and technology leader, Microsoft works closely with public and private sector partners throughout Europe, the Middle East and Africa, to help everyone from enterprise customers and governments to educational institutions and nongovernmental bodies to meet business, social and economic challenges and realise the potential of their organisations and their people.

In EMEA we employ over 12,000 people in over 55 subsidiaries, delivering products and services in more than 139 countries and territories. Jean-Philippe Courtois, EMEA CEO, and Neil Holloway, EMEA vice president of sales and marketing, lead our efforts in the region.

Our commitment to the region is also reflected in the 72,000 developers in the Microsoft Developer Network, the 280,000 resellers, the 25,000 independent software vendors (ISVs), and the millions of small and medium-size enterprises whose goals for growth and greater business efficiency we help make possible with our technology.

In addition, regional investments in research and development include our largest software development centre outside of the US, located in Vedbaek, Denmark; Microsoft Research in Cambridge, UK; and the European Microsoft Innovation Centre (EMIC) in Aachen, Germany. We aim to support local cultures and communities with the European Development Centre in Dublin, Ireland, localising over 100 products into more than 35 languages. Also, there are 19 local-language MSN® sites serving EMEA's culturally and linguistically diverse population.

### Vision, Mission and Values

Microsoft was founded on the idea that if people have the right tools, they will do new and exciting things. Over the past three decades we have never lost sight of this vision, and our commitment to helping people realise their dreams and achieve their full potential is greater than ever.

Microsoft believes that from now until the end of this decade—a period that Chairman and Chief Software Architect Bill Gates calls the Digital Decade—PCs will continue to grow in importance and play an indispensable part in the lives of most people. Technologies will continue to converge, making computing a seamless and pervasive experience.

This Digital Decade vision is a core set of principles that drive the company's ongoing products, services and research efforts. The foundation of these efforts, and the backbone of the Digital Decade, is Microsoft .NET technologies, a set of software technologies designed to connect information, people, systems and devices.

For more information on our work in EMEA, please visit <http://www.microsoft.com/emea>.

### Commitment to Our Customers

At Microsoft, we are motivated and inspired every day by how our customers use our software to find creative solutions to business problems, develop groundbreaking ideas and stay connected to what is most important to them.

We are committed to helping our customers realise their full potential. Our customer segment teams are responsible for ensuring that across all business groups, customers receive a seamless experience. Our customer segments are as follows:

#### Developer and Partner Group

Responsible for evangelising Microsoft's .NET vision in the region to developers and architects, the Developer and Partner Group is also responsible for products that serve software developers, including ISVs, system integrators and corporate developers.

#### Public Sector Group

This group pursues ongoing public-sector collaboration and technology development, from e-government solutions connecting governments and citizens, through to dynamic e-learning applications that redefine the ways students, teachers and parents interact.

### Enterprise and Partner Group

This customer team oversees the company's relationships with major customers, as well as enterprise partners—systems integrators, outsourcers, management consultancies and technology vendors.

### Small and Midmarket Solutions and Partners Group

This organisation is responsible for EMEA's small business solutions, this group also drives Microsoft's channel initiatives, licensing and pricing policies, education sector and licensing compliance campaigns. It also incorporates Microsoft Business Solutions in EMEA.

### Services EMEA

This organisation is responsible for the EMEA field services team and the operational execution of services for the region.

## Our Businesses

Our seven core business units include the following:

- **Windows Client.** The Windows Client business unit is responsible for the success of Microsoft's popular desktop operating system, Windows. This includes the most recent version of the system, Windows® XP and Windows 2000, as well as specialised versions of the operating system such as Windows XP Tablet PC Edition and Windows Embedded.
- **Information Worker.** The Information Worker business unit includes all products in the Microsoft Office System. The 2003 release of Microsoft Office is the cornerstone of the Microsoft Office System. Other products included in this division are Microsoft Windows SharePoint™ Services, Microsoft Office Publisher 2003, Microsoft Office Visio® Professional 2003, Microsoft Office Project Professional 2003, and new products such as Microsoft Office InfoPath™ 2003 and Microsoft Office OneNote™ 2003.
- **Business Solutions.** Microsoft Business Solutions (MBS) offers integrated business applications and services that allow small and midsize organisations to connect employees, customers and suppliers. The financial management, customer relationship management, supply chain management and analytics applications work to streamline processes across an entire organisation, giving businesses insight to respond rapidly, plan strategically and execute quickly. MBS applications are delivered through a world-wide network of channel partners that provide specialised services and local support.
- **Server Platforms.** The Server Platforms business unit encompasses the Microsoft Windows Server System. It is focused on delivering solutions for streamlining infrastructure and reducing cost of ownership, through consolidation using Microsoft technologies. Products include Windows Server 2003, developer tools and the Microsoft Developer Network.
- **Mobility.** The mobility business unit is responsible for Microsoft products designed specifically for mobile devices, including the Pocket PC, Mobile Explorer microbrowser and Smartphone software platform. The business unit also promotes close partnerships with other industry players to deliver better value to mobile customers.
- **MSN.** The MSN business unit covers all Microsoft's Web-based services, including the MSN network, MSN Internet Access, MSNTV and MSN Hotmail®.
- **Home and Entertainment.** The Home and Entertainment business unit encompasses Microsoft's consumer portfolio comprising educational software, reference CD-ROMs, and PC gaming software and hardware. It includes products such as Xbox™, consumer hardware and software, online games and the TV platform.

- Jean-Philippe Courtois: CEO, Microsoft EMEA
- Neil Holloway: VP EMEA, Sales and Marketing
- Umberto Paolucci: Senior Chairman, Microsoft EMEA
- Patrick de Smedt: Chairman, Microsoft EMEA
- Emre Berkin: Regional Chairman, Microsoft Middle East
- Olga Dergunova: Regional Chairwoman, Microsoft Russia and CIS
- Goran Radman: Regional Chairman, Microsoft Adriatics
- Christophe Aulnette: VP EMEA, Microsoft France
- Claude Changarnier: VP EMEA, Finance and Administration
- Laurent Delaporte: VP EMEA, Small and Midmarket Solutions and Partners
- Ramon Demelbauer: VP EMEA Services
- Kevin Dillon: VP EMEA, Customer and Partner Experience
- Philippe Dumont: General Manager EMEA, Corporate Marketing and Communications
- Ali Faramawy: VP EMEA, Middle East and Africa
- Jürgen Gallman: VP EMEA, Microsoft Germany
- Horacio Gutierrez: Director, Law and Corporate Affairs, EMEA
- Pete Hayes: VP EMEA, Public Sector
- Klaus Holse Andersen: VP EMEA, Northern Europe
- Ulrich Holtz: Director, Human Resources, EMEA
- Pierre Liautaud: VP EMEA, Enterprise and Partner Group
- John Mangelaars: General Manager EMEA, Information Worker
- Jan Muehlfeit: VP EMEA, Eastern Europe
- Jens Moberg: VP EMEA, Central and Southern Europe

### **Microsoft Research, Cambridge, UK**

Microsoft Research Cambridge (MSRC) was Microsoft Corporation's first research laboratory to be established outside the United States. The lab was set up in July 1997 with three researchers. Today, over 75 researchers from across the world are engaged in fundamental computer research at the lab. MSRC was established to be a centre for innovation and computer science research across Europe, the Middle East and Africa. Serving a range of countries across this geography, the facility, based near The University of Cambridge, employs some of the brightest minds in EMEA to further science through research.

<http://research.microsoft.com/aboutmsr/labs/cambridge>

### **European Microsoft Innovation Centre (EMIC)**

Founded in May 2003, the European Microsoft Innovation Centre is a facility for applied research and technology development, located in Aachen, North Rhine-Westphalia, Germany. EMIC's focus is to contribute to collaborative information technology projects—sponsored by the European Commission, as well as national and local governments—that leverage Europe's technology strengths and reflect the region's priorities. Working with academic institutions and industry partners, EMIC scientists and engineers concentrate on Web services, security and privacy technologies, e-government solutions and wireless technologies.

### **Microsoft Development Centre, Vedbaek**

Microsoft's largest development centre outside the US, located in Vedbaek, Denmark, employs more than 700 people. Much of the development work at the Vedbaek campus supports Microsoft Business Solutions. Since the early 1980s this division has focused on developing and offering a wide range of integrated, end-to-end business applications and services designed to help small and midsize organisations and divisions of large enterprises become more connected with customers, employees, partners and suppliers.

<http://www.microsoft.com/businesssolutions>

### **Microsoft Technology Centres (MTCs)**

Following positive customer feedback and the success of five Microsoft Technology Centres (MTCs) in North America, the concept was implemented in the EMEA region. Two centres are currently operating, in Reading, UK, and Munich, Germany. The centres allow Microsoft developers to work side by side with customers' software architects and developers to rapidly find solutions to technology challenges. To aid in this goal, the MTCs have formed alliances with industry leaders that provide comprehensive resources such as hardware, software and services to MTC customers, creating a perfect environment for development.

<http://www.microsoft.com/services/microsoftservices/tech.msp>

### **Microsoft European Product Development Centre (EPDC)**

Established in 1988 in Dublin, the EPDC provides the European and South American markets with country-specific versions of Microsoft's leading products, reflecting local languages and culture. The EPDC has grown from localising just two products (MS-DOS® and PC Word) into two languages in 1988 to working on over 100 products in 35 languages today.

### **European Operations Centre (EOC)**

Based in Dublin and opened in 1986, the EOC is responsible for three major services: warehousing and distribution of products; business transaction processing and management; and information technology support and control. In addition, the EOC houses the Network Operations Centre, which runs Microsoft's European wide-area network.

<http://www.microsoft.com/ireland/aboutus/eoc/introduction.html>



### Sustaining Growth in Europe, the Middle East and Africa

IDC estimates that, worldwide, revenues from hardware, software and services based on Microsoft products accounted for over \$200 billion in 2001, meaning that every \$1 of Microsoft revenue generates \$8 in purchases of software, hardware and IT services from others. Between 1995 and 2003, the number of IT industry jobs grew by more than 60 percent in countries across Europe, including France, Italy, Spain, Sweden and the UK.

The Microsoft-supported software, solutions and services market plays a significant role in the regional technology industry. For example, a recent study by PAC (January 2003) showed that this market accounts for over €4 billion in the UK, while software built on Microsoft technologies accounts for over half the revenue of the UK software industry. In France, Microsoft partners account for revenues of €5 billion (equivalent to half the total revenue for the whole French IT industry) and employ over 36,000 IT specialists (22.6 percent of the French IT employment market). In Germany, the same study found that Microsoft partners employ over 53,000 IT specialists (29.3 percent of the German market) and deliver revenues of €9 billion (one-third of the total revenue for the whole German IT industry).

### Promoting Innovation in the European Technology Industry

Microsoft has long recognised the wealth of research and scientific talent in EMEA. As a result, the company established Microsoft Research Cambridge, UK, as part of its commitment to research and development in the region. Today, the Cambridge laboratory employs more than 75 researchers from around the world.

All MSRC projects focus on fundamental research to push the boundaries of computing, challenge convention and ultimately further science. The facility is in the business of innovation and whilst a proportion of the research projects either impact products or become products in their own right, the majority of the work undertaken is longer-term 'blue sky' pure research. By adopting this approach, researchers can innovate freely in a serendipitous environment that is not governed by product life-cycles and the constraints of project management.

MSRC recognises that it cannot change the world on its own. Great value is placed on building strong, long-term relationships with world leading academic, government and commercial institutions to promote EMEA as a global centre of technical excellence. In particular, MSRC seeks to build world-class relationships with key universities, government agencies and industry partners to remove financial, technical and cultural barriers to innovation. To date, MSRC has key partnerships with a large number of universities across EMEA, including Imperial College London, The University of Pisa, Technical University of Berlin, University of Utrecht and University of Bologna.

"Our aim at Microsoft Research Cambridge is technical excellence, using our collective knowledge of applied science, engineering and computing to create an outstanding European research centre. Within this environment we strive to challenge convention and push the boundaries of computing technology, computing applications and computer science. We are in the business of innovation and, through both the talent of our researchers and our links with major academic institutions across the EMEA region, we aim to create software technologies that improve the way that the world works, rests and plays."

—Andrew Herbert, Managing Director, Microsoft Research Cambridge

In May 2003, Microsoft extended its research and development activities in the region with the opening of the European Microsoft Innovation Centre. EMIC is unique to Microsoft in its focus on applied research and its contribution to European Commission and other public-sector research programmes. The mission of EMIC is to take part in open and collaborative R&D programmes with academia and industry partners, and to transfer the results to society through enhanced systems, products and standards.

### Trustworthy Computing

In January 2002, Microsoft outlined what it believes to be the highest priority for the company and for our industry over the next decade: building a Trustworthy Computing environment for customers that is as reliable as the electricity that lights people's homes.

As a first step in achieving higher levels of reliability, security, privacy and business integrity, Microsoft made many changes in its operational and business practices. Thousands of engineers received special training in writing secure software. And the company conducted intensive security analyses of every line of source code for Windows and other products.

Given the complexity of the computing ecosystem and the dynamic nature of the technology industry, Trustworthy Computing really is a journey rather than a destination. Microsoft is fully committed to this path, but it cannot be done alone. It requires the leadership of many others in the industry and a commitment by customers to establish and maintain a secure and reliable computing environment.

In EMEA, Trustworthy Computing is no less of a priority. If the region is to realise a truly Digital Decade, where technology is seamlessly integrated into people's lives, Microsoft needs to work with industry partners and governments to deliver a sound and secure environment. The concerted efforts are starting to show results. Security updates of Microsoft Outlook, for instance, were followed by a dramatic drop in the number of e-mail virus incidents. But given the complexity of computing and the fast pace of technological change, achieving truly Trustworthy Computing will take a strong industry effort over many years.

For more information on Trustworthy Computing, please consult <http://www.microsoft.com/mscorp/innovation/twc>.

## **Protecting Intellectual Property**

Innovative ideas need to be protected if they are to benefit both the technology industry and local economies in EMEA. While a number of countries have solid intellectual property protection legislation, counterfeiting and software theft is far too prevalent, and protection is inconsistent.

According to IDC (April 2004), the packaged software industry in EMEA will grow significantly, from €61.3 billion in 2003 to €86.8 billion in 2008. However, intellectual property theft through software piracy stifles investment in innovation, kills local jobs, harms the economy and limits competitiveness. A study by International Planning and Research found that just over a third (35 percent) of software loaded onto computers in Western Europe in 2002 was pirated (illegally copied). This represents a loss of revenue—with a consequent loss of tax revenues for governments and employment opportunities of about €3.2 billion. The threat of piracy and counterfeiting are therefore strong disincentives to software developers.

Microsoft EMEA has built strong partnerships with industry and governments, sharing its expertise in the areas of intellectual property law. The company supports law enforcement on prosecutions and helps other government agencies protect and inform the public.

## **Lifelong Learning and Bridging the Digital Divide**

For the past 20 years, Microsoft has been an active supporter of thousands of community programmes around the world, combining donations, employee involvement and, increasingly, assistance with PC refurbishment at the service of IT education and lifelong learning. In this new decade—one that societal, economic and technological trends are shaping as the 'Digital Decade'—Microsoft EMEA is focusing community investment where it can make the greatest impact for sustainable development. In the past year, most of the company's community projects have been gathered under the umbrella of the new worldwide Digital Inclusion initiative, which focuses on classroom education and teacher training through the Partners in Learning programme; and community IT skills training and support through the Unlimited Potential programme.

Partners in Learning is a natural evolution and expansion of our historic commitment to schools, designed to improve teaching and learning through the integration of ICT into the curriculum. Unlimited Potential provides support to existing learning centres—such as libraries, schools, and community centres—where people already gather to gain skills, share information and use technology. The focus of the projects is as varied as each community and responsive to their specific needs, and includes children, unemployed youth, people with disabilities, women entrepreneurs, retired people and refugees.

To date in EMEA, Unlimited Potential supports 54 projects with over 100 partners in 35 countries across the region. Over the next five years, Microsoft will commit up to \$1 billion to Unlimited Potential partnerships worldwide.

### **Achieving E-Europe**

Microsoft is committed to working with the EU to achieve its broad vision for an inclusive information society through its e-Europe and e-Europe+ Action Plans, bringing communities closer together, promoting economic growth and creating a more integrated society.

Accordingly, Microsoft is working through government-industry partnerships to help prevent the development of a two-tier Europe. Along with industry partners, Microsoft is working to expand the foundations of the information society in Central and Eastern European States, through a range of activities. These include community affairs programmes and a wide range of partnerships with governments, businesses and institutions to strengthen local technology infrastructures and address the economic and social priorities of the EU accession countries.

### **Open Standards**

Microsoft's vision for the Digital Decade is founded on a commitment to creating technologies that are based on open standards. In this way, Microsoft creates technologies that enable interoperability in a marketplace of multiple and competing implementations, by meeting certain minimum requirements. Microsoft believes standards are an effective and efficient means of promoting commerce and innovation. As a result, the company participates in a wide range of industry bodies including the World Wide Web Consortium (W3C), the Open Mobile Alliance, the Web Services Interoperability Organization (WS-I), and the Open Applications Group, which create and promote industrywide standards as new technologies and requirements emerge.

In addition, Microsoft software code is made available through the Shared Source and Government Security programmes to academics, governments, commercial partners and customers, that want to develop and refine new products using Microsoft technologies as a platform for their IT infrastructure. This network has produced an industry ecosystem that makes a significant contribution to economic development across the EMEA region.

### **Accessibility**

Information technology should be accessible to and useable by all people, regardless of their physical ability. Microsoft has spent a long time trying to make this possible by developing software and devices that help people with disabilities realise their fullest potential.

Microsoft began this work as early as 1988, becoming one of the first technology companies to create products for this set of customers. The company developed products for the hearing impaired as well as keyboard and mouse enhancements for people with mobility challenges. Since then, Microsoft's commitment has grown, and ever-evolving accessibility features are now built into all Microsoft software.

Information technology can help bridge divides and create opportunity for all. The goal is to support this effort through partnerships with assistive technology manufacturers; with disability associations and with governments; through support for initiatives such as the European Year of People with Disabilities (EYPD); and through innovation.

For more information, go to <http://www.microsoft.com/emea/accessibility>.

## Key Milestones

- 1975** Microsoft is founded in the United States.
- 1982** Microsoft establishes its first subsidiary outside of the US—Microsoft Ltd. in the UK.
- 1983** Microsoft establishes a European headquarters in Paris.  
Microsoft subsidiaries are established in France and Germany.  
Microsoft Windows is launched.
- 1986** The Microsoft European Operations Centre (EOC) opens in Ireland. Located at Sandyford, County Dublin, it is a duplication and distribution centre for products sold in the European market.
- 1988** European Product Development Centre (EPDC) is established. Based in Dublin, it develops and localises products for worldwide markets.
- 1989** Microsoft subsidiaries are established in Israel and Belgium.
- 1990** Bernard Vergnes, general manager of Microsoft France, becomes vice president of Microsoft Europe.
- 1991** A Microsoft subsidiary is established in Dubai.
- 1992** Microsoft becomes the first software company to establish a broad presence in Eastern Europe through independent offices. The Eastern European division provides consultancy and support to Eastern and Central European subsidiaries and is responsible for business in Bulgaria, Croatia, Estonia, Latvia, Lithuania, Romania and Slovenia.  
A Microsoft subsidiary is established in South Africa.  
Bernard Vergnes becomes president of Microsoft Europe and senior vice president, Microsoft Corporation.
- 1993** Microsoft subsidiaries are established in the Czech Republic, Russia, Poland, Hungary and Turkey.
- 1994** A Microsoft subsidiary is established in Slovenia.
- 1995** Microsoft subsidiaries are established in Egypt, Kenya and Slovakia.
- 1996** Microsoft subsidiaries are established in Croatia, Ivory Coast, Romania, Saudi Arabia and Nigeria.
- 1997** Michel Lacombe is named president of Microsoft Europe. Bernard Vergnes becomes chairman of Microsoft Europe.  
A Microsoft Research centre is established in Cambridge, UK.  
A Microsoft subsidiary is established in Mauritius.
- 1998** Microsoft Europe, Middle East and Africa (EMEA) is created, encompassing a region with 40 subsidiaries.  
Microsoft subsidiaries are established in Abu Dhabi, Kuwait, Lebanon and Namibia.
- 1999** Microsoft subsidiaries are established in Pakistan, Bulgaria and Tunisia.
- 2000** Jean-Philippe Courtois is named president of Microsoft EMEA.  
Microsoft subsidiaries are established in Nigeria and Algeria.
- 2001** Microsoft subsidiaries are established in Oman and Jordan.
- 2002** Microsoft acquires Denmark-based Navision a/s, the global provider of integrated business software solutions.  
Microsoft subsidiaries are established in Cyprus, Yugoslavia, Kazakhstan and Ukraine.
- 2003** Jean-Philippe Courtois is named CEO, Microsoft EMEA.  
Microsoft subsidiaries are established in Malta, Bahrain and Qatar.  
Microsoft marks 20 years of operations in EMEA.  
The European Microsoft Innovation Centre (EMIC) is founded in Aachen, Germany.

### People, Operations and Facilities

- **Microsoft beginnings in EMEA:** Microsoft UK was established in 1982, the first office outside the US, followed by Microsoft France and Microsoft Germany in 1983.
- **Subsidiaries:** Over 55 offices and subsidiaries operate in more than 42 EMEA countries.
- **Employees:** 12,000 people work for the organisation, representing seven business groups.
- **Regional coverage:** Microsoft EMEA offers services and products in over 139 countries and territories.
- **Manufacturing, distribution and logistics:** Supported by the European Operations Centre (EOC), manufacturing operations were set up in Dublin, Ireland, in 1986.
- **Product localisation:** The European Product Development Centre (EPDC), established in Dublin, Ireland, in 1988, localises Microsoft products into more than 35 EMEA languages and dialects.

### Connecting With Customers and Building Partnerships

- **Mission:** Enabling people and businesses throughout EMEA to realise their full potential.
- **EMEA customer and partner ecosystem:**
  - 280,000 resellers
  - 25,000 independent software vendors in the region
  - 13,000 Microsoft-certified partners, including service partners (e.g., system integrators), ISVs, learning solution partners, etc.
  - 2,000 Microsoft Business Solutions partners
  - 72,000 developers registered in the Microsoft Developer Network (MSDN)
  - Over 20 million small and medium-size enterprise (SME) customers
- **Public sector:** Microsoft EMEA partners with local, national and regional governments and administrative bodies to help achieve public service objectives, ranging from e-government and e-democracy to digital communities.
- **Education:** Through the Partners in Learning programme, Microsoft EMEA collaborates with schools and universities to enable better integration of technology into the curriculum.
- **Nongovernmental organisations and charities:** Through the Unlimited Potential (UP) programmes, Microsoft EMEA partners with organisations to improve lifelong learning for disadvantaged youth and adults through community-based technology and learning centres.

### Participating in Business and Industry Dialogue

- **Mission:** Responsible leadership through industry partnership and dialogue.
- **Industry association membership and participation:** Business Software Alliance (BSA), Career Space, CompTIA, CSR Europe, the European Information, Communications and Consumer Electronics Technology Association (EICTA), E-Lig, European Policy Centre (EPC), EU Committee of the American Chamber of Commerce, the Federation of European Direct Marketing (FEDMA), Initiative for Software Choice, International Communications Round Table (ICRT), and the World Economic Forum Global Digital Divide Initiative Taskforce (GDDI).

For a complete list of the organisations in which Microsoft participates in Europe, the Middle East and Africa, please consult

<http://www.microsoft.com/emea/publicAffairs/associationMemberships.aspx>.

## Investing in the Future

### ● Research and development:

- Microsoft Research, Cambridge, UK: This facility was opened in 1997 to pursue IT research in fields ranging from security and networking to machine learning and computer vision.
- The European Microsoft Innovation Centre, Aachen, Germany: EMIC was created in 2003 to contribute to collaborative applied research programmes sponsored by governments and other public-sector organisations.
- Vedbaek development centre: This Denmark-based operation employs over 700 people, and is Microsoft's largest development centre outside of the United States.
- Microsoft Technology Centres: Two MTCs are operating in EMEA—in Munich, Germany, and Reading, UK.
- Global investment: \$6.9 billion is projected to be invested in R&D in fiscal year 2004, or approximately 20-21 percent of net revenue.

**Jean-Philippe Courtois**  
CEO Microsoft Europe, Middle  
East and Africa (EMEA)  
Senior Vice President,  
Microsoft Corporation



Jean-Philippe Courtois, CEO of Microsoft Europe, Middle East and Africa (EMEA), is responsible for all of the company's business in the region.

Jean-Philippe assumed this position in 2003. Prior to that, he was president of Microsoft EMEA, after serving as vice president of Worldwide Customer Marketing since July 1998. His focus was on leading the worldwide business planning process, driving customer satisfaction, enhancing field effectiveness and managing Microsoft's global customer information system, including [www.microsoft.com](http://www.microsoft.com).

Following a company reorganisation in March 1999 that realigned Microsoft's divisions to focus on core customers, Jean-Philippe launched the Customer and Partner Satisfaction initiative and was instrumental in managing its strategic global roll-out. Prior to his promotion, Jean-Philippe was vice president of Microsoft Europe in 1997 and general manager for Microsoft France since 1994.

He joined Microsoft France in 1984 as channel sales representative. Promoted to Southern Europe Sales manager, he set up and developed Microsoft business in Benelux, Spain, Portugal and Greece. From 1986 to 1989, Jean-Philippe headed the Marketing Department, and from 1989 to 1991 he acted as deputy general manager. In July 1991 he was appointed to the position of general manager for sales and marketing in July 1991.

Prior to joining Microsoft, Jean-Philippe spent 18 months as a product manager for Memsoft, a French accounting ISV.

Jean-Philippe, a French national, graduated from the Ecole Supérieure de Commerce, Nice (CERAM), and obtained his DECS.

**Neil Holloway**  
Vice President of Sales and  
Marketing, Microsoft EMEA



Neil Holloway was appointed managing director of Microsoft UK Ltd. in July 1998 and subsequently appointed vice president Microsoft EMEA in April 2000. In 2003, he was appointed vice president of sales and marketing for EMEA.

Since joining Microsoft in 1990, Neil has held a number of strategic roles within the UK subsidiary. For two years he held the post of deputy managing director together with director of the Organisation Customer Unit, where he focused on the development and success of Microsoft UK's relationships with its channel, small to medium-size customers, education institutions and application developers using Microsoft technology. Prior to this, Neil managed the Enterprise Customer Unit and was instrumental in building the Microsoft Windows NT Server business.

While head of the UK subsidiary, Neil demonstrated a keen interest in the culture of the business and in creating an environment where all of the staff can do their best work.

Before joining Microsoft, he was Managing Director of Migent UK, a company operating in the consumer and client server software markets. Prior to this, he worked for Ashton Tate as a Business Development Manager.

Neil has a master of philosophy degree in Operational Research and Control Engineering from Cambridge University and a BSc Hons. in Mathematics from Bath.

**Umberto Paolucci**  
Senior Chairman, Microsoft  
EMEA, Vice President,  
Microsoft Corporation



Umberto Paolucci, born in Ravenna, Italy, in 1944, graduated in 1969 with a degree in Electrical Engineering from the University of Bologna, Italy. After serving in the Italian Army as Officer of the Technical Corps, he began his technical career as a professor at High Technical School in Italy. Prior to joining Microsoft, Umberto worked for Hewlett-Packard Co. as a systems analyst and then at General Automation (Anaheim, California, US) in a variety of management positions.

Paolucci joined Microsoft in 1985 as general manager in charge of establishing and running Microsoft's Italian subsidiary. He then went on to become the regional director of the Southern European region (1994), before being promoted to vice president of the Europe, Middle East and Africa (EMEA) region for Microsoft (1997/1998). Umberto was responsible for operations in Southern Europe (Italy, Spain, Portugal and Greece), Switzerland, Austria, the Nordic region (Sweden, Denmark, Finland, Norway and the Baltic countries), Holland, Belgium and Luxemburg, and the South African region (including sub-Saharan countries and Indian Ocean islands).

In 1998 he received a *honoris causa* degree in information technology and business statistics from the University of Bologna. In 2002, as Vice President of Microsoft Corporation, Umberto took the responsibility for EMEA's strategies in the Corporate and Government markets. In June 2002 he was nominated *Cavaliere del Lavoro* by the President of the Republic of Italy, Carlo Azeglio Ciampi. He is active as a board member in several companies.

**Patrick de Smedt**  
Chairman, Microsoft EMEA



Patrick de Smedt was announced as chairman of Microsoft Europe, Middle East and Africa in April 2003. His responsibilities include being actively engaged with EU institutions and the Belgian Government. Patrick works closely with Microsoft EMEA's CEO and President Jean-Philippe Courtois to help Microsoft refine its strategic direction and initiatives in this region.

Before his appointment as chairman, Patrick became vice president for Europe, Middle East and Africa in February 2001. His responsibilities lay in Southern and Central Europe, including Austria, Benelux, Greece, Italy, Netherlands, Portugal, Spain and Switzerland, as well as Africa.

Previously, Patrick was vice president of EMEA, responsible for enterprise business development. He dedicated his time to engaging with EMEA global accounts, helping to win the top regional enterprise projects and being a spokesperson for the many CIO and CEO events across the region.

Prior to this, since July 1998, Patrick headed the Enterprise Group for Microsoft EMEA, also a vice president, where he was responsible for Microsoft's sales, marketing, enterprise partners and services for enterprise customers in Europe, the Middle East and Africa.

Patrick was also general manager of Microsoft Benelux, managing the operations in the Netherlands and Belgium subsidiaries. He founded both the Netherlands and Belgium subsidiaries in 1986 and 1989 respectively.

Patrick began his career at Microsoft in 1983 at Microsoft France as the OEM sales manager for Southern Europe. In this role he was responsible for the sales of Microsoft products and applications to hardware manufacturers and large accounts in France, Italy, Spain, Portugal and the Benelux region.

Before joining Microsoft, Patrick was a software manager for Altos Computer Systems and was responsible for the acquisition and support of software products on Altos hardware for the European market. He started his career at Tymshare as project leader for the Benelux region.

Born in 1955, Patrick received a Commercial Engineer degree from the University of Louvain, Belgium, in 1977.



**Emre Berkin**  
Regional Chairman,  
Middle East and Africa  
Vice President, Microsoft EMEA



Responsible for Microsoft operations in 79 countries, Emre Berkin is credited with accelerating the expansion of Microsoft in the Middle East and Africa. With his initiative, Emre and his team worked closely with key government leaders, industry partners and customers to enable governments, citizens and businesses to benefit from the information technology revolution. Today, as a result of this sustained effort, Microsoft is seen as the No. 1 preferred enterprise partner and a driving force in software development and IT growth in this region.

In addition to his commitment to IT development and deployment, Emre has a strong passion for education in the developing markets. He has been leading the company's community affairs efforts, through which Microsoft has contributed to various community activities improving education and helping underprivileged people in the region.

Emre Berkin joined Microsoft in 1993 to establish the company's operations in Turkey. As general manager of Microsoft Turkey, Emre was responsible for making it one of Microsoft's fastest-growing subsidiaries worldwide.

Prior to joining Microsoft, Emre was with Digital Equipment Corporation. During his 10-year career with Digital, including six years in the United States, Berkin managed sales, consultancy, support and service organisations.

Emre has a bachelor's degree in computer engineering from Middle East Technical University in Ankara and a master of science degree from DePaul University in Chicago.

**Olga Dergunova**  
Regional Chairwoman,  
Microsoft Russia and CIS



Olga Dergunova was named regional chairwoman of Microsoft Russia and CIS in 2004. Under Olga's leadership, the subsidiary's staff has grown from 20 to more than 250 people, with revenues exceeding US \$100M. Microsoft's geographic presence in the region of the Commonwealth of Independent States (CIS)—which includes Russia, Central Asia and the Caucasus—has expanded substantially. Currently, Microsoft representatives work in all major regional centres of Russia, and Microsoft offices are open in Ukraine and Kazakhstan.

Olga Dergunova is known for her ability to respond to unexpected circumstances. This leadership helped the subsidiary to survive through several political and economic crises between 1996 and 1998. In 1998 and 1999, Microsoft was ranked the No. 1 international vendor for its channel policy. In 2001, this rank was confirmed by the Channels Building Services award.

As chairwoman, Olga is responsible for sales and marketing operations as well as profit and loss. She plays an active role in developing relations with the Russian government for promoting the role of the software industry.

Olga joined Microsoft Russia 18 months after the subsidiary was founded. Her first big assignment was to launch a Microsoft corporate licensing programme. It was the first programme in Russia to distribute software through a license, not in a box. This was a big challenge in a country whose piracy rate was 99 per cent. The programme was a great success and corporate sales doubled. At the same time, Olga launched a channel programme to serve enterprise customers' needs—the Microsoft Solution Provider channel programme.

Before joining Microsoft, Olga was sales and marketing director at JV Microinform. In this position, she made local word processor 'Lexicon' a bestseller in the Russian market.

**Goran Radman**  
Regional Chairman,  
Microsoft Adriatics



Goran Radman is Chairman of Microsoft Adriatics. Goran joined Microsoft Corporation in 1996 as general manager of Microsoft Croatia, and in 2000 his responsibilities expanded to encompass the Adriatic region. In his current role as chairman of Microsoft Adriatics, he is working with institutional and political communities to build strategic relationships within enterprise and public sector organisations in the region.

Goran started his professional career as an international relations advisor to the Presidency of Croatia (1984-1987), continued as general manager of Television Zagreb, a public broadcaster in Croatia (1987-1990), and moved on to serve as marketing manager and managing director of MicroLAB, a private Croatian computer engineering and consultancy company (1992-1996).

Goran's undergraduate and postgraduate studies focused on international relations at the Faculty of Political Sciences at the University of Zagreb. In the 1970s and early 1980s, he was leader of student organisations, a journalist, editor and editor-in-chief of newspapers, magazines and publications, as well as the author and co-author of articles and books in the field of international relations and media.

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