DASAR, Inc

Ms. Esther Dyson
President
EDventure Holdings, Inc.
375 Park Avenue
New York, NY 10152

March 19, 1990

Dear Esther,

Thank you for spending time with us last Friday. It was a pleasure to have lunch with you and Daphne.

I would like to summarize hereafter the terms of our conversation.

The Eastern Europe Panels have been allocated three hours:
- one exclusive hour Monday, not competing with any other activity
- one hour Tuesday, in parallel with corporate presentations
- one hour Tuesday, in parallel with a vertical panel session.

As a panel chairperson, you will have full responsibility in organizing your panel. This includes:
- defining the editorial content of the panel and giving it a title
- selecting and inviting the panelists
- setting up the sessions and communicating to us how you would like things to be done
- informing us of the names of the participants (for registration purposes)

We would like to know the final titles of the panel sessions very soon, so that we can complete the conference program.

You volunteered to help us inviting the keynote speakers.
I noted that you would:
- speak to   - Jack Tramiel
             - Scott McNealy
- place a good word to   - Bill Gates
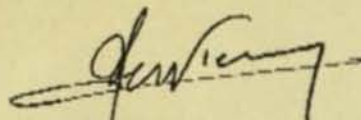   - Andrew Grove

Please give us some feedback when you have reached them so that we can follow up closely.

Thanks for mentioning ETRE in your list of conferences. Any additional help in publicizing the event would be appreciated.

We are enthusiastic about your organizing a conference in and on Eastern Europe, despite the challenges (or perhaps because of the challenges?). We will try to use our contacts in Europe to spread the word about it.

Thank you again for your contribution. We are delighted to count you as a chairperson and we are looking forward to working with you. With kindest regards.

Sincerely,

Alex Serge Vieux
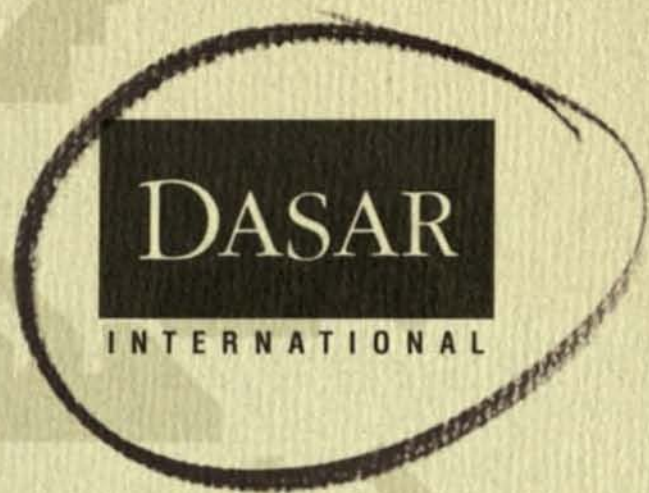President

DASAR, Inc.

299 California Avenue, Suite 304
Palo Alto, CA 94306
Tel: 415-321-5544
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Fax Cover Page

To: Esther Dyson

Company: EDventure Holdings, Inc.

Fax nº: 212-832-1720

From: Alex Vieux

Date: March 19, 1990   Page 1 of 2

Message:

DASAR

INTERNATIONAL

DASAR

INTERNATIONAL

DASAR Mission

▶ DASAR establishes international operations for technology firms. This encompasses:
  - identifying business partners and setting joint ventures
  - raising capital from international sources
  - building distribution networks

▶ DASAR, through a systematic analytical approach:
  - consults on business strategy
  - advises on localization of product design and marketing

▶ DASAR provides a roadmap for CEOs. It answers their daily questions on international business:
  - Where to start first ?
  - Which are the growing markets ?
  - How to enter these markets ?
  - Who are the most appropriate partners ?
  - How to finance international growth ?

▶ DASAR counsels American and European distributors in locating emerging technologies, negotiating contractual agreements and monitor the relationships.

The DASAR Way

▶ DASAR derives its international expertise from:
  - its broad range of overseas contacts and long standing relationships
  - its access to local information through ETRE's network
  - its experience in steering small companies to the right partners

▶ DASAR's team of professionals offers:
  - start-up operating experience
  - international credibility

▶ The DASAR network has access to the industry leaders who:
  - finance emerging technology corporations
  - seek joint venture agreements
  - constitute the marketing and distribution infrastructure
  - create new technologies

Time to Market Consulting

▶ DASAR allows emerging technology firms to reduce their time to market in the international arena and facilitates their access to American, Asian, and European markets.

▶ DASAR works with CEOs in assessing their international priorities and implementing their strategies. DASAR will:
  - enable technology firms to pinpoint their value to specific markets
  - structure the business plan and identifies appropriate resources
  - define opportunity zones and country risks
  - advise on joint ventures and distribution agreements
  - devise pricing strategies, product introductions, and communication plans

▶ DASAR is well positioned to launch international operations for emerging corporations. It can:
  - incorporate the new venture
  - structure the operation
  - recruit the managing team
  - launch sales distribution and train the salesforce

International Financing

▶ DASAR recognizes the diversification of the international capital pool. Oftentimes the right partner is crucial in helping a young firm gain entry to local markets.

▶ It serves as an advisor and represents technology firms in search of acquisitions, equity swaps or mergers.
  - It identifies venture capital sources from three continents.
  - Then it guides emerging firms in their choice of investing partners.

▶ The European Technology Roundtable Exhibition is the leading forum for Presidents and CEOs of the technology industry. The conference brings together several hundred American, Asian, and European industry leaders, entrepreneurs, venture capitalists, and distributors. ETRE held its first event at the Club Med Conference Center in Opio, France, near Nice.

▶ The conference:
  - provides a forum for the decision-makers of the computer industry to exchange views on technology directions and international strategy
  - introduces start-up companies and technology innovators to venture capitalists and mature firms
  - promotes discussion among American and Asian executives and European policy makers on current regulations and legal issues

"The edge
that a company gains
from establishing
an overseas operation
from the start rather
than two years later
may be the difference
between
success and failure."

ETRE

EUROPEAN
TECHNOLOGY
ROUNDTABLE
EXHIBITION

TECHNOLOGY
AND THE
NEW EUROPE

Ms. Esther Dyson
EDventure Holdings Inc.
375 Park Avenue
New York, NY 10152
USA

September 26, 1991

Dear Esther,

It was a great pleasure organizing the 1991 edition of ETRE and sharing exciting moments at Opio with you. I hope that you have had interesting conversations with some of the 500 participants who joined us, coming from 27 countries around the world. Based on our discussions with many of the executives, we understand that the conference was very eventful.

Your involvement is essential to the success of our international gathering. In addition, the friendship we are building with you has been as important as the conference itself. Alex would like you to accept, as a symbol of our appreciation, a Hermes scarve.

I just returned from France yesterday and I am finalizing all of the outstanding issues. You will find attached your honorarium fee. I would appreciate if you could forward us the information regarding your trip over to France so that we can reimburse your airline ticket.

We look forward to hearing your comments and exchanging views on this year's event. Maybe we will have the opportunity to share dinner in California or in New York sometime before the end of the year. I hope to see you soon.

With kindest regards,

Joëlle Préaux
Executive Director

WHO'S WHO AT ETRE

ETRE
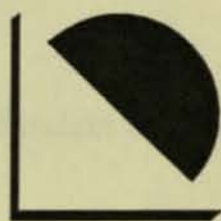
WHO'S WHO at ETRE

ETRE

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Addendum

EUROPEAN TECHNOLOGY ROUNDTABLE EXHIBITION
Opio, France
October 14-16, 1990

Who's Who at ETRE
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Table of Contents
ETRE 1990

Conference Agenda

SUNDAY, October 14

10:00 am	**Registration**	
	Outdoor Activities	
	Tournaments	
	Refreshments	

4:30 pm **Corporate Presentations - Session 1** *Opio, Grasse*
Antibes, Chateauneuf
+Valbonne III

6:30 pm **Cocktail Party** *Bar du Palladio*

7:30 pm **Dinner** *Olympiade + La Fontaine*

9:00 pm **Official Welcome** Alex Vieux, Chairman, ETRE *Palladio*

Keynote Address Philippe Kahn, Borland International *Palladio*
Leonard Liu, Acer
Fred Gibbons, Software Publishing

10:30 pm **Entertainment** CLUB MED

MONDAY, October 15

7:00 am **Breakfast** *Olympiade + La Fontaine*

8:30 am **Roundtables**

IT.1	• PCs & Workstations: One Market or Two?		*Opio*
IT.4	• The Computer in the Home of the Future		*Chateauneuf*
IT.3	• Operating Systems - At the Crossroad		*Antibes*
S.3	• Culture Clash: Ownership and Nationality in High-Technology		*Grasse*
S.4	• Starting up in Europe: Mission Impossible?		*Graffiti*

9:30 am **Keynote Address** Eckhard Pfeiffer, Compaq Computer *Palladio*

10:00 am **Break**

10:20 am	Roundtables		
	IT.5	• Microprocessors: The Struggle for Power	*Antibes*
	IT.6	• Databases: Have Servers, Will Travel	*Chateauneuf*
	IT.7	• Network Computing: Technology and Development Strategies	*Opio*
	IT.8	• Emerging Software Markets	*Valbonne III*
	S.4	• Distribution: Magic Word, Risky Business	*Graffiti*
	S.5	• Global Mergers and Acquisitions	*Grasse*

11:30 am **Corporate Presentations** - Session 2 — *Opio, Grasse*
Antibes, Chateauneuf
Valbonne III + Valbonne I

12:50 pm **Lunch** — *Olympiade + La Fontaine*

2:00 pm **Keynote Address** Vittorio Cassoni, Olivetti — *Palladio*

2:30 pm	Roundtables		
	IT.9	• Artificial Intelligence: Does It Still Have a Future?	*Chateauneuf*
	IT.10	• Is the Day of the Minicomputer Over?	*Opio*
	IT.2	• Graphics & Entertainment	*Antibes*
	IT.11	• The 21st Century Computer	*Valbonne*
	S.6	• Report From the Eastern Front	*Graffiti*
	S.7	• Venture Capital - The Color of Money	*Grasse*

3:30 pm **Break**

3:50 pm **Corporate Presentations** - Session 3 — *Opio, Grasse*
Antibes, Chateauneuf
Valbonne I + Valbonne III

5:00 pm **Corporate Presentations** - Session 4 — *Opio, Grasse*
Antibes, Chateauneuf
Valbonne I + Valbonne III

6:00 pm **Break** — *Palladio*

7:00 pm **Dinner** — *Olympiade + La Fontaine*

8:30 pm **Keynote Address** Charles Wang, Computer Associates — *Palladio*
Roundtable The American Dream

10:30-? Entertainment CLUB MED — *Palladio*
Special Entertainment ETRE Actors

Olympiade + La Fontaine

7:00 am **Breakfast**

8:00 am **Roundtables**

IT.12 • Multimedia — *Antibes*
IT.13 • Personal Computers: Innovators or Followers? — *Opio*
IT.14 • Development Tools: Obscure Objects of Desire — *Chateauneuf*
IT.15 • Joint Ventures: How, When and Why? — *Grasse*
S.9   • Building a Global Product — *Graffiti*

9:00 am **Keynote Address**   Laurent Fabius, President National Assembly — *Palladio*
                                                    and Former Prime Minister

9:30 am **Roundtable**   Europe 1992 — *Palladio*

10:15 am **Break**

10:30 am **Roundtables**

IT.15 • Application Software — *Valbonne III*
IT.16 • Notepad Computers: Business as Usual on a New Platform,
           or a New Platform for New Business? — *Opio*
IT.17 • Client/Server Architecutre: The New Opportunity — *Chateauneuf*
IT.18 • Office of the Future — *Grasse*
S.10 • Looking Local in a Global Market — *Graffiti*
S.11 • Eastern Asia & Western Europe: Conflict or Cooperation? — *Antibes*

11:40 am **Corporate Presentations - Session 5** — *Opio, Grasse*
Antibes, Chateauneuf
Valbonne I + Valbonne III

1:00 pm **Lunch** — *Olympiade + La Fontaine*

2:00 pm **Keynote Address**   Kazuhiko Nishi, Ascii Corporation — *Palladio*

2:30 pm **Roundtables**

IT.19 • Databases, The Technological Outlook — *Opio*
IT.20 • Desktop Publishing: The New Gutenberg — *Graffiti*
IT.21 • Network Computing Business and Distribution Strategies — *Grasse*
IT.22 • And God Created the CD Rom *Chateauneuf*
S.12 • Innovative Financing - The International Capital Pool — *Antibes*

5:40 pm	**Corporate Presentations** - Session 6		*Opio, Grasse* *Antibes + Chateauneuf*
5:00 pm	**Break**	Individual Meetings Outdoor Activities	
7:00 pm	**Presentation** **Cocktails**	Côte d'Azur Development Agency	*Palladio*
7:30 pm	**Black-Tie Dinner**		*Olympiade + La Fontaine*
9:15 pm	**Keynote Address**	Edson de Castro, Data General Philippe Dreyfuss, Cap Gemini Sogeti	*Palladio*
	Closing Remarks	Alex Vieux, Chairman	
	ETRE Award Presentations		
11:00 pm	**Entertainment**	CLUB MED	*Palladio*

WEDNESDAY, October 17

7:00 am	**Breakfast**		*Olympiade + La Fontaine*
11:00 am	**Check-Out**	Individual Meetings Outdoor Activities	

9

Roundtables

The following schedule lists the chairperson and participants in each of the roundtable sessions. Summaries of these roundtables are provided in *Who's Who at ETRE*. The rooms for each session are shown next to each of the roundtable listings.

Keynote Roundtables

Regulations and Policies in 1992
Tuesday, October 16   9:30 am - 10:15 am
Participants: *Palladio*
    Philippe Dreyfuss, Cap Gemini Sogeti
    Dominique Strauss-Kahn, French National Assembly
    Judge Howard M. Holtzmann, Holtzmann, Wise & Shepard

The American Dream
Monday, October 15   9:00 pm -10:00 pm
Chaired by Don Clark
Participants: *Palladio*
    Eric A. Benhamou, 3Com
    William J. Schroeder, Conner Peripherals
    Umang P. Gupta, Gupta Technologies
    Kamran Elahian, Momenta
    Patrick Perez, Neuron Data
    Gianluca Rattazzi, Parallan Computer

IT.1 **PCs & Workstations: One Market or Two?**
Chaired by Brenton Schlender

    Participants: *Opio*

        Sam Tramiel, Atari Corporation
        James H. Clark, Silicon Graphics
        Claude Perdrillat, SMT Goupil
        Douglas MacGregor, Solbourne Computer

IT.3 **Operating Systems: At the Crossroad**
Chaired by Giuseppe Caravita

    Participants: *Antibes*

        William M. Crow, Hewlett-Packard
        Patrick Laffitte, Memsoft
        Steven A. Ballmer, Microsoft Corporation
        Larry Michels, The Santa Cruz Operation

IT.4 **The Computer in the Home of the Future**
Chaired by Steven Kaufman

    Participants: *Chateauneuf*

        Kai Brüning, B&E Software
        Douglas G. Carlston, Brøderbund
        Theo Wegbrans, NeXT
        Edward V. Lauing, Power Up Software Corporation

S.3 **Culture Clash: Ownership and Nationality in High-Technology**
Chaired by Jonathan Levine

    Participants: *Grasse*

        Robert C. Miller, MIPS Computer Systems
        William Patton, Parallan Computer
        Reiner Hallauer, Siemens AG
        John P. Frank, Zenith Data Systems

S.4 **Starting Up In Europe: Mission Impossible?**
Chaired by Jacques Gauchey

    Participants: *Graffiti*

        Eckhard Pfeiffer, Compaq Computer
        Yann Houdent, ISE-CEGOS
        Bernard Vergnes, Microsoft Corporation
        Terje Mikalsen, Mosvold Farsund

IT.5 **Microprocessors: The Struggle for Power**
Chaired by Don Clark

Antibes

Participants:
Gordon Campbell, Chips and Technologies
Robert C. Miller, MIPS Computer Systems
Dado Banatao, S3 Inc.
Daniel Queyssac, SGS-Thomson

IT.6 **Databases: Have Servers, Will Travel**
Chaired by François-Yves Le Gal

Chateauneuf

Participants:
Marylène Delbourg-Delphis, Acius
Harry Wong, Ashton-Tate
Phillip E. White, Informix
Daniel Cheifetz, Odesta

IT.7 **Network Computing: Technology and Development Strategies**
Chaired by Craig Burton

Opio

Participants:
Eric A. Benhamou, 3Com
John S. Nauman, Apple Computer
Wayne Fitzsimmons, Banyan Systems
Leland R. Reiswig, IBM Corporation
Ernst H. Gemasser, Novell

IT.8 **Emerging Software Markets**
Chaired by Stuart Gannes

Valbonne III

Participants:
Marney Morris, Animatrix
Rod A. Beckstrom, C•ATS
David A. Blohm, Mathsoft
Tanya Amochaev, Natural Language

S.4 **Distribution: Magic Word, Risky Business**
Chaired by Alex Vieux

Graffiti

Participants:
Jochen Tschunke, Computer 2000
Linwood Lacy, Jr., Ingram Micro D
Hugues Leblanc, La Commande Electronique
David Wagman, Merisel

S.5 **Global Mergers and Acquisitions**
Chaired by Nancy Rutter

Grasse

Participants:
James D. Marver, Bear Stearns
Alan Mendelson, Cooley Godward Castro Huddleson & Tatum
James L. Liang, Donaldson Lufkin & Jenrette
Georges Grunberg, Groupe Bull

IT.9   Artificial Intelligence: Does It Still Have a Future?
Chaired by Steve Kaufman

Participants: *Chateauneuf*

        Harry C. Reinstein, Aion
        Masato Hata, ICAT Corporation
        Pierre Haren, Ilog
        K.C. Branscomb, Intellicorp
        Patrick Perez, Neuron Data

IT.2   Graphics & Entertainment
Chaired by Michael Rogers

Participants: *Antibes*

        Douglas G. Carlston, Broderbund
        Richard H. Williams, Digital Research
        Michael A. McConnell, Supermac Technology

IT.10   Is the Day of the Minicomputer Over?
Chaired by Kathy Rebello

Participants: *Opio*

        Edson D. de Castro, Data General
        Yasuchika Koike, Fujitsu Ltd.
        Vittorio Levi, Nokia Data
        Eric Engebretsen, Norsk Data

IT.11   The 21st Century Computer
Chaired by Brenton Schlender

Participants: *Valbonne*

        Stephen J. Hayden, Calera Recognition Systems
        Alan Rossman, C-Cube Microsystems
        Thampy Thomas, NexGen Microsystems
        Andreas Bechtolsheim, Sun Microsystems

S.6   Report from the Eastern Front
Chaired by Esther Dyson

Participants: *Graffiti*

        Sam Tramiel, Atari Corporation
        Mikhail Krasnov, Computer Aided Technology Ltd.
        Bernard Vergnes, Microsoft Corporation
        Reiner Hallauer, Siemens AG

S.7   Venture Capital: The Color of Money
Chaired by Alex Vieux

Participants: *Grasse*

        William R. Hambrecht, Hambrecht & Quist
        Bernard J. Lacroute, Kleiner Perkins Caufield & Byers
        Michael J. Levinthal, Mayfield Fund
        Fred F. Nazem, Nazem & Co.
        Lip-Bu Tan, Walden Group

TUESDAY, October 16

8:30 am - 9:30 am

IT.12 Multimedia
Chaired by Michael Rogers
Antibes

Participants:
> Paul Dali, 3i Ventures
> Marney Morris, Animatrix
> George S. Sheng, Intelligent Resources
> Stephen D. Arnold, LucasArts Entertainment Company
> Sheridan Tatsuno, NeoConcepts

IT.13 Personal Computers: Innovators or Followers?
Chaired by Alan Cane
Opio

Participants:
> Kenneth J. Biba, Agilis
> Eckhard Pfeiffer, Compaq Computer
> Douglas G. Swartz, Outbound Systems
> Young M. Kimm, John P. Frank Computer
> John P. Frank, Zenith Data Systems

IT.14 Development Tools: Obscure Objects of Desire
Chaired by François-Yves Le Gal
Chateauneuf

Participants:
> Hubert Zimmermann, Chorus Systems
> Larry Heimendinger, Nantucket
> Adele Goldberg, ParcPlace Systems
> Benjamin M. Goodwin, TeleSoft

IT.15 Joint Ventures: How, When, and Why?
Chaired by Steve Kaufman
Grasse

Participants:
> Charles Goldfinger, Broadview Associates
> Robert T. Wall, Cowen & Co.
> Yasuchika Koike, Fujitsu Limited
> Bernard J. Lacroute, Kleiner Perkins Caufield & Byers
> Douglas MacGregor, Solbourne Computer

S.9 Building a Global Product
Chaired by Brenton Schlender
Graffiti

Participants:
> Leonard Liu, Acer
> Donna Dubinsky, Claris
> Dennis G. Hayes, Hayes Microcomputer
> Andreas Bechtolsheim, Sun Microsystems

14

TUESDAY, October 16

IT.15 Applications Software
Chaired by Don Clark

Participants: *Valbonne III*
    Charles Jackson
    Kazuhiko Nishi, Ascii Corporation
    Donna Dubinsky, Claris
    William Lohse, Software Venture Partners

IT.16 Notepad Computers: Business as Usual on a New Platform, or a New Platform for New Business?
Chaired by Esther Dyson

Participants: *Opio*
    Hermann Hauser, Active Book Company
    Kamran Elahian, Momenta
    Bruno Pagliuca, Poqet Computer Corp.

IT.17 Client/Server Architecture: The New Opportunity
Chaired by Giuseppe Caravita

Participants: *Chateauneuf*
    Tor Alfheim, Dolphin Server Technology
    Jean-François Abramatic, Gipsi
    Walt Keller, GraphOn
    Gianluca Rattazzi, Parallan

IT.18 Office of the Future
Chaired by Kathy Rebello

Participants: *Grasse*
    Martin Newell, Ashlar
    Reese Jones, Farallon
    Theo Wegbrans, NeXT
    Daniel Chiefitz, Odesta

S.10 Looking Local in a Global Market
Chaired by Jonathan Levine

Participants: *Graffiti*
    Georges Grunberg, Groupe Bull
    Hajime Watabe, IBM Japan
    David Tory, Open Software Foundation

S.11 Eastern Asia & Western Europe: Conflict or Cooperation?
Chaired by Pierre Martin

Participants: *Antibes*
    Marylène Delbourg-Delphis, Acius
    Göran Wester, Copam Electronics
    George Hara, Data Control Limited
    Ichikazu Yanagida, Nippon Tectron
    Vinay Bharat-Ram, DCM

IT.19 **Databases:** The Technological Outlook
Chaired by Sheridan Tatsuno

Opio

Participants:
Richard Schwartz, Borland International
Umang P. Gupta, Gupta Technologies
David E. Liddle, Metaphor Computer Systems
Donal O'Shea, Servio Corporation
Michael S. Pliner, Verity

IT.20 **Desktop Publishing:** The New Gutenberg
Chaired by Alan Cane

Graffiti

Participants:
Stephen A. MacDonald, Adobe Systems
Derek James Gray, Aldus Europe Ltd.
Michael Cowpland, Corel Systems Corp.
Charles Corfield, Frame Technology Corporation

IT.21 **Network Computing:** Business and Distribution Strategies
Chaired by Craig Burton

Grasse

Participants:
Eric A. Benhamou, 3Com
John S. Nauman, Apple Computer
David C. Mahoney, Banyan Systems
Leland R. Reiswig, IBM Corporation
Ernst H. Gemasser, Novell

IT.22 **And God Created the CD ROM**
Chaired by Jacques Gauchey

Chateauneuf

Participants:
Jim Farooquee, CMS Enhancements
William J. Schroeder, Conner Peripherals
Leon Malmed, Prairie Tek
William F. Roach, Quantum

S.12 **Innovative Financing:** The International Capital Pool
Chaired by Maya Numasa

Antibes

Participants:
Robert T. Wall, Cowen & Co.
George Hara, Data Control
James L. Liang, Donaldson Lufkin & Jenrette
William R. Hambrecht, Hambrecht & Quist

Session 1

Room	4:30 to 4:50	4:50 to 5:10	5:10 to 5:30	5:30 to 5:50	5:50 to 6:10	6:10 to 6:30
GRASSE		Apple Computer	Banyan Systems	DCA	SynOptics Comm.	
VALBONNE III	Chips & Technologies	NexGen Microsys.	S3	SGS Thomson	Nokia Data	
CHATEAUNEUF		Informix	Metaphor Computer Sys.	Acius	Servio	
OPIO	Atari	Copam	Norsk Data	SMT Goupil	Solbourne Computer	Zenith Data Systems
ANTIBES	Claris	ParcPlace Systems	Animatrix	Microsoft	Power Up Software	GTG Software

CORPORATE PRESENTATIONS

Monday, October 15

Session 2

Room	11:30 to 11:50	11:50 to 12:10	12:10 to 12:30	12:30 to 12:50
OPIO	Compaq Computer	IBM Japan	Siemens	Sun Microsystems
VALBONNE I	Calera Recognition Sys.	C-Cube Microsystems	Dragon Systems	Aion
ANTIBES	Ashlar	Supernac Technology	LucasArts Entertainment	Voyager ?
VALBONNE III	Brøderbund	TeleSoft	Chorus Systems	D/B Access
GRASSE	Bitstream	Corel Systems	GST Software	Frame Technology
CHATEAUNEUF	Digital Research	Barnsley Comm.	Merisel	Colorocs

CORPORATE PRESENTATIONS

Session 3

Room	3:50 to 4:10	4:10 to 4:30	4:30 to 4:50
OPIO	Computer 2000	La Commande Electronique	Cap Gemini Sogeti
GRASSE	Cowen & Co.	Donaldson Lufkin & Jenrette	Bear Stearns
VALBONNE I	Parallan Computer	GraphOn	3Com Corporation
ANTIBES	Active Book	Momenta	Mathsoft
CHATEAUNEUF	Gupta Technologies	Verity	Ashton-Tate
VALBONNE III	cc:Mail	Farallon	Retix

CORPORATE PRESENTATIONS

Session 4

Room	5:00 to 5:20	5:20 to 5:40	5:40 to 6:00
OPIO	ISE-CEGOS	Ingram Micro D	Metrologie
GRASSE	Data Control	Hambrecht & Quist	Nazem & Co.
VALBONNE III	Novell	Dolphin Server	Gipsi
ANTIBES	Outbound Systems	Poqet Computer	Agilis
CHATEAUNEUF	Groupe Bull	Fujitsu	Silicon Graphics

CORPORATE PRESENTATIONS

Tuesday, October 16

Session 5

Room	11:40 to 12:00	12:00 to 12:20	12:20 to 12:40	12:40 to 1:00
CHATEAUNEUF	CMS Enhancements	Connor Peripherals	PrairieTek	Quantum
OPIO	Santa Cruz Operation	Memsoft	Hewlett-Packard	
VALBONNE I	Gupta Technologies	C•ATS	I/CAT	
ANTIBES	CRC	Clecom	Computer Aided Tech.	
VALBONNE III	Applied AI	Ilog	Intellicorp	Neuron Data
GRASSE	Kleiner Perkins	Mayfield Fund	Nippon Tectron	TGS Systems

Session 6

Room	3:40 to 4:00	4:00 to 4:20	4:20 to 4:40	4:40 to 5:00
GRASSE	Brøderbund	Claris	Digital Research	GSI
CHATEAUNEUF	Colorocs	Parallan Computer	Adobe Systems	Odesta
ANTIBES	Copam		Poqet Computer	Zenith Data Systems
OPIO	MIPS Computer Sys.	NeXT	PNB	DCM

TECHNOLOGY ROOM SCHEDULE
Room: Valbonne II

MONDAY, October 15

MORNING (8:45am - 1:45pm)	**Articulate Systems**
	Ray Dream

AFTERNOON (2:00pm - 7:00pm)	**Dragon Systems**
	GTG Software

TUESDAY, October 16

MORNING (8:45am - 1:45pm)	**Ergo**
	NeXT

AFTERNOON (2:00pm - 7:00pm)	**Flytech**
	Lernout & Hauspie
	TGS

Technology Room

Following is a list of companies displaying their products.

Articulate Systems
The Voice Navigator is a SCSI peripheral device which come with the Voice Navigation System software. (Patent pending) This system integrates voice recognition with the graphical user interface providing the first and only general purpose Voice interface for the MacIntosh. The Voice Navigation System also has the capability to record voice or sound. It is even possible to use voice recording in combination with voice recognition to access electronic mail, record a voice message, then address and send the message using voice commands. Voice Link is a serial device with a built in microphone for voice and sound recording.

Dragon Systems
Dragon Systems will demonstrate its latest speech recognition product, called Dragon Dictate.TM This system allows PC users to create memos, reports, novels--any free text -- simply by speaking instead of typing. Dragon Dictates is the first commercial, general purpose, voice-driven typewriter. Its users include the disabled, people in "hands busy/ eyes busy" environments, such as radiologists reading X-rays and dictating diagnoses in the dark, and business people who don't know how to type.

Ergo Computing
The Brick: The next-generation modular Brick is the first "Portable Desktop" personal computer-- a PC with a desktop power that can fit inside a briefcase. The brick features a 16 Mhz Intel 386SX microprocessor. It can be configured with one to eight MB of RAM and up to 200 MB of hard disk storage. Extended VGA graphics and an internal 2,400-baud Hayes-compatible modem are standard. Complete system prices start at $2,495.

Flytech Technology Co., Ltd.
The Carry-I 9000 series book-size desktop computer is perceived as a new standard and a third dimension in modern computing, penetrating the realm uncovered by laptops or PC "monster". Despite its size at 45mm x 185mm x 240mm, the computer can be packed with 286/386SX CPU, 1 to 4 Mbyte RAM, 1 x 1.44 Mbyte FDD, 1x40-80 Mbyte HDD, CGA/MGA/VGA and a 8 bit SLOT & space for most half size interface cards such as Ethernet, 3270, modem etc..

The Graphics Technology Group Limited
DataBase Publisher, marketed by IBM, is establishing itself as the de facto standard for the production of quality publications automatically from corporate databases in a fraction of the time and cost of current conversion methods. A reasonable estimate of market potential for this unique package is based upon 10% penetration of the DTP market, both in volume and in revenue. Windows 3 available by mid 1991.

Lernout & Hauspie Speechproducts

Manufacturer of multilingual user friendly man/machine interfaces (over-the-phone) integrating voice processing technologies: text-to-speech conversion (making machines/computers listen to human voice input), voice recognition (making computers recognize, verify, and identify human voices) , voice dictation (turning a PC into dictation machine) and low bitrate coding technology (mass digital voice storage). Integrated technology available on PC board with telephone interface. Languages available or in progress: French, Dutch, German, English, Spanish, and American English. Other languages on request. Lernout & Hauspie Speechproducts voicelab counts 85 multidisciplinary multilingual staff. This fastly growing company welcomes OEM and licensing agreements.
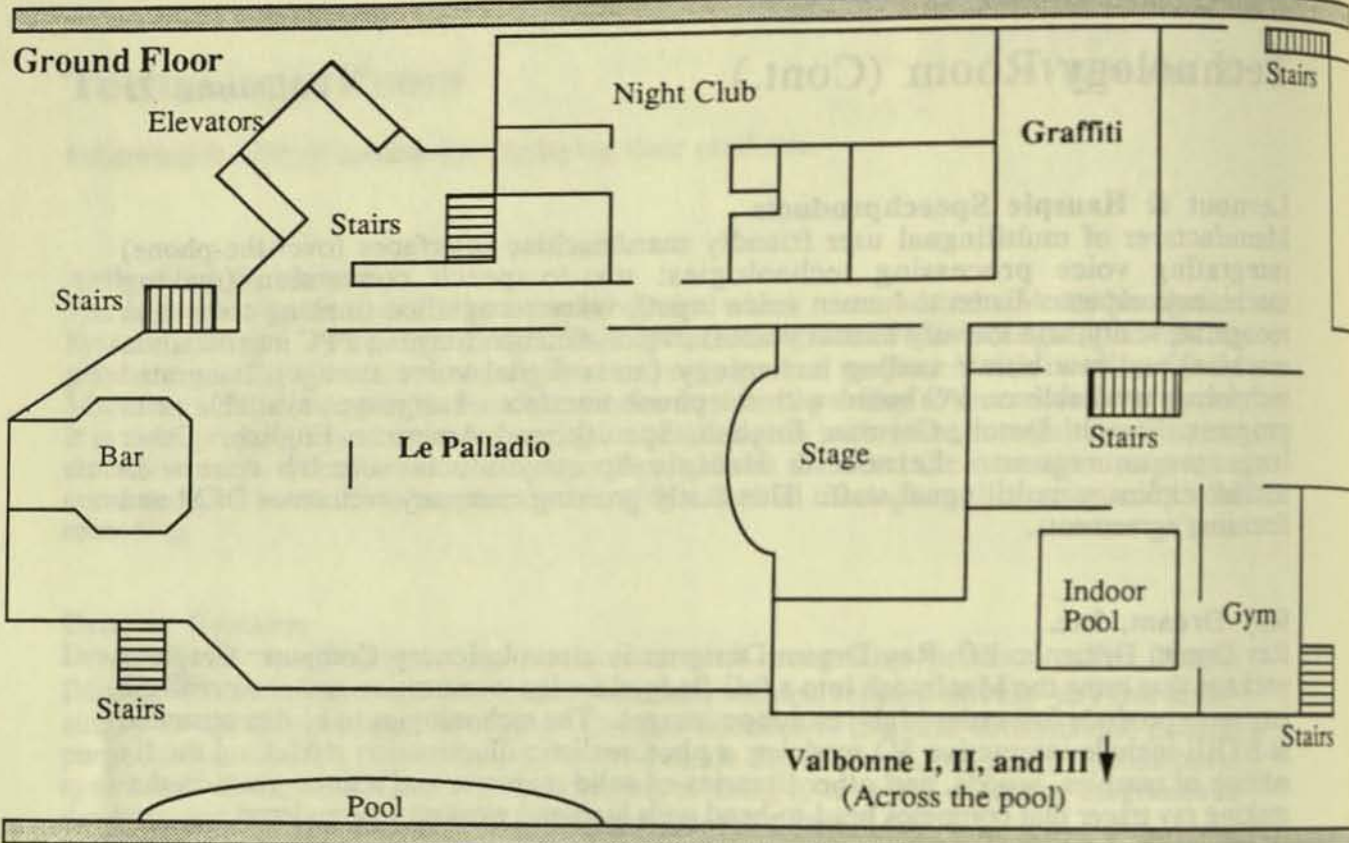
Ray Dream, Inc.

Ray Dream Designer 1.0: Ray Dream Designer is a revolutionary Computer Graphics package that turns the MacIntosh into a full-fledged design workstation and photorealistic engine to produce full-color high-resolution images. The technologies to be demonstrated at ETRE include interactive 3D modeler; a photorealistic illumination model; on the fly editing of marbles, woods, and other libraries of solid textures; and a three-years-in-the-making ray tracer that competes head-to-head with high-end workstation renderers.
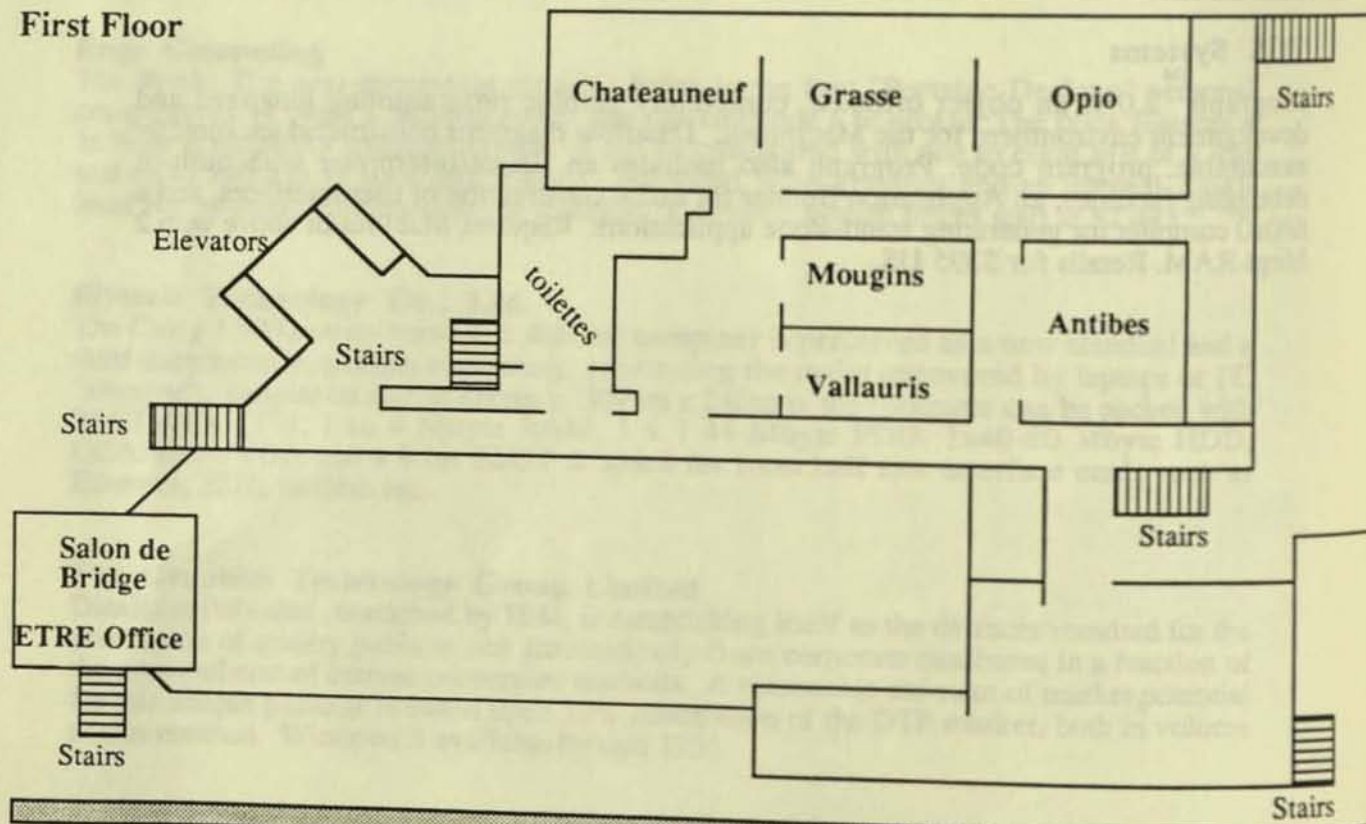
TGS Systems
™

Prograph 2.0 is an object oriented, completely graphic programming language and development environment for the MacIntosh. Dataflow diagrams constructed are directly executable, program code. Prograph also includes an Editor/Interpreter with built-in debugging facilities, an Application Builder for quick construction of user interfaces, and a 680x0 compiler for generating stand-alone applications. Requires MacPlus or above with 2 Megs RAM. Retails for $395 US.

Conference Rooms

Ground Floor

Elevators

Night Club

Graffiti

Stairs

Stairs

Stairs

Stairs

Bar

Le Palladio

Stage

Stairs

Indoor Pool

Gym

Stairs

Stairs

Valbonne I, II, and III ↓
(Across the pool)

Pool

First Floor

Chateauneuf

Grasse

Opio

Stairs

Elevators

toilettes

Stairs

Mougins

Antibes

Stairs

Vallauris

Stairs

Salon de Bridge

ETRE Office

Stairs

Stairs

Stairs

Second Floor - Restaurant - "Les Olympiades"

Animatrix

Since 1984, Animatrix has pioneered the design of interactive communication. Today, Animatrix provides design services in three areas: sales and marketing, learning, and interface design.

Sales and Marketing

Animatrix creates new product demos for clients such as Adobe, Aldus, Kodak, Lotus, and Hewlett-Packard, as well as corporate capability, pieces such as a recently completed project for the international design firm, Landor Associates.

Learning

A user's first introduction to the Macintosh comes by way of the highly acclaimed animated "Guided Tours" products by Animatrix for Apple Computer. Animatrix builds complete training systems, such as a disk based course for "Preventing AIDS and Hepatitis B in the Workplace" and "The Guided Tour of the Outbound Laptop System," as well as design consultation for corporations with in-house resources, such as Tandem Computer and Pacific Bell Directory.

Interface Design

Animatrix designs graphic interfaces for access to mainframes, such as the national information system designed for Domino's Pizza Distribution, as well as access to information on compact disks, such as the "Reference and Presentation Library" for Apple Business Marketing.

ASIC Technology & News

Nanci J. Magoun
Chairman and Publisher

Ms. Magoun is the founder and chairman of *ASIC Technology & News*, a venture capital-backed publishing and information services company serving the application-specific integrated circuit and electronic design automation (EDA) industry.

ASIC Technology & News, based in Mountain View, CA, publishes a monthly business and news magazine read by more than 40,000 executives, system development managers and design engineers, who represent virtually every major OEM company in the United States. The company also sponsors several industry events including an annual executive forum in late spring and is launching an international design engineering and ASIC exposition (IDEA 1991) in Silicon Valley next April.

Previous to founding ATN in January 1989, Ms. Magoun spent the last seven years in the electronics industry including five years (1982-1986) at Fairchild Semiconductor working both in ASIC applications engineering and marketing. Immediately thereafter, she served at Dataquest, a leading technology market research company, as an industry analyst. Her responsibilities there included providing clients with insight about electronic equipment trends and the associated IC requirements, with a focus on computers and peripherals.

Ms. Magoun is an avid tennis player and serves as a contributing writer for technology articles for *U.S. World and News Report.*

Barnsley Communications, Inc.

Barnsley Communications was established in 1990 to market the image compression software and hardware products designed and developed by Iterated Systems, Inc. which is based in Norcross, GA. These products exploit the new technology of Fractal Image Transforms which is based on the research carried out by Dr. Michael Barnsley. Barnsley Communications is privately owned and has sales offices in Europe and throughout the USA.

Barnsley Communications believes that the vast volume of data required to represent images in a computer readable form is currently a limiting factor in many areas of technological development. The problem is even greater when such data must be transmitted from place to place. The products supplied by Barnsley Communications are the only comparable image compression/decompression products that provide a 'software only' decoder for IBM microcomputers (or compatibles) which requires no special hardware.

P.OEM Developers' Kits

These kits enable developers of software for 286 and 386-based PCs to integrate Fractal Transform Decoders into their application software. Currently kits for monochrome and color (EGA, VGA and super VGA) are available.

P.OEM Encoder Boards

Final tests are being carried out on the P.OEM Encoder Board for still images. This board is IBM AT compatible and will enable developers to encode images using the Fractal Transform method. Future boards are planned which will be capable of encoding video images in real time.

Barnsley Communications has been funded with $12 million of venture capital by Benjamin Enterprises A/S which is backed by four well-known Norwegian groups: Benjamin A/S, The Norwegian Association for Science and Technology, Four Seasons Venture A/S, and the Farsund Group.

Barnsley Communications will be represented at ETRE by Dr. Michael Barnsley. Dr. Barnsley is co-president of both Barnsley Communications, Inc. and Iterated Systems, Inc.

Headquarters

Barnsley Communications, Inc.
5550-A Peachtree Parkway, Suite 545
Norcross, GA 30092
Telephone (404) 448-0033
Telefax (404) 448-2184

CDFI

The CDFI Group consists of seven software houses that cover the whole French territory. Their activities focus on three areas: general and specific software packages, facilities management and associated services, and engineering.

Markets Information

The revenue distribution in 1989 has been 38% for software packages, 45% for facilities management, and 17% for engineering.

The strategy of the Group consists of:

- holding a leading position for its software packages by supplying a permanent assistance to the customers and a top technical control as well as an ongoing update of the products according to the latest improvements of data processing techniques;

- providing facilities management customers with a large range of flexible and secure solutions to manage the means required by their data processing systems;

- integrating hardware and software tools involving all types of platforms from micros to mainframes.

Packages Sold by the Group

COTRE/ASCOP	Accounting
AMLOG	Logistic (American software product)
CARENE	Maintenance management
YOLE	Public service accounting
ESQUIF	Health insurance management
EPSYDRE	Trading management of water distribution
SYMPHONIE	Hospital management
OPHYTE	Real estate management

Financial Information

Revenue history (in millions of French Francs)	1989	1988	1987
	380	300	200

At ETRE

Mr. Baudouin Drieux, Managing Director

Headquarters

120, rue du Faubourg
Saint-Honoré 75008 Paris
Phone   42 56 44 68
Fax   42 56 44 92

6, avenue de la Créativité
59650 Villeneuve D'Ascq
Phone 20 67 50 50
Fax   20 67 50 51

Cunningham Communication, Inc.

Founded September 11, 1985
38 employees
Privately held

Cunningham Communication, Inc. is a Silicon Valley-based consulting firm specializing in the development and implementation of strategic communication and market strategies for high technology companies.

Company Positioning and Strategy

Cunningham Communication is a public relations firm creating strategic communication programs for high technology companies. Our objective is to help our clients win in the global marketplace. Our approach is to unite marketing and communication in an attempt to redefine public relations as an essential and vital component of the business strategy. As a catalyst for the development of that strategy, we provide or coordinate virtually every service within the communication scope. We believe we earn the right to be a partner with our clients — and that is our goal.

The high tech industry is maturing to a point where features are easy to copy. Almost anyone can make a chip, system or software package deliver what many other products offer. Therefore, communication has become a critical element of the business strategy. And positioning has become essential to effective communication. At times, it involves modifying the corporate vision, other times the market reality. Most often it's a combination. When the two come together, then we have succeeded.

Portfolio clients include Aldus Corp.; Autodesk, Inc., Multimedia Division; Borland International; C-Cube Microsystems; Digital F/X; Electronic Arts; Hewlett-Packard Networked Systems Sector, Software Engineering Division and Worldwide Customer Support Operations; Interactive Systems Corporation, a subsidiary of Eastman-Kodak; Metaphor Computer Systems; Motorola Microprocessor Products Group; ParcPlace Systems; Pillar Corp.; and Truevision.

Financial Information

1989 — $2.5 million (fee revenues)
1990 — $3.5 million (fee revenues estimate)

Name and Title of Officer attending ETRE

John Volkmann, Associate

Headquarters

Cunningham Communications, Inc.
2350 Mission College Blvd., Suite 900
Santa Clara, CA 95054
(408) 982-0400
Fax (408) 982-0403

CW Publishing Inc.

CW Publishing is the publisher of *Computerworld*, a tabloid newspaper for MIS professionals. Established in 1967, *Computerworld* reaches over 600,000 computer professionals each week. The newspaper has 200 employees and is affiliated with International Data Group (IDG), the world's leading publisher of information on information technology.

Technology/Markets Information

Computerworld delivers the most powerful purchasing group ever assembled. They are individuals who drive decisions for technology investments: the developers of strategy, builders of architecture, specifiers of tools, and providers of services through which users attain the benefits offered by their applications. Together they form the sphere of influence critical to technology vendors.

These people rely on *Computerworld's* hard-hitting, analytical editorial. Through the pages of *Computerworld*, they equip themselves with the strategy, application, and product information they know they can confidently and successfully use for making serious business decisions.

Awards

Computer Press Awards 1987 — Best Newspaper
Computer Press Awards 1987 — Best News Story
Magazine Design and Production's 1990 Ozzie Award for Best Newspaper Design

Financial Information

Revenues
1988 — $57 million
1989 — $61 million
1990 — $67 million

Attending

Fritz Landmann, President of CW Publishing, Inc.

Headquarters

CW Publishing, Inc.
375 Cochituate Road
Framingham, MA 01701-9171
508 879-0700
508 875-4394 (fax)

Dakota Microsystems, Inc.

Founded 1988
14 employees
Privately owned

Dakota Microsystems is developer and marketer of the intelligent Uninterruptible Power Supply (UPS) on a PC plug-in card.

Technology/Market Information

Dakota is positioned as the company with "smart" power products — products with automatic power back-up and data saving functions.

The company plans to dominate the emerging market for intelligent power products through the development of new applications.

The product line is comprised of two products:

The PowerSave 500, a PC compatible, DOS-based product, automatically uses specific protocols, without computer user intervention, to provide power and data protection. During the typical power lapse of up to two seconds, the on-board NiCad batteries carry the computer through. If power has not been restored within two seconds, all computer memory is saved and written to the hard disk drive. When power returns, the system automatically restores to its original state. It saves all memory on 8088/86 and 286 systems, and conventional memory on 386 and 486 systems.

The PowerSave 500 PLUS has all the functions of the PowerSave 500, plus full memory saving capabilities on 386/486 systems.

Financial Information

Revenue information
Revenue through December 1990 is estimated to reach $2 million.
It is expected that 1990 will be a profitable year.
International revenue is over fifty percent of total sales.

Equity structure
Private funding of $750,000 has been utilized.
Current company valuation is estimated to be over $5 million.
A further funding of $1.5 million is anticipated.

Attending ETRE

Donald Jay Huizingh, Vice President, Marketing and Sales

Headquarters

Dakota Microsystems, Inc.
301 E. Evelyn Avenue, Building A
Mountain View, CA 94041
Voice: 415-967-2302
Fax: 415-964-8338

DCM Limited

DCM Limited, the Delhi Cloth & General Mills Company Limited, was founded in 1989 by the illustrious Lala Shriram. Started as a textile company, it soon diversified into several fields — sugar, fertilizers, chemicals, vegetable oils, silk, heavy engineering, electronics, and computers. During the 1970s, it became the fourth largest industrial house in India and "DCM" became a household name to the millions of families.

The corporation is managed by a highly qualified professional team that was led until 1985 by Dr. Bharat Ram, who was the first Asian to become President of the International Chamber of Commerce. The present Chairman and Managing Director is Dr. Vinay Bharat-Ram, who was greatly responsible for the high-tech diversification (DCM Data Products, semiconductor unit, DCM Toyota, etc.) of the DCM group.

The major interests of the DCM group lie in:
- Computers (design and manufacture)
- Foundries (grey iron castings), and
- Real Estate

apart from textiles and other products.

DCM Data Products, the computer unit (established in 1972) ranks among the first five largest computer companies in India. It is engaged in the design and manufacture of PCs, mini-computers, microprocessor-based industrial controllers, and many software products.

The Foundry unit is one of the largest and most modern in India and is a major supplier to many large automobile, truck, and tractor manufacturers in the country. One of the largest customers is the Indian partner (manufacturer) of Suzuki, Viz Maruti.

DCM has a major interest in real estate in Delhi, which is valued at $300 million.

DCM group has also major controlling interests in:

DCM Toyota — a joint venture between Toyota Motor Corporation of Japan and DCM, for the manufacture of light commercial vehicles (DYNA Class), and

Shriram Fibres (SRF) — largest manufacturer in India of nylon tire cord for automobile and truck tires and also auto electricals in association with Nippon Denso of Japan.

Ergo Computing, Inc.

Ergo Computing, Inc. was founded in 1986 and develops microcomputer products in two areas: DOS Extender software and personal computers. Based in Peabody (Boston), Massachusetts (USA), Ergo is a privately held company with 60 employees.

Ergo recently introduced a new category of personal computer — the portable desktop. Ergo's product, the Brick, addresses the market between laptops and desktops by offering exceptional portability (only 8 x 20 x 28 cm and 3.7 Kg), with uncompromised performance (386/486 performance with over 200MB hard disk). The Brick is the first of a line of modular "designer" computer products that can serve many different types of users.

The company has a history of innovative technology developments; it introduced the first 386 add-in board, the HummingBoard. The first DOS Extender, OS/386, broke the DOS 640K memory barrier and is now widely used in major software applications such as Borland International's Paradox and Cadam's MicroCadam Plus, among others.

Ergo is also developing new techniques in value-added factory-direct distribution. Bricks can be ordered completely loaded with software to the customer's specification, including a unique "Talking Tutorial." The Talking Tutorial explains by spoken word, played back on the Brick, how to use each software program. Also, each Brick incorporates a modem, permitting the company's support team to offer virtual desk-side support. If problems arise, the support team can operate a customer's system remotely, as well as update BIOS and application software.

The Brick has been nominated for *PC* magazine's prestigious Technical Excellence Award for Design.

Ergo is building relationships with major distributors for international markets. Ergo has signed international distribution agreements with Métrologie (France, Spain); Singapore Technologies (Southeast Asia); and TECNAD (Switzerland, Luxembourg). Ergo is currently seeking distribution partners in additional territories.

To support the roll-out of the Brick, the company in May 1990 completed its first external funding. Participating were key corporate and venture partners including ASCII Corp. of Tokyo, Japan; DSC Ventures, Cupertino, Calif. (funded by Ray Noorda, Novell CEO); Singapore Technologies Industrial Corp., Singapore; and Bank of Boston, Boston, MA. Projected revenue in 1991 is US$100 million.

Tom Spalding, Founder and President of Ergo Computing, will represent the company at ETRE. Before Ergo, Mr. Spalding was a founder of PictureTel, Inc., now the market leader in video conferencing. In 1979 he received an Emmy Award for the first live, in-racecar camera system which debuted at the Daytona 500. His first business, Warehouse Sound Co., started while he was a college student, became the largest U.S. direct marketeer of HiFi equipment and a chain of retail stores, and was later acquired by CBS, Inc.

Feeder

Established 1984
60 employees
Private ownership; member of "Groupe ISE"

Feeder is the number one software and peripherals distributor in France, selling to resellers.

Technology/Markets Information

The company is the number one distributor in France, selling to dealers, VAR's, SSII. Products are software packages and peripherals on PC and Macintosh environments. Main suppliers are Microsoft, Claris, IBM, Lotus, Aldus, ISE Cégos, Borland, Epson, ACI, NEC, Kortex, La Commande Electronique, among others.

Financial Information

(in millions of French Francs)	1987	1988	1989
Revenues	11	21	36
Earnings	.5	1.3	2.1

Key Investors

Cegos

International Corporate Offices

Bastibe Blanche
13127 Vitrolles, France
Tel: 33 42 75 84 00
Fax: 33 42 75 84 36

Frame Technology Corporation

Frame Technology develops and markets integrated computer publishing software for creating and electronically distributing a wide variety of business and technical documents.

Technology/Markets information

Frame Technology's principal product, FrameMaker ®, is a powerful, yet easy-to use publishing package ideal for multi-platform, multi-author publishing environments. Frame software is available on over 25 different platforms, supports multiple foreign languages, and has an installed base of over 40,000 users worldwide.

No other publishing software integrates such complete authoring, layout and hypertext capabilities across so many platforms. Frame is one of the first company's to successfully develop and market the concept of a floating software license.

Frame has already captured a significant share of the fast-growing computer publishing market which is estimated by Dataquest to reach over $B by 1992. A recent survey that appeared in BusinessWeek ranked Frame as one of the 25 fastest growing start-ups in a database of 30,000 high-tech companies. Frame competes successfully against much larger players in an increasingly competitive marketplace and has grown by over 75% or more every year since it was founded. The company attributes its success to a first-rate management team, technically superior products, penetration of all major platforms and distribution channels in the workstation market, and top-notch customer service and support.

Financial Information

Revenues
1987—$3.6M
1988—$9.2M
1989—$16.5M
1990E–$25

Net Income
1987—$.5M
1988—$2.1M
1989—$2.1M
1990E–$N/A

Revenue from international operations: 25% (fiscal year ends 12/90)

Attending

Charles Corfield

Headquarters

Frame Technology Corporation
1010 Rincon Circle
San Jose, CA 95131
408 433-3311
408 433-1928 (fax)

Hercules

Hercules Computer Technology, Inc. of Berkeley, California, is a privately held developer and manufacturer of innovative PC display cards and solutions for high performance graphics and imaging applications for IBM PC compatible computers.

Founded in 1982, Hercules pioneered the PC add-in card industry with their first product, the Hercules Graphics Card, setting the standard for monochrome graphics for the IBM PC.

Today, Hercules maintains its reputation for creating high quality products that move the industry forward. Its recently launched products, the Hercules Graphics Station Card, and the Hercules Art Dept., are the first to bring affordable 24-bit true color to standard VGA monitors. With the flexibility to run all standard business applications, its latest offerings are targeted at CAD, DTP, Windows, and X Window markets.

Leveraging technology alliances and distribution partners, Hercules plans to accelerate the introduction of new products in the 1990s.

Industry/Product Awards

1990   The Hercules Graphics Station Card is nominated for *PC* magazine's Editor's Choice for Technical Excellence.

1989   Softsel 7th Anniversary Hot List Award, celebrating 250+ weeks on the Softsel Hot List.

At ETRE

John a. Edeleanu, Chief Operating Officer. Mr. Edeleanu was born in Berkeley, California and raised in Geneva, Switzerland. His educational background includes an MBA from Harvard and a B.S. in Engineering from Yale University. Prior to joining Hercules, Mr. Edeleanu was an executive with Pepsi-Cola in San Francisco, California.

Headquarters

Hercules Computer Technology, Inc.
921 Parker Street
Berkeley, CA 94710
Tel. (415) 540-6000
FAX (415) 540-6621

Public Relations Contact:
Kim Domino
Domino Public Relations
Tel. (408) 736-3350
FAX (408) 736-3255

Industrial Development Authority of Ireland (IDA)

IDA Ireland is an autonomous state-sponsored organization established under the Industrial Development Act (1969) by the Irish Parliament. The IDA is responsible for promoting and developing industrial development in Ireland. IDA Ireland has a network of 16 overseas offices and nine regional offices in Ireland to assist and promote industrial development.

In addition to stimulating the development and expansion of Irish industry, the Irish Industrial Development Authority has been successfully helping overseas industry to set up in Ireland since 1969. IDA Ireland has attracted over 900 overseas companies to establish manufacturing and service plants in Ireland. These companies service markets in North America, Europe, the Far East and the Middle East. IDA Ireland provides a complete service to the industrialist from initial contact to start-up and beyond. The IDA offers the best incentives in Europe, tailored in individual packages for each company. IDA Ireland is the most experienced development agency in the world.

JP Morgan

J.P. Morgan & Co. Incorporated, whose origins date to a merchant banking firm founded in London in 1838, provides banking and other financial services to corporations, governments, institutions, and individuals throughout the world. Its activities include providing corporate finance advice and arranging financing, underwriting and trading securities, and managing pension and other investment funds.

J.P. Morgan & Co. is listed on the New York, Amsterdam, London, Paris, Switzerland, and Tokyo exchanges (symbol: JPM).

Strategic Strengths: J.P. Morgan in the 1990s

J.P. Morgan & Co. enters the 1990s a dramatically different institution, ready to seize the opportunities created by worldwide change. As the last decade has transformed global finance and business, so we have transformed ourselves, shifting our focus to meet the new needs of our clients.

Relationships that until a few years ago hinged on our ability to supply funds are now broader and more varied. Now we act as our clients' advisor, helping to shape their financial strategies. We act as intermediary, providing access to capital and investments, and helping them manage risk. We meet our clients' need for a firm that will listen, that will understand and solve the largest and most subtle challenges they confront.

These roles are not entirely new to J.P. Morgan. They are rooted in our historic position as global financial advisor and intermediary. And they spring from our well-established strengths — strengths we are committed to constantly renewing.

Financial Highlights

Dollars (in millions)	1989	1988	1987
Interest revenue	8,657	6,998	5,894
Non-interest revenue	1,737	1,558	1,429
Total revenues	10,394	8,556	7,323
Breakdown by region:			
U.S. related	5,506	4,367	3,703
Europe, Middle East and Africa	3,435	2,717	2,618
Western Hemisphere, excluding U.S.	801	873	477
Asia and Pacific	652	599	525
Net Income <loss>	<1,275> (a)	1,002	83

(a) JPM recognized a $2 billion provision for credit losses in Q3 1989.

Other Selected Data

14,207 employees as of 12/31/89.

At ETRE

Michèle Goffin, Vice President, Industry Specialist, Paris
Jean-Luc Marchand, Vice President, Global Technology, Paris

Headquarters

J.P. Morgan & Co. Incorporated
60 Wall Street
New York, NY 10260
(212) 483-2323

Subsidiary

Morgan Guaranty Trust Company
14, Place Vendôme
75001 Paris
(1) 40 15 45 00

L.I.R. Logiciels pour l'Informatique Répartie

Founded in 1979 as a French Société Anonyme (limited company), LIR is a privately owned company with 210 employees and an annual revenue of 200 million French Francs. It operates a subsidiary in San Jose, California.

Technologie Markets Information

LIR is fully independent of all manufacturers and offers a full range of data communication software for the mini- and micro-computer market.

These software are compliant with the OSI, CCITT and mainframes protocols such as IBM and Honeywell BULL.

Three fields of activity are involved: the portable software, the data communication products, and the consulting and manpower.

The portable software is available under license in source code form and covers the X.25 family, the SDLC and QLLC access to IBM, the VIP, TG and ISO DSA access to Honeywell BULL with the corresponding terminal emulators, file transfer, and API.

The communication boards for PC and local area networks range from intelligent cards with OSI and mainframe software running simultaneously to full datacom servers. They are compatible with IBM PCs under DOS, OS/2, UNIX and Macintosh, offering gateways between LANs and X.25, transactional access to IBM and Honeywell BULL, and electronic mail.

Consulting and manpower is offered mainly to computer manufacturers for the adaptation of licensed software to their dedicated equipment and it includes support for certification in all European and North American countries for its own products and the complete RETIX OSI software. Hot line support and maintenance is available in Europe, the U.S., Canada, and Japan through its subsidiaries or technical partners.

Financial Information

For the last three years LIR revenue has an average annual increase of 45% per year and the company has been profitable since founded. LIR is privately owned by its founders and two French institutional investors.

At ETRE

Pascal Courteault, Vice President, Corporate Development and Marketing

Headquarters

Logiciels pour l'Informatique Répartie
Square Charles Peguy BP 143
91403 Orsay Cedex, France
Tel (33) 1 69 28 70 37
Fax (33) 1 69 28 78 09

Locate in Scotland

Established 1981
70 employees

Locate in Scotland (LIS) was the first one-stop inward investment bureau in the UK. LIS is a joint government + Scottish Development Agency operation.

Technology/Markets Information

Set up to provide a professional, comprehensive service to potential inward investors, LIS has four main operational purposes:

- Marketing Scotland overseas as a location for investment
- Advising potential investors
- Negotiating an appropriate development package
- Providing aftercare to investing companies

Investors need only contact one single coordinating body with the capacity to deliver turnkey development packages geared to the needs of client companies. LIS aims to answer all the inquiries which inward investors have on matters such as site location, property provision, education, manpower, labor performance, communications and telecommunications, local subcontract and component and service suppliers, and the quality of the cultural and physical environment. LIS can also provide advice and assistance with loan and equity funding and can directly deliver government financial assistance where appropriate.

Key target markets are North America (served by four offices in Stamford, Chicago, Houston, and San Mateo), the Far East (through our Tokyo and Hong Kong offices), Europe and Scandinavia (from Brussels and Glasgow) and the rest of the UK (London and Glasgow).

Key sectors include electronics, healthcare, advanced engineering, and financial services sectors.

The success of this strategy is illustrated by the range of companies that have been attracted to Scotland, including Sun Microsystems, JVC, NEC, Mitsubishi Electric, Direct Line, Bankers Trust, Compaq Computer Corporation, Caledonian Paper, and Conner Peripherals. The total number of overseas manufacturing companies who have established operating bases in Scotland is now over 300. Within the last financial year alone (1989-90), over 64 overseas projects invested in Scotland, bringing almost 10,000 new jobs and over £850 million investment to the economy.

At ETRE

Mr. Graham Cook, Manager, U.S. Operations

Headquarters

Locate in Scotland
Scottish Development Agency
120 Bothwell Street
Glasgow G2 7JP Scotland
Tel: 041 248 2700
Fax: 041 221 5129

Logiciels pour l'Informatique Repartie

LIR (Logiciels pour l'Informatique Repartie) is a group of companies dedicated to the field of data intercommunications. LIR, established in 1978 at Orsay, France, is privately held and employs 225 people worldwide. Estimated revenue for 1990: $40M. LIR Corporation was set up in California in 1989 to service the U.S. and Pacific Rim markets.

The LIR Group provides data communication products and services, enabling local and wide area network systems to intercommunicate. LIR has placed special emphasis on European and international standards and has established itself in a position of European leadership for data communication software such as X.25 packet switching, and OSI, as well as providing connectivity to de facto standards such as IBM's SNA and Honeywell Bull's DSA, TGT and VIP.

LIR Corporation offers and supports a comprehensive range of products and services.

Portable Software

X.25, X.3, X.28, X.29, X.29M, X.32, X.123
SNA (SDLC and QLLC) and terminal emulations (327x including 3279 and 3279G, 328x ...)
Honeywell Bull (VIP, TGT), terminal emulation (SKU, TTU), ISO/DSA

Unix™ Software

X.25 under UNIX V version 3, conformal with the STREAMS implementation.

WAN Communication Boards (FPX™, AT-FUT)

This family of boards offers X.25 and PAD facilities under DOS, OS/2 and UNIX (interactive and SCO). These boards, which are fully downloadable, also provide SNA and BULL connectivity as well as Retix's OSI Transport and Session. This family of boards is currently available for a wide range of buses such as PC, AT, MCA, MULTIBUS™, and VME, with NUBUS to be announced shortly. The software running on these boards is derived from LIR's portable offering, thus providing an entire range of fully compatible products.

An on-board real time system allows the boards to operate as a multi-media, multi-user WAN gateway in a LAN environment or as a stand-alone configuration.

Engineering Services

LIR provides engineering services to its customers in the portation of LIR software to their specific environments. This facility is not limited to LIR's own products but to any type of software in which LIR has developed a unique competence, such as the portation of Retix's OSI.

Consulting Services

LIR provides consulting service to those U.S. companies who are targeting international markets. By incorporating all of the relevant international and, more specifically, European data communications features in their designs, LIR's consulting services can enable those companies to compete successfully in these markets. LIR Corporation also supplies, on a contract basis, the specialized manpower in both the U.S. and Europe that may be required by its clients, and can assist in the certification process required for product acceptance in the various European countries. LIR is uniquely positioned as a group to offer support on both sides of the Atlantic.

Headquarters

Frederic Mussidon, Chairman
Frederick G. Ross, President
226 Airport Parkway, Suite 5:0
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Telefax (408) 436-6060

NetFRAME Systems Inc.

General Information

NetFRAME Systems, Inc. is a privately held company that develops, manufactures, and markets a family of network server platforms for personal computer-based local area network environments.

The company was started in 1987 by Carlton G. Amdahl, a veteran mainframe computer scientist, and Enzo Torresi, co-founder of Businessland, Inc. Mr. Amdahl currently serves as Chief Technical Officer and Chairman of the company; Mr. Torresi is President and Chief Executive Officer. NetFRAME currently has 105 employees.

Technology/Markets Information

NetFRAME's "network mainframe" systems were designed specifically for client/server computing and combine the high reliability, data integrity and security of mainframes with the simplicity, flexibility and cost advantages of personal computers.

By taking a fresh architectural approach to increasing input/output (I/O) throughput, NetFRAME created the first family of dedicated server platforms that are compatible with PC network operating systems and applications -- NetWare 386 and OS/2 LAN Manager. NetFRAME systems -- the NF100, NF300 and NF400 -- offer a wide range of scalable performance and expandability.

NetFRAME systems have been shipping to corporate customers since late 1989, and are sold worldwide by highly qualified resellers and system integrators. Olivetti markets the NetFRAME family on an OEM basis to customers throughout Europe, Canada and Australia.

Financial Information

•Corporate Technology Investors: Apple, Olivetti, Xerox, Chips & Technologies
•Other Investors: Paine Webber Development Corporation; Morgan Guarantee Trust; Fleming Venture Fund; Kleiner Perkins Caufield & Byers; Bessemer Ventures; Menlo Ventures; 3i Ventures; MK Global Ventures
•Equity investments in the company total $29.5 million
•Company valuation established at $108 million
•Completed third-round, $12 million private financing in June, 1990

At ETRE

Richard B. Siegel
General Manager
European Operations

Headquarters

NetFRAME Systems Inc.
1545 Barber Lane
Milipitas, CA 95035
Tel: 408.944.0600
fax: 408.434.4190

NeXT Computer Inc.

Founded September 1985.
500 employees.
Highly automated factory in Fremont, CA

Senior Staff:
Steven P. Jobs, Susan Kelly Barnes, George L. Crow, Randy R. Heffner, Richard A. Page, Todd Rulon-Miller, Guy L. (Bud) Tribble, Theo Wegbrans, Phillip E. Wilson.

Company Mission:
NeXT Computer, Inc. designs, manufactures and markets "Interpersonal Computing" systems that promise to enhance the way groups work together in the 1990's. NeXT sells its products directly and through selected retail and VAR channels in North America, Asia and Europe.

The NeXT Board of Directors:
Chairman: Steven P. Jobs
Directors: Dr. John P. Crecine, president, Georgia Institute of Technology;
             Ross Perot, founder, Electronic Data Systems and the Perot Group;
             Hisashi Sakamaki, director, Business Systems Operations, Canon, Inc.

Financing:
1989-Canon Inc.: $100 million
1987- Ross Perot, Steve Jobs, Stanford University, Carnegie Mellon
University: $26 million
1985- Steve Jobs: $7 million

Ownership:
Steven P. Jobs, 50%
NeXT employees, 20%
Canon, Inc., 16.67%
The Perot Group, 12.51%
Stanford University, 0.41%
Carnegie Mellon University, 0.41%

Pro forma Valuation:
$600 million (including $100 million investment)

Higher Education Advisory Board:
Currently consists of representatives from 22 leading universities in the nation, and one member who also serves as the president of EDUCOM, a non-profit consortium of colleges, universities and other institutions that provides leadership to higher education and helps its members introduce, use and manage information technology. The NeXT Advisory Board, which first met in October 1986, provides guidance to NeXT on products.

Headquarters: 900 Chesapeake Drive,
                 Redwood City, California 94063
                 (415) 366-0900
                 NeXT Computer, Inc. has offices and operations in the
                 United States, Canada, and the United Kingdom.

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• Other Investors: Paine Webber Development Corporation; Morgan Guarantee Trust; Fleming Venture Fund; Kleiner Perkins Caufield & Byers; Bessemer Ventures; Menlo Ventures; 3i Ventures; MK Global Ventures
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Headquarters: 900 Chesapeake Drive,
                  Redwood City, California 94063
                  (415) 366-0900
                  NeXT Computer, Inc. has offices and operations in the
                  United States, Canada, and the United Kingdom.

P.N.B.

Established 1985
40 employees
Ownership: 66% shared between two founders; 26% Métrologie International; 8% Paribas Bank

P.N.B. designs and manufactures modems, particularly for the micro-computer environment. The company has created a range of modems covering the market's actual needs. Its structure also permits specific requirements in the most complex environments.

The range of P.N.B. modems covers add-on cards for PC and PS/2, boxes and pocket modems. P.N.B. modems are used for communications with terminals and micro-computers; these modems are built in the form of specific cards or may come in the form of external units.

P.N.B. has a position as leader in an original market niche, the OEM modems, and is the only current manufacturer of portable modem/fax in Europe. Leader in multi-modem cards for portables on the European market.

More than 10,000 modem/fax cards supplied to manufacturers of micro-computers in 1989. Today, there is no established competition even on the American market.

Quantities produced by P.N.B. for the European market: 20,000 (30,000 if the modem/fax card is counted) which represents 50% of the European market in 1989.

The most prestigious names in micro-computing: Apple, Compaq, Zenith, Toshiba, Nixdorf, Bull, Epson, Wang, Data General, Grid, SMT-Goupil, and Daewood, have chosen a P.N.B. solution. P.N.B. has thus become the OEM supplier of most of the major brands. Very often, specific modems are designed for each OEM customer. This is particularly true for modems that equip terminals or portable micro-computers.

P.N.B.'s Strategy for the Three Coming Years

- To pursue its location in Europe and OEM contracts with new partners
- To continue to set up in the North-American market
- To maintain the price and miniaturization policy for modems to follow the evolution of the micro-computer world
- To develop ISDN interfaces (digital transmissions) which, in the coming decade, will play the role of the modem of today.

Product Awards

- Rewarded at FIGARO "High Tech" - KPMG
- Number One in "High Tech" companies for telecommunications from l'Usine Nouvelle
- Gold Decision 1989

Revenue History

(in millions of French Francs)	1987	1988	1989
Revenues	15.8	31.0	60.0
Earning History	3.2	5.9	8.8
Revenue from international operations (%)			30%

At ETRE

Isabelle Pesquie-Nikitine, Chairman

Headquarters

4, rue Jean Macé
92150 Suresnes, France
Phone: (33 1) 40.99.04.00
Fax: (33 1) 45.06.44.04

Trilogy Corporation Ltd.

Established 1916
320 employees
Privately held

Supplier of turnkey business computer systems including applications software developed by Trilogy. Provision of hardware and software support.

Technology/Markets Information

Trilogy Corporation is a leading supplier of business systems throughout Australasia. Our mission is to provide technologically superior "mission critical" systems and services to our customers at competitive prices.

Trilogy has consistently achieved superior economic returns; return on shareholders funds has exceeded 50% over our last four financial years. We have negligible debt and a strong balance sheet.

Trilogy has developed world class application software products for a number of industry specific markets. Our major products are:

Quota II   Stockbrokers system. Developed in Uniface, 4GL using the Deft Case tool. Will operate with any major database engine, although Sybase is the platform of choice. *Quota* includes full back office functionality, communications to the stock exchange and external databases. Focuses on front office business generation.

Eunice   Inventory management systems. *Eunice* was developed in the Informix RDS environment. *Eunice's* advanced inventory management incorporates demand focus forecasting techniques and the latest inventory management strategies. *Eunice* also incorporates financials, sales, order entry, bill of materials, purchasing, and costing, to provide a complete solution for the wholesale/distribution industry.

Leader   Construction industry system. *Leader* is written in the Sculptor 4GL. The *Leader* package is an integrated system for the building industry covering job costing, estimating, subcontractor, financials, inventory, and payroll.

Financial Information

	1987	1988	1989
Earnings history (net income)	4.5	4.7	5.3
Revenue from international operations: 50%			
Funding to date: $6 million (U.S.)			
Valuation: $20 million (U.S.)			

Key Investors
CCL Group Ltd.; Brierley Investments Ltd., Southcorp Investments Ltd.

At ETRE
Mr. Errol S. Williams, Chairman

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Office of Chairman
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Phone: 251 4040
Fax: 251-2062

Uniplex Ltd.

Founded in 1979
270 employees
Privately owned

Uniplex develops and markets Uniplex Business Software, the world-leading integrated office software for Unix.

Technology/Market Information

Uniplex is the world's leading supplier of office software for open systems. Uniplex business Software has been selected as the preferred office solution by most of the world's leading computer manufacturers, including AT&T, Bull, Data General, Digital, Hewlett-Packard, IBM, NCR, and Siemens-Nixdorf. Latest IDC market research figures show Uniplex holds the largest share of the worldwide market (37.3%) with the nearest competitor (CCI) holding a 16% share.

Uniplex II Plus provides the three core business applications: word processing, spreadsheet, and a choice of Uniplex's own database or transparent links to Informix or Oracle databases. All Uniplex applications share a common user interface and way of working and allow easy exchange of data. Through the provision of transparent database links, easy customization of screens, menus and links into many third-party applications, users are able to build systems that precisely fit their needs.

Advanced Graphics System (AGS) and Advanced Office System (AOS) are optional modules that add to the capabilities of the system. AGS adds sophisticated presentation graphics, while AOS provides features aimed at improving group work, including electronic mail and calendaring. Uniplex Windows allows users to interact with the system through a highly intuitive, graphical interface, thereby further increasing productivity.

Uniplex products are available in over 12 languages and on over 220 different machines, ranging from stand-alone PCs to mainframes supporting several hundred users. By providing continuity across an enormous range of different hardware systems, Uniplex software enables users to preserve their investment in data and expertise with current systems.

Industry/Product Awards

- First British company to be included in the Unix World Top 10 Software companies
- Winner of the Queen's Award for Export Achievement, 1990
- Included in the top ten of The Moneymakers 200 Fastest Growing Companies in the UK

Financial Information

Revenue Information	1989	1990	1991F
Revenues (U.S. $ thousands)	15,922	28,786	47,363
Net Income (U.S. $ thousands)	1,440	4,294	5,445
Revenue from exports (%)	61.7%	70.6%	72.0%

International Corporate Offices

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Alfheim, Tor	Chairman	Dolphin Server Technology
Allani, Férid	President & CEO	Groupe Féral
Aloccio, Louis	Directeur Général	Feeder
Amochaev, Tania	President and CEO	Natural Language Inc.
Andrade, Patrick	Partner	Ernst & Young Conseil
Andresen, Dyrhaug	Manager, Research & Development	Rasterex
Arcus, Wayne J.	President	PureData
Armstrong, Karen	Executive Vice President	Microtech International Inc.
Arnaudo, Jean-Pierre		
Arnold, Stephen D.	Vice-President & General Manager	LucasArts Entertainment Company
Asscher, Jean-Claude	Président Directeur Général	Tekelec Airtronic
Atwood, Tom Jacobstein	Chairman	Object Design
Azan, Alain	President	Sofinnova, Inc.

Bailar, Gregor		NeXT UK
Baird, Liz	Director, Corporate Communications	Quantum Corp.
Baker, Janet	President	Dragon Systems, Inc.
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Bamsley, Michael	President	Barnsley Communications Inc.
Barroso, Jose	Vice President	Multilog
Bechtolsheim, Andy	Vice-President, Technology	Sun Microsystems Inc.
Beckstrom, Rod	Chairman, President & CEO	CATS
Benhamou, Eric	President & CEO	3Com
Bennett, Dina	Vice-President	International Language Engineering Corp.
Bennie, Dennis	Chairman & CEO	Delrina Corporation
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Blohm, David	President and CEO	MathSoft, Inc.
Bojár, Gábor	President	Graphisoft
Bono, Vincent P.	President & CEO	Clearpoint Research Corporation
Borel, Daniel	Président	Logitech
Bourne, Gavin	Director, Corporate Communications	Chips & Technologies
Branscomb, K. C.	President	Intellicorp
Braudé, Pierre	President	Pierre Braudé Associates

50

Brauns, Martin W.	Managing Director	Wyse Technology
Brooke, M.J.	Group Managing Director	Logitek Plc
Brousse, Jean	Directeur de Marketing	GSI
Brown, Dennis	Chairman, President & CEO	Concurrent Computer Corporation
Brüning, Kai	Chief Executive Officer	B&E Software Gmbh
Burton, Craig	President	Clarke Burton Corporation
Butt, Bill	Managing Director	DSC Local Networks

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Chen, S.C.	Vice-President, Marketing	Tatung
Chevalley, Cynthia	General Manager	Jameco Electronics
Chidambaram, Sada	President	Ascii Of America
Chowdry, M.A.	President	Mylex Corporation
Clark, James	Chairman	Silicon Graphics Computer Systems
Clark, Don		San Francisco Chronicle
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Cohen, Jacques	President	PC Technologie
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Collin, Bernard	President	Pacer Europe
Connolly, Enda		IDA
Conroy, Ron	Vice-President	Lloyd Ritter & Associates
Constantini, Eric	Directeur Général	Kortex International
Cook, Graham	Director For Europe	Scottish Development Agency
Corfield, Charles	Founder And Director	Frame Technology Corp.
Cotora, Liviu	Président	Infograph
Coulter, Ken	Vice President, European Operations	Informix Software Ltd.
Coureil, Pierre M.	Vice-President	Booz, Allen & Hamilton, France
Courtéault, Pascal	Marketing Manager	LIR
Courtot, Philippe	President & CEO	cc: Mail, Inc.
Cowpland, Michael	President & CEO	Corel Systems Corporation
Cox, Phillip	Vice-President, R & D	TGS Systems
Cuthbertson, Michael	President	Symsoft

Dali, Paul	Partner	3i Ventures
Davies, Jeremy	Senior Partner	Context

51

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De Mari, Andrew	Chairman & CEO		Retix
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Devis, Marc	Chairman		Westex NV
Dolch, Volker	President & CEO		Dolch Computer Systems
Donaldson, Bruce	President		Donaldson Group
Douqué, Bodo	President & CEO		Uniface B.V.
Dreyfus, Philippe	Vice-President		Cap Gemini Sogeti
Drieux, Baudoin	Managing Director		CDFi
Dubery, Pierre	Marketing Director		Data General France
Dubinsky, Donna	Vice-President, International		Claris
Dunaway, Robert	Counsel		Holtzmann, Wise & Shepard
Dupont, Patrick	Vice-President, Marketing		Omnilogic
Duréault, Antoine	CEO		P-Ingenierie
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Edelson, Steven D.	Chairman & CEO		Edsun Laboratories, Inc.
Edlefsen, Lee	President		Trimetrix, Inc.
Elahian, Kamran	President & CEO		Momenta
Engebretsen, Erik	President & CEO		Norsk Data
Eppley, Mark	Chief Executive Officer		Traveling Software, Inc.
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Fache, Dominique	Président		Startech
Farooquee, Jim	President & CEO		CMS Enhancements
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Foempe, Gerhard	Managing Director		Chips & Technologies GmbH
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Gauchey, Jacques			Tribune de L'Expansion
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Gemassmer, Ernst	Senior Vice President		Novell, Inc.
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Goldberg, Adele	President and CEO		ParcPlace Systems, Inc.

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Gomi, Takashi	President	Applied AI Systems
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Green, Randy	President	Greentree Associates
Grimaldi, Massimo	President	Strategic Software
Grunberg, Georges *net*	Vice-President	Bull
Guida, Leonard J.	Vice-President Finance	Clearpoint Research Corporation
Guillamon, Eugenio	Chairman	Cingasa
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Hare, James	Vice-President, Strategic Sales	Datability Software Systems
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Harrop, Peter John	Chairman	SLS Information Systems
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Macgillivray, Mark	Principal	New Venture Marketing
MacGregor, Douglas	President	Solbourne Computer, Inc.
Magee, Mike	Editor-in-Chief	PC Business World
Magoun, Nanci	Chairman & Publisher	ASIC Technology & News
Mahiat, Alain	Président	Infomaco
Mahoney, David	President & CEO	Banyan Systems
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55

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| Zimmermann, Hubert | President Directeur Général | Chorus Systemes |

INDEX BY COMPANY

Dino Computer	Wolfgang Schäfer
Dolch Computer Systems	Volker Dolch
Dolphin Server Technology	Tor Alfheim
Donaldson Group	Bruce Donaldson
Donaldson, Lufkin Jenrette	Jim Liang
Dragon Systems, Inc.	Janet Baker
DSC Local Networks	Bill Butt

Edsun Laboratories, Inc.	Steven D. Edelson
EDventure Holdings, Inc.	Esther Dyson
Electronic Business Magazine	Nancy Rutter
Ergo Computing, Inc.	Tom Spalding
Ernst & Young Conseil	Patrick Andrade

Facit Group	Arne Mansåker
Farallon	Reese Jones
Feeder	Louis Aloccio
Féral-Ingénierie	Noël Robert
Financial Times	Alan Cane
Flytech Technology Co., Ltd.	Derek Tse
Folio Corporation	Henry Heilesen
Fortune	Brenton Schlender
Frame Technology Corp.	Charles Corfield
Franson & Associates	Paul Franson
Fujitsu Corporation	Yasuchika Koike
Fujitsu Ltd.	Etsuo Shimura
Futur IDS	Pierre Redon

Geposoft	Egon Posch
Gipsi S.A.	Jean-François Abramatic
Graphisoft	Gábor Bojár
GraphOn Corporation	Walter Keller
GraphOn Corporation	Mitchell Stevko
Greentree Associates	Randy Green
GRiD Systems Corporation UK	Paige Hiatt
Groupe Féral	Férid Allani
Groupe Féral	Bruno Pericat
Groupe Test	Danielle Lejais
GSI	Jean Brousse
GST Holdings, Plc.	Jeff Fenton
GST Software, Ltd.	David Rose
GTG Software Ltd.	Graham Sadd
Gupta Technologies, Inc.	Umang Gupta

Hambrecht & Quist	William Hambrecht
Hayes Microcomputer Products, Inc.	Dennis Hayes

Hercules Computer Technology, Inc.	John Edeleanu
Hewlett-Packard New Wave	William Crow
Hexale	André Legendre
HiTech Intl.	Kenneth Kim
Hodskins, Simone & Searls	David Searls
Holtzmann, Wise & Shepard	Robert Dunaway
Holtzmann, Wise & Shepard	Howard Holtzmann

IBM Corporation	Lee Reiswig
IBM Japan Ltd.	Hajime Watabe
IBM United Kingdom Ltd.	David Rayner
ICAT	Masato Hata
IDA	Gerry Sharkey
IDA	Enda Connolly
Il Sole 24 Hore	Guisseppe Caravita
Ilog	Pierre Haren
Ilog	Jerome Chailloux
Imara Research Corporation	Christopher Killarney
Infograph	Liviu Cotora
Infomaco	Alain Mahiat
Informata AG	Mark Lüscher
Informata AG	Karen Hartmann
Informatique & Bureautique	Marielle Stamm
Informix	Phillip White
Informix Software Ltd.	Ken Coulter
Ingram Micro D	Linwood Lacy, Jr.
Intellicorp	K. C. Branscomb
Intelligent Resources	George S. Sheng
Intelligent Resources International	Georges Selvais
Interactive Systems Corporation	Dennis M. Peck
International Business Systems	Karill Sharin
International Language Engineering Corp.	Bernard Gateau
International Language Engineering Corp.	Dina Bennett
ISE-CEGOS	Yann Houdent

Jameco Electronics	Cynthia Chevalley
JEM Associates	John Marman
JetForm Corporation	Thomas Hart
JOD Electronique	Jacques Ouanono

Keylan S. A.	Juan Antonio Solis
Kleiner Perkins Caufield & Byers	Bernie Lacroute
Kokuyo Moebel Co. Ltd.	Nobutaro Hara
Kortex International	Eric Constantini
Kortex International	Philippe Lumbroso
Kortex International	Henri Tébéka

L & H Holding	Paul Hauspie
La Commande Electronique	Hugues Leblanc
Le Monde Informatique	François-Yves Le Gal
Lernout & Hauspie Speechproducts	Jo Lernout
LIR	Pascal Courtéault
LIR Corporation	Frederick Ross
Lloyd Ritter & Associates	Ron Conroy
Logical Design Works, Inc.	Lucian Wencel
Logical Design Works, Inc.	Sigmund Hartmann
Logitech	Daniel Borel
Logitek PLC	J.L. Pickup
Logitek Plc	M.J. Brooke
Logotec Computer Systeme S.A.	Wolfram Kühle
Lotus Development SA	Han Klinkspoor
LucasArts Entertainment Company	Stephen D. Arnold

M.3.C.	F.K. Heidt
Markt & Technik	Bernd Balzer
Mathews & Clark Communications	Walter Mathews
MathSoft, Inc.	David Blohm
Mayfield Fund	Michael Levinthal
MBI Micro Business Italiana, S.r.l.	Mauro Ballabeni
McKinsey & Company Inc. - France	Hubert Joly
Media Letter	Denise Carruso
Memsoft	Patrick Laffitte
Memsoft USA	Gérard Gatt
Merisel	David Wagman
Metaphor Computer Systems	David Liddle
Métrologie	Roger Haddad
Microsoft Corporation	Steve Ballmer
Microsoft Europe	Bernard Vergnes
Microtech International Inc.	Cliff Wildes
Microtech International Inc.	Karen Armstrong
Microtek	Robert Hsieh
MIPS Computer Systems	Stuart Gannes
MIPS Computer Systems, Inc.	Robert C. Miller
Momenta	Kamran Elahian
Morgan Stanley & Co.	William Ford
Mosvold Farsund A.S.	Terje Mikalsen
Mountain Computer, Inc.	James Sedin
MRI	Lionel Hemery
Multilog	Jose Barroso
Mylex Corporation	M.A. Chowdry

Nantucket Corporation	Larry Heimendinger

Natural Language Inc.	Tania Amochaev
Nazem & Company	Fred Nazem
NBI Inc.	Steve Jerritts
NeoConcepts	Sheridan Tatsuno
NetFrame	Richard Siegel
Netherlands Foreign Investment Agency	V. Paul Renardel deLavalette
Neuron Data	Patrick Perez
New Venture Marketing	Mark Macgillivray
New Venture Marketing	Robin Stavisky
Newsweek	Michael Rogers
Nexgen Microsystems	Thampy Thomas
NeXT	Théo Wegbrans
NeXT UK	Ray Schaaf
NeXT UK	Gregor Bailar
Nippon Tectron Co., Ltd.	Ichikazu Yanagida
Nokia Data	Vittorio Levi
Norsk Data	Erik Engebretsen
Novell, Inc.	Ernst Gemassmer

Object Design	Tom Atwood
Office Workstations Limited	Ian C. Ritchie
Olivetti	Vittorio Cassoni
Omnilogic	Patrick Dupont
Omron Systems France	Gérard Valle
Open Software Foundation	David Tory
Oracle Corporation	Mark Rawlins
Outbound Systems	Douglas Swartz

P & P Micro Distributors PLC	David Southworth
P-Ingenierie	Antoine Duréault
Pacer Europe	Bernard Collin
Parallan Computer, Inc.	Gianluca Rattazzi
Parallan Computer, Inc.	William Patton
ParcPlace Systems, Inc.	Adele Goldberg
PC Business World	Mike Magee
PC Globe, Inc.	Janet Traylor
PC Globe, Inc.	Roy Kessler
PC Technologie	Jacques Cohen
Pierre Braudé Associates	Pierre Braudé
PMC Tokyo	Pierre Martin
PNB	Isabelle Pesquie-Nikitine
Poqet Computer Corp.	Bruno Pagliuca
Power Up Software Corp.	Edward Lauing
PrairieTek Corp.	Leon Malmed
Protek	Michael Berman
PureData	Wayne J. Arcus

Quantum Corp.	William Roach
Quantum Corp.	Liz Baird

Raima Corporation	Stephen P. Smith
Rasterex	Jan Erik Stoll
Rasterex	Dyrhaug Andresen
Ray Dream	Eric Hautemont
Research & Development	François Berquin
Research Development & Innovation, Inc.	Rick Schrameck
Retix	Andrew De Mari
Retix	Mark Jung
Rijnhaave Automatisering	Kok Mudde
Rijnhaave Automatisering	Albert Oegema
Rohla Communications International, Inc.	Trudi Rohla

S.A.E.M. Sophia-Antipolis	Gerard Passera
S3 Incorporated	Dado Banatao
San Francisco Chronicle	Don Clark
San Jose Mercury News	Steve Kaufmann
Santa Cruz Operation, Inc., The	Larry Michels
Science & Technologie	Hervé Le Tellier
Scottish Development Agency	Graham Cook
SEC International Business AB	Phillip Pitt
Servio Corporation	Donal O'Shea
Seti	Jean-Yves Schultz
SGS Thomson	Daniel Queyssac
Siemens Computers	Reiner Hallauer
Silicon Graphics Computer Systems	James Clark
Singapore Technologies Industrial Corp.	Kok Siew Wong
Sirius Invest	Peter Hauser
Sitka	Rich Shapero
SLS Information Systems	Peter John Harrop
SMT Goupil	Claude Perdrillat
Sofinnova, Inc.	Alain Azan
Softmart International	Jean-Pierre Politzer
Software Developers Co., Inc.	Steve Underdown
Software Publishing Corp.	Fred Gibbons
Software Venture Partners	William Lohse
Software Ventures	David Hindawi
Solbourne Computer, Inc.	Douglas MacGregor
Startech	Dominique Fache
Sterling Communications Inc.	Marianne O'Connor
Strategic Software	Massimo Grimaldi
Summagraphics Corporation	William Lifka
Sun Microsystems Inc.	Andy Bechtolsheim

Sun Microsystems Inc.	John Gage
Supermac Technology, Inc.	Michael McConnell
Symsoft	Michael Cuthbertson
Synelec Datensysteme GMBH	Gunter Wiegand
Synoptics	Andrew Ludwick
Synoptics	William Lanfri

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Tatung	York Peng
Tatung	Y. H. Hsieh
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Techbyte International, Inc	Ron Moore
Technosoft	Igor V. Velbitski
Tekelec Airtronic	Jean-Claude Asscher
Telesoft	Ben Goodwin
TGS Systems	Jeffrey Waltcher
TGS Systems	Phillip Cox
Thomas Associates Inc.	Susan Thomas
TMO Consultants	Jean Oddou
Touchbase Systems, Inc.	G. Christopher Coffin
Trace Products	Dennis McDonnell
Traveling Software, Inc.	Mark Eppley
Tribune De L'Expansion	Jacques Gauchey
Trigem Computer, Inc.	Y.T. Lee
Trigem Corporation	Young M. Kimm
Trilogy Corporation	Errol Williams
Trimetrix, Inc.	Lee Edlefsen

Uniface B.V.	Bodo Douqué
Uniplex Ltd.	Tony Heywood
USA Today	Kathy Rebello

V.I. Corporation	Roger Howard
Verity, Inc.	Michael Pliner
Versant Object Technology	Michael Seachols
Voyager Company	Jonathan Turell

Walden Capital	Lip-Bu Tan
Westex NV	Marc Devis
Westex NV	Rudi Devers
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