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August 13, 1984

Mr. Steven Snyder
Microsoft Corporation
10700 Northup Way
Bellevue, WA. 98004

Dear Steve,

You know as well as I do the importance of the IBM August 14 announcement. It continues our leadership role in DOS and establishes our Xenix product.

There is no question in my mind that you are the person who did the most to make this happen. Clearly your long hours, hard thinking, good relationships with the customer, encouragement to everyone involved, and management of the process were all critical to this success.

Taking us from the DOS 2.0 disaster to the DOS 3.0 success, and taking us through the PC-IX, Unix standard, AT&T contract, late product, wrong name challenges to Xenix is a very impressive achievement. The patience and dedication required to get through the uncertainty, the low points, my impatience and all the other surprises were incredible.

In my book you are the hero of August 14. Only those of us who worked with you can appreciate how much you did to get those products announced and turn around our relationship with IBM. There are plenty of challenges like WINDOWS, and DOS4 ahead, but we wouldn't have those opportunities if we hadn't succeeded on August 14.

My personal thanks for a great job. I really enjoy working with you. Maybe your example will help me be more patient.

Best regards,

A handwritten signature in cursive script that reads "Bill".

William H. Gates
Chairman

cc: Steve Ballmer
S.S's personnel file