

**Cynthia L. Bates**  
**General Manager, Small Business**



**U.S. Small and Midmarket Solutions & Partners Group**  
Microsoft Corp.

Cynthia (“Cindy”) Bates is the general manager for the small-business division of the U.S. Small and Midmarket Solutions & Partners Group at Microsoft Corp., where she is responsible for maximizing Microsoft’s potential to serve the needs of the 7.5 million small businesses in the United States.

Armed with a wealth of management experience and expertise in strategic and corporate development, investment banking, and small-business operations, Bates is charged with bringing even greater focus and visibility to Microsoft’s already strong, ongoing efforts to serve small businesses. She aims to build increasingly meaningful connections between Microsoft and its small-business customers and educate them on ways that Microsoft® products can improve their businesses and their lives.

Previously, Bates was a managing director for corporate development and strategy at Microsoft, a role in which she led a team responsible for strategically evaluating, structuring, valuing and negotiating the company’s mergers, acquisitions, investments and joint ventures. One of her primary areas of focus was on the small-business applications market, including the orchestration of the strategically vital acquisitions of Navision a/s and Sales Management Systems for Microsoft Business Solutions.

Before joining Microsoft, Bates was a senior vice president for Merrill Lynch & Company Inc. in the financial service leader’s Investment Banking, Retail and E-Commerce Industry Group. She advised major retail clients such as Saks Inc., Tiffany & Co. and Ann Taylor on strategic, financial and e-commerce-related strategies.

Bates also previously worked as a management consultant for Strategic Planning Associates, a Washington, D.C.-based firm providing strategy and marketing advice for Fortune 200 clients.

Bates has bachelor's degrees in international economics and molecular biology with magna cum laude and Phi Beta Kappa honors from the University of Michigan and an MBA from Harvard University. She is a director on the Dean's Economic Advisory Board at the University of Michigan and serves on the board of directors for America's Foundation for Chess, a nonprofit organization that promotes chess in schools with underprivileged students to benefit their strategic thinking and character.

A resident of Seattle, Bates enjoys playing the piano, tennis, squash, skiing, traveling and running, with a personal highlight being the completion of the New York City Marathon with her mother.

#####

Microsoft and Navision are either registered trademarks or trademarks of Microsoft Corp., Microsoft Business Solutions ApS or their affiliates in the United States and/or other countries.

Microsoft Business Solutions ApS is a wholly owned subsidiary of Microsoft Corp.

The names of actual companies and products mentioned herein may be the trademarks of their respective owners.