**Forward-Looking Statements**

Statements on this thread that are “forward-looking statements” are based on current expectations and assumptions that are subject to risks and uncertainties. Actual results could differ materially because of factors such as:

* intense competition in all of our markets that may lead to lower revenue or operating margins;
* increasing focus on cloud-based services presenting execution and competitive risks;
* significant investments in products and services that may not achieve expected returns;
* acquisitions, joint ventures, and strategic alliances that may have an adverse effect on our business;
* impairment of goodwill or amortizable intangible assets causing a significant charge to earnings;
* cyberattacks and security vulnerabilities that could lead to reduced revenue, increased costs, liability claims, or harm to our reputation or competitive position;
* disclosure and misuse of personal data that could cause liability and harm to our reputation;
* the possibility that we may not be able to protect information stored in our products and services from use by others;
* abuse of our advertising or social platforms that may harm our reputation or user engagement;
* the development of the internet of things presenting security, privacy, and execution risks;
* issues about the use of artificial intelligence in our offerings that may result in competitive harm, legal liability, or reputational harm; and
* excessive outages, data losses, and disruptions of our online services if we fail to maintain an adequate operations infrastructure;
* quality or supply problems;
* the possibility that we may fail to protect our source code;
* legal changes, our evolving business model, piracy, and other factors may decrease the value of our intellectual property;
* claims that Microsoft has infringed the intellectual property rights of others;
* claims against us that may result in adverse outcomes in legal disputes;
* government litigation and regulatory activity relating to competition rules that may limit how we design and market our products;
* potential liability under trade protection, anti-corruption, and other laws resulting from our global operations;
* laws and regulations relating to the handling of personal data that may impede the adoption of our services or result in increased costs, legal claims, fines, or reputational damage;
* additional tax liabilities;
* damage to our reputation or our brands that may harm our business and operating results.
* exposure to increased economic and operational uncertainties from operating a global business, including the effects of foreign currency exchange;
* adverse economic or market conditions that may harm our business;
* catastrophic events or geo-political conditions that may disrupt our business;
* the dependence of our business on our ability to attract and retain talented employees; and
* changes in our sales organization that may impact revenues.

For more information about risks and uncertainties associated with Microsoft’s business, please refer to the “Management’s Discussion and Analysis of Financial Condition and Results of Operations” and “Risk Factors” sections of Microsoft’s SEC filings, including, but not limited to, its annual report on Form 10-K and quarterly reports on Form 10-Q, copies of which may be obtained by contacting Microsoft’s Investor Relations department at (800) 285-7772 or at Microsoft’s Investor Relations website at <http://www.microsoft.com/en-us/investor>. The company undertakes no duty to update any forward-looking statement to conform the statement to actual results or changes in the company’s expectations.