

28.8



Off
the
map

Off the map

A PRESENTATION OF THE @HOME NETWORK

OFF THE MAP
A PRESENTATION OF THE @HOME NETWORK

FROM: The desk of Tom Jermoluk

TO: The @Home Network

The story of a company is no more or less than the story of its people. Their journey of commitment, creation, hard work, laughter, and ultimately pride. It is dependent on the attraction and bonding of people who share common goals, values and abilities. Do companies succeed or fail because they have great technology, great business plans, great markets? Or because they have great people!

Many are the questions we face. What if it doesn't work?
What if it's too hard? What if our partners change their minds? What if . . .

To this we say, "What if it does work?"

We are creating a technology that will change the way people live, work, play, learn, and communicate. The spark that creates change on a level that history will remember. And we few who banded together because we share the vision of "What if it does work?", will know that it worked because we thought it could, and knew it should.

This then is the story of the beginning. The first chapter of a work in progress. These are the special people, and their special moments, at the special place we call @Home.

Sincerely,



Thomas Jermoluk, Chairman and CEO, The @Home Network



MAY 95

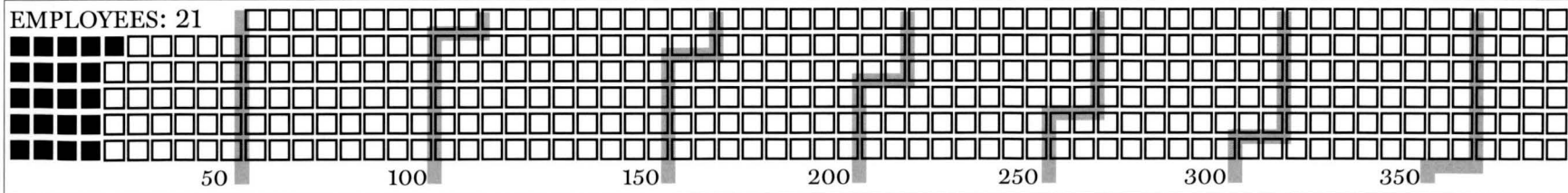
The @Home Network is founded by Tele-Communications International and Kleiner, Perkins, Caufield and Byers.

JUN 96

Cox and Comcast join @Home as equity partners.

Will Hearst and the first @Home pioneers on University Ave. in Palo Alto, our first home.

EMPLOYEES: 21

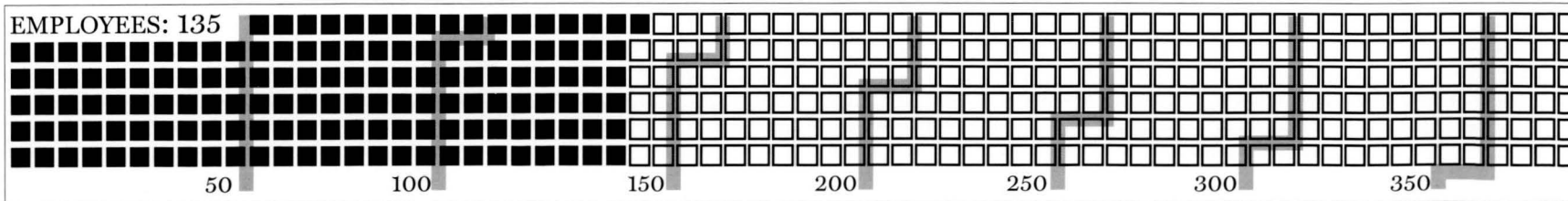


SEP 96

@Home launches its backbone and offers residential service for the first time in Fremont, CA.



@Home's barren second home, located on Ravendale Drive in Mountain View. Martha Stewart would have had a field day.



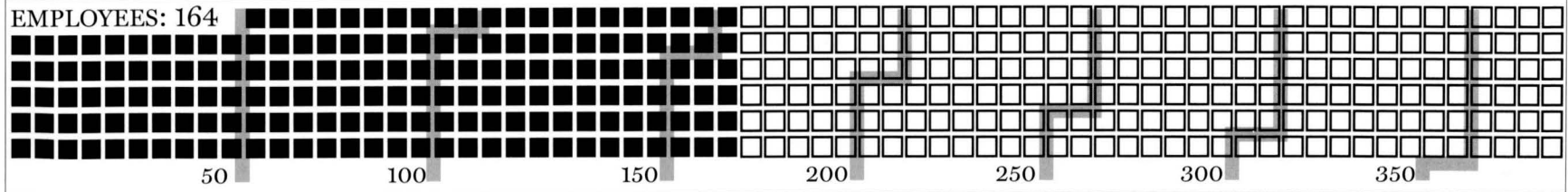


DEC 96

Intermedia Cable, based in Nashville, joins @Home as a distributor.

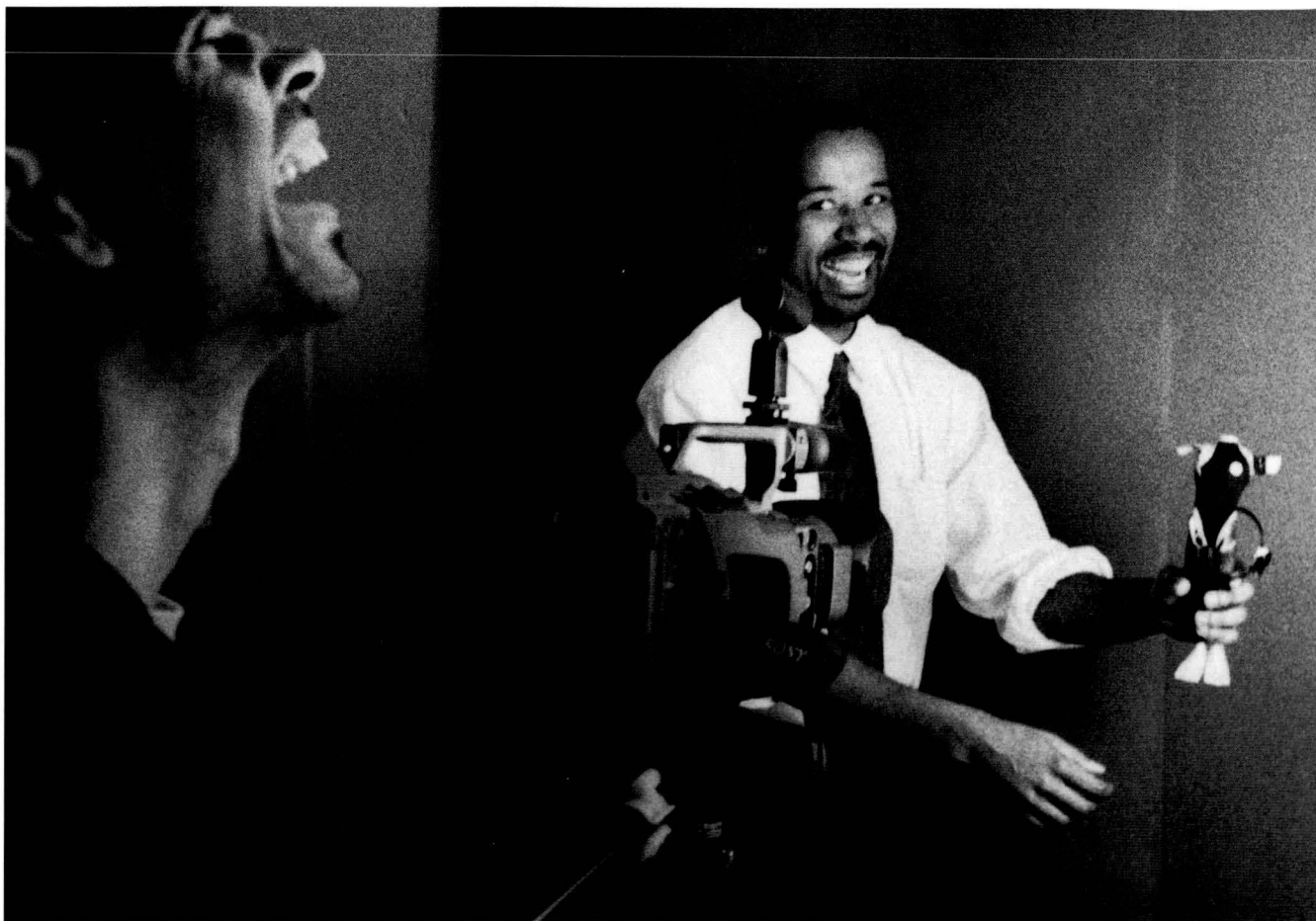
Senior Editor Neil McManus wields a Nerf gun and inspires mild titters, along with a little trepidation. This salvo took place upon the first move into the picturesque Redwood City digs.

EMPLOYEES: 164



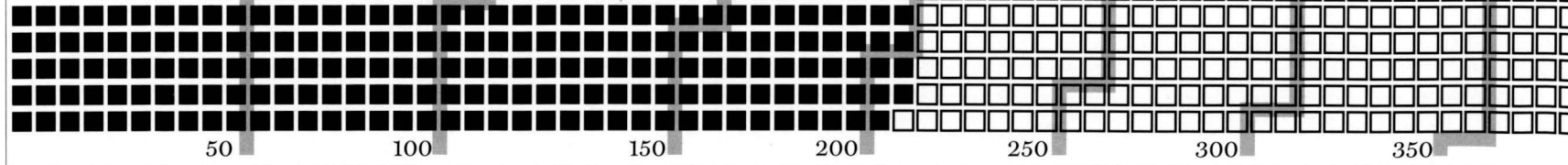
MAR 97

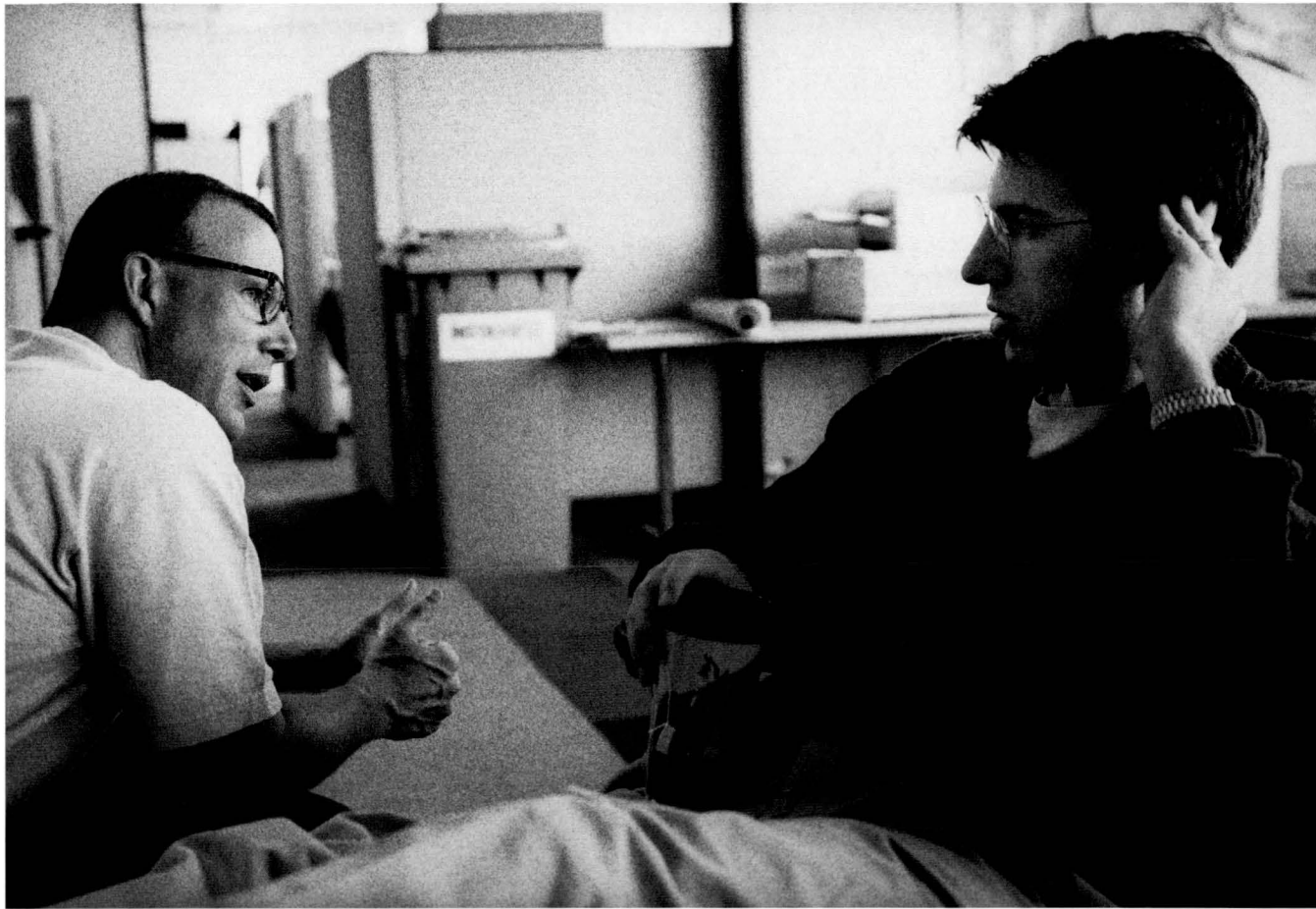
Marcus Cable, based in Fort Worth, Tex., joins @Home as a distributor.



Video Editor John Polizzi and Art Director Ty Ahmad-Taylor film a cloning video for the, uh, dubious benefit of subscribers. Mattel declines to pursue legal action for "Ken-dismemberment."

EMPLOYEES: 205



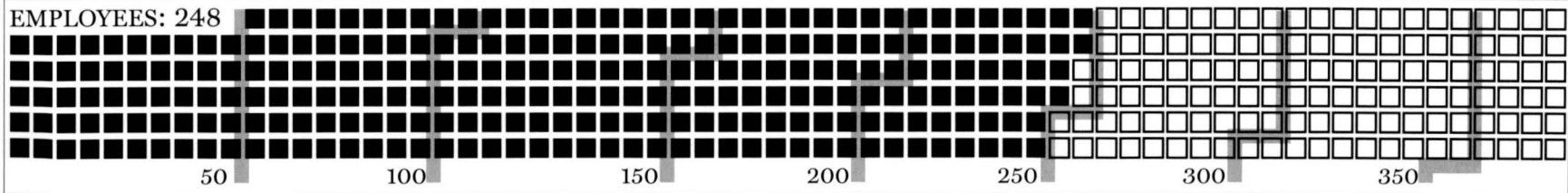


APR 97

Rogers and Shaw, the two largest Canadian cable operators, join @Home. The company also secures \$48 million in private financing.

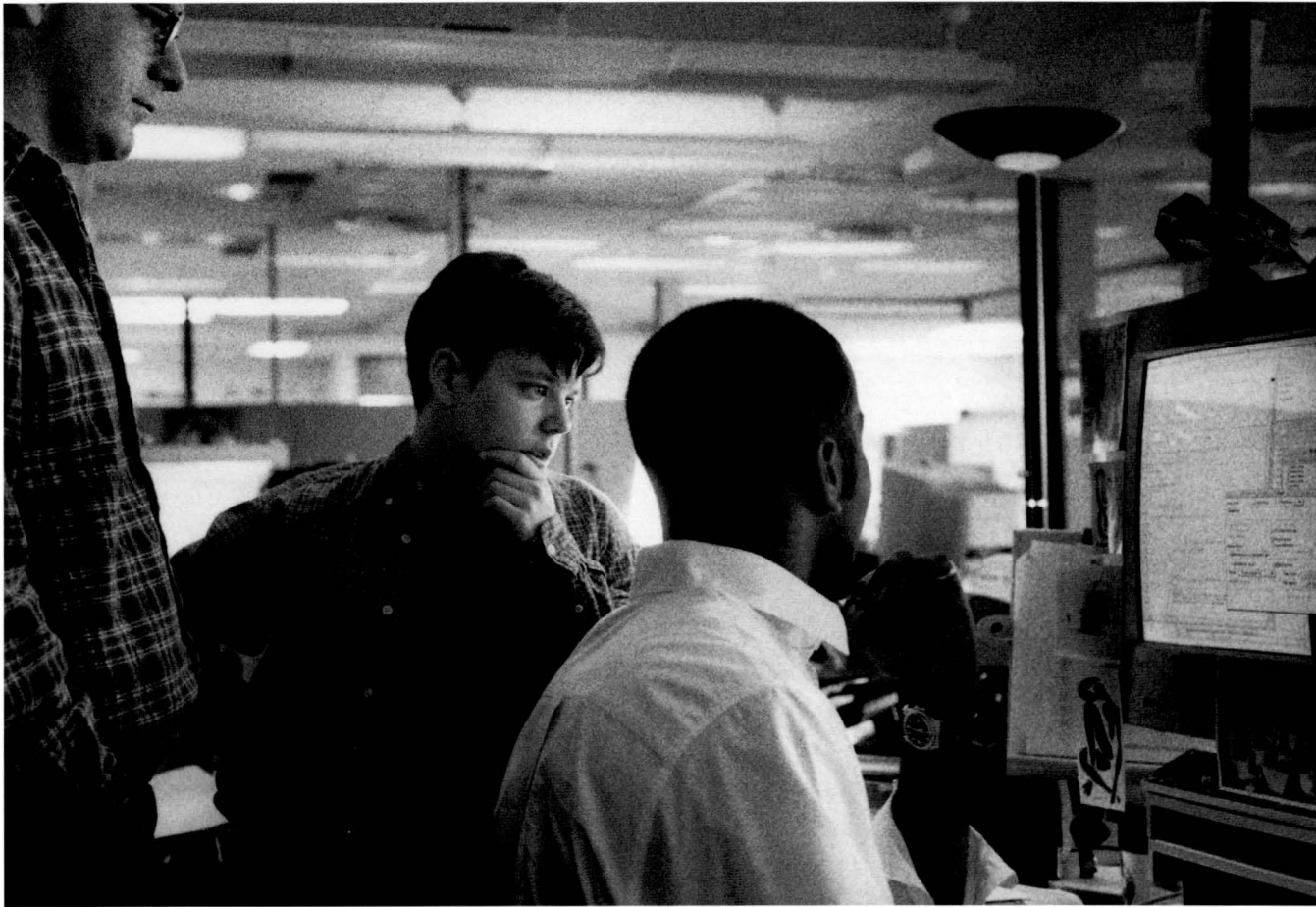
Plotting on the set of the latest installment of "Deep Thoughts," hosted by Adam Grosser, Vice President of @Media Software, is Charles Moldow, Vice President of the Media Development Group.

EMPLOYEES: 248

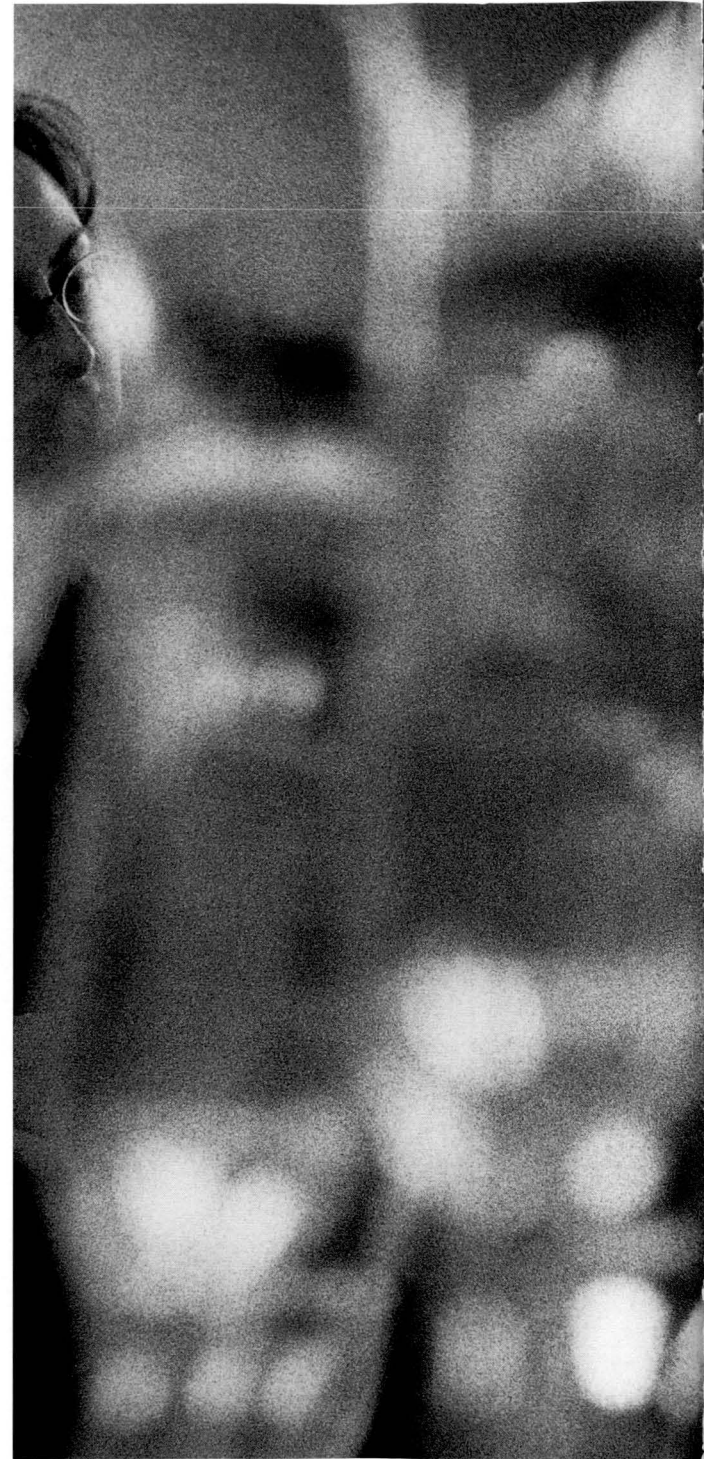




Rebecca Paoletti, Managing Editor, and Richard Gingras, Vice President of Programming and Editor in Chief, wonder if they should mention their coworker's really big hand.



Burke Culligan, Production Manager, Halle Winkler, Senior Technical Designer and Ty Ahmad-Taylor try to locate his screen amidst all of that artistically inspiring clutter.





Susan Bratton, Director of Advertising, is welcomed by her staff after returning from pregnancy leave. Oh, and that is Taylor in her arms.

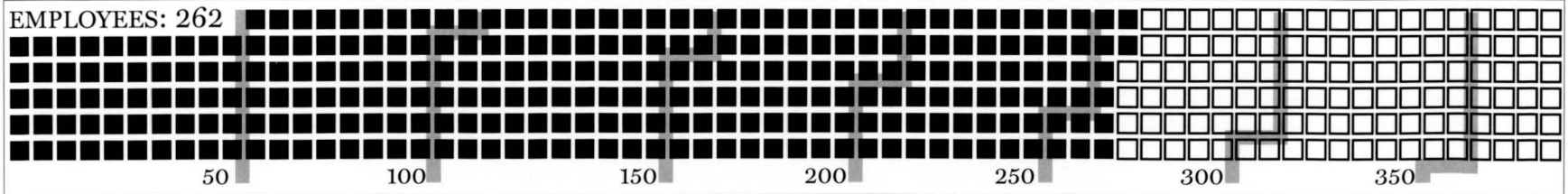
MAY 97

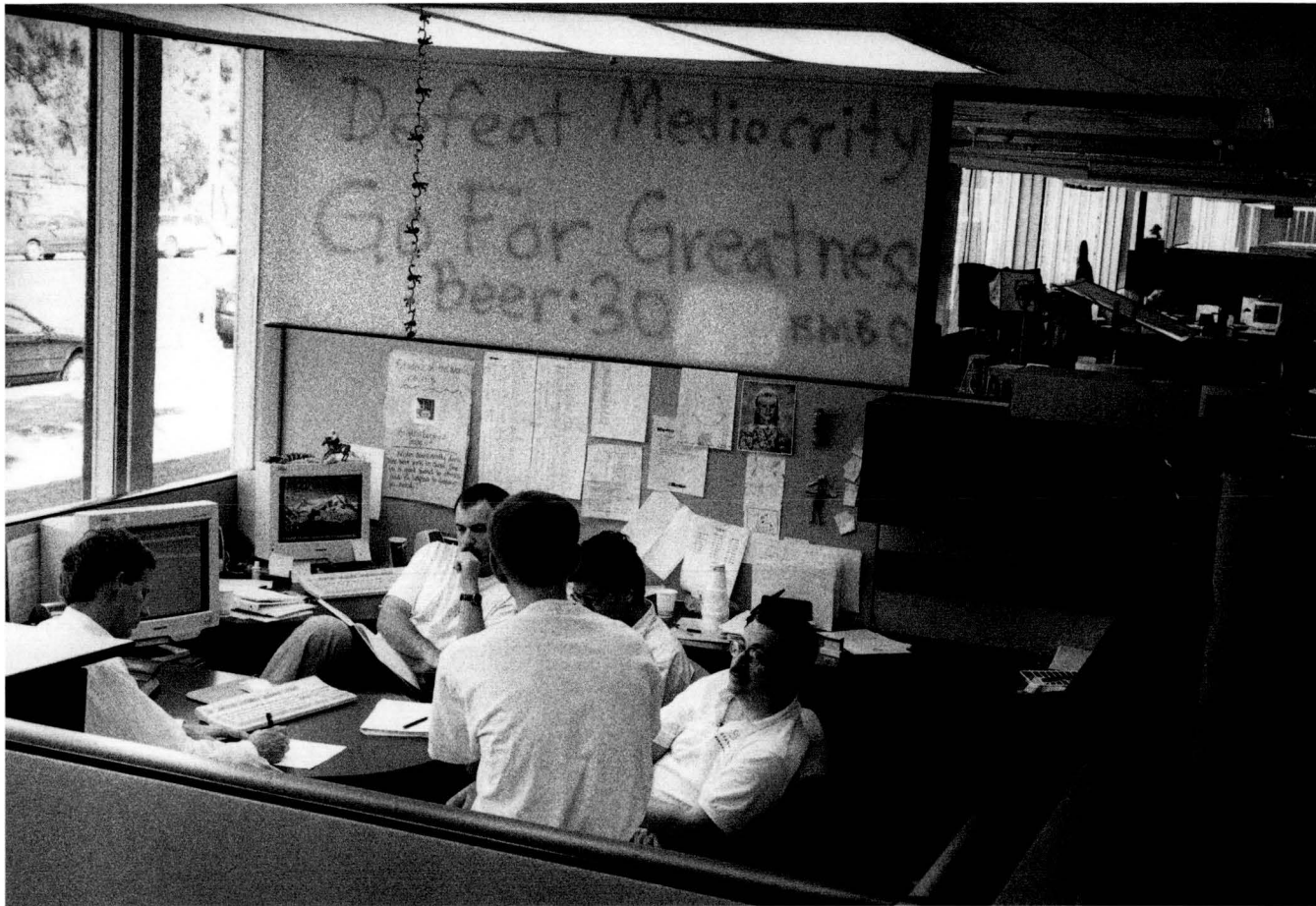
@Work signs a deal with T.C.G., a commercial telephony company, and then formally launches the @Work division to provide high-speed connectivity in the workplace.



John O'Farrell, Senior Vice President of International Sales, commences "Operation: Conquer the World." Mark Mangiola wonders how many Technical Reps it will take to support this stupendous feat.

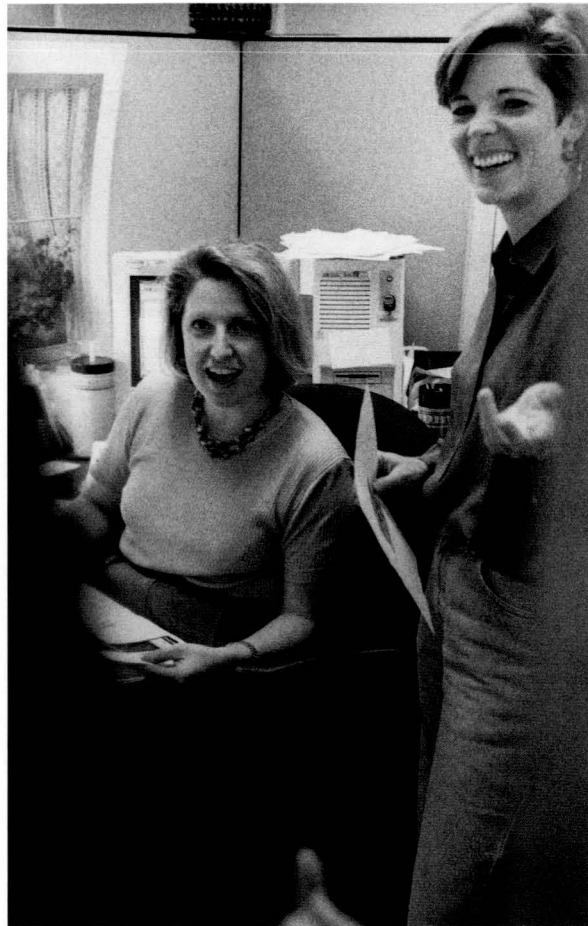
EMPLOYEES: 262

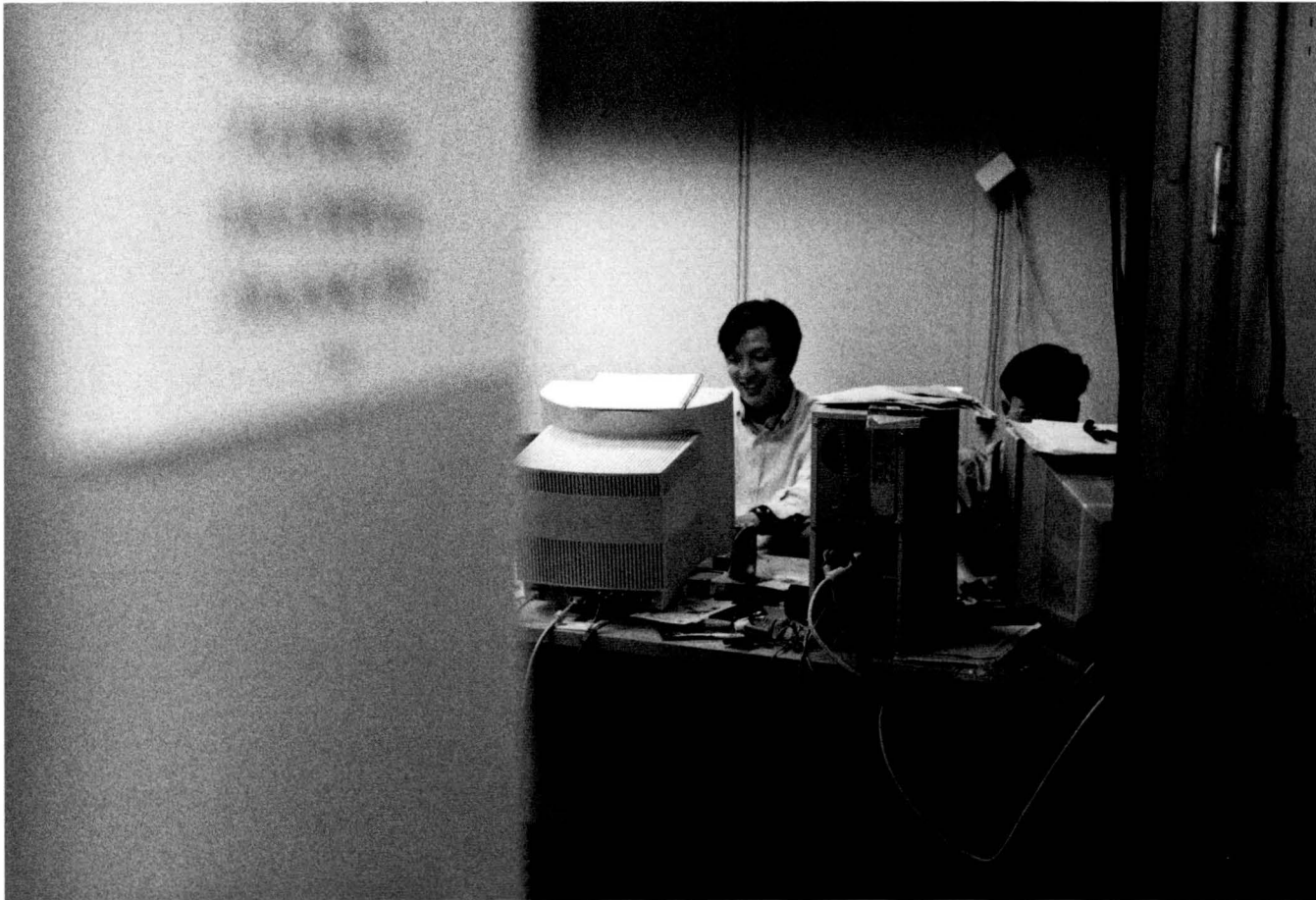




Dave Bagshaw, Senior Vice President in charge of @Media, asks Bill Luciw, Manager, Client/Server Software, about important customer data tracking under a tribute to, um, well, grain and hops. In this high-pitched theological debate, the score is "Mediocrity: 0, Greatness and Beer: 30."

Jennifer Doyle, Director of Marketing, and Sydney Williams try to hide their surprise as the company photographer barges into their cube. We believe that “Holey moley” was the operative phrase here. Nudge. Wink.

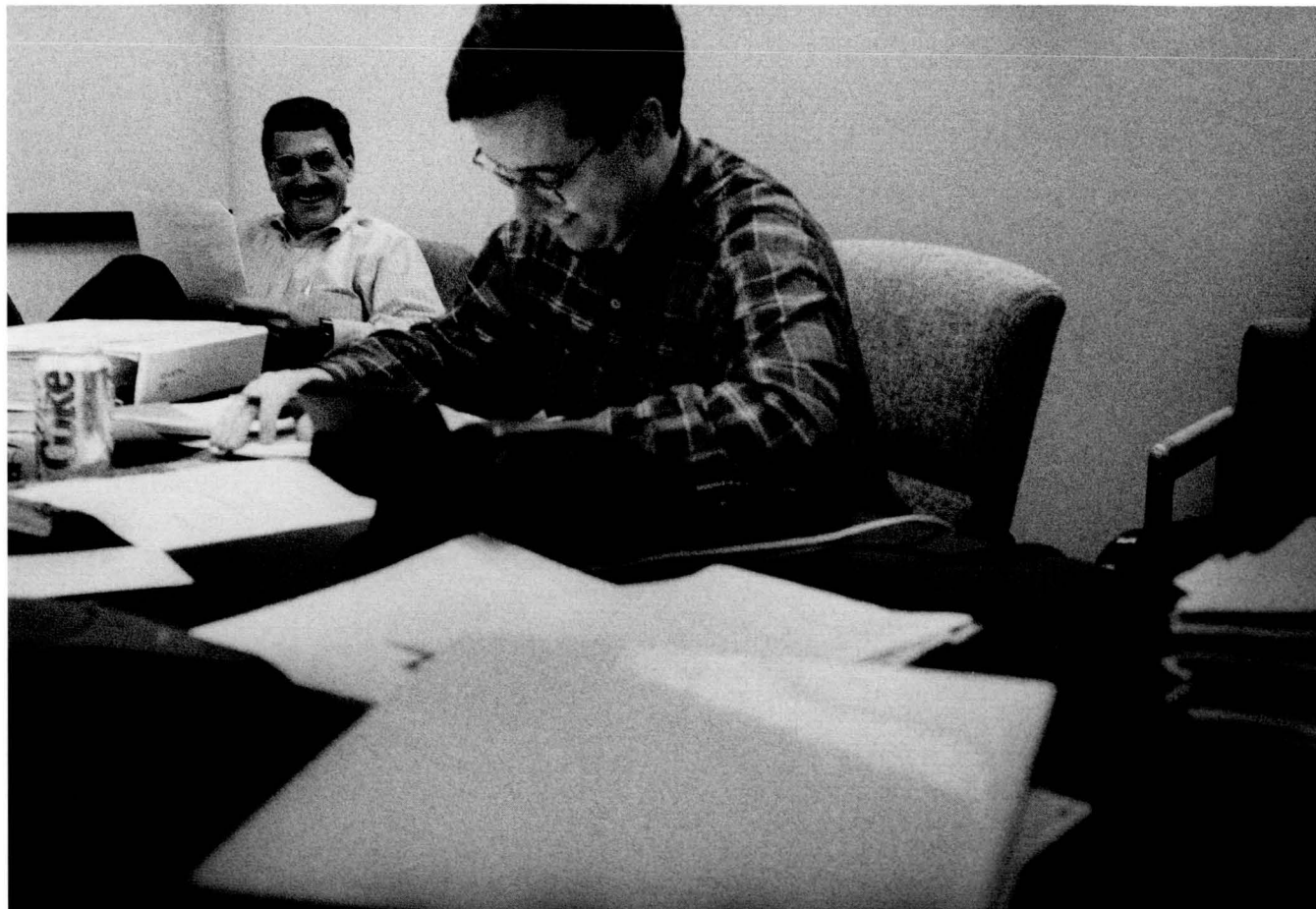


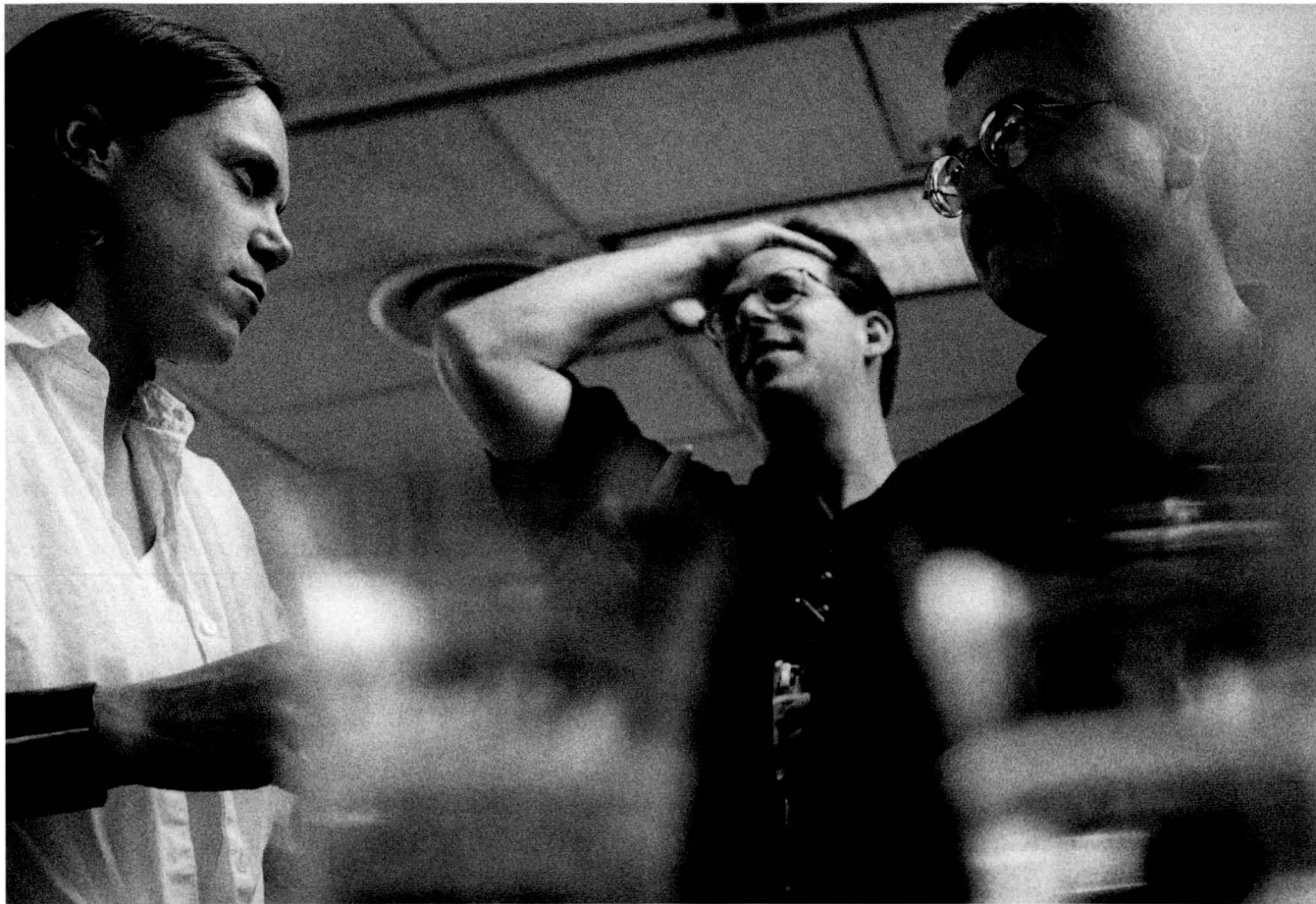


Frank Pei and Jeff Chang, PC Systems Administrators, prioritize requests that read “critical,” “urgent,” and “A.S.A.P.”

Employees later learn the magic words, “Cathy, please! We’re dyin’ down here,” moves you up the queue.

Ken Goldman, Senior Vice President and Chief Financial Officer, and David Pine, Vice President and Corporate Counsel, have fun with numbers and try to figure how we are going to actually beat our subscriber numbers "legally." Numbers really *can* be fun.





Kasey Zacher, Advertising Programs Manager, Peter "Scotch" Scocimara, Western Regional Director and Bill Luciw celebrate teamwork in @Home's own version of "Up With People."

IPO Countdown

Behind the scenes of the the @Home Network's successful and oversubscribed initial public offering. (The "I.P.O." in Silicon Valley lexicon.)



1. Tom Jermoluk, Chief Executive Officer, and Ken Goldman introduce the firm to the eager investment banking hordes from San Francisco.



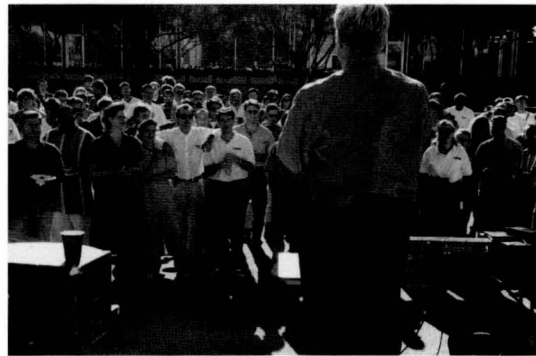
2. Patrick Bacher sets up the roadshow multimedia demo. It not only has bells and whistles, but kisses babies and makes the bed.



3. John Doerr chuckles when one of the prospective investors asks about the novella-length, Book of Genesis-like section of the prospectus that describes "risk."



7. T.J. stumbles home . . .



8. and speaks to the huddled masses.



9. Dean Gilbert, Senior Vice President of @Home, and Ken Goldman guffaw and drink.



4. Molly Lynch, the real @Home C.E.O., and T.J. take a stroll out of the proceedings. Walking is good exercise, according to the Surgeon General.



5. Milo Medin, Vice President in charge of Networking, right, and John Doerr mesmerize would-be investors.



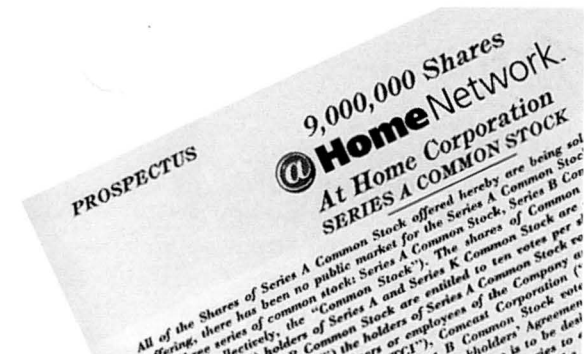
6. David Bagshaw cheers the first trade with more grain-based liquid.



10. The ghost of John Malone, head of T.C.I., speaks at the I.P.O. party.



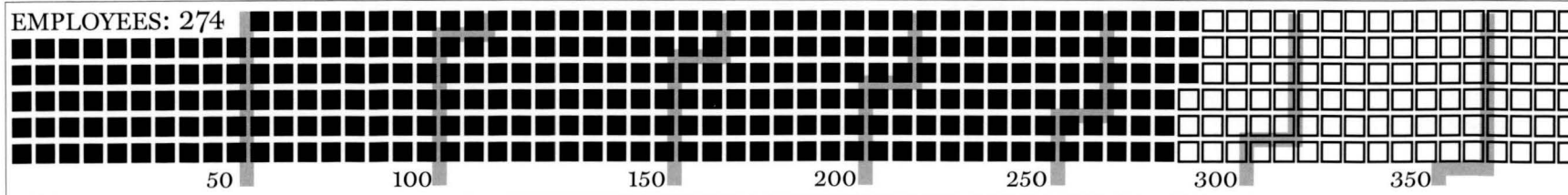
11. Oh lordy, it's the Macarena.

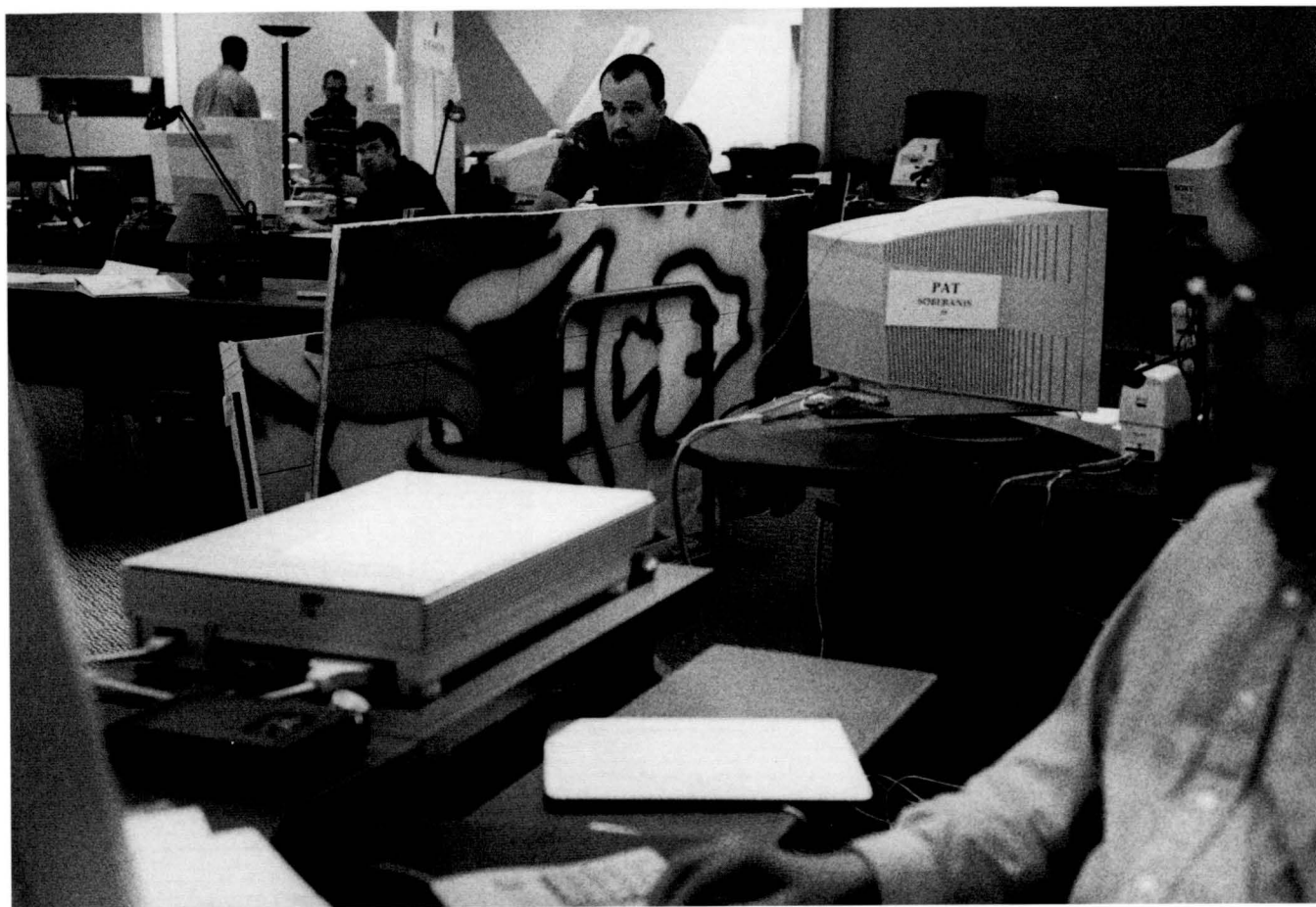


12. The prospectus. Thrilling reading, all of it.

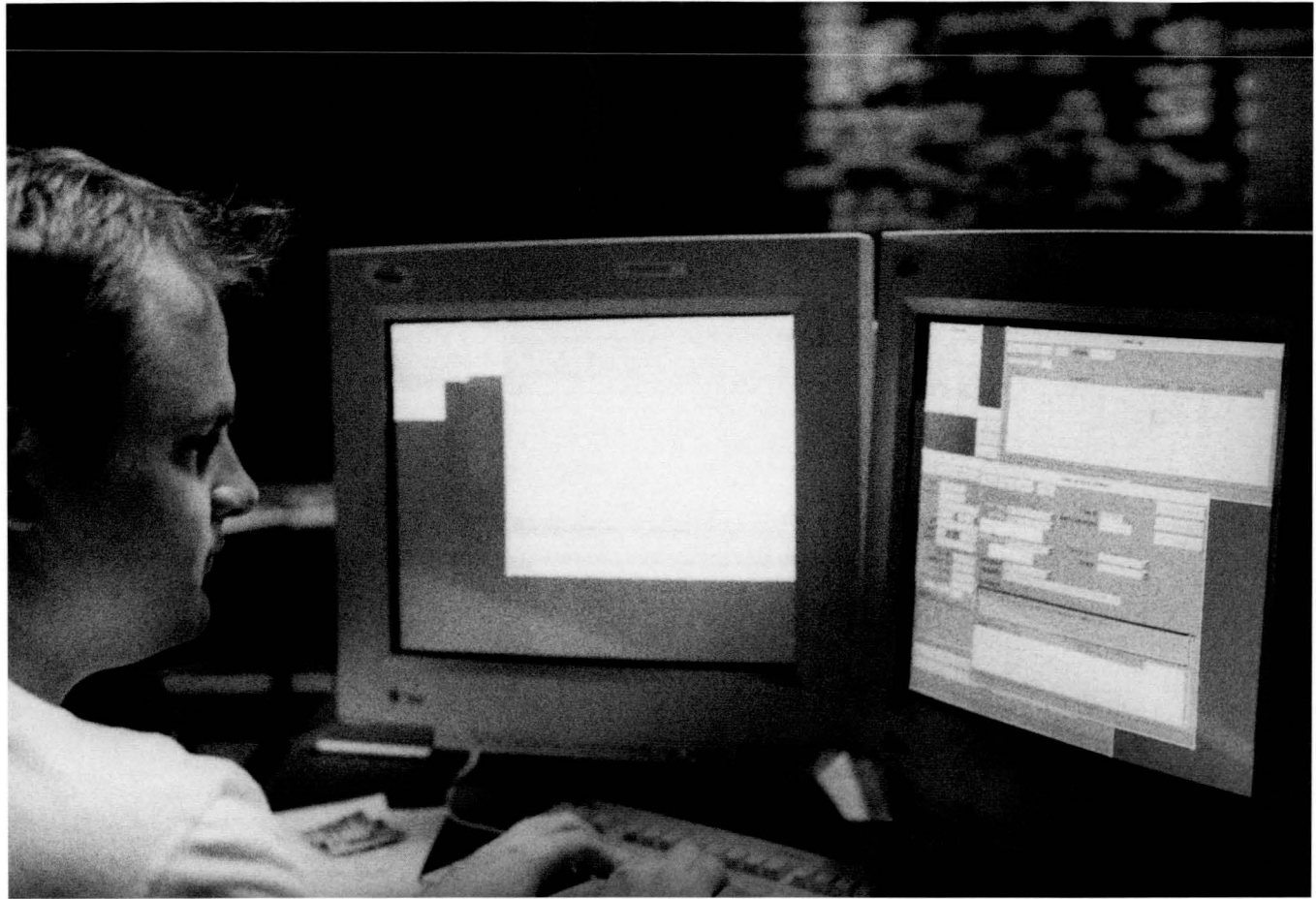


Will Hearst, @Home's first CEO, middle, dares Milo Medin to "take a dive in Neptune's pool" at the castle at San Simeon.

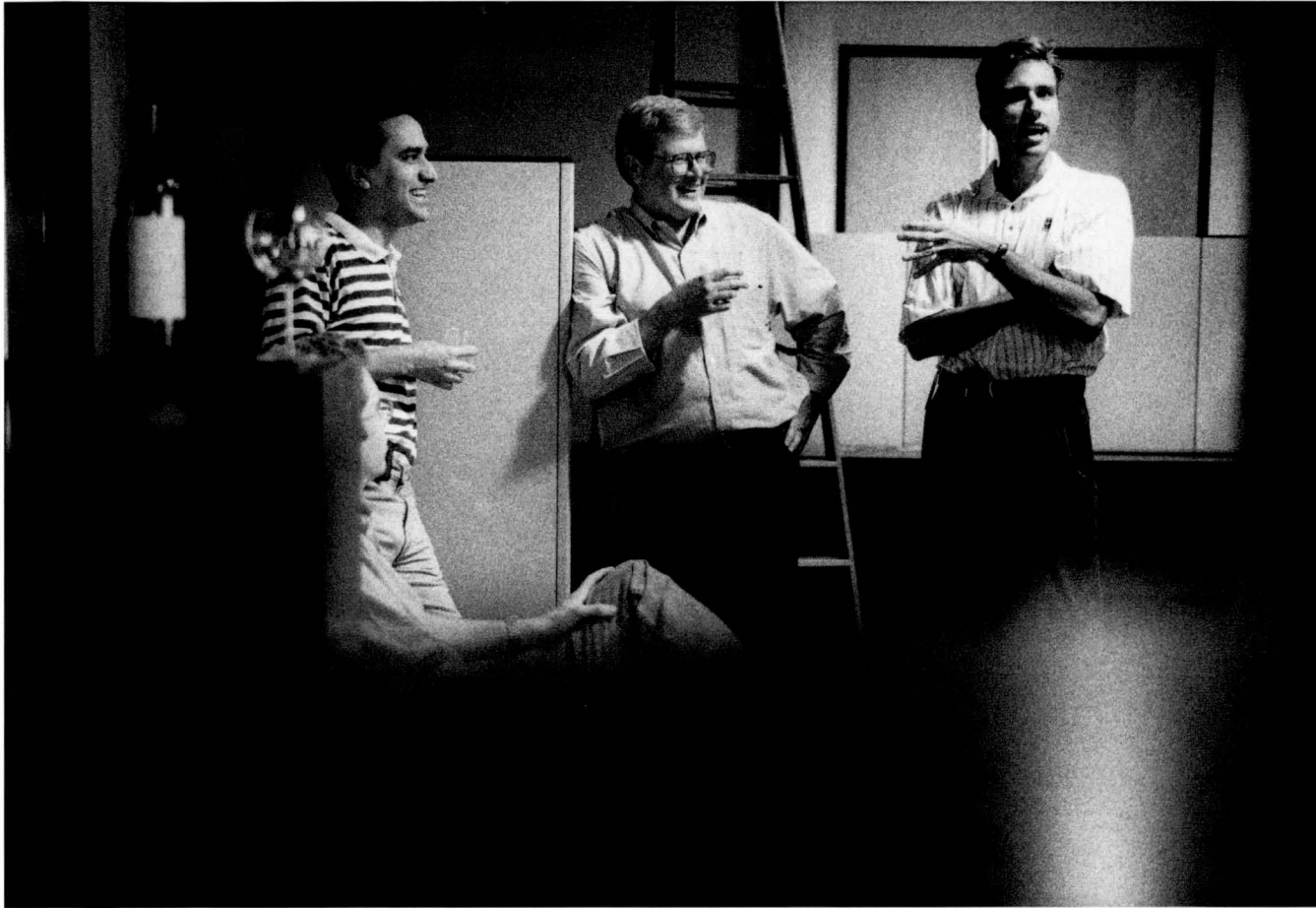




Jake Moffat, Executive Assistant for @Media, wheels in @Home-authorized graffiti from the previous SuperFund quaint, older building in Redwood City. Brendon Macaraeg, Channel Designer, ignores the newly-christened "Plaster Shuttle." This sort of thing would never happen in France.



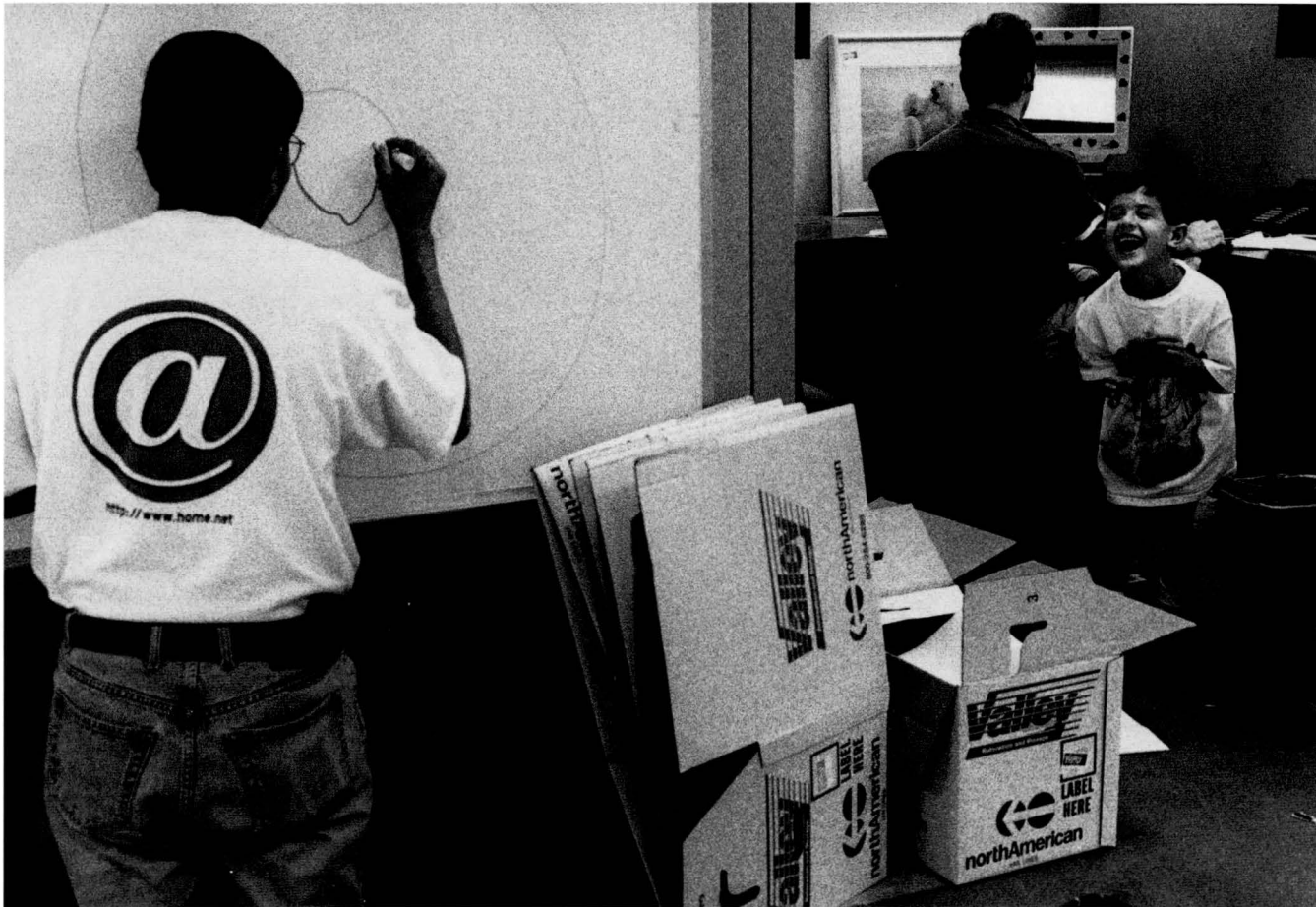
Dan Kiewlich, Network Analyst, tracks two screens at once in the *Wargames*-like Network Operations Center.



Rick Francis, Director of @Work Systems Engineering, Don Hutchinson, Senior Vice President of @Work, and Scott Soroachak, @Work Account Manager, celebrate reaching the 100 customer mark with a non-alcoholic merlot. Or something.

Troy Strahl, Manager, Online Support, talks with the @Blur, who is rarely seen, but knows how to tell a customer to “shut down and restart.”





Milind Gadekar, Product Marketing Manager, writes on a Silicon Valley institution, the whiteboard, while Jonathan Rosenberg, Director of Product Marketing, ignores his son, Joshua. For the record, this was not "Bring Your Child to Work Day."

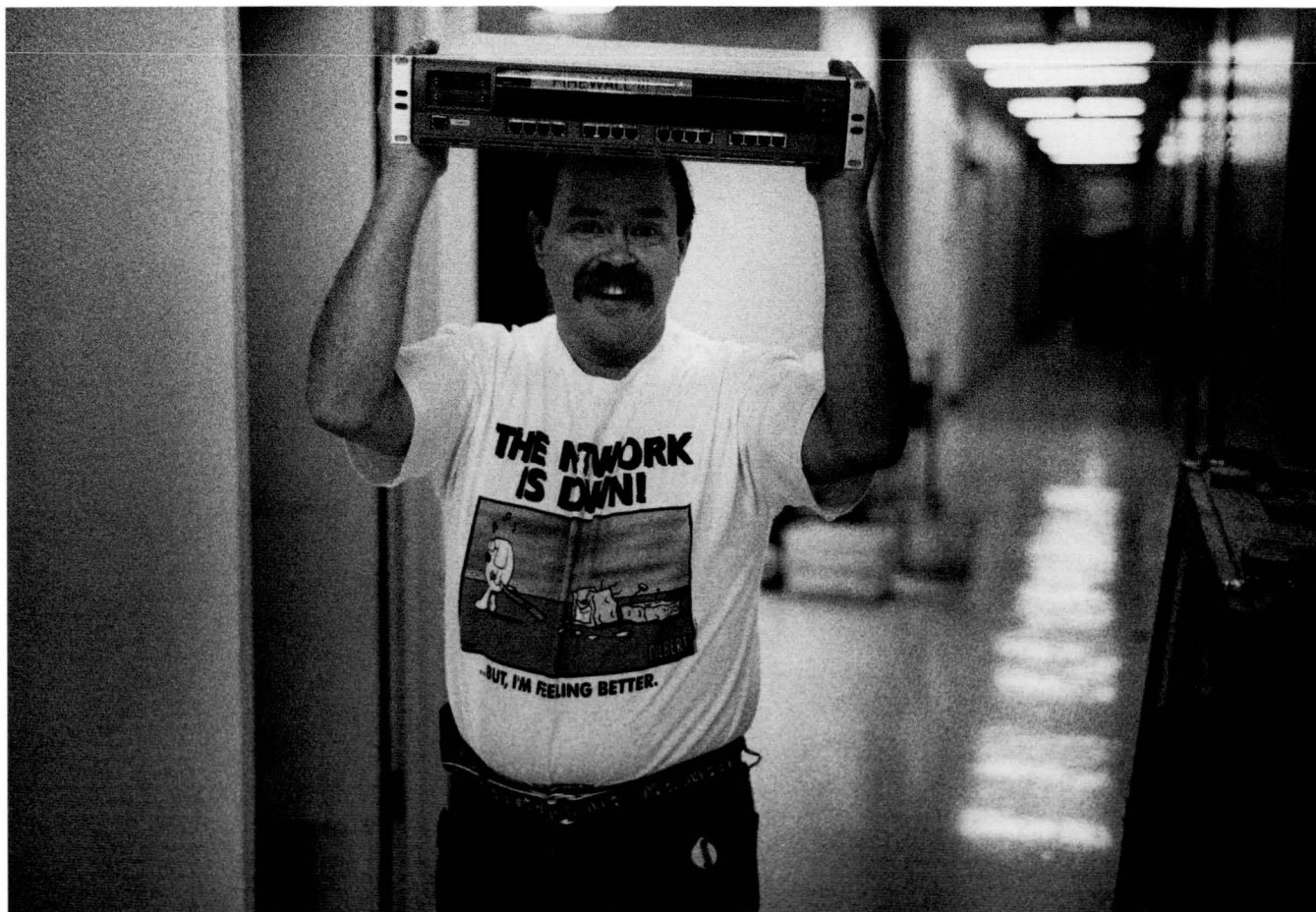
JUL 97

@Home's Initial Public

Offering raises \$104

million.

Chuck Bremberg,
Engineering Technician,
sports his Dilbert-wear as the
network, indeed, may be
down. But just for a
millisecond.





Steve Reichgut, Product Manager, Internet Business Services, and Rob Rustad, Director of Product Marketing for @Work, test out the wall strength of the earliest @Home Redwood City building. They were not, of course, away from their desks more than a wee five minutes, however.

Greg Hooten, Manager, PC & LAN Support, and John-Paul Merlaud, Manager of Telecommunications, reach Quaker consensus as to how to fix the hanging wire. Residents in Poughkeepsie cheer the restoration of their link to the outside world and vote Libertarian.



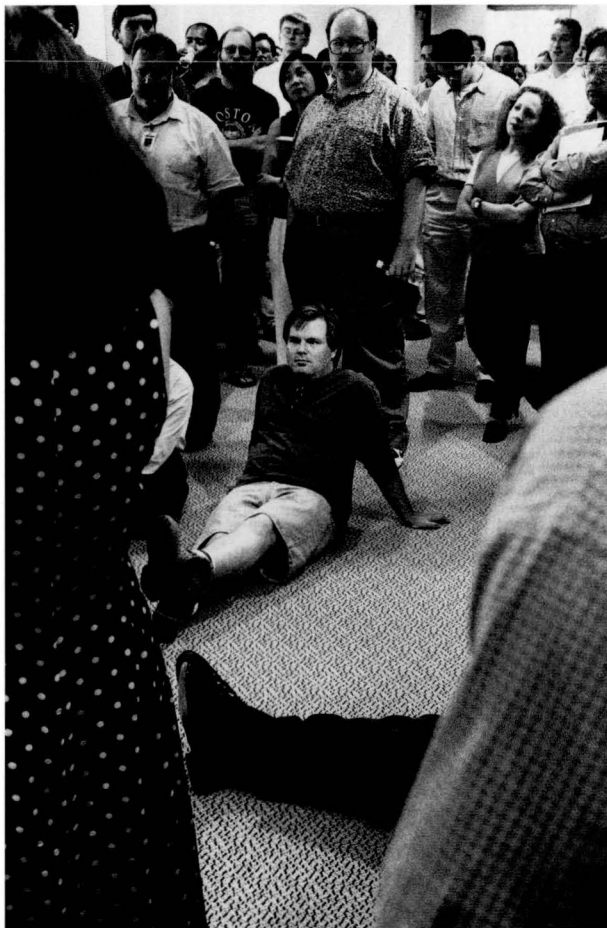


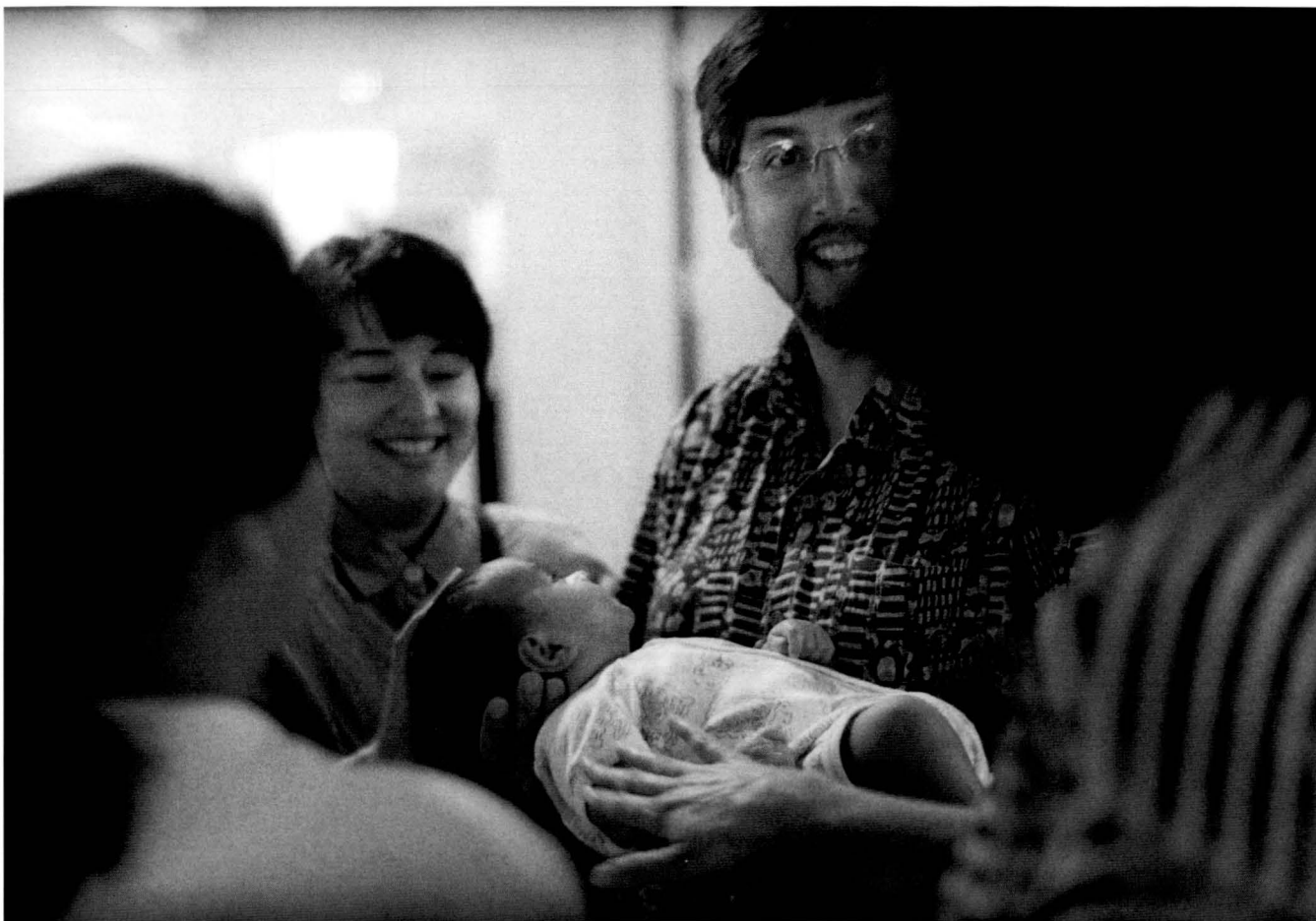
Lori Reeder in an earlier guise as @Work Marketing Assistant, and Eric van Miltenburg, Director of Business Planning for @Work, going over thrilling budgetary material because, hey, someone has to do it.

SEP 97

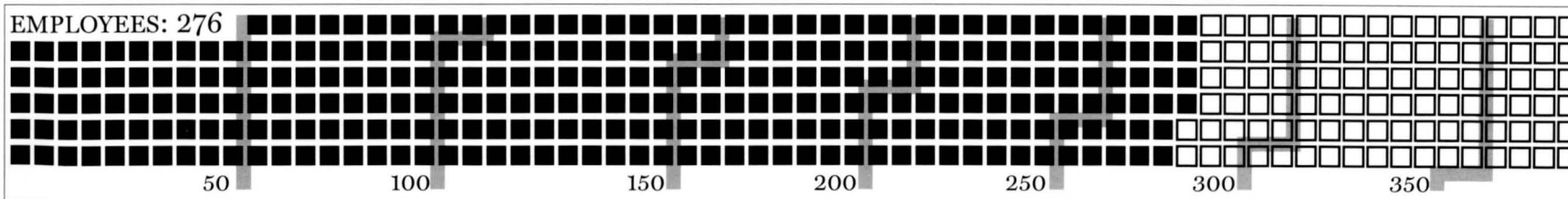
Cablevision joins @Home, bringing homes exclusively committed to the Network to over 50 million in North America.

Russ White, Narrowband Webmaster, shows off his legs during an all-company meeting.





John Veizades, Director of Client Software, and his wife share their newborn with coworkers.



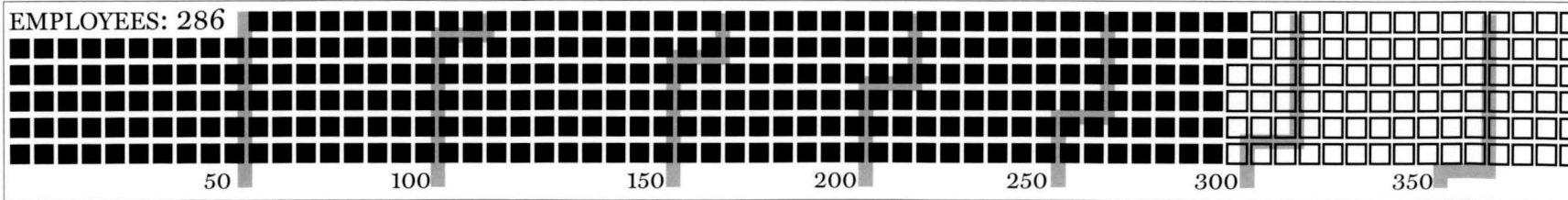
SEP 97

Third quarter results:
26,000 paying residential
customers, 200 paying
business customers.



@Home's first subscriber
evangelizes the network to
the entire company at
another all-hands meeting
while ABC's "Nightline" crew
shoots for an October special
on the Valley.

EMPLOYEES: 286





David Temkin, Manager, 2.0 Client Software, and Richard Gingras wish for manna as they come to consensus on another Really Big Project. Bonnie Burton wonders if the Generation X crowd aren't really the adult supervision here at @Home.

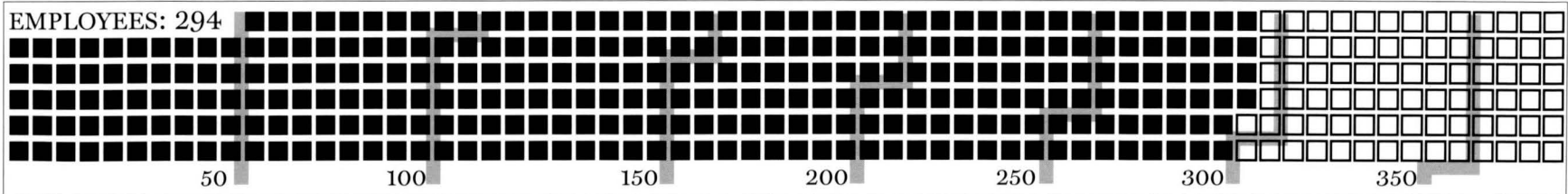


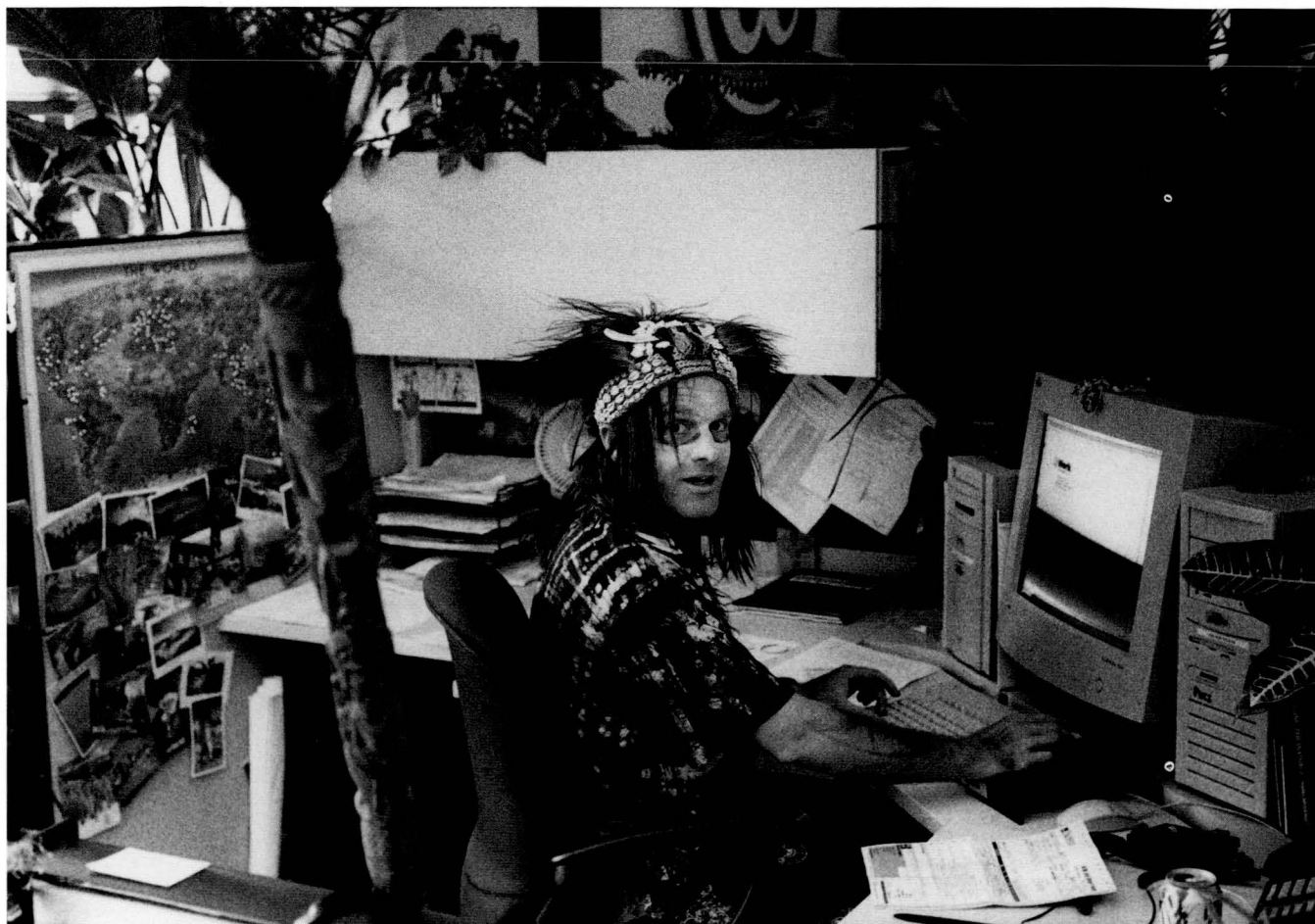
Colum Lavelle, Online Support Specialist, and Jake Moffat push a new hire down an exceptionally steep hill in the @Home entry to the Sand Hill Downhill Derby. That's dedication.



Ken Schwing, top secret spy for MI-6 by night, mild-mannered HFC Account Manager for @Work by day, is actually, um, invoking his namesake here. He is Tiger Woods. (But duck, just in case.)

EMPLOYEES: 294





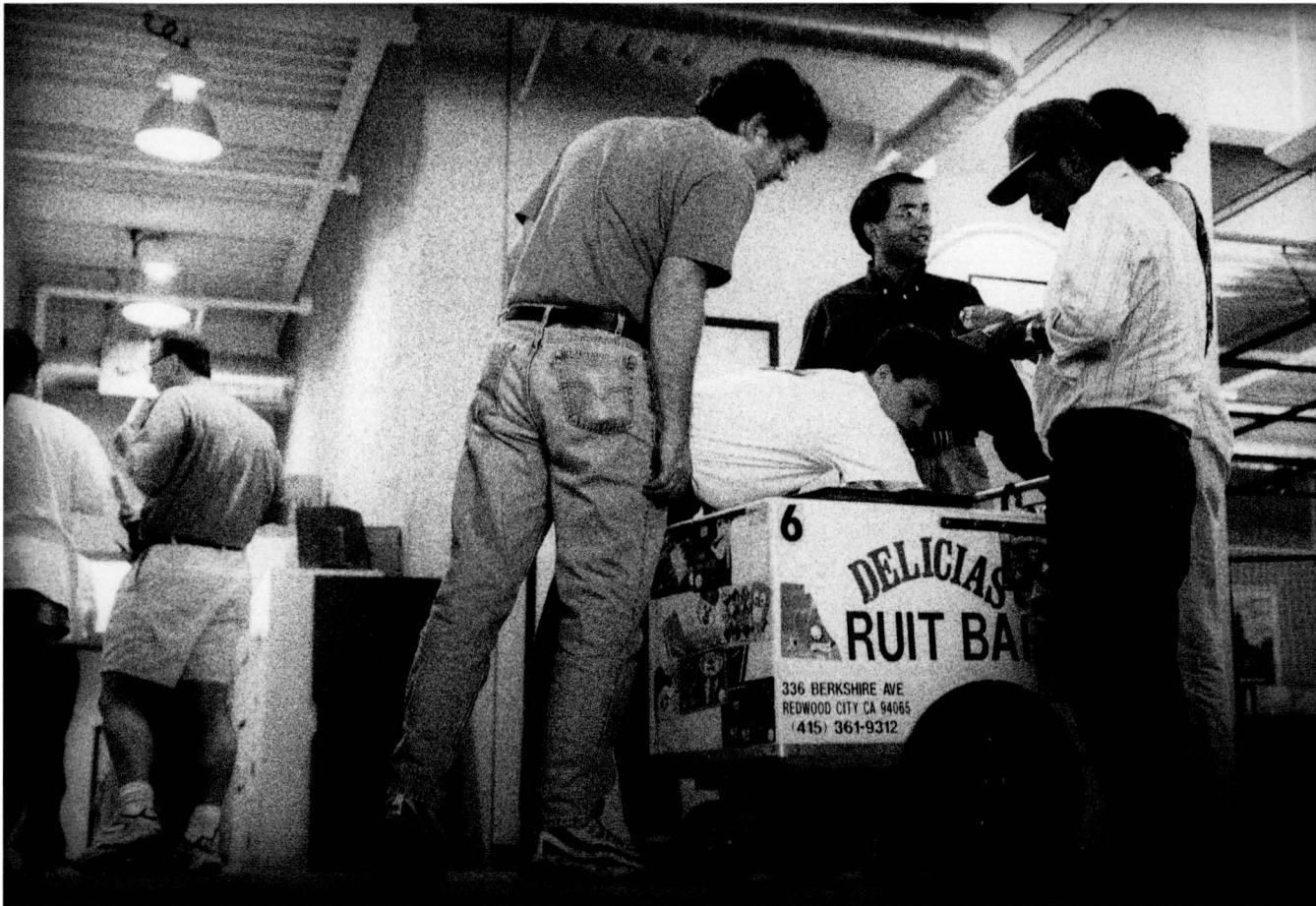
Paul Falworth of @Work Marketing Communications celebrates Halloween in his own, special (very special, in fact) way.



Karen McNally,
Executive Assistant for the
Legal Department,
experiences the thrilling
relaxation of the @Home
reflecting pond in her
compelling Halloween
haberdashery.



The celebration of the birth
of a new division, @Wicca,
for all of your high-speed
Winonah Ryder-esque
spellcrafting needs, coincides
with Halloween.
And a child shall lead them.



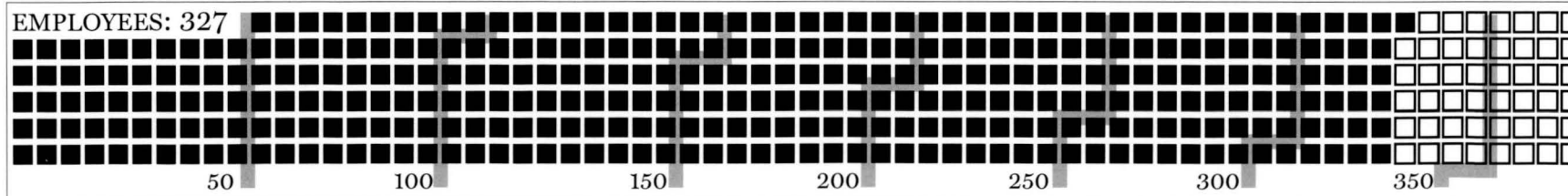
The local popsicle vendor enters the building to dole out refreshment to all who hear the cart's gentle ringing. An @Home Friday tradition.

DEC 97

The @Home service is available in 19 major US. markets by the end of the year. The stock trades in the \$20-30 range, valuing the company between \$2.5 and 3.75 billion.



George Faulknor, Technical Support Representative, gets his portrait drawn at the Winter party. This was originally part of the new-hire test, but the charcoals often got, well, messy.





If the Rolling Stones can still tour, then why not two senior Vice Presidents? Remembering the lyrics is the probably hardest part. "Emotional Rescue," anyone?





Al Cho, Content Engineer
and Ty Ahmad-Taylor ponder
an office without walls—or
furniture for that matter—in
the new building.

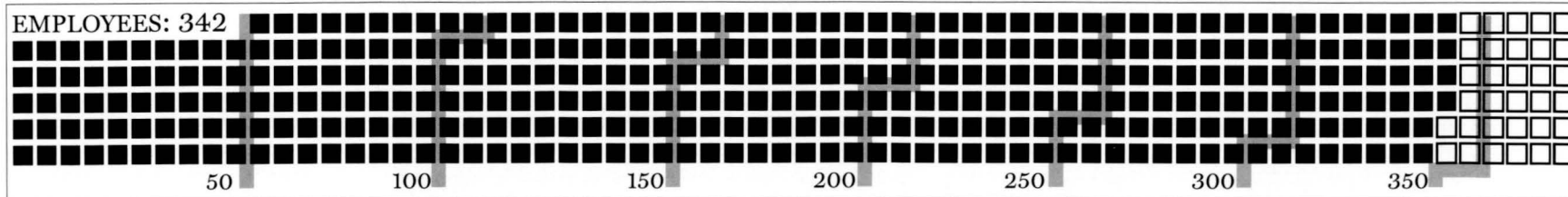




The roster of employees at the end of 1997.

EMPLOYEE ROUND UP

Ty AHMAD-TAYLOR	Steven BEEGHLY	Michael BROWN
John AHN	Torea BENT-VAN EVERY	Jennifer BRYCE
John Eric AKIN	Deana BERGQUIST	Jeffrey BURGAN
James ALBRECHT	Dean BERNHEIM	Carlos BURGOS
Gerald ANDERSON	Nina BERSAMINA	Dean BURNHAM
Julie ANDERSON	Christopher BERWIND	Bonnie BURTON
Paul ANGELORO	Leigh BEZEK	Carter BUSSE
Randall ATKINSON	John BIRKENSTAMM	Wanda BUTLER
Stephen AU-YEUNG	Ryan BLACKMON	George CAMPBELL
Amelia BACHER	Robert BONHAM	Sean CARNEY
Patrick BACHER	Susan BRATTON	Andre CARRINGTON
Dave BAGSHAW	Charles BREMBERG	Braden CARTER
Margaret BAIR	Lisa BRESLAU	Nancy CARTWRIT
Steven BALDRIDGE	Michael BROOKS	Gary CATALANO
Christina BARRICK	Elizabeth BROWN	Terence CHANG



Naren CHAWLA	Christopher DORSEY	Milind GADEKAR
Jeannette CHENG	Jennifer DOYLE	Bradley GARLINGHOUSE
Jeffrey CHENG	Trung DU	John GARNER
Albert CHO	Aditi DUBEY	Robert GARRITY
David CIEMIEWICZ	Brandon DUDLEY	Robert GARZA
Darey COLLET	Sean DUGAN	Leilani GAYLES
Christine COOPER	Lucien DUPONT	Mark GEIGER
Lu CORDOVA	Susan DYSSEGARD	Elise GERICH
Rory CRAIN	Eric ELIA	Samantha GERICH
Nicole CRAINE	Randle ELLINGTON	Arlene GETCHELL
Gregory CREECH	Dan EVANS	Ziv GIGUS
Burke CULLIGAN	Paul FALWORTH	Dean GILBERT
Patrice DARISME	George FAULKNER	Ben GILL
Celia DE BENEDETTI	Jalil FEGHHI	Donald GILLETTI
Jeffrey DEHAVEN	Debbie FELLNER	Richard GINGRAS
Frank DELLE	Sue FERGUSON	Jeanine GODAIR
Lonnie DENISON	Glenn FERGUSON	Lauren GOGARTY
Casey DENNIS	Joseph FERRANTI	Ken GOLDMAN
Steven DENNIS	Trevor FIATAL	Steven GREEN
Emiliano DIAS	Brigham FIELD	Mark GREEN
Dale DICKERSON	Rick FRANCIS	Robert GREEN
Craig DICKMAN	Annette FRITCH	Phill GROSS

EMPLOYEE ROUND UP

Adam GROSSER	Jeffrey HUBER	Yee-Rong LAI
Richard GROVE	Donald HUTCHISON	Nora LABELLE
Qian (Mack) GUANG	Earle IVESON	Anne LABELLE
Dean GUMAS	Thomas JERMOLUK	Colum LABELLE
Michael GUILD	David JOHANSSON	Charles LEE
Erik GUNTHER	Robert JOLLIFF	Margaret LEE
Jennifer GUTTMAN	Michael JONES	Richard LEMOAL
Deborah HALLORAN	Cynthia JONES	Louis LEPORACE
Andrew HAMER	Rajil KAPOOR	Barbara LERNER
Kaushik HATHI	Anne KARRIGAN	Robert LERNER
Nicholas HIPPOLYTE	David KATZ	Charles LESLIE
Eric HO	Robert KELLER	Claude LEVEILLE
George HOFFMAN	Sharon KELLEY	Simon LEVENE
Michael HOKANSON	Donald KENT	Winston LEW
Richard HOLDEN	Daniel KIEWLICH	Richard LIBERT
Kenneth HOLMES	Brendan KIRKPATRICK	Thanh LIM
Gregory HOOTEN	Bruce KLEIN	Brett LINDERMAN
Timothy HORST	James KLINKER	Lawrence LINK
Jamie HOWARD	Roberta (Ruby) KOSHIYAMA	Zane LLOYD
Gregory HOWE	Martha KOWALEWSKI	Teresa LOMMATZSCH

David LOUIE
Lynda LUCERO
William LUCIW
Robert LUM
Molly LYNCH
Scott LYNCH
Kathleen LYON
Brendon MACARAEG
Sahar MADANI
Desirree MADISON-BIGGS
Mark MANGIOLA
Farzad MANSOUR
Tayra MARQUARDT
JoLynn MASUHR
Kevin MAYEAUX
Brian MCCLENDON
Daniel MCKERNAN
Dennis J. MCLAUGHLIN
Neil MCMANUS
Karen MCNALLY
Milo MEDIN
Lauren MELLER

Jean Paul MERLAUD
Porter MERRIMAN
Mickey MILLER
Julianna MOFFAT
Jacob MOFFAT
Charles MOLDOW
Dant MORRIS
Tim MULRON
Dennis K. MULVIHILL
Elizabeth MYERS
Mark NEUMANN
Thong NGUYEN
Jane NIKKEL
Evan NISSELSO
John O'FARRELL
Thomas OFFENBACH
Morrigan O'NEIL
Vincent ORABONA
Christian ORDEMANN
Eris ORIN
Andreas OTT
James PACE

Rebecca PAOLETTI
John PARENT
Tory PARINA
Jumee PARK
Cathy PARKS
Dave PATTERSON
Rodney PECK
Benedict PEDRO
Frank PEI
Niki PENCE
Andrew PICKHOLTZ
David PINE
Martin PIOMBO
Alison PIZIALI
John POLIZZI
Tim POLLOCK
Deborah PUKU
Bradley PULLEN
Pamela RAASS
Florence RALEIGH
Naval RAVIKANT
Lori REEDER

E M P L O Y E E R O U N D U P

David REHFELD
Stevan REICHGUT
Peter REIK
Shannon RICHBOURG
Jose RIVERA
Lawrence RIVERA
Melinda ROGERS
Matt ROMAIN
Jonathan ROSENBERG
Allen ROWLEY
Diane RUHMEL
Gilbert RUIZ
Wayne RUNYON
Robert RUSTAD
Morgen SAGEN
Alfred SALLETTE
Randy SAMBERG
Laura Lynn SCARANTINE
Joseph SCHISSER
Marcel SCHLAPFER

Mike SCHWARTZ
Kenneth SCHWING
Peter SCOCIMARA
William SCOFFIELD
Derek SEDIK
Chris SENKERESTY
Kent SEYMOUR
Pranav SHAH
Roger SHANAFELT
Linda SHEBANEK
Jason SHEPHERD
Tiffany SHOCKLEY
Cynthia SINGER
Gabriel SMALL
Steve SMITH
Michael SMITH
Deborah SMITH
Gordon K. SOMMERS
Scott SOROCHAK
David SOUCY

Sheila SPEISER
Shannon SPLAINE
Michael ST. JOHNS
Anthony STACK
Richard STANTON
Lee J. STAPLETON
Jason STARR
Scott STERNBERG
Allan STIAVETTI
Troy STRAHL
Holly STRELOW
Ed SVOBODA
Addy TAM-LAM
David TEMKIN
Joan THOMPSON
David TINKER
Anna TIRAN
Robert TOMASI
Gia TRAN
Huong TRAN

David TRICASO
 Christopher TSUBOI
 Danny VALDEZ
 Warren VAN CAMP
 Eric VAN MILTENBURG
 Ami VARSANYI
 Raj VASWANI
 John VEIZADES
 Nancy VIGIL
 Suneet WADHWA
 Todd WELCH
 Shaun WELCH
 Russell WHITE
 Kevin WILKES
 Nevin WILLIAMS
 Scott WILLIAMS
 Alicia WILMUNDER
 Jackie WILSON
 Patricia WING
 Halle WINKLER
 Cathy WITTBRODT
 Ron WOLFE

Matthew WOLFROM
 Jeremy WYLD
 Ten-Ren YANG
 Tyler YIP
 Karl YOST
 Julie YUAN
 Kasey ZACHER
 Chris ZAK



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