



Dan R. Carl

Vice President, General Counsel and Secretary Sybase, Inc.

EXECUTIVE BIOGRAPHY

As vice president, general counsel and secretary, Dan Carl is responsible for overseeing all legal affairs for Sybase. Mr. Carl joined Sybase in December 1989 as Corporate Counsel and became Associate General Counsel in 1992. He was promoted to Vice President in May 1996, and in July 1997 he moved to the UK to direct European legal affairs. Mr. Carl returned to the United States to become General Counsel effective April 1999.

Before joining Sybase, Mr. Carl practiced corporate law with Berg, Ziegler, Lichtman & Anderson and Horwich & Warner, both San Francisco law firms. From 1978 to 1980 he was an associate with Gray, Cary, Ames & Frye, San Diego, CA. In private practice, Mr. Carl represented clients in various business transactions in the areas of intellectual property, software licensing and distribution, real estate, venture capital and securities.

Mr. Carl is a graduate of Stanford University and the University of California's Hastings College of the Law.