Regional Developer Conference

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Device Software Optimization
The Shift from Build to Buy

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WIND RIVER

We Are Here to Discuss a Serious Problem

The Absurdity of the Device Software World

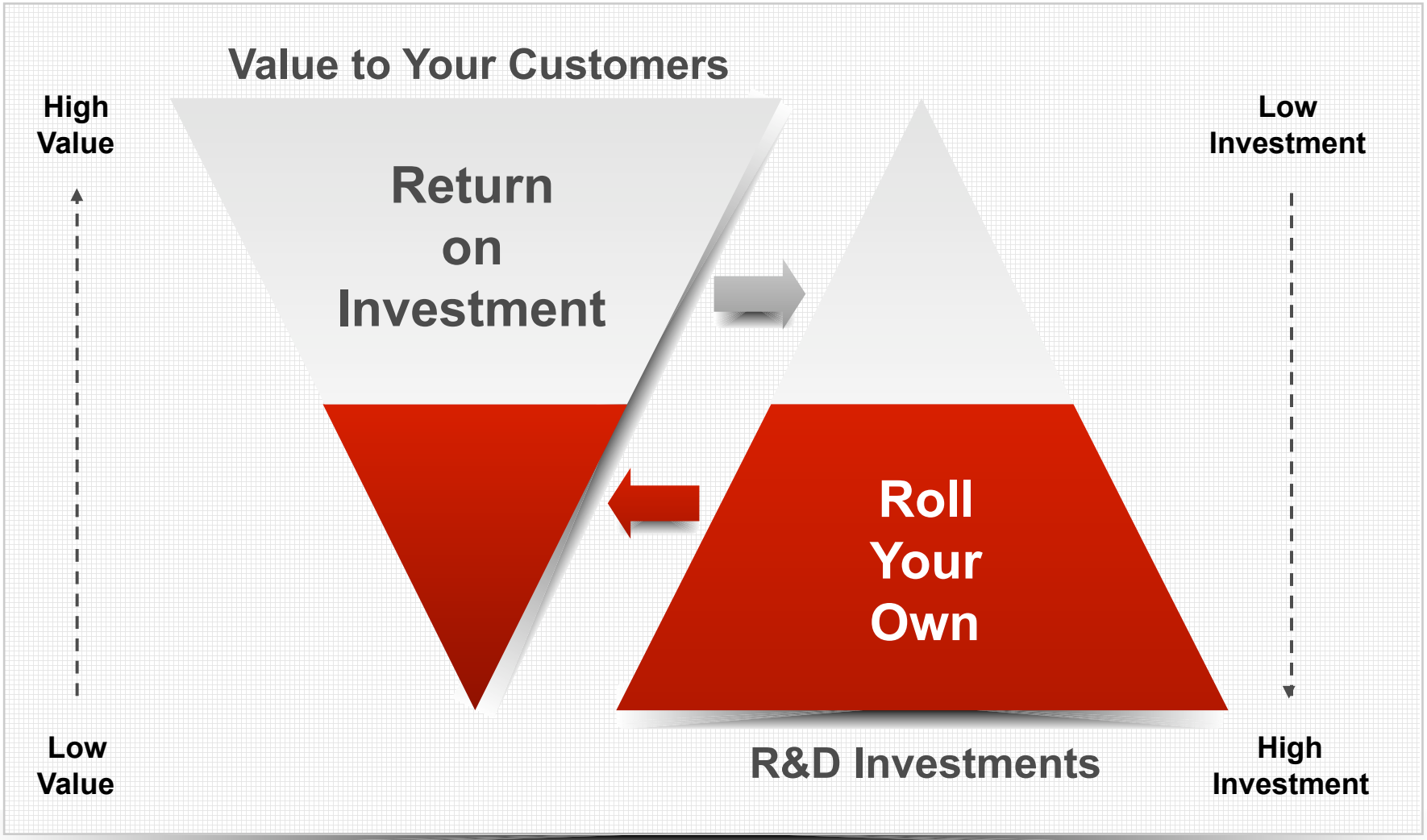
Network Equipment Manufacturer

- 24–30-month development life cycle
- 50 million lines of legacy code
- 6,000 engineers maintaining legacy code
- 1,400 engineers doing OS work
- 600 engineers developing tools
- 76 different Linux distributions used on 16 product lines

Mobile Handset Manufacturer

- 2–4-month development life cycle
- 6-month market window for each phone
- At least one phone released every week
- 20 new product families introduced each year
- 100 engineers developing and maintaining Linux distributions
- A different Linux distribution used on each product family
- Commercial development tools not used

An Obsolete Investment Strategy



Device Software Optimization Is Driving the Trend from Build to Buy

Complex Device Requirements

- Content
- Convergence
- Connectivity

Competitive Pressure

- Differentiated
- Faster time-to-market
- Lower development costs
- Higher quality

Wind River Mission

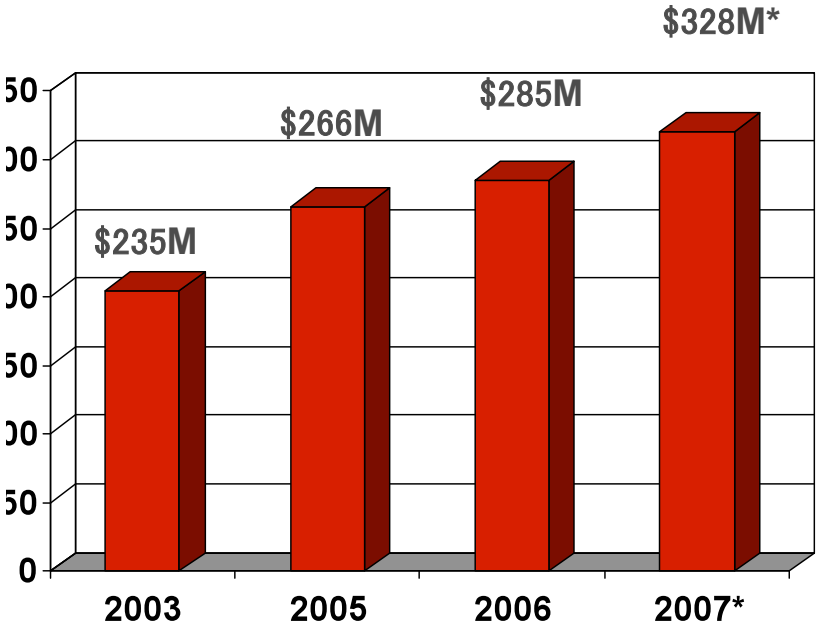
Wind River **enables** companies to **develop, run, and manage** device software faster, better, at lower cost, and more reliably

Company Update

We Lead Device Software Optimization

- Founded 1981, IPO 1993
- Market share leader
  - More than 35% of commercial market
- $323M in revenue and change in deferred
  - $309.3M in revenue (trailing 4 quarters)
  - $223M in cash and investments
- $78.3M in research and development (trailing 4 quarters)
- 1,426 employees
- 42,000+ developers
- 1,200 design wins last year
- 350 million deployed devices

Annual Revenues



*Projected 2007 annual revenues

Wind River Key Investments in 2008

- Networking
  - Multicore for both VxWorks and Linux in SMP/AMP
  - Carrier Grade Linux
- Mobile Handsets
  - Leverage OHA and LiMo initiatives
- Automotive
  - Advanced car infotainment
  - QoS
- Aerospace & Defense
  - Certification
  - Safety Critical
- In China
  - Enhanced customer support team
  - Expand our footprint to more cities
  - Wind River Development Center in China

FY08 Summary

- Products
  - VxWorks 6.5, including new Advanced Networking Stack
  - Linux 2.0, including mobile handset profile and kernel upgrades
  - Workbench 3.0, including Linux build and configuration tools
  - Device Management, including ARM and MIPS support
- Alliances and Consortia
  - Joined LiMo as a core member
  - Motorola ECC (now Emerson)/Cavium COTS solution
  - Sun Opteron
  - Intel partnership in automotive

Leadership in Mobile Handsets

LiMo Foundation

- Announced in August 2007
- Mobile consortium
  - Motorola, NEC, NTT DoCoMo, Panasonic Mobile Communications, Samsung Electronics, Vodafone
- Wind River is a Core Member
- LiMo Board member
- Wind River selected as the Linux Development Foundation of the CIE for all LiMo member contributions

open handset alliance

- Announced in November 2007
- Google-led consortium of mobile handset heavyweights
  - T-Mobile, HTC, Qualcomm, Motorola, and 30+ others ecosystem partners
- New mobile platform called Android
- Wind River is the first (and currently only) Linux Commercialization Partner in the Alliance

Leadership in Automotive

- Vehicle Infrastructure Integration Consortium (VIIC)
- Announced May 2007
- Consortium partners
  - U.S. Department of Transportation, BMW NA, DaimlerChrysler, Ford Motor Company, General Motors, Honda Americas, Nissan NA, Toyota Engineering and Mfg NA, Volkswagen of America
- Wind River Linux selected as the platform for developing the vehicle on-board equipment for consortium proof-of-concept activities

Wind River and BMW

- Soon to be announced Working Group inside major automotive consortia
- Led by major German automotive manufacturers
- Wind River Linux is the base platform for infotainment and telematics systems

Leadership in Aerospace and Defense

Strategic Partnership Expanded

- Announced in May 2007
- Wind River Linux selected as their standard Linux OS on their x86-based platforms
- VxWorks continues to be their standard out-of-the-box RTOS solution for rugged COTS board product line

- Leadership in "safe" RTOS
  - VxWorks 653 as the common RTOS on Boeing's 787 Dreamliner, and also for the 767 Tanker, C-130 AMP, Airbus A330 and A400, and Lockheed Martin US Presidential Helicopter, and many others
  - Wind River ***Linux*** and VxWorks 653 selected for the Boeing P-8A
  - Northrop Grumman X-47B uses Wind River OSes for flight control, mission, and ground computers
  - VxWorks 653 v2.2 announced in October 2007
- Leadership in "secure" RTOS with VxWorks MILS (2008)

Leadership in Networking

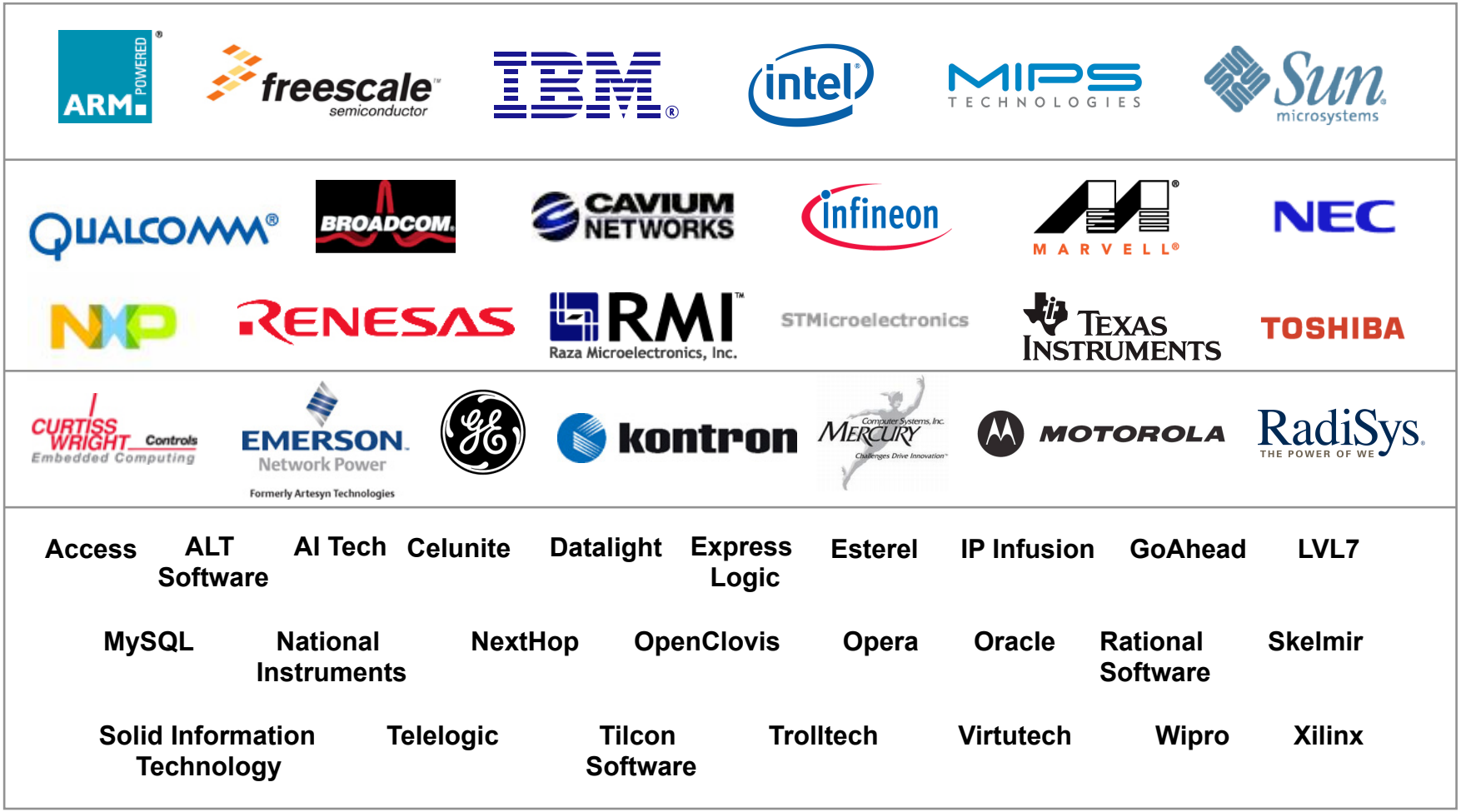
- SCOPE is a carrier grade base platform open specifications and COTS ecosystem
  - Alcatel-Lucent, Ericsson, Huawei, Motorola, NEC, Nokia Siemens
- As a SCOPE member, Wind River is working to help define their carrier grade Linux specifications

Key Partners

New Products

- Wind River Advanced Networking Technologies announced in June 2007
- Wind River Linux 2.0 announced in September 2007
- VxWorks 6.6 with SMP announced in October 2007

Our Partner Ecosystem Is Second to None



350+ Partners: The Broadest and Deepest Ecosystem in the DSO Industry

Why Wind River Matters to Our Customers

Standards	Leverage technology solutions across projects and across multiple development teams	**Lower Developer Cost**
Choice	Avoid being locked into a single vendor or proprietary technology	**Minimize Risk**
Support	Access a variety of support options—around the clock, around the world, in *your* language	**Higher Product Quality**
Partners	Minimize time-to-market and lower costs with tighter integration with our ecosystem	**Optimize Product Revenue**