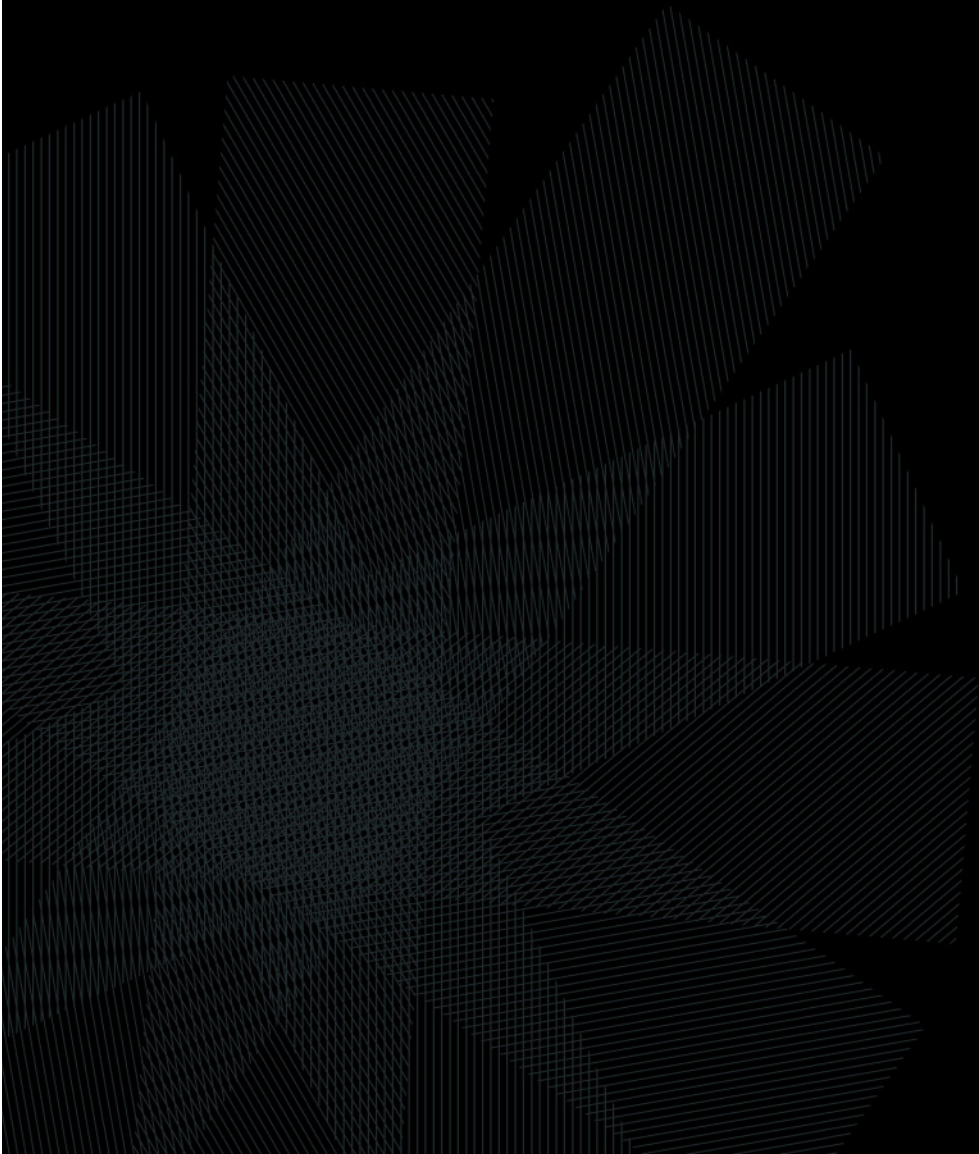


ELEVATION PARTNERS



**ELEVATION PARTNERS** is a newly formed private equity firm that makes large-scale investments in market-leading media, entertainment, and consumer-related businesses. We focus on investing in intellectual property and content oriented businesses, as well as traditional media and entertainment companies, where we can partner with management to enhance growth and profitability through a combination of strategic capital and operational insight. Elevation Partners has nearly \$1.9 billion in committed capital to be invested over the next six years.

We aim to help media and entertainment businesses create and market great content and insure it reaches the widest audience possible. Our investment team has a unique combination of media and entertainment knowledge and relationships, technology domain knowledge and relationships, investing experience, and operating expertise. Businesses that partner with us expect to transform themselves through the strategic use of technology and licensing, as well as improvements in core marketing, distribution, and operating processes.

# Our Mission

**Elevation Partners is committed to the media and entertainment content industry. We believe that changes in technology and demographics have created new business opportunities for content owners and creators, many of which exist outside of traditional media and entertainment distribution channels. Elevation's mission is to help content businesses develop and market great content, take advantage of new platforms and channels, and address demand in new geographies.**

**Elevation Partners targets investment in companies with:**

- Unique content
- Potential for market leadership
- Management team committed to increasing shareholder value
- Attractive core business model
- Opportunities for operational improvements
- Potential for new growth through new licensing or strategic use of technology
- Potential for new growth in new geographies or through the development and deployment of new business models

## **The Opportunity**

The world is currently in the early stages of a dramatic transformation that is challenging many sectors of the media and entertainment industries, and thus creating significant opportunities for sophisticated investors.

**Digital technology** has transformed the production and distribution of media and entertainment content, threatening existing business models while also unlocking new economic opportunity. Broadband services, enhanced interactivity and more portable form factors have created new ways for content to reach its audience.

**Globalization** has opened new markets, but also increased the complexity of distribution and intellectual property issues. The traditional business models for content that have been successful in North America and Europe are changing rapidly while entirely new business models are being developed in Asia.

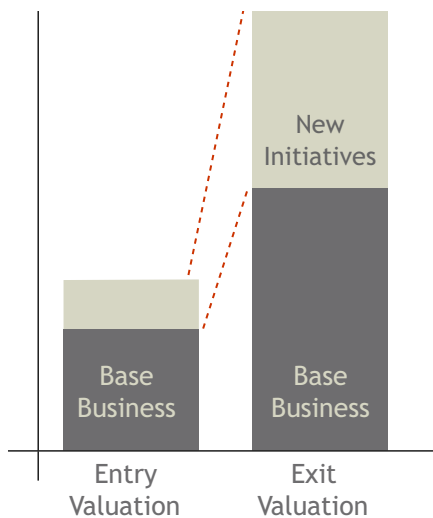
**Elevation Partners** was founded to address the opportunities and challenges facing content businesses in this environment. Specifically, we invest in intellectual property-centric businesses as well as traditional media and entertainment companies where sales growth and profitability can be improved and transformed through the strategic use of technology, strategic licensing, or improvements in core marketing, distribution or operating processes.

Our professionals have extensive experience investing in, managing and financing a wide range of companies in the media and entertainment sector. We believe our media and entertainment industry expertise, technology insights, operating experience, transaction skills, investing experience and network of relationships make us a unique partner for management to improve and grow these types of businesses.

**Our Approach**

We look to invest in companies with an attractive core business model and potential for new growth. During our diligence process, we look for short and medium term opportunities to improve the core business through improving marketing and distribution economics and operational efficiencies. We also look for longer term opportunities for growth, which may include expanding into new distribution channels and geographic segments, pursuing new licensing opportunities, and deploying new business models.

We refer to this investment strategy as Two Ways to Win. The First Way to Win comes from improvements in the core business driving attractive base returns. The Second Way to Win comes from new growth initiatives providing upside opportunities that enhance performance.



**First Way to Win**

- Improved marketing and distribution economics
- Enhanced operational efficiencies
- Better alignment of management incentives

**Second Way to Win**

- New licensing
- New distribution channels
- New geographies
- New business models

We seek to invest between \$50 million and \$300 million in each transaction and to structure each investment in a manner best suited to the investment opportunity. We invest in a select few companies at one time so we can provide substantial support to each management team.

We believe our industry focus, commitment to partnering with management, ability to add value, and pursuit of growth will generate superior financial returns for our investors.

**Our investment approach is based on four key principles:**



### **1. Focus on market-leading media and entertainment business**

We believe media and entertainment businesses represent uniquely attractive investment opportunities due to the growth opportunities offered by globalization and new technologies. Our focus on media and entertainment businesses, understanding of and experience with technology, and creative and management experience make us a unique partner for management teams and intellectual property owners. We partner with media and entertainment principals to support the creation and marketing of great content and insure it reaches the widest audience possible.

We are particularly interested in investment opportunities in the following sectors:

- Interactive entertainment
- Music
- Online content
- Intellectual property assets

Elevation's professionals have extensive experience building and strengthening market-leading businesses. As CFO of Apple, Fred Anderson helped transform the company into a market leader in consumer media and entertainment. Bono is the lead singer and co-founder of U2, one of the most successful bands in the history of the recorded music industry.

Roger McNamee has invested in numerous leading consumer, media, and entertainment companies, including venture investments in Electronic Arts, Blue Nile, Edmark, Inktomi, Intuit, Knowledge Adventure, Overture, and Spectrum Holobyte. Prior to Elevation, Roger was a co-founder and Marc Bodnick was a founding principal of Silver Lake Partners, which made large-scale private equity investments in leading technology companies.

During Bret Pearlman's 15+ years as a private equity investor with The Blackstone Group, he invested in and served as a director of numerous companies including Columbia House Holdings and InterMedia Partners VI.

## 2. Partner with management

We view each investment as a partnership with a management team and are committed to working with management to increase value. We believe that our strategy of partnering and aligning incentives with management will result in greater wealth creation for management and investors.

We aim to serve as a trusted advisor to management. Concurrent with each investment, we discuss with management the challenges and opportunities facing their business and develop a perspective on how we can help create value. Ways in which we support management include:

- Understanding the technology trends driving content industries
- Helping portfolio companies improve their forecasting and marketing in this new environment
- Providing relationships and access to key players in the media and technology industries
- Offering operating insight and guidance based on successful and relevant industry experience
- Committing to an investment time horizon long enough to participate in the benefit of fundamental changes in the business

Our assistance is based on extensive experience operating, investing in, and partnering with media and technology companies. As a long-time executive, most recently at Apple, Fred Anderson supported portfolio companies with years of first-hand operating, marketing and financial experience.

Throughout their careers as private equity investors, Marc Bodnick, Roger McNamee and Bret Pearlman have partnered with numerous management teams to execute capital market transactions, design equity-based management incentives, and create substantial value for investors and management.

Through his involvement with U2 and advocacy of social causes, Bono offers unique creative management and marketing perspectives as well as relationships at the highest levels of media and government.

### 3. Add value through experience-based advice

We seek to work with management teams to help them strengthen their companies' core operations, improve the marketing and distribution of their content, and pursue strategic opportunities. We have considerable experience managing and working with media and entertainment businesses, including:

- Content development and management
- General management
- Licensing
- Recruiting
- Marketing
- Business development
- Sales
- M&A
- Forecasting
- Negotiation
- Financial
- Board governance

Elevation's advice draws upon the rich experience of its partners. As CFO of Apple, Fred Anderson oversaw efforts to improve manufacturing, logistics, and procurement efficiencies, enhance product quality, strengthen distribution, and fund new growth initiatives (including the iPod, iTunes and iLife suite of consumer applications) which helped transform Apple into a market leader in consumer media and entertainment.

Bono has been a creative leader in the music industry for over 25 years, and has played an instrumental role in marketing and branding U2 and positioning the band as an industry leader in the management of its business operations and intellectual property.

In addition to being a venture and public market investor in numerous successful media and entertainment companies over the past 23 years, Roger McNamee has served as an advisor on direct band-to-fan commerce for the Grateful Dead and other bands.

#### 4. Invest in growth

We believe that changes in technology and demographics have created new business opportunities for content owners and creators. Elevation looks to accelerate companies' growth by helping each portfolio company expand into new distribution channels and geographic segments, pursue new licensing opportunities, and develop and deploy new business models.

We are focused on building the long-term value of companies' intellectual property and operations, rather than optimizing quarterly performance. For each company, we evaluate the opportunity to grow the business through:

- New marketing, distribution and product extension strategies
- New licensing strategies
- Synergistic acquisitions
- Capital investment
- Enhancement of operating plans
- Development and deployment of new business models
- New product development initiatives
- Recruiting management and creative talent

Our professionals have extensive experience overseeing and executing growth initiatives. During Fred Anderson's tenure as CFO of Apple, the company introduced the iLife suite of consumer applications, released a family of professional media authoring applications, launched the iPod and introduced the iTunes Music Store

As long-time private and public market investors in growth companies, Marc Bodnick, Roger McNamee and Bret Pearlman have extensive experience advising management teams on their growth initiatives, recruiting executives, and executing financings and strategic acquisitions.



# Our Team

Elevation is led by five accomplished professionals:

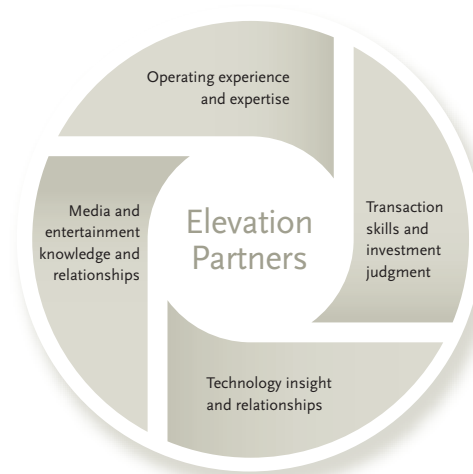
**Fred Anderson**  
*former EVP and CFO  
of Apple Computer*

**Marc Bodnick**  
*founding principal of  
Silver Lake Partners*

**Roger McNamee**  
*a co-founder of Silver  
Lake Partners and  
Integral Capital Partners*

**Bret Pearlman**  
*former Senior  
Managing Director of  
The Blackstone Group*

**Bono**  
*lead singer and co-  
founder of U2*



## 1. Media & Entertainment

Elevation has extensive experience operating and investing in the media, entertainment and consumer-related industries and has a broad network of relationships with companies and executives in the sector. While CFO of Apple, Fred Anderson oversaw the funding of several new growth initiatives which helped transform Apple into a market leader in consumer media and entertainment. Bono has been a creative leader and participant in the music industry for over 25 years, and U2 is a leader in the industry in the management of its business operations and intellectual property.

Roger McNamee has been a venture and public market investor in numerous successful consumer, media and entertainment companies over the past 23 years, including Electronic Arts, Blue Nile, Edmark, Inktomi, Intuit, Knowledge Adventure, Overture, Spectrum Holobyte, America Online, Apple, Comcast, Cablevision, Clear Channel, EchoStar, Real Networks, Take Two Entertainment,

Time Warner, TiVo, and Yahoo. Roger has also served as an advisor on direct band-to-fan commerce for the Grateful Dead and other bands

## 2. Private Equity

Elevation has extensive experience evaluating and executing private equity investments. Bret Pearlman has over 15 years of experience as a private equity investor in large-scale transactions, most recently as a Senior Managing Director at The Blackstone Group.

Roger McNamee was a co-founder, and Marc Bodnick a founding principal, of Silver Lake Partners, the leading technology-focused private equity firm. Prior to Silver Lake, Roger was a co-founder of Integral Capital Partners, managed the T. Rowe Price Science & Technology Fund and co-managed the T. Rowe Price New Horizons Fund. Marc previously worked in private equity at Lazard Capital and Blackstone.

Other members of Elevation's investment team also have substantial private equity and investment banking experience at leading firms including Bain Capital, Silver Lake, Morgan Stanley and Goldman Sachs.

### 3. Operations

Elevation's Partners has extensive operating experience in the entertainment, technology and consumer goods sectors. Fred Anderson has over 30 years of experience in finance and operations. Most recently, Fred was Executive Vice President and CFO of Apple Computer. Prior to Apple, Fred was CFO and served on the Executive Committee of ADP and held several executive positions at MAI Systems Corporation including President and COO and Senior Vice President and CFO.

Elevation also works with a number of outside executives from the media and online industries. Elevation's team includes executives-in-residence who help the firm evaluate investment opportunities and provide operations value-add to our portfolio companies.

### 4. Technology

Elevation has extensive technology industry expertise, including a broad network of relationships with technology companies, developed through operating and investing in the technology sector. Prior to Elevation, Roger McNamee and Marc Bodnick were private equity investors at Silver Lake Partners, the leading technology-focused private equity firm.

Previously, Roger was a leading technology investor in venture and public companies at Integral Capital Partners and T. Rowe Price, where he led venture investments in numerous companies, including Electronic Arts, Blue Nile, Edmark, Inktomi, Intuit, Knowledge Adventure, Overture, and Spectrum Holobyte. Roger has also invested in America Online, Apple, Comcast, Cablevision, Clear Channel, EchoStar, RealNetworks, Take Two Entertainment, Time Warner, Tivo, and Yahoo.

Fred Anderson has held numerous senior operating positions at technology companies including serving as EVP and CFO of Apple Computer, CFO of ADP, and President, COO, SVP, and CFO of MAI Systems..

## Investment Team

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### Fred Anderson

PARTNER

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Fred Anderson is a Managing Director and Co-Founder of Elevation Partners. Fred has extensive operating and financial experience as a senior executive in the technology industry. From 1996-2004, Fred was Executive Vice President and Chief Financial Officer of Apple Computer. During the past eight years, Fred made major contributions to Apple's turnaround and re-emergence as an industry leader. These contributions included resolving a major liquidity crisis, executing a massive restructuring that returned the company to sustainable profitability, and working with the company's executive team to reenergize Apple's revenue and profit growth.

During Fred's tenure at Apple, the company increased net cash from negative \$63 million to positive \$4.6 billion. Fred also served as Chairman of the company's investment review committee and was responsible for overseeing the investment of Apple's over \$4 billion in cash. As a senior financial executive of several public companies, Fred has been involved in numerous acquisitions and a wide range of other corporate finance transactions, including complex equity and debt financings, and recapitalizations. Fred holds a BA from Whittier College and an MBA from UCLA. Fred previously served on the boards of directors of Crystal Decisions and 3COM and on the Financial Accounting Standards Advisory Council. Fred serves on the boards of directors of eBay, Move and serves as Audit Chair for VG Holding Corp.

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### Marc Bodnick

PARTNER

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Marc Bodnick is a Managing Director and Co-Founder of Elevation Partners. Marc has ten years of experience in private equity investing and has extensive experience as a private equity investor in large-scale transactions. Marc was a founding principal of Silver Lake Partners, having joined the firm prior to its initial fundraising in 1999. At Silver Lake, Marc played an important role in developing and implementing the firm's due diligence processes — combining traditional private equity analysis with technology domain expertise — and led the investment analysis for a number of Silver Lake investment efforts. While at Silver Lake, Marc also investigated investment opportunities in the interactive entertainment and consumer media sectors.

Prior to Silver Lake, Marc served as an Associate in the Principal Investment Group at The Blackstone Group where he served on teams evaluating, executing, and monitoring a wide variety of private equity investments. Prior to Blackstone, Marc served at Kroll Associates as a Director in the Crisis Management Group where he worked on consulting teams providing advice to clients in situations involving corporate security, kidnap and ransom incidents, and political violence. Marc has an A.B. in Government from Harvard University and an A.M. in Political Science from Stanford University. At Harvard, Marc was elected to Phi Beta Kappa (Junior 12) and was the recipient of the Bonaparte and Coolidge Prizes. At Stanford, Marc was the recipient of a National Science Foundation Graduate Fellowship. Marc is on the board of VG Holding Corp where he serves as Governance Chair.

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## Roger McNamee

PARTNER

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Roger McNamee is a Managing Director and Co-Founder of Elevation Partners. Prior to Elevation, Roger was a co-founder of Silver Lake Partners, the leading private equity fund focused on technology and related growth industries. He was a member of Silver Lake's Investment Committee and was involved in all aspects of that partnership. Prior to Silver Lake, Roger was a co-founder of Integral Capital Partners. Integral is a leading technology investor in late-stage venture and public company investments. Founded in 1991 by Roger, John A. Powell, and Kleiner Perkins Caufield & Byers, Integral pioneered the crossover investment strategy, which seeks maximum capital appreciation by making investments in expansion-stage private companies and growth-stage public companies in the technology and life science industries.

Prior to founding Integral, Roger managed the T. Rowe Price Science & Technology Fund and co-managed the T. Rowe Price New Horizons Fund, which was at that time the largest emerging growth fund in the U.S. Roger serves as a trustee of Bryn Mawr College, an overseer of the Amos Tuck School of Business Administration at Dartmouth College, and a director of the Rex Foundation, Move, and Forbes Media LLC. Roger holds a B.A. from Yale College and an M.B.A. from the Amos Tuck School of Business Administration at Dartmouth College.

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## Bret Pearlman

PARTNER

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Bret Pearlman is a Managing Director and Co-Founder of Elevation Partners. Bret has extensive experience as a private equity investor in large-scale transactions. Bret joined The Blackstone Group in 1989 as the firm's first analyst. From 2000 through mid-2004, Bret was one of eleven Senior Managing Directors whose primary responsibility was investing Blackstone's third and fourth core private equity funds, as well as its media and communications private equity fund. Under the guidance of Blackstone's senior management, as a senior managing director, Bret worked as a key senior member of transaction teams engaged in all aspects of a transaction including sourcing, evaluating, structuring, monitoring, and, where applicable, harvesting investments. In some instances, he accomplished these tasks in conjunction with other senior managing directors of the private equity group.

Bret graduated from the Management and Technology Program at the University of Pennsylvania with a B.S. in Economics, with a concentration in finance from the Wharton School, as well as a B.S. in Engineering, with a concentration in computer science from the Moore School of Electrical Engineering. Bret is the Chairman of VG Holding Corp.

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## Bono

PARTNER

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Bono is a Managing Director and Co-Founder of Elevation Partners. Bono is the lead singer and co-founder of U2, one of the most successful bands in the history of the recorded music industry. Since 1977, U2's albums have sold over 120 million units worldwide and U2 has won 14 Grammy Awards. U2 has also been an industry leader in the management of its business operations and intellectual property. Unlike most bands, U2 owns and controls most of its own catalog.

Bono is also an active and successful leader in global politics and development policy. Over the past five years, Bono has worked successfully with the administrations of both President Bush and President Clinton to significantly increase U.S. involvement in key issues in the developing world. During 1999-2000, Bono played a leading role in persuading the U.S. and other industrialized nations to forgive over \$30 billion of debt owed by developing countries. Bono has also been a leader in the international campaign to combat the AIDS crisis in Africa.

Bono's efforts contributed to the U.S. decision to significantly increase foreign assistance to Africa. In 2002, Bono co-founded DATA (Debt, AIDS, Trade, Africa), an organization formed to unite international leaders in an effort to address the problems of AIDS and poverty in Africa. Bono has received numerous honors during his career, including the French Legion of Honor, highest honors from the Martin Luther King Jr. Center, and honorary doctorates from the University of Pennsylvania and the University of Dublin, Trinity College. In 2003, he was nominated for the Nobel Peace Prize. In 2004, he was named by Time Magazine as one of the 100 Most Influential People in the World.

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## Sherwin Chen

PRINCIPAL

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Sherwin Chen is a Principal and founding member of Elevation Partners. Prior to Elevation, Sherwin was a Senior Associate at Bain Capital Partners, where he participated in all aspects of the investment process and led the due diligence efforts on a wide variety of private equity investment opportunities. Previously, Sherwin served as a consultant with Bain & Co. Sherwin graduated magna cum laude from Harvard University with an A.B. in Social Studies, and he received an M.B.A. from the Stanford University Graduate School of Business, where he was an Arjay Miller Scholar.

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## Patty Halfen

PRINCIPAL

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Patty Halfen is a Principal at Elevation Partners. Prior to joining Elevation Partners in 2005, Patty was a Manager in the Strategic Planning group at The Walt Disney Company. Previously, Patty worked in investment banking as a senior analyst at DLJ, and served as an associate for the Boston Consulting Group. Patty graduated cum laude from Simon Bolivar University with an M.S. in Manufacturing Engineering, and she received an M.B.A. from Harvard Business School, where she was a Baker Scholar.

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## Martin Fichtner

PRINCIPAL

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Martin Fichtner is a Principal and founding member of Elevation Partners. Prior to Elevation, Martin was an Associate at Silver Lake Partners, where he participated as a member of several transaction teams in all aspects of the investment process, including the evaluation, execution, monitoring and harvesting of private equity investment opportunities. Previously, Martin worked in the Technology Investment Banking Group at Goldman, Sachs & Co. Martin graduated with Distinction from Stanford University with a B.S. in Industrial Engineering and a M.S. in Engineering Economic Systems and Operations Research.

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## Adam Hopkins

PRINCIPAL

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Adam Hopkins is a Principal and founding member of Elevation Partners. Prior to Elevation, Adam was an Associate at Silver Lake Partners where he was a member of transaction teams responsible for evaluating, executing, monitoring and harvesting investments. Previously, Adam worked at Morgan Stanley Capital Partners where he assessed private equity investment opportunities in the technology, media and communications industries. Adam graduated summa cum laude from Princeton University with an A.B. in Economics, and he received an M.B.A. from the Stanford University Graduate School of Business, where he was an Arjay Miller Scholar.

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## David Tanzer

### OPERATING PRINCIPAL

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David Tanzer is an Operating Principal at Elevation Partners. Prior to Elevation, David spent 20 years in operating, strategy and M&A roles in media sectors spanning consumer and B2B magazines, television, business information, the internet, educational publishing, and direct response TV, including as President & CEO of Primedia Inc.'s Consumer Magazines and Channel One Network divisions and as a consultant with Booz, Allen & Hamilton. David graduated magna cum laude from Harvard University with an A.B. in Economics, and he received an M.B.A. from Harvard Business School, where he was a Baker Scholar.

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## Kevin Albert

### INVESTOR RELATIONS

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Kevin Albert is a Managing Director and is responsible for the investor relations functions of Elevation Partners. Kevin has twenty-four years of experience working with institutional investors. Prior to joining Elevation, Kevin was a Managing Director and the Global Head of the Equity Private Placement Group at Merrill Lynch & Co where he led a market leading private equity fund placement business as well as a unit that syndicated minority interest private equity and co-investment opportunities to institutional investors. Prior to that role, Kevin served in a variety of generalist investment banking roles at Merrill Lynch. Kevin serves as an independent director on the board of Merrill Lynch Ventures, LLC and Kecalp, Inc., a series of private equity partnerships offered to key Merrill Lynch employees aggregating over \$1.8 billion of original committed capital. Kevin has a B.A. and an M.B.A from the University of California, Los Angeles.

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## Robert Cantwell

ASSOCIATE

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Robert Cantwell joined Elevation in 2006 as an Associate. Prior to joining Elevation Partners, Robert was an Analyst in the Structured Credit strategy group at HBK Investments. Previously, Robert worked as a summer analyst at CSFB Private Equity Strategic Partners. He graduated from Harvard University with an A.B. in Economics.

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## Jay Kahn

ASSOCIATE

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Jay Kahn joined Elevation in 2006. Prior to joining Elevation, Jay was a Senior Associate Consultant in the Media and Entertainment group at LEK Consulting. Jay graduated magna cum laude from Tufts University with a B.A. in Quantitative Economics.

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## Tommy Wu

ASSOCIATE

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Tommy Wu joined Elevation in 2006 as an Associate. Prior to joining Elevation Partners, Tommy worked in investment banking as a Senior Analyst in Morgan Stanley's Financial Sponsors Group. Previously, Tommy was an Analyst in Morgan Stanley Real Estate Funds (MSREF). He graduated magna cum laude from the University of California Berkeley with a B.S. in Industrial Engineering & Operations Research.

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## Connie Chan

ASSOCIATE

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Connie Chan joined Elevation in 2005 as an Associate. Prior to joining Elevation Partners, Connie was a Summer Analyst in the Investment Banking group at Goldman, Sachs and Co. She graduated from Stanford University with a B.A. in Economics and a M.S. in Management Science and Engineering with a concentration in Organizations, Technology and Entrepreneurship.

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## Rohan Nirody

ASSOCIATE

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Rohan Nirody joined Elevation in 2005 as an Associate. Prior to joining Elevation Partners, Rohan was an Analyst in the Private Equity group at The Blackstone Group. Rohan graduated summa cum laude from the University of Pennsylvania's Huntsman Program in International Studies & Business, where he received a B.S. in Economics from the Wharton School, concentrating in Finance and Public Policy, and a B.A. in International Studies from the School of Arts and Sciences



## Portfolio Companies

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### **BioWare Pandemic Studios**

BioWare/Pandemic Studios is a creative and management alliance between BioWare Corp. and Pandemic Studios, LLC, two leading independent video game developers. On November 3, 2005, Elevation announced it would invest over \$300 million in the companies, creating one of the world's best-funded and largest independent game development houses.

Pandemic is a leading force in the action/adventure category, with four major hit games in the last 18 months (three of which are original Pandemic-created IPs): Mercenaries™, Destroy All Humans™, Full Spectrum Warrior™, and Star Wars Battlefront™ (look for Star Wars Battlefront™ II, published by LucasArts in stores now). In addition to the upcoming release of Full Spectrum Warrior: Ten Hammers™ (to be published by THQ), Pandemic is developing a number of new, unannounced original titles with forward-looking technology for next generation platforms at its two studio locations. For more information on Pandemic and its games go to [www.pandemicstudios.com](http://www.pandemicstudios.com).

BioWare is an industry powerhouse known for its role-playing games rich in story and character. Releases include the hit franchises Baldur's Gate™, Neverwinter Nights™, Star Wars™: Knights of the Old Republic™, and BioWare's own IP Jade Empire™, as well as the upcoming new IP titles, Mass Effect™ (to be published by Microsoft) and Dragon Age™. BioWare has also developed innovative new technology, including the BioWare Eclipse Engine™, for next generation platforms with its Technology Architecture Group and online content for its community of 2.75 million registered fans at [www.bioware.com](http://www.bioware.com).

Both studios will retain their separate brands and creative teams, and continue to operate in their respective cities: BioWare in Edmonton, Canada; Pandemic in Los Angeles and Brisbane, Australia. Both studios plan future expansions at these and other locations.



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**Forbes**

Forbes is the publisher of Forbes, the nation's leading business magazine, and its international edition, Forbes Asia, which together reach a worldwide audience of nearly five million readers. Forbes.com, the company's Internet business, which is the homepage for the world's business leaders and the #1 business site on the Web, averages 15 million unique visitors a month. The company also publishes ForbesLife, the magazine's lifestyle supplement. Other company groups include: Forbes Conference Group; Forbes on Fox, a weekly television program; Forbes Investment Advisory Group; Forbes Newsletter Group; and Forbes Custom Media. There are currently eight local-language editions of Forbes, which are published in: Japan, Korea, China, Russia, Arabia (Dubai), Israel, Poland and Turkey. Forbes Indonesia will launch in fall 2006.

In August 2006, Elevation Partners became a minority shareholder in a newly formed company, Forbes Media LLC, the publisher of Forbes magazine, Forbes.com and other media properties.



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**Move**

Founded in 1996, Move™ (NASDAQ: MOVE), formerly Homestore, Inc., provides consumers with relevant real estate content, decision support tools and professional connections before, during and after their move. Move operates the No. 1 network of home and real estate-related Web sites, including

Move.com™, a comprehensive real estate search engine, and REALTOR.com®, the official Web site of the National Association of REALTORS®. Move is also a leading supplier of media and technology solutions for real estate professionals, local and national advertisers, and providers of home and real estate-related products and services.

In November 2005, Move received a \$100 million investment from Elevation Partners.

# Contact Information

## San Francisco Office

2800 Sand Hill Road, Suite 160,  
Menlo Park, CA 94025  
T: 650-687-6700 | F: 650-687-6710  
info@elevation.com

## New York Office

70 E 55th St, 12th Floor, NY, NY 10022  
(Located between Park Ave and Madison Ave)  
T: 212-317-6555 | F: 212-317-6556  
info@elevation.com

### DIRECTIONS FOR SAN FRANCISCO

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#### From San Francisco Airport

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- Take 101 South to 92 West  
*(towards Half Moon Bay)*
- Take 92 West to 280 South  
*(towards San Jose)*
- Continue on 280 South for approximately 15 miles to the Sand Hill Road East exit
- After exit, go back over freeway and continue to second stop light  
*(2800 Sand Hill)*
- Turn left, follow signs to 2800 building

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#### From Oakland Airport

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- Take 880 South to San Mateo Bridge
- Take 92 Jackson Street exit to bridge
- Go over bridge and continue following 92 West to 280 South  
*towards San Jose)*
- Take 280 South for approximately 15 miles to the Sand Hill Road East exit
- After exit, go back over freeway and continue to second stop light  
*(2800 Sand Hill)*
- Turn left, follow signs to 2800 building

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#### From San Jose Airport

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- Take 87 turn right  
*(Guadalupe Parkway)*
- South to 280 North  
*(towards San Francisco)*
- Continue on 280 North for approximately 21 miles to the Sand Hill Road East Exit
- After exit, turn right and continue to second stop light  
*(2800 Sand Hill)*
- Turn left, follow signs to 2800 building

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#### New York Office

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- The office is located between Park Ave and Madison Ave in midtown Manhattan