

WIND RIVER

Wind River to Acquire Tilcon Software to Add Rich Graphical User Interfaces Frequently Asked Questions

Q: Why is Wind River acquiring Tilcon?

A: With the acquisition of Tilcon, Wind River gains proprietary, easy-to-implement embedded graphical user interfaces that will enhance the value of Wind River's software platforms across multiple device types and target vertical markets.

Tilcon's embedded graphical solutions enable a simple implementation of graphical user interfaces requiring little or no coding, opening up the number of addressable developers and facilitating product bundling and pricing options that are aligned to Wind River's traditional business models.

Q: What is the background of Tilcon?

A: Tilcon is a privately-held company based in Ottawa, Canada, and is a leading provider of software for creating and deploying graphical user interfaces in embedded devices. The company was founded in 1987 and currently has 18 employees. Tilcon is exclusively focused on embedded graphics solutions with a strong capability in embedded software.

Q: Does Wind River have an existing relationship with Tilcon?

A: Tilcon has a long history of providing Wind River customers with tightly integrated tools that complement Wind River products, allowing manufacturers to produce graphically impressive GUIs for their devices. Tilcon has been a Wind River Premier Partner since 2004, and in December 2008 the company announced availability of Version 5.5.5 of its Interface Development Suite (IDS) for VxWorks and Wind River Linux.

Q: What are the terms of the deal?

A: Wind River will pay approximately USD \$3.5 million in cash to acquire all outstanding capital stock of Tilcon. The completion of the acquisition is subject to customary closing conditions and is expected to occur on or about February 27, 2009.

Q: Is Tilcon profitable?

A: Tilcon is a privately-held company and does not publicly report its financials.

Product, Packaging and Pricing

Q: What products does Tilcon sell?

A: Tilcon's primary product is the Interface Development Suite, which includes a complete set of tools such as an interface builder, application programming interface and embedded engine. It allows manufacturers to easily produce and rebrand user interfaces at lower cost than traditional GUI software. The import/export capability

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with Adobe® Photoshop enables user interface designers or graphic artists to create the device look and feel, and moves design elements away from engineers to designers.

Q: Currently Tilcon supports competing software platforms. Does Wind River plan to continue support of those competing platforms?

A: Wind River will support existing customer commitments on competing platforms and the long-term roadmap will be confirmed following the close of the acquisition.

Q: How will Tilcon be integrated into Wind River?

A: Due to vertical market and customer and partner synergies, Wind River plans to incorporate the Tilcon team into the VxWorks Product Division in order to provide focus on the existing customer base and the largest immediate vertical opportunities, namely industrial and medical applications.

Q: When will the integration be completed?

A: Tilcon's solutions are expected to be sold on an add-on basis to Wind River platforms immediately. Product integration and initial branding is expected to be completed within one quarter of close with full product integration and enhancements released by the end of the calendar year.

Q: What is the business model?

A: Tilcon will be incorporated into the standard Wind River products and services business model and will be managed as part of the VxWorks Product Division.

Employees, Customers, Partners

Q: How many people does Tilcon employ?

A: Tilcon currently employs 18 people in its office in Ottawa, Canada.

Q: What will happen to Tilcon employees?

A: Wind River expects to retain the majority of Tilcon employees and leverage their expertise in providing software for creating and deploying graphical user interfaces for the embedded market.

Q: How will the acquisition of Tilcon impact Wind River employees?

A: The acquisition will strengthen Wind River's product portfolio and will enhance the product offering for Wind River's worldwide sales team.

Q: How will the acquisition affect Tilcon's reseller network?

A: Wind River will assume active reseller contracts with the acquisition. Future plans are under review and will be assessed based on geography, existing channel relationships and pending customer engagements, and sales pipeline activity.

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Q: How does the acquisition benefit Wind River customers and partners?

A: With the advent of less expensive display hardware and more capable processing power, graphics is becoming an increasingly common requirement in many embedded devices across multiple application segments. In aerospace and defense, automotive, industrial and medical applications, programmable graphics solutions are replacing or augmenting more traditional analog gauges and dials, as graphics is moving from a high-end requirement into mainstream applications in several vertical segments.

With complementary customers, partners and target vertical markets, it is expected that the combination of Tilcon's proprietary embedded graphics solutions and Wind River's product portfolio, sales and marketing expertise, and world-class support will lead to meaningful business synergies. Additionally, this combination is expected to allow customers and partners the ease and benefit of purchasing compatible products and support from a single supplier.

Q: Does this acquisition negatively impact any of Wind River's existing partners?

A: The Tilcon technology is complementary to existing partners with no overlap.

Q: Does this acquisition impact Wind River's competitive positioning?

A: This acquisition will strengthen Wind River's position in markets requiring embedded 2D panel displays, namely industrial and medical applications in the near term.

Q: Does Wind River have plans to integrate office spaces in Ottawa, Canada?

A: Wind River plans to consolidate facilities into Wind River's existing development center in Ottawa, Canada. The expected timing is March 2009.

Information Sources

Q: Who should I contact regarding acquisition questions?

A: Members of the media should contact bryan.thomas@windriver.com
Investors should contact annemarie.mccauley@windriver.com
EMEA customers should contact 800-4988-4988
U.S. customers should contact 800-545-WIND

Q: Where can I get more information?

A: To learn more about Wind River, visit www.windriver.com

Forward-Looking Statements

This FAQ contains forward-looking statements, including statements regarding the expected completion of the proposed acquisition and the expected benefits from the proposed acquisition. These forward-looking statements involve risks and uncertainties that could cause actual results to differ materially from the expectations expressed in the forward-looking

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statements. Factors that could cause or contribute to such differences include but are not limited to delays in completing the proposed acquisition, failures of closing conditions to be satisfied and difficulties in integrating the operations and products of Wind River and Tilcon. More details about these and other risks that may impact Wind River and its business are included in Wind River's Annual Report on Form 10-K for the fiscal year ended January 31, 2008, its Quarterly Reports on Form 10-Q and its other periodic filings with the Securities and Exchange Commission. Forward-looking statements are based on information as of the date of this press release, and Wind River does not undertake any obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as required by law.

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