

RIVERWOOD

Riverwood Capital is a private equity firm that invests in high-growth businesses, primarily in the global technology and technology-enabled growth industries, founded by private equity and technology industry executives.

We target control and minority investments between \$10 million and \$100 million in the United States and selected emerging markets.

Who We Are

- **Riverwood** was established by a complementary group of private equity and technology industry executives, which provides us with a unique combination of operational, strategic, financial and technical insight into investment opportunities. Our skills make us an ideal partner for management teams who want to drive operational efficiency and earnings growth in their companies. The founders group includes Michael Marks (former Technology Partner at KKR; Chairman & CEO of Flextronics) and Chris Varelas (Former Global Head of TMT Group and National Investment Bank at Citigroup), among others.
- **Investment Philosophy:** patient and proactive approach to private equity investing. Riverwood focuses primarily on growth capital for private companies, carve-outs and divestitures. Our targeted investments will possess compelling technology and a proven concept, with significant growth potential, and the opportunity to benefit from Riverwood's assistance as an active investor and technology industry participant.
- **Sector Focus:** primarily targets growth opportunities in the technology and services industries, with strong domain expertise across the fields of: electronics systems and components, software, IT services, outsourcing, consumer electronics and media.
- **Culture:** a positive team culture is of paramount importance to Riverwood both internally and externally, with a strong focus on values and integrity.
- **Team:** deep network in the technology and services industries, including the Riverwood Principals (private equity executives, M&A professionals, leading technology executives), Senior Advisors (leading global technology executives and influential individuals) and a unique extended network including many of the top CEOs, CFOs, CTOs and investors in Silicon Valley and beyond.
- **Riverwood Solutions:** consulting affiliate specialized in outsourcing and global supply chain optimization (www.rwsops.com).

Offices

California
70 Willow Road
Suite 100
Menlo Park, CA 94025
Tel: +1-650-618-7300

New York
156 West 56th Street
Suite 1704
New York, NY 10019
Tel: +1-212-484-2136

Select Riverwood Investments



Leading independent CRM and Business Process Outsourcing Company in Latin America with 13,500 employees.



Leading pure play provider of software solutions to the global communications industry, with more than 8,000 employees, 33 offices, and 550 customers worldwide.



Premier independent full-service maintenance, repair and overhaul service provider to the airline industry in the Americas.



Leading OEM provider of fixed-line access equipment to the telecom operator market in North America, specialized in next-generation high-speed access solutions.



One of the top players in the out-of-home advertising industry in China, focused in the airport (#3 nationwide) and campus (#1 with 30-50% share) end media outlets.



One of the leading suppliers of used parts in the North American automotive market. It offers genuine parts of almost every car, truck or SUV made since 1980.



Leading off-shore provider of R&D outsourcing and software product development from Latin America with 1,000 employees and top customers in the US and Europe.



Indoor go kart racing concept with the largest indoor track racing centers in California and Seattle.



Leading global manufacturer of consumer and professional GPS products (#3 worldwide; #2 in the U.S.).



The #1 independent provider of vaccination services nationwide, boasting key relationships with most major retailers and many fortune 500 companies.



Leading manufacturer of high technology optical components for the telecommunications and consumer electronics markets, with a low cost operating hub in China.



Uruguay's national airline focused on regional flights in South America, with a modern fleet of Bombardier jets operating from its hub in Montevideo.



Manufacturer of high performance, consumer-oriented battery electric vehicles, including the Tesla Roadster, a high performance 2 seat sports car (in production).



Sole provider of end-to-end storage area network (SAN) performance monitoring and analysis solutions for the virtualized data center.

RIVERWOOD

Core Team

Michael Marks – Partner

- KKR, Former Partner and Head of Technology practice
- Flextronics, Former CEO and Chairman
- Built Flextronics from \$93mm of revenues to \$36bn
- EMS pioneer and technology thought leader; exceptional knowledge of global supply chain
- Top Ten Most Influential Executives in Silicon Valley History (Electronic Business December 2003)

Chris Varelas – Partner

- Citigroup, Former Global head of TMT Group and the National Investment Bank
- Built Citi's Technology franchise
- M&A background; sourced and executed over 200 transactions including some of the largest in technology history
- Reputation for working on highly complex and challenging transactions of all sizes
- Recently recognized as the top technology rainmaker and one of the top 100 dealmakers

Nicholas Brathwaite – Partner & CTO

- Flextronics, Former Chief Technology Officer
- Sourced, executed and integrated substantial number of acquisitions
- Breadth of Flextronics' global business required technology expertise across numerous technology sectors and disciplines
- Former nChip founding member (CTO)
- Former Intel engineer

Tom Smach – Partner & CFO

- Flextronics, Former Chief Financial Officer
- M&A and financing expertise
- Sourced, executed and integrated 100+ acquisitions; responsible for diligence, integration and synergy realization
- Managed public stock offerings, public and private debt offerings
- Managed global finance, HR, legal and IT staff; expert in low cost tax strategy

Francisco Alvarez-Demalde – Partner

- Eton Park, Former Executive for private and illiquid investment opportunities in Emerging Markets
- KKR, Former Executive of technology and other practices in CA and NY offices
- Goldman Sachs Investment Banking
- Private equity and M&A transaction experience in North America, Latin America and Asia

Jeff Parks – Partner

- KKR, Former Co-founder of technology practice
- Oaktree Capital Management
- UBS Investment Bank
- Participated in the five largest technology buy-outs ever completed
- Unique private equity and M&A transaction experience in technology

Ping Ko – Regional Director

- Responsible for sourcing semiconductor opportunities in China
- Silicon Federation International, Founder and CEO
- Authosis, Inc., Co-Founder, Vice Chairman, and Chief Strategy Officer
- Electrical Engineering and Computer Science Department of Berkeley, Vice Chairman

Steven Xi – Regional Director

- Responsible for sourcing non-semiconductor opportunities in China
- The Hina Group Fund I, Managing Director
- Co-Founder and Manager of a Chinese ecommerce start-up
- Dresdner Kleinwort Wasserstein, Head of China Investment Banking

Scott Ransenberg – Associate

- Credit Suisse Investment Banking, Technology Group
- Worked on a number of strategic financing initiatives for leading public and private companies
- B.S. in mathematical and computational sciences from Stanford University

Sean McArthur – Associate

- Citigroup Investment Banking, Technology Group
- Worked on a number of financings and M&A transactions for leading public and private companies
- B.S. in Economics with dual concentrations in Finance and Accounting from The Wharton School at the University of Pennsylvania

Senior Advisors

Gideon Argov

- Entegris, CEO

Mike Christenson

- Computer Associates, President and COO

Debby Hopkins

- Citi, CIO
- Former CFO of Lucent Technologies and the Boeing Company

Peter Currie

- Currie Capital, President
- Former executive of Netscape and McCaw Cellular

Anthony Fadell

- Apple, Inc., former Senior Vice President
- First member of iPod engineering team

Larry Probst

- Electronic Arts, Chairman and former CEO

Dave Johnson

- IBM, VP Corporate Development

Mark Leslie

- Leslie Ventures, MD
- Veritas Software, Founder, President & CEO
- Rugged Digital Systems, President & CEO

Tim Mott

- Electronic Arts, Co-founder
- Macromedia, Co-founder and former CEO

Rick Simonson

- Nokia, Executive Vice President and CFO

Richard Sharp

- Circuit City, former Chairman & CEO
- Carmax, founder and former Chairman & CEO

Peter Van Camp

- Equinix, Chairman & former CEO
- Former executive at UUNET and Compuserve Networks Services