



■ HOME

MAY 27TH 2006

3rd Annual Turkish American Business Conference

Financing Our High-Tech Future: Investments In Turkey

Claremont Resort in Berkeley

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Agenda

- Career overview
- Lessons learned
- Plans for the Turkish market
- Recommendations





Career Overview

■ Education

- MS: Industrial Engineering, Boğaziçi University, Istanbul
- BS: Industrial Engineering & Operations Research, Virginia Tech

■ Professional

■ Consilium, Inc.

- Provider of Manufacturing Execution System (MES) software
- Software Engineering
- Product Management

■ TIBCO Software, Inc.

- Leading provider of real-time data and process integration software
- Member of the founding team
- Various roles including Product Management, GM for EMEA Operations, Head of Marketing, Head of Financial Services and Telecommunications Sector Business





TIBCO: The First 8 Years



1997



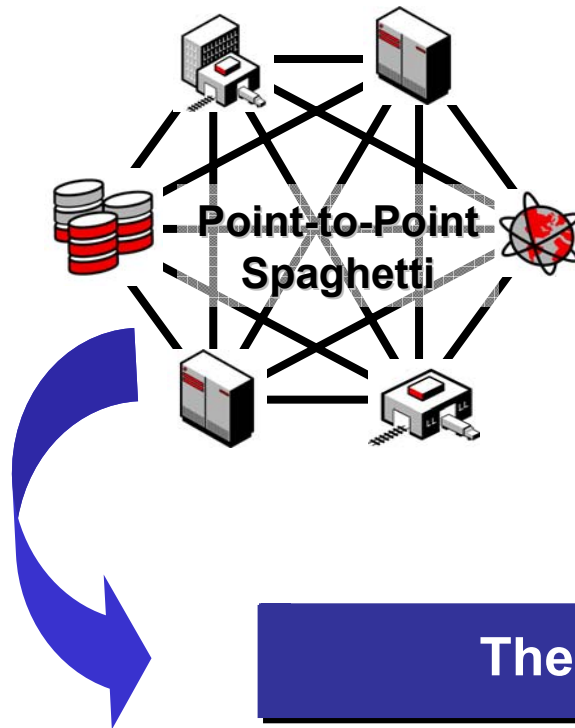
2005

Revenue	\$0		\$445M
Customers	0		2,500+
Installed Base	\$0		\$6B
Employees	1		1,600
Offices	1 <i>Palo Alto</i>		43 in 25 <i>Countries</i>
Dev' Centers	1 <i>Palo Alto</i>		7 <i>Worldwide</i>
Eco-System	0		30,000 <i>People Trained</i>



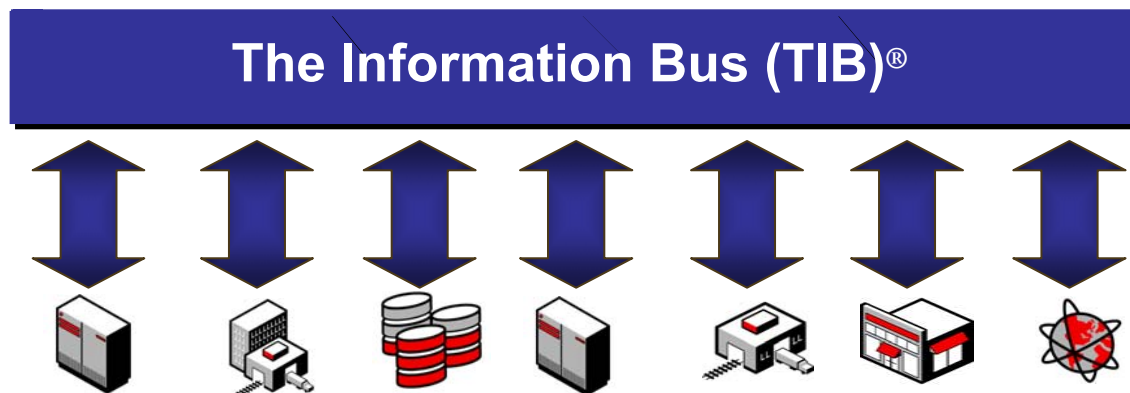


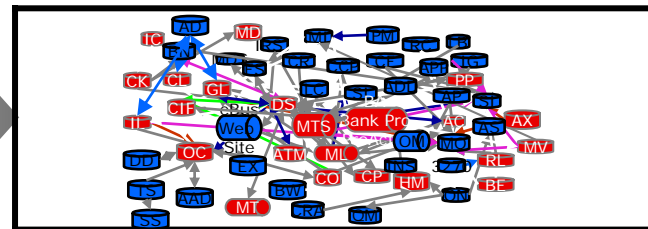
The Information Bus®: The Concept Behind TIBCO



Key Concepts

- The Information Bus as the Backbone
- Request/Reply & Publish/Subscribe
- Subject Based Addressing







Leading Companies Recognize TIBCO as the Leader

47 of the World's 100 Largest Companies are TIBCO Customers

Investment Banking — 9 of top 10

Retail Banking — 17 of top 20

Telecommunications — 8 of top 10

Hi-Tech Manufacturing — 15 of top 20

Pharmaceutical — 6 of top 10

Manufacturing (non High-tech) — 5 of top 10

Consumer Package Goods — 5 of top 10

Energy — 5 of top 10

Transportation — 4 of top 10

* By annual revenues except for investment banking which is measured by assets





TIBCO's Core Competency

- Working with leading companies to improve customer loyalty and operational efficiency



- Demonstrated ability to deliver innovative solutions
- Main competitor: IBM





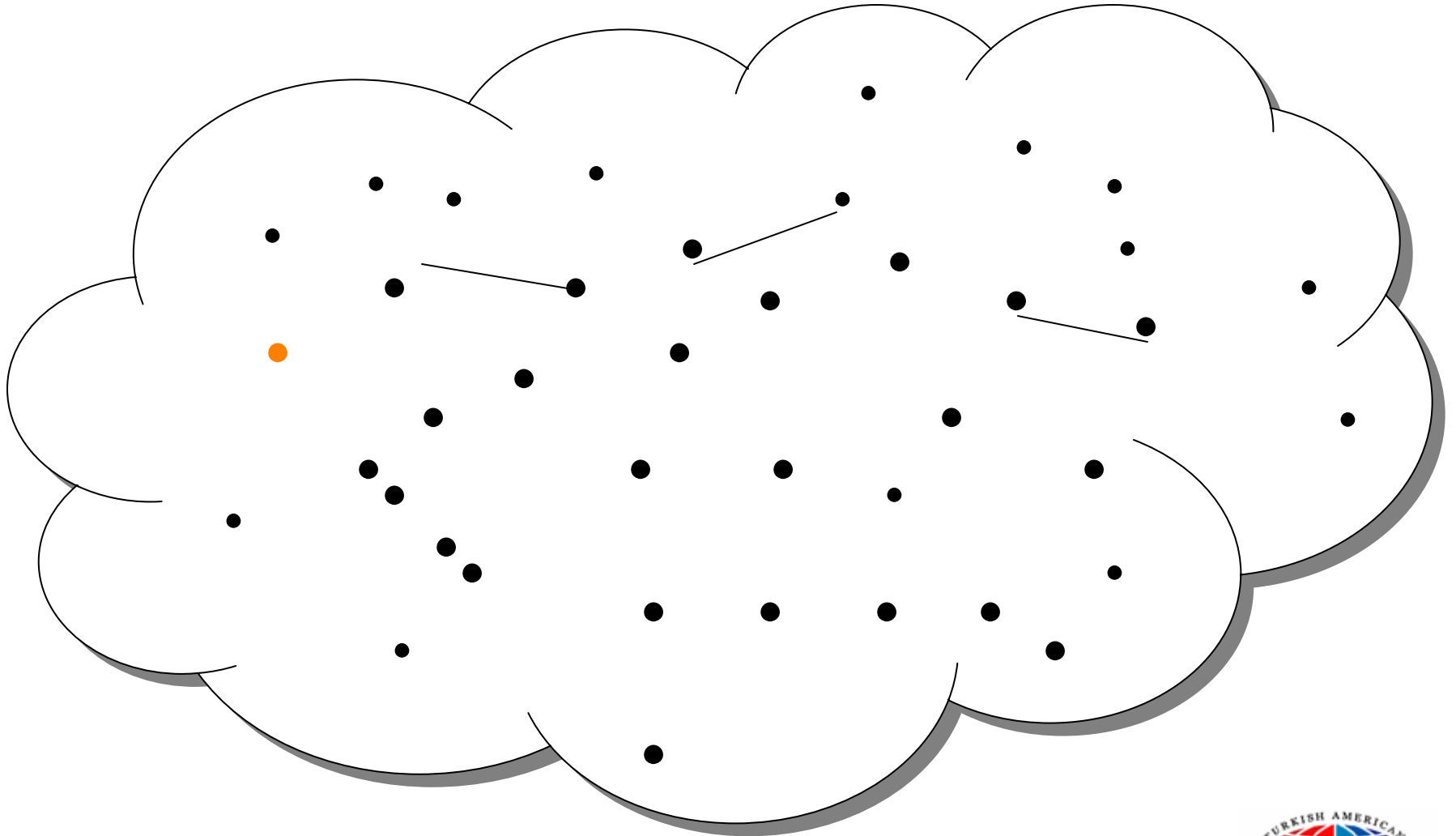
Lessons Learned

- Hire and keep the best people
- Stay close to the customers
- Remain focused on what you do best
- Innovate & commoditize
- Connect the dots



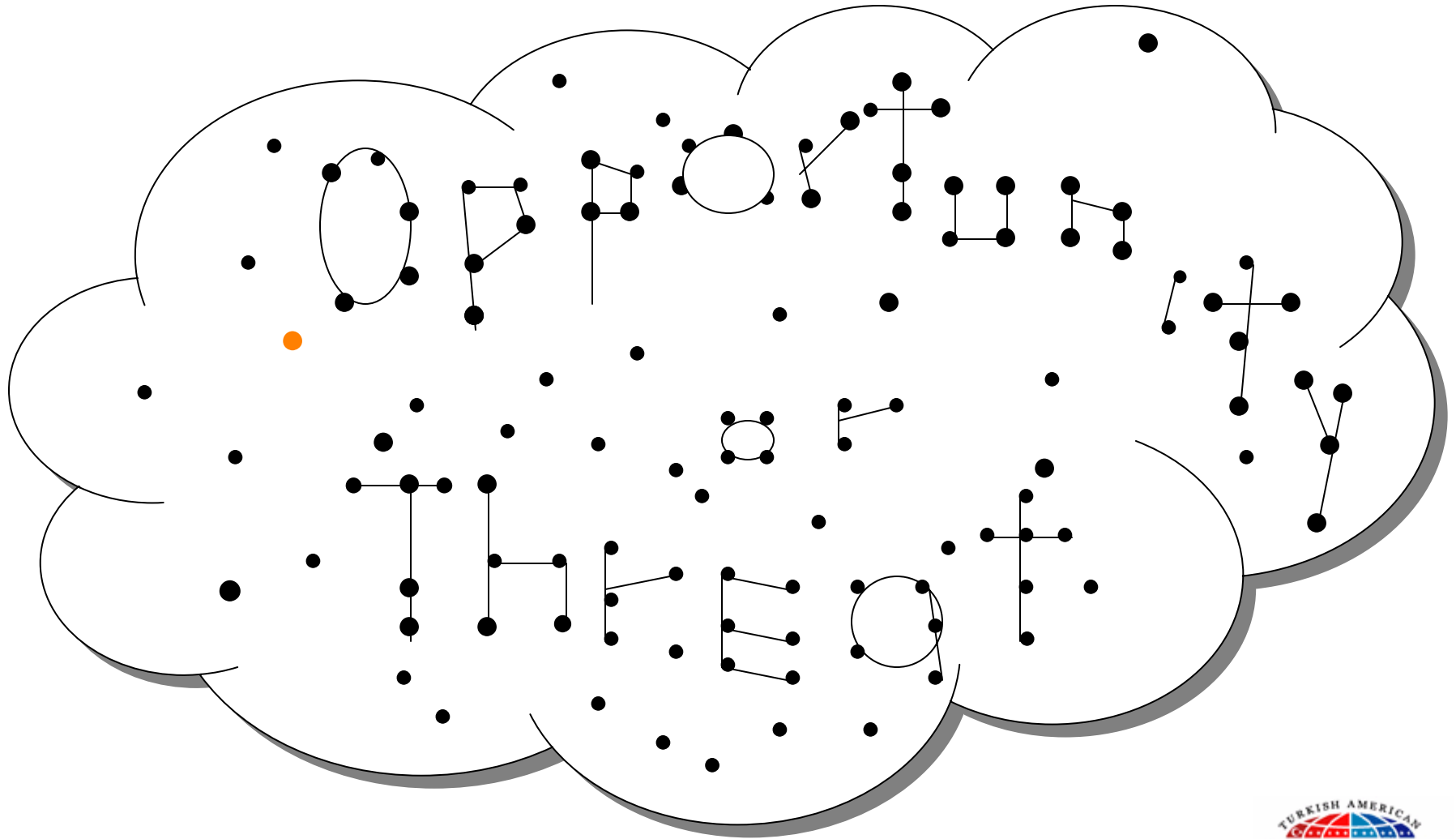


Connecting the Dots





Connecting the Dots





What do we look for in people - IQ, EQ, SQ

- **IQ: Intelligence Quotient**
- **EQ: Emotional Quotient**
 - Self-awareness, social skills
 - Motivated
 - Self-disciplined
 - Aspire to excellence
 - Continually learning and add value
- **SQ: Spiritual Quotient**
 - Encourages see the bigger picture
 - Capacity to question
 - Think creatively
 - Change the rules
 - Work effectively in changing situations
 - Break through obstacles
 - Innovative





Plans for the Turkish Market

- **Profile of a typical customer**
 - High degree of enterprise software maturity = value
 - Under pressure to change processes (competition or regulation)
 - Open to new ideas
- **Plan to focus on select industries**
 - Banking
 - Telecommunications
 - Government
- **Through a local partner**





Expectations for Investment in a Local Market

- Stable political and economic climate
- Strong academic institutions
- Up-to-date technology and language skills
- Connectivity
- Favorable labor market conditions
- Mobility among work force



➤ Favorable Developments in Turkey

- Economic growth
- EU membership drive
- Deregulation in banking and communications sectors
- eGovernment

