FY 2010/11 Corporate Brochure

www.avanquest.com
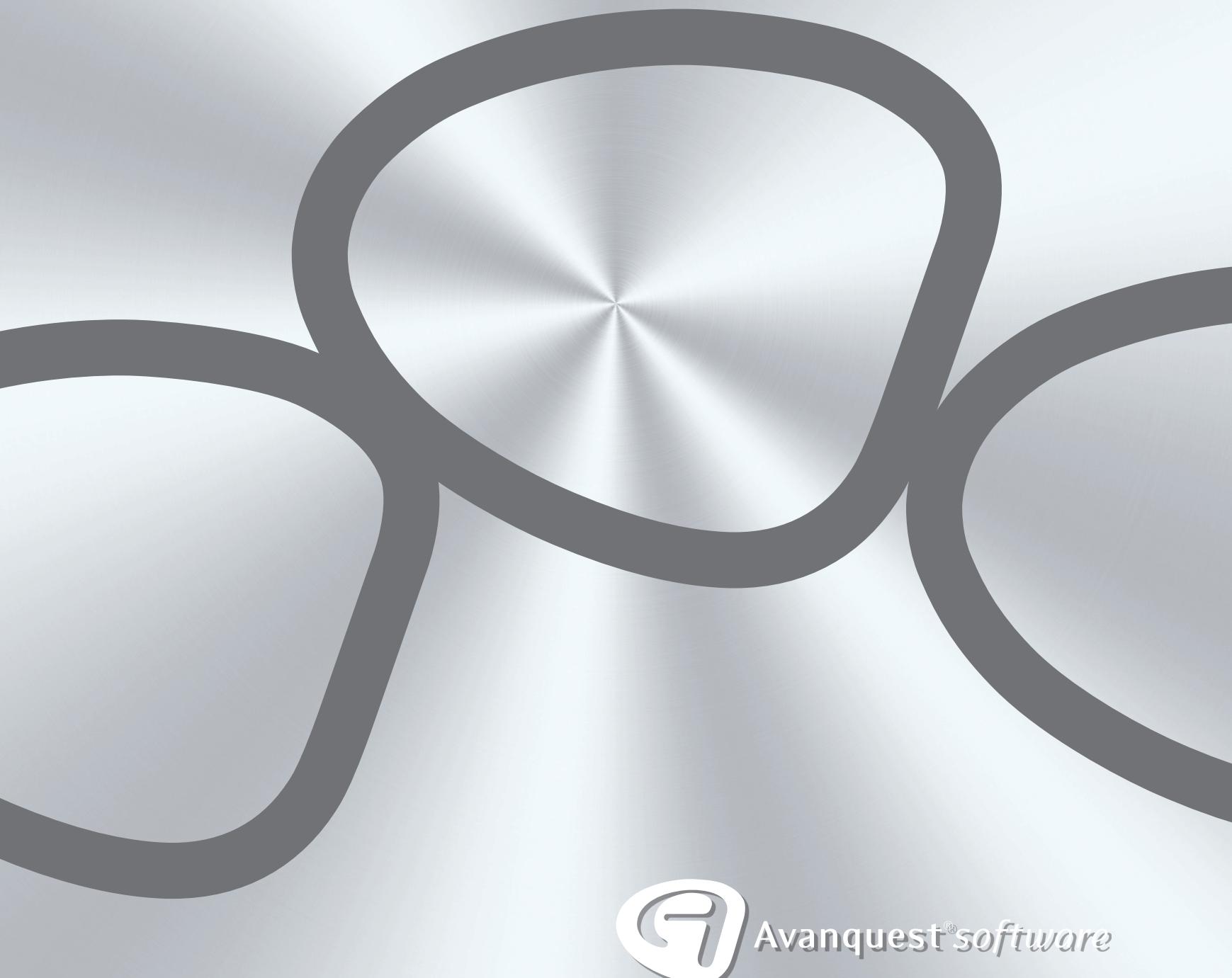
Avanquest® software

AVANQUEST SOFTWARE
A WORLD LEADER
KEY DATES **IN A WINNING EXPANDING STRATEGY...**
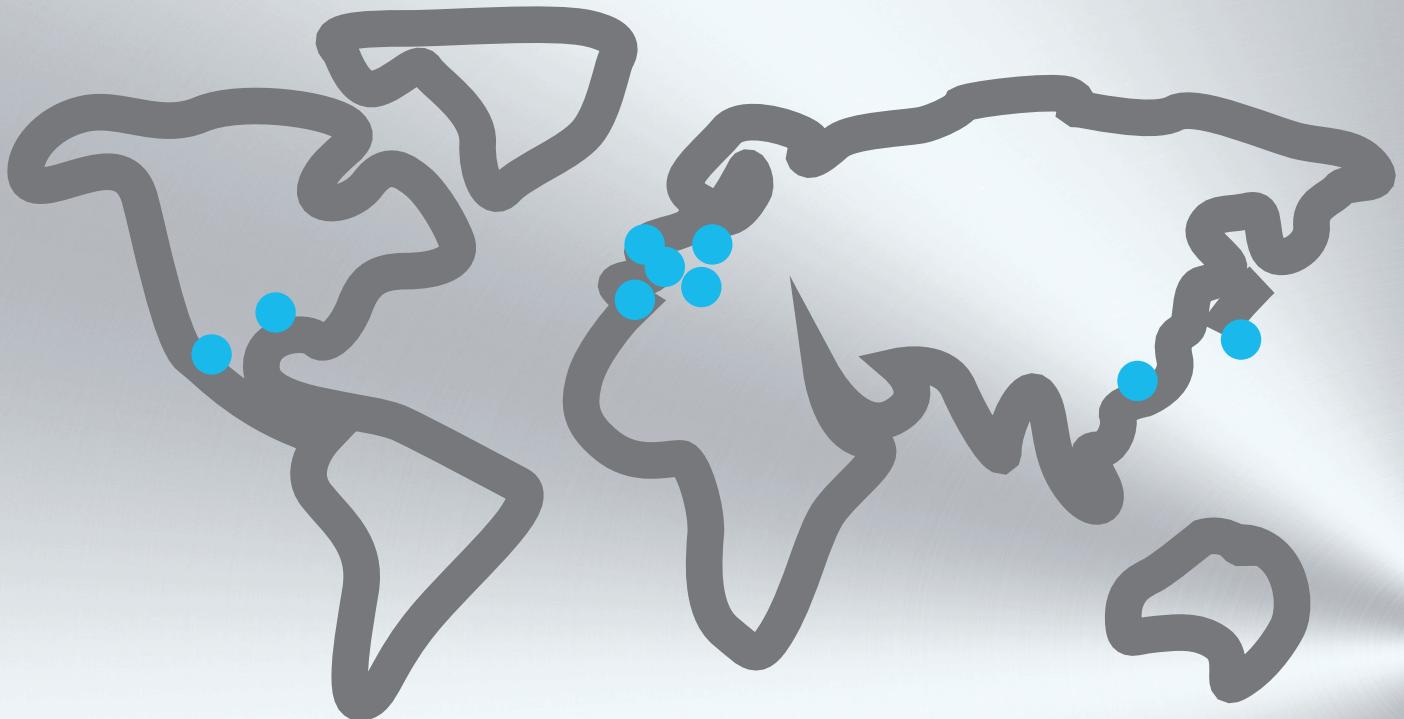
... IN THE UNITED STATES

1996 – Founding of BVRP USA,
        today Avanquest Software
        USA, Denver CO
2002 – Acquisition of Elibrium –
        MySoftware
2005 – Acquisition of VCom
2007 – Acquisition of Nova
        Development, today
        Avanquest North America,
        Los Angeles CA

... IN EUROPE

1998 – Avanquest UK is founded
        through the acquisition of
        Kommunicate
2001 – Friendly takeover of AB Soft
        and creation of Avanquest
        France
2003 – Avanquest Deutschland
        is founded through the
        acquisition of MediaGold
2004 – Avanquest Ibérica is founded
        through the acquisition of
        Outsource
2005 – Founding of Avanquest Italia
2007 – Friendly takeover of the Emme
        Group to consolidate company
        position in Europe
2011 – Micro Application joins the
        Avanquest Software Group

... IN ASIA

2002 – R&D Center in Shanghai,
        China

AS A GROUP ...

1984 – BVRP Software is founded
        by Bruno Vanryb and
        Roger Politis
1995 – Launch of PhoneTools,
        one of the first computer
        fax software programs and
        a worldwide bestseller
1996 – BVRP Group gets listed
        on the Stock Market
2002 – Launch of Mobile
        PhoneTools,
        the convergence of mobile
        technologies and also
        a worldwide best-seller
2005 – BVRP changes its name
        and becomes Avanquest
        Software

... A STORY BEING WRITTEN IN THE FUTURE TENSE

When it acquired Micro Application, the Avanquest Group became Number one in France in the non-games consumer software market and wrote a new page in its history.

CONTENTS

THE COMPANY HAS ALWAYS PROVEN SUCCESSFUL IN REINVENTING ITSELF

A GROUP POSITIONED AMONG THE WORLD'S TOP 10 CONSUMER SOFTWARE PUBLISHERS…

Market leaders in certain countries, especially the United States (the world's biggest market), the United Kingdom (Europe's strongest market) and now in France.

…that has always proven successful in reinventing itself and is poised to be a strong player in the Online and Cloud markets.

CLOUD-BASED CONSUMER APPLICATIONS

DUAL EXPERTISE AS DEVELOPER AND PUBLISHER OF APPLICATIONS, CONTENT AND SOFTWARE SERVICES

Powered by
Avanquest® Research Labs

With more than 25 years of experience behind it, Avanquest Software focuses on software solutions adapted to new trends and to the technologies of the future. The Avanquest Research Labs label qualifies the Avanquest Group's research and development labs, employing 180 engineers of all nationalities based in France, the United-States and China.

AVANQUEST SOFTWARE
IN FIGURES

2010/11
TURNOVER

(exceptional 15-month financial year)

€109.8 M,

88%
OF WHICH **is international**

47%
Share of sales
IN THE US
world's
No.1
market

27%
Share of sales
IN THE UK
Europe's
No.1
market

25%
Share of
ONLINE
softwares sales

<
24%
INCREASE
IN E-COMMERCE
ACTIVITY

12%
Share of sales
IN FRANCE

530
employees
A PRESENCE ON 3 CONTINENTS:
AMERICA,
EUROPE
AND ASIA
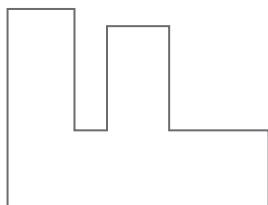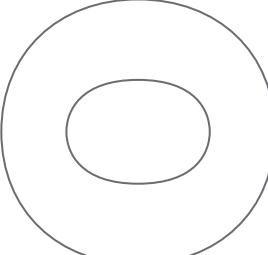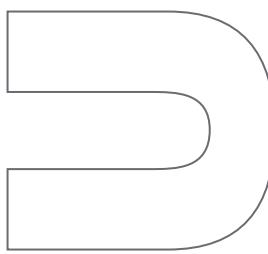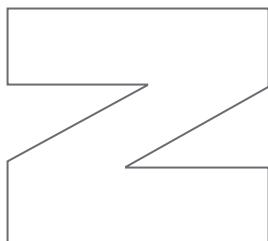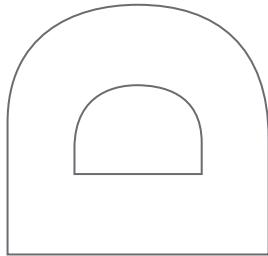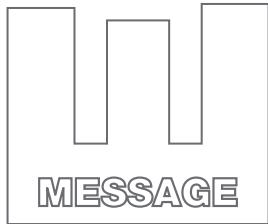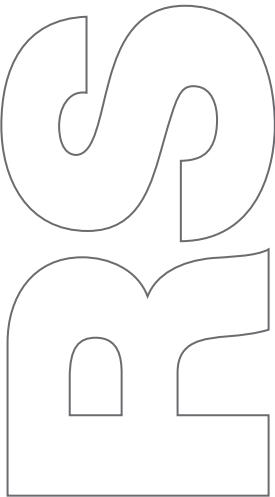
A MESSAGE
FROM THE FOUNDERS
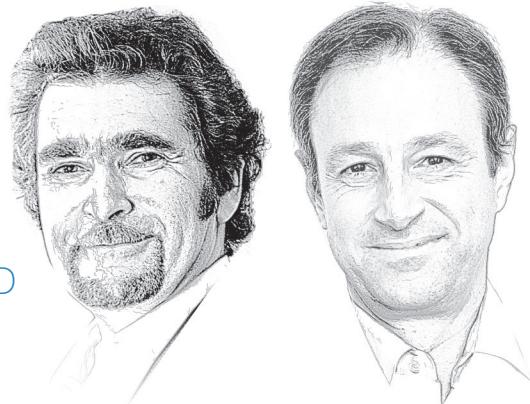
AVANQUEST SOFTWARE IS REINVENTING ITSELF AND SHIFTING QUICKLY TOWARDS ONLINE APPLICATIONS AND SERVICES

Our business as a consumer-software publisher is undergoing a profound change. While software today is at the core of the entire digital economy, the way applications are consumed and used has completely changed.

It all began with the arrival of downloading in the 2000's which gradually took away market share from the traditional sale of software in retail stores. This evolution has speeded up in the last few years with the emergence of applications accessible from anywhere, from a computer, a Smartphone, a digital tablet or even a connected TV. With the Cloud, it's no longer necessary to install a software program in order to access it.

Very early on, Avanquest was able to take up this challenge and position itself for this change, and the 30%+ sales we now make online is proof of this. Today we have to go further with an ambitious and winning strategy that offers our customers all of our applications, regardless of where they are or what kind of terminal they're using.

We achieved this by investing heavily throughout the year to develop the Web-to-Print business; by offering mobile services in the Cloud; and by developing software communities. **We want to go even further, and the 2011-12 financial year is devoted to expanding this strategy and developing highly innovative online applications and services.**

Our objective for Avanquest in 2012: to reinvent ourselves again, to offer our customers the best in the world of software technologies.

Bruno VANRYB

Co-founder and Chief Executive Officer
of the Avanquest Software Group

Roger POLITIS

Co-founder and Chief Technical Officer
of the Avanquest Software Group

2010/11
HIGHLIGHTS
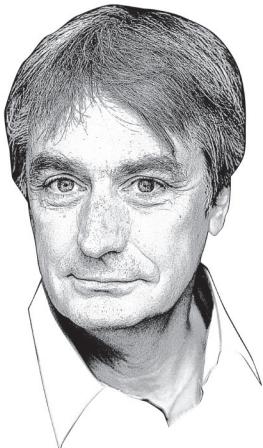
Philippe OLIVIER

Founder and President
of Micro Application

Chief Operating Officer
France and Continental
Europe of the Avanquest
Software Group

ACQUISITION OF MICRO APPLICATION, FRANCE'S No. 1 CONSUMER APPLICATIONS PUBLISHER

First announced in November 2010, the operation was completed on February 12, 2011.

" We are delighted, as are our respective teams, with this merge. As software developers and publishers, Avanquest Software and Micro Application share the same culture of innovation and have each developed their own assets. Avanquest successfully targets professionals and the general public through its subsidiaries on three continents. In France, Micro Application has a leading position among the general public and sourcing capabilities that will be useful to Avanquest's profitable-growth strategy. Given the complementary nature of these two organizations, the success of this merger cannot be doubted, and I am happy to share in it as a shareholder and member of the Avanquest management team. "

This strategic merger is aimed at consolidating the Group's market positions while strengthening its capacity for innovation.

Special attention is being paid to:

- **optimizing the synergies between the two brands through mutual enhancement of product lines in France, the United Kingdom and especially Germany;**

- **and developing the innovative software that is at the heart of technological convergence, like applications for smartphones, tablets and social networks (iPhone, iPad, BlackBerry, Windows Phone, Facebook, etc.).**

ACQUISITION OF PC HELPSOFT

We acquired PC HelpSoft on March 31, 2011. Based in Victoria (British Columbia), HelpSoft specializes in sales of consumer utility software on the internet.

PC HelpSoft is a young company that is an expert at using internet referencing techniques and optimizing visitor conversion rates. This acquisition is part of Avanquest's strategy to boost online sales and its integration will make it possible to:

- **optimize the conversion rate and the return on investment of its internet campaigns;**

- **reinforce its presence in the more mature markets, mainly the very competitive English-speaking markets, and to duplicate its knowhow in new regions.**

2011/2012 FINANCIAL YEAR:
SPEEDING UP THE GROUP'S SHIFT

INNOVATION, **THE KEY COMPONENT** TO THE GROWTH STRATEGY **IN 2011/12**

IN A MARKET ENVIRONMENT WHERE OFFLINE SALES OF CONSUMER SOFTWARE IS CHALLENGING, AVANQUEST'S OBJECTIVE IS TO SPEED UP THE SHIFT TOWARDS ONLINE AND THE CLOUD IN ORDER TO RESPOND TO NEW FORMS OF CONSUMPTION. IN 2011-12 THE GROUP IS PREPARING TO LAUNCH NEW ONLINE VERSIONS INCLUDING SUBSCRIPTIONS, RECURRING REVENUE AND ASSOCIATED SERVICES FOR ITS LEADING SOFTWARE PRODUCT LINES.

ACQUISITION OF CARTELAND

On October 6, 2011, the Group announced the acquisition of Carteland, a French specialist in the design and printing of announcements and greeting cards on the internet:

- Avanquest Software is enhancing its Web-to-Print activity, which has a major potential market in Europe and in the United States, where Avanquest has demonstrated its strength with impressive growth.

- Acquisition of this pure web player fits into the Group's strategy to speed up its shift to online and offers excellent prospects for growth in France and Europe.

2010/11 RESULTS

A ONE-TIME 15-MONTH FINANCIAL YEAR
(APRIL 1, 2010 TO JUNE 30, 2011)

" This year saw the acquisitions of Micro Application (Number One in France among consumer application publishers) and PC Helpsoft (a startup specializing in the sale of utility software over the internet, with innovative marketing techniques), consolidated since March 1 and April 1, 2011, respectively, as well as an upswing in online sales, which grew by 24% and now account for 25% of consolidated sales figures. "

Thierry BONNEFOI

Group's Chief Financial Officer

KEY FIGURES

Consolidated data in €M	2010/11 FY (15 month)	2009/10 FY (12 month)
Turnover	109.80	88.20
Current operating income	2.20	4.50
Net earnings	(3.00)	0.30
Earnings per share (in €)	(0.18)	0.02
Self-financing	7.00	7.60
Shareholders' Equity	97.90	98.40
Loans and other financial debt	24.50	30.20
Available cash	10.90	20.40
Ratio of net financial debt / shareholders' equity	0.14	0.10

A one-time 15-month financial year that included the April-June quarter – the weakest of the year – twice and so not representative of the overall business trend.

The underlying downward trend in offline sales has speeded up in the last few months, weighting down short-term profitability.

A financial structure as solid as ever.

INCOME STATEMENT SUMMARY

| In millions of Euros	2010/11 FY (15 month)	2009/10 FY (12 month)
Consolidated sales	109.80	88.20
Gross margin	66.50	54.40
% of sales	60.5%	61.7%
Current operating income	2.20	4.50
% of sales	2.0%	5.1%
Non-recurring items	(1.20)	0.10
Operating income	1.00	4.60
Financial result	(2.30)	(1.50)
Net taxes and misc.	(1.70)	(2.80)
Net earnings	(3.00)	0.30

A lower level of offline business in recent months affected profitability as well as nonrecurring factors associated with reorganizations in France and Great Britain.

SIGNIFICANT INCREASE
IN DOWNLOADS

DISTRIBUTION OF SALES BY
CHANNEL

Corporate Solutions
11%

OEM + special sales
12%

Offline
52%

Online
25%
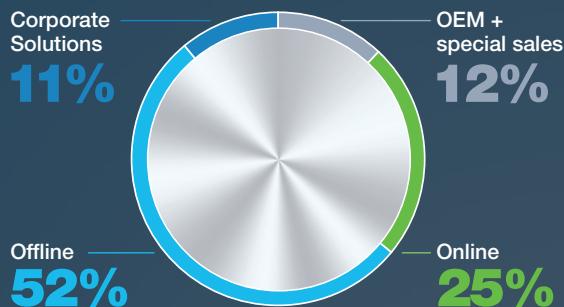
SOFTWARE SALES BY **DOWNLOAD**

+26%

+16%

€**17.3** M

€**13.7** M

€**11.8** M

2008-09   2009-10   2010-11 (12 months)

The Web continues its strong advance +24%, with +26% for downloads.

GEOGRAPHIC
DISTRIBUTION OF SALES

Others
14%

FRANCE
12%

UK
27%

USA
47%
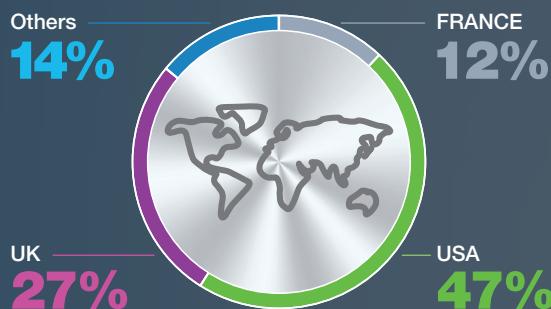
Dominant positions in three territories, with an increase in Great-Britain despite the economic context and maintenance of market shares in the USA.

Gradual rebalancing in France with the acquisition of Micro Application.

BALANCE SHEET
In millions of Euros

Asset	30/06/11	31/03/10
Intangible assets	115.7	103.8
Other non-current assets	8.8	7.0
Current assets	28.5	34.7
Cash and cash equivalents	10.9	20.4
Total Assets	**163.9**	**165.9**

Liabilities	30/06/11	31/03/10
Shareholders' Equity	97.9	98.4
Provisions	1.9	2.1
Non-current liabilities	24.1	28.5
Current liabilities	40.0	36.9
Total Liabilities	**163.9**	**165.9**

TABLE OF CASH FLOWS

In millions of Euros	2010/11	2009/10
Self-financing	7.0	7.6
Cash flow from operation	7.9	(1.5)
Net cash flow associated with investment	(9.3)	(4.3)
Net cash flow associated with financing	(7.8)	11.7
Variation in cash and cash equivalents	(9.2)	+5.9
Cash and equivalents at opening	20.0	14.0
Cash and equivalents at closing	**10,8**	**20,0**

The cash was used for the most part for loan repayment (€7.7M) and to finance acquisitions (€2.5M).

AVANQUEST SOFTWARE
ON THE STOCK MARKET

CAPITAL DISTRIBUTION
AT SEPTEMBER 1, 2011

Executives and employees
19%

ID invest
12%

FSI
8%

Other
51%

EPF
5%

CDC
5%

2011/12
STRATEGY AND OUTLOOK

SPEEDING UP THE ONLINE STRATEGY

Given the rapid shift in software markets from offline to online, Avanquest, which already has a good presence on the internet, is investing in the development of online sales and online access to applications focusing on three main areas:

Launch of mobile applications and software suites on all smartphone and tablet platforms (iPhone, iPad, Android and Windows) thanks to its proprietary content and technologies;

Worldwide development of Web-to-Print (remote printing of graphic creations) based on the SimplyToImpress.com, PhotoAffections.com, CanvasWorld.com and Carteland.com web sites;

Switch to SaaS mode for the utility software line in order to generate recurring revenue and shift offline content to online offers.

OUTLOOK

In keeping with its strategy blending internal and external growth, Avanquest is boosting its R&D investment to speed up the shift in its business model towards online sales and associated SaaS-type services and is staying tuned to any opportunity for external growth that can help deploy its online strategy.

GROUP
ORGANIZATION

530 ASSOCIATES, ALL WITH A PASSION FOR INNOVATION
AND STRONG VALUES LIKE **ETHICS, RESPECT FOR THE INDIVIDUAL
AND RESPONSIBILITY**

GEOGRAPHIC
DISTRIBUTION

530
**ASSOCIATES
WORLDWIDE**

USA
164

United Kingdom
111

Other
57

France
154

China
44
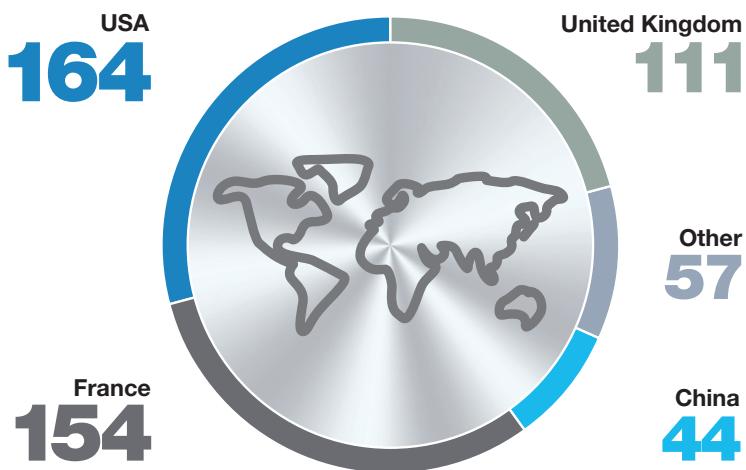
GROUP'S SENIOR
MANAGEMENT

B. VANRYB
President & CEO

R. POLITIS
Managing Director & CTO

T. BONNEFOI
Chief Financial Officer

P. OLIVIER
CEO Europe

US
OPERATIONS

B. BLOXBERG
CEO Avanquest
North America

T. HELFSTEIN
President Avanquest
North America

EUROPEAN
OPERATIONS

D. BRASS | S. POWELL
UK MDs Avanquest Software
Publishing

C. THOMSON
UK MD Avanquest
ProcessFlows

P. OLIVIER
CEO France & Europe

P. CALETTI
General Manager
Central & Southern Europe

GLOBAL
DIVISIONS

AVANQUEST
RESEARCH LABS

R. POLITIS
CTO Utilities

A. ABBASHAY
CTO Multimedia

D. WRIGHT
CTO Mobility

WEB

O. THIRION
COO Europe

K. SANCHEZ
VP Web USA

P. SCHNYDER
VP Web Biz Dev

Bruno Vanryb

Roger Politis

Thierry Bonnefoi

Todd Helfstein

Roger Bloxberg
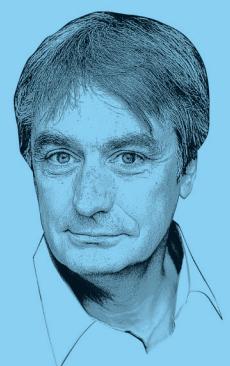
Philippe Olivier

Olivier Thirion

Kelley Sanchez

Phil Schnyder

Ayoub Abbashay

David Wright

Dave Brass

Steve Powell

Chris Thompson

Paolo Caletti

AVANQUEST RESEARCH LABS,
INNOVATION-BASED STRATEGY

"For more than 25 years Avanquest Software has designed and developed best of breed software. Specializing in communication solutions, utility and multimedia software, the Group employs 180 engineers and developers at Avanquest Research Labs all over the world.

Avanquest's multidisciplinary teams anticipate market trends and offer their customers software solutions based on three unfailing principles: high quality, cutting edge technology and a great user experience."

Roger POLITIS

Co-founder and Chief Technical Officer
of the Avanquest Software Group

Microsoft
GOLD CERTIFIED
Partner

Ready for
Windows 8

We have been a Microsoft Gold Partner since 2001 and work closely with the teams at Microsoft Paris and Redmond.

A GROUNDBREAKING
CHANGE IN MODEL

The era of the single software solution in a complex toolbox, is over. Users want simpler solutions designed to meet their specific needs, modular, and featuring high-end performance.

Whether it is optimization with Fix-It or System Suite, managing photos with Photo Explosion or designing internet sites with WebEasy, all of Avanquest's flagship software solutions are evolving towards a service-based subscription model, with permanent updates.

The SaaS (Software as a Service) model also makes it very easy to offer the customer additional services: online backup, sharing content with contacts, professional printing of photos or documents, or online content hosting.

All of Avanquest's new solutions are developed so that they can function in Cloud mode, to respond to the new market trend involving the use of light peripherals to connect to the internet and enjoy a range of services traditionally provided by PCs.

A GROUNDBREAKING INNOVATION IN
PC OPTIMIZATION

The new version of Fix-It greatly improves PC performance while offering a range of solutions for optimizing and repairing the operating system. With a system of permanent updates provided by Avanquest Research Labs, users always have a computer in tip-top shape, secure and optimized in real time with the Active Intelligence system and access to a full line of associated services; all this comes with a new interface designed by ergonomics experts for the easiest and most intuitive use possible.

SOFTWARE THAT GENERATES
RECURRING REVENUE

The software market is changing: we are moving from the approach of a complete and sometimes complex offer at a fixed price towards a model based on solving specific, immediate problems with far more personalized solutions. At Avanquest, we are already anticipating this market evolution with offers based on service, highly modular and upgradable.

Designed in this way, Avanquest Software's new software types guarantee the Group recurring revenue, disconnected from the traditionally seasonal nature of the market.

WORLDWIDE DEV
WEB-TO-PRINT

FROM GRAPHIC DESIGN
SOFTWARE TO **WEB-TO-PRINT**

WEB-TO-PRINT refers to all those technologies developed to dynamically generate all creative documents ready to be printed by a Cloud-based online service. The user creates his project via an internet site with no need to install any software on his computer or digital tablet, using templates offered by the site with advanced possibilities for publishing and personalization.

Web-to-Print lets you get products printed on your personal printer quickly and at a reasonable price, using PrintPratic (PrintPratic.microapp.com) or delivered to your home directly by the printer for more professional quality (Carteland.com and SendPhotos.com in Europe, PhotoAffections.com, SimplyToImpress.com and CanvasWorld.com in the United States).

Roger BLOXBERG

CEO Avanquest North America

Todd HELFSTEIN

President Avanquest North America

" We are convinced that online services represent one of the main growth drivers for software designers, and Web-to-Print is a concrete way to directly reach the public with technologies offering incredible opportunities. according to Roger Bloxberg and Todd Helfstein. "

" We have succeeded in convincing a steadily increasing number of our customers to go from the software box to downloading, and today online sales are Avanquest's fastest-growing business. For some software, particularly graphic-design, we are going to take our users into the Cloud, which brings technological and economic advantages, including for our customers, who benefit from extremely easy-to-use online services and pay according to the services they use. "

The Web-to-Print market has substantial potential in both Europe and the United States, and Avanquest has demonstrated its strength in this segment with impressive growth on the American continent.

/ELOPMENT OF

IN THE UNITED STATES, Avanquest already makes 37% of its sales in the graphic software segment, where the Group is in second place in the market behind Adobe. 43% of Avanquest North America customers say they are already using Web-to-Print services, and they will of course be encouraged to take advantage of the interoperability and convergence achieved between Avanquest's software and its online services.

— CUSTOM —
INVITATIONS &
ANNOUNCEMENTS

MAKE THEM ONLINE AT
{simplytoimpress.com}

2011
Wishing you a Merry Christmas

The Cooper Family

> "Avanquest Software offers its partners software, applications and services designed to integrate perfectly on a white-label basis with their own ecosystems. Whether in security, mobility or utilities, we are developing online services and applications that assure them of additional revenue while rendering invaluable services to their customers.

David WRIGHT

President Avanquest
Mobile Technologies

CLOUD-BASED A

A COMPLETE CLOUD-BASED OFFER WITH
HIGHLY PROFITABLE SAAS MODELS

Avanquest Software develops software solutions that are integrated into its partners' peripherals. For example, this may include software for synchronization, migration, security or backup for telephones and tablets, utilities for optimization, security or parental control for content operators and providers; solutions for sharing and printing photo books for tour operators, or services like localization, peripheral deactivation or remote data destruction for insurers.

Avanquest Software has been providing its solutions for years to the leading players in the market, like **Sony, Motorola, EarthLink, BMW, Agfa, Netgear, Virgin Broadband and many others.** With 2/3 historic clients and 1/3 new partners, Avanquest is demonstrating its long-term capacity to capitalize on contracts that generate recurring revenue.

Avanquest Software solutions are for the most part based on the latest Cloud Computing technologies, with subscription models according to the services chosen by the final user; this means revenues shared between Avanquest and its partner, and the guarantee offered to the customer that he or she can access services from any internet-connected peripheral.
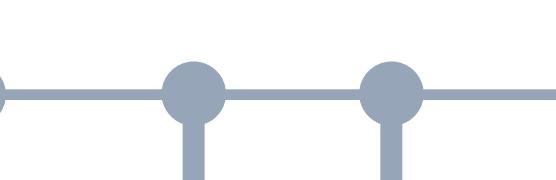
APPLICATIONS & SERVICES

EXPERTISE RECOGNIZED WORLDWIDE
IN THREE DOMAINS OF THE FUTURE

Avanquest Software specializes in the three domains where demand is strong and steady.

In mobility, with a new Cloud line following the bestselling *Mobile PhoneTools* (200 million copies sold) : *myMobile Companion*, *myCloud Companion* and *myDesktop Companion*, a set of services addressing mainly manufacturers of mobile peripherals and computers. These solutions are designed to be completely interoperable with one another and functional on all smartphones and tablets on the market, in up to 28 languages.

In utilities and security, with tools for synchronizing, securing and backing up data, whether on computers or mobile platforms. For example, Earthlink and Darty market security and optimization solutions developed by Avanquest that are sold on a subscription basis, or parental-control tools that can be integrated into the internet boxes of access providers to secure all devices connected to the internet.

In Web-To-Print, with SendPhotos technology, available as a white-label product, to the various players in the industry (printing sites like AgfaPhotos.com, tour operators, hardware manufacturers) as a complete solution for managing all photo issues: sharing, project creation, printing and backing up digital memories.

"We design multiplatform software and applications with strong editorial content to meet all the needs of users in the area of photos, video, printing and entertainment, with a constant concern for interoperability and immediate benefits for the consumer."

Ayoub ABBASBHAY

CTO Multimedia

A **USER-FOCUSED** SERVICE STRATEGY

Avanquest Software designs and develops its software and applications to enable the user to easily satisfy his digital needs and wishes.

These applications, designed to be used by anyone, anywhere and anytime, feature ergonomics adapted to new uses and their opening onto the Cloud. Without giving up anything in terms of power and creative potential, they combine simplicity and effectiveness to better serve the user.

SOFTWARE THAT GOES BEYOND **MATERIAL LIMITATIONS**

The concept of modularity in development is pivotal to the Group's product strategy, in which the services rendered to the customer should play a central role.

So the consumer can access his software applications from the peripheral(s) of his choice (PC, tablets, smartphones, connected TVs or social networks) in the environment (Android, Apple, Windows) that he prefers.

The *Code de la Route* [Highway Code] application is available on all platforms, topping sales on PC, Mac, iPhone and iPad, and even brings together tens of thousands of users on Facebook every month, with more than 2 million fans!

By creating an ecosystem around the user, Avanquest offers solutions in the form of subscriptions, with no constraints for the consumer, that generate recurring revenues for the Group while enabling it to offer other, complementary services and content.

Avanquest®
software

A NEW TOOL FOR **MULTIPLATFORM DEVELOPMENT**

Avanquest Software has just put in place a new development platform that offers its teams a simple and upgradable solution for supporting the creation of its software. Based on a modular approach, this new framework allows parallel development of software applications on all platforms, with consequent gains in speed and productivity. It is designed to get the best out of partner tools, such as Microsoft Azure, which offers increased flexibility, generates substantial structural savings and allows gradual scalability.

All Avanquest titles are now being designed in the form of building blocks, meeting specific needs and are mutually interoperable. These are subsequently assembled to create software adapted to the various platforms or marketing channels.

ACCELERATED SHIFT
TOWARDS ONLINE

> Early on, Avanquest Software recognized the full potential of online in software sales and has continued to grow and innovate while adapting new marketing techniques. With double-digit growth in all territories and profitability rising sharply, we have made the web one of our best allies in the Group's growth.

Olivier THIRION

COO e-Commerce

Avanquest®*software*

www.avanquest.com

PROMISING, **SUSTAINABLE AND PROFITABLE GROWTH**

For the last three years, the Group's sales on the web grew by 47%, with a steady improvement in margin and increasingly relevant services provided to Avanquest Software's customers. These achievements are the result of focusing efforts on the most dynamic market segments, designing software specifically adapted to internet users' needs, and consolidating the business to make it independent of the seasonal variations by generating recurring revenue.

NEW MODELS
GENERATING RECURRING REVENUES

Selling software in the form of online services, as a complement to the classic models, will enhance the Group's recurring revenues by offering users far more flexibility. Rather than selling a software program with multiple functions, all of them being rarely used, the offer is broken down to long-term leasing of upgradable applications that are better suited to users' needs.

Plus, more and more software is pre-sold by Avanquest Software with automatic-update contracts covering several years, which make both user and revenue more secure.

A **GLOBAL MARKETING** APPROACH

Avanquest Software's teams of specialists work on all markets to maximize sales, by e-mail, via search engines by optimizing natural and paid referencing, and through dynamic affiliates that cover smaller territories and niche markets without fixed expenses, and therefore without risk-taking.

The 2011 acquisition of PC HelpSoft also enabled the Group to develop very precise marketing expertise in the sale of utility software in the most competitive English-speaking markets. This expertise is now being expanded to new titles and new territories to strengthen Avanquest Software's market position, and the initial results are very promising.

ONLINE AND OFFLINE SALES COMPLEMENTING ONE ANOTHER

Synergy between online and offline sales is a priority for boosting business, with no significant risk of cannibalization, since the targeted audiences are very different.

On the one hand, customers who bought their software in retail stores are regularly offered online updates, complementary functions for their applications, and additional software that may interest them.
On the other hand, the high visibility of internet campaigns supports the brand recognition of Avanquest titles and generates retail sales. The synergies may also take the form of cards sold in shops, alone or with partner materials, making it possible to download or offer software.

SOFTCITY, THE FIRST SOCIAL COMMERCE COMMUNITY DEDICATED TO SOFTWARE

SoftCity was launched in April 2010 and has become the unrivaled website both for software experts who find other enthusiasts like themselves; for the general public who get reliable and high-level answers; and for developers who can talk directly to the users of their software.

Software designers registered on SoftCity also benefit from a sales platform that goes to the heart of their target, access to the Microsoft BizSpark™ program that supports innovative start-ups, opportunities for cross-partnerships, and advantageous affiliate programs.

"SoftCitizens" are rewarded in a currency called "SoftDollars" for the advice and answers they give to other members, which they can use to buy software or receive reductions.

A COMPLETE ECOSYSTEM FOR ALL SOFTWARE ENTHUSIASTS

SoftCity combines a dynamic community aspect with thousands of contributions, an interactive webstore that collects evaluations from the community, and a support aspect open to partners who can host their customer support there.

softcity

www.softcity.com

AN INTERACTIVE **AND DYNAMIC CUSTOMER SUPPORT** SOLUTION

Seeking to give its customers the best possible experience by responding to the demand for real interactivity with the users of its software, Avanquest Software made SoftCity its main customer support site in the United States.

"SoftCity is the Social Commerce community created by Avanquest Software for fans of software and technologies. It brings together a large number of enthusiasts and experts and is the ideal place for getting information, sharing experiences and also testing and buying software. Users can communicate with independent experts who participate regularly to share their knowledge and knowhow."

SUSTAINABLE DEVELOPMENT,
ENVIRONMENTAL, SOCIAL AND SOCIETAL RESPONSIBILITY
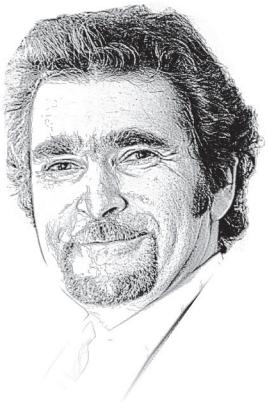
"I've always been convinced that there was no sustainable development without the right balance of economic, social and environmental factors. At Avanquest Software, we have always made the values of transparency, ethics and social and environmental responsibility the focus of our concerns. Essential and integrated at all stages of our strategy, these factors are the engine behind the corporate-governance principles that we apply everywhere worldwide in the design of our products vis-à-vis our customers, our partners, and all of our employees."

Bruno VANRYB

Founder and CEO of the Avanquest Software Group

ENVIRONMENTAL RESPONSIBILITY

Even though Avanquest Software's business produces mainly intangibles given its core digital software activity, the Group takes all essential measures at the Group level to ensure sustainable and responsible economic development.

At all levels, Avanquest encourages virtuous behavior and makes it a priority to reduce its energy consumption and its environmental impact.

Despite the fact that software development and online marketing using SaaS and cloud computing requires more and more power, Avanquest virtualizes its servers to the best of their ability to successfully reduce energy consumption and recycles all of its work and calculating stations.

With an ever-increasing share of its business on the internet, Avanquest has significantly reduced the number of software types manufactured, packaged and shipped by advocating for paperless commerce, which brings only economic and ecological benefits to its customers while greatly reducing the business's environmental impact.

In the offline portion of the business, all elements that go into the software boxes are designed to generate the least amount of waste and are of course manufactured using the maximum amount of recycled materials and designed to be easily recyclable themselves.

By installing videoconferencing systems in all its subsidiaries, the Group has substantially reduced the amount of travelling its employees do while encouraging the ones who do have to travel to favor trains or, when necessary, to use vehicles with low CO_2 emissions. Similarly, the Group limits its consumption of ink and paper in all its offices and promotes working on online documents.

CORPORATE **GOVERNANCE**

Although it is one of the world's leading software publishers, Avanquest Software has remained human focused while endowing itself with a mode of governance that is demanding, exemplary and worthy of a large group.

Avanquest Software has a Board of Directors, an Executive Committee, and a Compensation Committee. The powers of these governance bodies make it possible to manage decision-making collectively while taking into account the company's strategic, technical, human and financial imperatives.

The Executive Committee defines Avanquest Software's corporate policy. It is made up of the Group's two founders, Bruno Vanryb, who is in charge of the company's Global Strategy, together with Roger Politis, also responsible for R&D, and the Chief Financial Officer, Thierry Bonnefoi. It also includes the founders of Nova Development, an American company acquired in 2007, Roger Bloxberg and Todd Helfstein, today the CEO and President of Avanquest North America, respectively. Following the acquisition of Micro Application in 2011, its founder, Philippe Olivier, in charge of the Group's European activities, joined the committee.

The Board of Directors is where the strategic thinking takes place; it has access to the same level of information as the Group's Executive Committee. The diversity of its members' cultures and experiences is a great asset for Avanquest Software, which has taken care to ensure that the Board is especially open to entrepreneurs and across the world.

Access to complete information

Its shareholders, analysts, journalists and employees have permanent access to complete and transparent information on the life of the Group and its results. All data are available in particular on Avanquest's internet and intranet sites.

Members of the Board of Directors:

BRUNO VANRYB	CO-FOUNDER AND CEO OF AVANQUEST SOFTWARE CHAIRMAN
ROGER POLITIS	CO-FOUNDER AND MANAGING DIRECTOR OF AVANQUEST SOFTWARE MEMBER
ROGER BLOXBERG	CO-FOUNDER OF NOVA DEVELOPMENT AND CEO OF AVANQUEST NORTH AMERICA MEMBER
TODD HELFSTEIN	CO-FOUNDER OF NOVA DEVELOPMENT AND PRESIDENT OF AVANQUEST NORTH AMERICA NON-VOTING MEMBER
ANDY GOLDSTEIN	FOUNDER OF MEDIAGOLD, LECTURER IN ENTREPRENEURSHIP AT THE UNIVERSITY OF MUNICH MEMBER
FRÉDÉRIC BEAUVAIS	REPRESENTATIVE OF FSI, PRESIDENT OF PHORA CAPITAL ADVISERS MEMBER
OLIVIER HUA	PARTNER WITH IDINVEST PARTNERS NON-VOTING MEMBER
SERGE BEDROSSIAN	REPRESENTATIVE OF FSI NON-VOTING MEMBER
CHRISTOPHE ALLARD	FORMER PRESIDENT OF TELEPERFORMANCE INDEPENDENT MEMBER
KEN BENDER	FOUNDER AND CEO OF SOFTWARE EQUITY GROUP INDEPENDENT MEMBER
ROGER TONDEUR	FOUNDER AND PRESIDENT OF MCI INDEPENDENT MEMBER
JULIEN CODORNIOU	HEAD OF STRATEGIC PARTNERSHIPS AT FACEBOOK INDEPENDENT MEMBER

The Group's governance is completed by a Compensation Committee and an Investments Committee that advise the Board of Directors and Avanquest Software management in their respective areas of expertise, contributing a broad vision from outside the Group.

SUSTAINABLE DEVELOPMENT,
ENVIRONMENTAL, SOCIAL AND SOCIETAL RESPONSIBILITY

SOCIAL AND SOCIETAL
RESPONSIBILITY

EMPLOYEES AS STAKEHOLDERS IN THE COMPANY'S LIFE AND RESULTS

Avanquest Software proactively manages its human resources policy to ensure optimum working conditions for all its employees. The Group is attentive to developing their skills and promoting the construction of balanced and lasting relations.

Whenever possible, internal mobility is favored, and everything is done to ensure that the Group's employees are trained in the latest technologies available in their specializations. Every well-trained employee is better able to satisfy his clients, internal and external, and to participate more effectively in the company's development.

Avanquest Software's managerial employees take care to place all employees in a situation of responsibility so that they become full stakeholders at their own level in the Group's success.

Employees are given an interest in Avanquest's results through profit-sharing agreements or allotments of shares, which is essential so that everyone understands the collective interests of a company whose success depends first and foremost on the involvement of each and every one.

Employees enjoy flexible working hours so that they can improve the balance between their personal and professional lives.

Because of the international nature of its business, Avanquest Software collaborates with foreign companies or subsidiaries. Management pays special attention to ensuring that all ILO provisions are applied.

ETHICS, RESPECT AND RESPONSIBILITY: VALUES SYNONYMOUS WITH SUSTAINABLE PERFORMANCE

For Avanquest Software, every supplier is considered a partner who can support the Group's growth. For competitive bidding, which is used systematically over a certain threshold, the service providers consulted all have access to the same level of information and, under equal conditions; an advantage is assigned to service providers who are already suppliers to the Group in order to encourage the establishment of long-term partnerships.

By taking this responsible approach towards its shareholders, customers and suppliers, as well as all of its employees, Avanquest Software is affirming its desire for ethical development. The more ethical it is, the more sustainable the company's performance is.

BRINGING TECHNOLOGY AND CONTENT TO SICK CHILDREN

Avanquest Software participates in several projects aimed at enabling sick children to have easier access to the educational and edutainment software developed or marketed by Avanquest when they are hospitalized. With support from the Doctor Smile association, many children have been able to join academic support and language learning programs, or simply have fun with computers or tablets providing access to online content from the hospital.

A STRONG COMMITMENT
TO CITIZEN LIFE

Bruno Vanryb, co-founder and CEO of Avanquest Software, in tandem with his company's great adventure, has always been involved in citizen life and volunteer associations aiming at supporting the growth of technology start-ups and midsized companies.

Originally a co-founder and President of Croissance Plus (1998-2000), an association whose goal is to spotlight and support young, growing companies, in 2002 Bruno Vanryb was elected President of MiddleNext, a professional association bringing together more than a hundred companies that are among the finest mid-sized companies listed on the stock exchange; he defends their interests with local authorities, institutions, the media and the financial community. He is still its Honorary President.

The involvement of Avanquest's co-founder with listed companies continued with his 2007 appointment to the Strategic Orientation Committee of NYSE Euronext, where he contributes to the efforts of Paris stock exchange towards mid-sized businesses.

Complementing these commitments to SMBs, Bruno Vanryb was elected by his peers in 2010 to serve as President of the Syntec Numérique Board of Software Publishers with the ambition of developing a large, innovation-driven professional union in direct touch with the expectations of a constantly changing world.

Since April 2011, Bruno Vanryb has also been a member of France's Conseil National du Numérique, a consultative body created by the government which advises the office of the French President and the minister in charge of digital technology on major developments in the new technologies in France and in Europe.

In all the organizations he is part of, Bruno Vanryb makes his voice heard and defends the interests of an industry he knows inside and out, Avanquest Software being one of its most representative companies.

Avanquest® software

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