

SHAH KARIM

C-SUITE TECHNOLOGY EXECUTIVE | BOARD & GOVERNANCE EXPERIENCE

AI & Technology Strategy · SaaS · Cyber & Risk · PE Value Creation · M&A

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BOARD VALUE PROPOSITION

C-suite technology executive with 30+ years of experience helping software and technology-enabled businesses navigate disruption, transformation and changes in ownership. Three-time CTO with leadership experience spanning vertical SaaS, legal technology and enterprise software, including private-equity-backed companies and businesses up to \$400M in revenue. Experienced working with CEOs, boards and investors on strategy, operating performance, AI, technology risk, M&A and organizational transformation. Distinctive perspective on how AI is changing competitive advantage, operating velocity and the board's technology-governance agenda.

BOARD FOCUS Private and PE-backed software and technology-enabled businesses navigating AI adoption, transformation, growth, risk or M&A.

SELECTED BOARD & GOVERNANCE EXPERIENCE

ENUMERATE — Board Engagement | 2025–Present Engage with the board on technology strategy, AI-enabled product innovation, security, data, operating-model modernization and investment priorities; provide perspective on execution, technology risk and AI’s impact on product and organizational velocity.

POPPULO — Board Engagement | 2024–2025 Presented technology and operating metrics to the board of Vista Equity Partners-backed Poppulo; supported strategic discussions and led technology due diligence for prospective acquisitions.

PITNEY BOWES SOFTWARE — Transaction / Integration Governance | 2019–2020 Served as R&D integration lead through the sale of the approximately \$400M software business to Clearlake- and Centerbridge-backed Precisely and the integration of the combined engineering organization.

LIBERTY FOUNDATION — Board Member Former director of a 501(c)(3) nonprofit supporting at-risk children in Central America.

BOARD CONTRIBUTION

STRATEGY & VALUE	RISK & OVERSIGHT	TRANSFORMATION	TRANSACTIONS
AI strategy Product strategy PE value creation	Cybersecurity Technology risk AI governance	SaaS modernization Operating model Organizational design	M&A diligence Integration Divestitures

OPERATING CONTEXT

ENTERPRISE SCALE \$25M–\$400M software · Built teams from 50 to 350	INDUSTRY Vertical SaaS · Enterprise Software · Legal Tech · PropTech	GEOGRAPHY U.S. · Europe · India · Brazil / Latin America	EDUCATION M.S. Illinois Tech · B.S. University of Illinois Urbana-Champaign
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SELECTED EXECUTIVE EXPERIENCE

ENUMERATE 2025–Present <i>~\$25M private vertical SaaS HOA & property-management technology</i>	Chief Technology Officer • Executive leadership team member with enterprise responsibility for engineering, platform/DevOps, data, IT and security across U.S. and nearshore teams in Brazil. • Leading AI-enabled product and operating transformation; partner with the CEO, board and investors on strategy, investment priorities, operating performance and organizational design.
POPPULO 2024–2025 <i>Vista Equity Partners-backed enterprise SaaS</i>	Chief Technology Officer • Led a 150-person global R&D organization across the United States, Ireland and India; presented key technology and operating metrics to the board and led technical diligence for M&A prospects. • Advanced GenAI, cloud, DevSecOps and automation initiatives; operating changes contributed to a 30% improvement in on-time roadmap delivery within six months.
EPIQ GLOBAL 2020–2024 <i>Largest business unit CEO senior leadership team</i>	Chief Technology Officer, Legal Solutions • Built and led a 170-person global technology organization spanning cloud platforms, data, analytics, AI/ML and application development. • Provided technology strategy and executive guidance across the broader enterprise while building a cloud-based platform for legal-data processing and management.
PITNEY BOWES SOFTWARE 2016–2020 <i>~\$400M enterprise software business</i>	SVP / VP, Product Development • Built and led a global product-development organization of approximately 350 employees and served as R&D integration lead for the sale to Clearlake- and Centerbridge-backed Precisely. • Built data-management, commerce, address-validation, IoT and developer platforms; scaled the developer program to approximately 1.2M API transactions per day.
EARLIER LEADERSHIP HERE MAPS • NOKIA • MOTOROLA 1994–2016	Led HERE engineering through Nokia’s divestiture and built mission-critical location APIs for global customers. At Nokia, managed operations for a 200+ person international R&D organization, shaped mobile software strategy, chaired industry working groups and helped lead the W3C Mobile Web Initiative. Earlier Motorola roles established a foundation in telecommunications systems and software.