

Convergence In California's Communications Marketplace

Its Impact on CA Jobs, Investment and the Economy

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Executive Summary

“We see growing competition between communications service providers. They are offering a similar product to consumers, and so each one is looking for differentiation to stay ahead of the competition. This includes something like a triple or quadruple play of services by telcos and cable operators. Our job is to create new capabilities that will only be offered to consumers that buy into the triple play.” – Integra-5

The “Big Bang,” long anticipated in the communications market, has happened. Convergence has arrived in California’s communications market place -- evidenced by today’s broad range of new communications choices available to the average California consumer.¹ Broadcasters and telecom, cable, satellite, Voice Over Internet Protocol (VoIP) and wireless companies are all courting the same consumer, in a race to offer voice, TV and radio-type programming, wireless, Internet and Internet Protocol (IP) services.

Competition in this converged world is already proving to be a boon for California’s economy, resulting in an increase in jobs and investment, as well as a shot in the arm to new, technologically-savvy providers. This “Big Bang” is producing multiple, fiercely competitive providers of bundled and innovative services that include voice, audio, video, data and VoIP, as well as HDTV, Digital Video Recorders (DVRs), Video On Demand (VOD), Interactive TV (iTV), text messaging, chat, file sharing, camera phones and PDAs, to name but a few.

The Carmel Group conducted a study in late May 2005, to investigate the impact of converging technologies in the communications sector. It involved hundreds of contacts and interviews with venture capital firms, investment banks, and communications companies. It looked at the effect this new sector has on California’s economy, especially in terms of *jobs and investment*.

Key findings include :

- *\$5 billion to \$7 billion dollars will be invested in California’s communications sector during the next three years, generating tens of thousands of additional employment opportunities.*
- *During the next five years, California venture capitalists will proceed with billions of dollars of planned investments – well into the tens of billions.*
- *California venture capitalists are eagerly seeking new business proposals from California-based companies that have created new businesses and solutions to address communications convergence. Toward that end, they have reserved hundreds of millions of dollars – “dry powder” in industry lingo – to be invested in new opportunities in addition to their currently planned investments.*

¹ The term “convergence,” in this context means the merging of companies and technologies, especially those related to the communications industry subsectors of cable, satellite, telephony, wireless, broadcast and Internet. Typical of the merging technologies are those of voice, video and data content, all onto one device, be it stationary or mobile, in the home, office, a vehicle, or walking down the street.

- *Investment bankers interviewed cited telecom companies (30%), cable companies (30%) and equipment manufacturers (40%) as being the principle beneficiaries of communications convergence.*

The study results strongly suggest significant economic growth ahead, as company after company finds new solutions to tomorrow's communications needs. Based on this study and other internal and external analyses, The Carmel Group projects that ***at least \$5 to \$7 billion dollars will be invested in California's communications sector during the next three years. This, in turn, will result in the addition of tens of thousands of additional employment opportunities across the state***, for communications, communications-related and technology companies.

Many of these companies are described and highlighted in the study. Many prominent investment bankers and venture capitalists in and around the state indicated these will be some of the key companies operating in California's converged communications environment.

The key categories identified that stand to benefit the most from communications convergence appear to be the content providers and the communications equipment designers and manufacturers, as well as their distributors.

Cable, Internet/broadband and telephony are the sectors that received the most attention from the collective VCs we studied. A typical communications-oriented VC is investing in communications equipment vendors. Digital home, IP services, e-commerce, and content and infrastructure businesses were mentioned repeatedly, as well as tertiary support services like advertising and direct marketing.

A significant number of the companies, VCs and bankers interviewed saw opportunities to provide new choices for consumers. When traditional telcos like SBC and Verizon, for example, begin offering their own video services to their consumers, many new and unique products, services and specially-priced consumer packages are expected in order for them to gain market share rapidly.

Finally, the study identified approximately 50 companies that were frequently mentioned as being well-positioned to benefit from communications convergence in California. They range from a well-known company such as TiVo, to other less known companies, such as music recommendation technology provider, Savage Beast. (Exhibit A contains a detailed listing of each of these named companies.)

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Methodology

This study and its analysis are based on a significant sum of primary and secondary research. The Carmel Group conducted independently in the California-based communications industry, as well as use of our own industry research, projections and market intelligence.²

- The purpose of the study was to gain data from a substantial sample of California companies that are intimately involved with and are a unique part of today's converging communications marketplace and California's economy.
- The information that was sought and received was focused in two main areas: (1) investment plans, and the potential for *enhanced investment* in California because of communications convergence; as well as (2) employment plans, and the *enhancement of employment opportunities* because of communications convergence.
- The study was conducted during the latter half of May 2005 and distributed to 118 venture capitalists, investment banks, and specifically-identified companies with a presence (or expected presence) in California. Of these, 29 (26+%) completely responded. This is a quantitatively valid number of responses for a study of this nature.³
- The surveys were distributed and taken primarily by email and telephone, however, in a few cases, faxed surveys were utilized. Follow-up calls were also made where necessary.
- Data was also obtained from respondents concerning items such as the type of business they are engaged in, their locations, their facilities base, their investment in, and employment bases in, California.
- The process for the primary research involved preparing a detailed and generally open-ended survey. Each respondent was represented by a particular identified individual within the organization. Each was then asked to answer a list of approximately 12-15 questions. The completed surveys were compiled and aggregated to form a major part of the research and analysis.

² The Carmel Group was directly compensated by AT&T for its work in building, distributing, collecting and analyzing the data, as well as for its work writing this study and helping AT&T to properly present it. Nevertheless, there were no editorial or content-related constraints placed on The Carmel Group that in any way affected our objectivity or the overall validity and conclusions of this study.

³ Note that from the 2005 directory of the *Western Association of Venture Capitalists*, 95 from among 139 listed "communications" as an "area of preferred investment." These were the core of VCs The Carmel Group approached for this study. These interviews then lead to specific recommendations of investment bankers and companies that were identified as having key roles in the roll-out of new technologies, products and service related to communications convergence in California.

- The secondary research process included gathering in-house data and utilizing our in-depth database of industry projections and other analyses. Between our primary and secondary research, we believe the literature and data gathered on the state of the California economy vis-à-vis convergence in the communications sector provides some of the best possible marketplace analysis and research intelligence.

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Key Study Findings

- The number one finding of this independent study conducted by The Carmel Group *was that the California economy stands to benefit significantly from continued convergence of companies and technologies in the communications sector – in terms of both job and investment growth.*
- The Carmel Group has quantified this growth, according to this study and various comparative analyses and calculations, to measure at least five billion to seven billion dollars in investment in California's communications-related companies during the next three years. In turn, this investment will generate tens of thousands of additional California jobs. These data points are based upon comparative analysis to prior time frames and industries, as well as analysis of the data from this study, and the data relating to existing funding of related communications ventures.
- The strong majority of California-based **Venture Capitalists** felt that there will be substantial growth ahead in the California communications sector, and they anticipate capitalizing on that growth via enhanced *investments* and enhanced profits from those investments. VCs interviewed included **American River Ventures, August Capital, BCE Capital, Canaan Partners, Comventures, Fremont Ventures, Lauder Partners, Lightspeed Venture Partners**, and **Walden VC**.
- 30% of the investment banking executives interviewed singled out an equipment manufacturer, such as Redback Networks, and a telephony service provider, such as Vonage, as companies with competitive models best suited to leverage the convergence of communication technology. Furthermore, 40% of the investment professionals indicated that equipment manufacturers are positioned as the principal beneficiaries of communication convergence. Specifically, these banking professionals mentioned Cisco Systems, Juniper, Scientific Atlanta, Motorola and TiVo.
- The investment professionals also noted that the companies in the communications sector that are best positioned to capitalize on convergence technology are the equipment manufacturing companies, cable providers, and telecommunication providers.
- 30% of the investment professionals indicated that large telecommunications providers and cable's Multiple System Operators (MSOs) would be the principal beneficiaries of communications convergence. Nonetheless, these communications companies will need to make significant investments in new technology in order to capitalize on the new convergence trends.
- In the area of *jobs*, the communications companies indicate that they expected large numbers of staff increases during the next one to three years. The communications companies interviewed include **Akimbo, Aperto, Broadbus, Clovis Solutions, Ellacoya Networks, Everstream, Flarion, ICTV, Integra-5, Roku, Savage Beast, Sightspeed, TiVo, and White Rock Networks.**

California Investment and Jobs

The study results strongly suggest significant economic growth ahead due to communications convergence.

- Within the next three years alone, The Carmel Group forecasts at least \$5 billion to \$7 billion will be invested in this sector. This calculation is based upon survey results and analysis of historical and comparative investment data.
- During the next three to five years, California's VCs are currently planning to invest many billions of dollars, well into the tens of billions of dollars, into California-related communications concerns.
- All but one of the VCs said they anticipate deeper involvement in, and deeper investment in, California's communications economy. The majority of investment professionals interviewed indicated that the companies they cover that are participating in the convergence of communication technology are fully funded or had the resources, through capital markets, to get additional funding.
- 40% of the banker respondents noted that a significant amount of capital has already been invested into the roll-out of networks and product development, and that the real beneficiaries will be companies providing services "at the edge," i.e., those with services that are less traditional. This would include novel companies with new set-top boxes that provide various new, advanced services (e.g., broadband services, like video, Internet and telephony).
- California's VC firms are eagerly seeking to receive business proposals from, and invest in, California-based companies that have created new businesses and solutions to the needs and challenges faced by the converging communications marketplace.
- Toward that end, collectively, they anticipate investing hundreds of millions of new dollars into these opportunities and concerns in the next year. A very large sum of yet-to-be invested capital, called in industry lingo "dry powder," has been banked by these VCs and is ready to be invested, given the proper communications opportunity. For example, Canaan Partners estimates it has almost a half billion dollars in "dry powder," that it is holding today for the right opportunity tomorrow.
- Nonetheless, a couple of company respondents forecast no increase in their investment figures. A handful more suggested caution, and a desire to continue to wait out the recovery in the communications environment, choosing instead to step more aggressively when indicators become clearer. The strong majority, however, felt that there will be substantial growth ahead.
- On the VC side, the survey data indicate much more money will be entering the VC space during the immediate years ahead. A sampling of some key comments below indicates strong future investment.

**CALIFORNIA JOBS AND INVESTMENT
TIED TO COMMUNICATIONS CONVERGENCE
(VENTURE CAPITAL RESPONDENTS)**

Company Name	Hdqtrs. Location / CA Location	What It Does	Key VC investments in convergence-oriented communications companies	Key companies that may be key <i>beneficiaries</i> of the new technologies in communications convergence
American River Ventures	Roseville, CA (Both)	Invests in companies that sell into large and fast-growing markets.	Clovis Solutions, PocketThis	Google and Yahoo
BCE Capital	Toronto, Canada (Both)	Communications focused venture capital fund	Bridgeport Networks	Cable wireless or landline carriers
Caanan Partners	Royaton, CA + Menlo Park, CA	Invests in companies that sell into large and fast-growing markets.	Aperto Networks	Mostly content providers in areas like the cell phone chain
Conventures	Palo Alto, CA (Both)	Invests exclusively in early-stage communications and infrastructure companies	Brix Networks	Advertising companies like Ogilvy and Mather
Fremont Ventures	San Francisco, CA (Both)	Provides IP service control platforms that bring new capabilities to broadband service provider and carrier networks	WhiteRock Networks	No response
Lauder Partners	Silicon Valley, CA (Both)	Invests in various realms of the technology field.	Integra-5, ICTV, Everstream.com	Cable companies; if they act sensibly and deploy technology quickly
Lightspeed Venture Partners	Menlo Park, CA (Both)	Invests in early stage software and networking companies	Traverse Networks	No response
Walden Venture Capital	San Francisco, CA (Both)	Focuses on investments in digital media companies	Savage Beast, Snowcap Music Infrastructure, MeeVee BB Program Guide	Content creators in general, radio, advertising, local services (e.g., <i>Yellow Pages</i>)

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Key Quotes

- “We now have ‘dry powder’ north of \$500 million, for a total company pool of \$1 billion. A lot of that is poised for communications investment.” – Canaan Partners
- “Yes. Certainly. After four years of a slow communications sector, it’s starting to come back. And convergence is helping that. More bundles mean more opportunities.” – Canaan Partners
- “75% of our total is directly related to those areas; 75% of existing capital is in those; we plan to put another \$100+ million in over the next 1-3 years.” – Walden Partners
- “We expect an unchanged number of communications investments, but the pace has increased and is up 30% over a year ago; we have a good store ready of “dry powder” (i.e., uninvested capital).” – Walden Partners

- “We see growing competition between communications service providers. They are offering a similar product to consumers, and so each one is looking for differentiation to stay ahead of the competition. This includes something like a triple or quadruple play of services by telcos and cable operators. Our job is to create new capabilities that will only be offered to consumers that buy into the triple play.” – Integra-5
- “It’s a good market place for new ideas.” – Roku
- “What we have created is something more and more desire.” – Tivo
- “A typical investment today is between \$7 million and \$25 million, yet Vonage just raised \$200 million and Caspion just raised \$55 million.” – Ellacoya
- “We intend to acquire around \$45 mil.” – Roku
- “We plan to roughly double our capital needs next year.” – Savage Beast
- “The answer for us is more related to revenue growth ahead. It will be iterative instead of step-by-step, because we have a fully-functioning company, and we expect 70-80% compounded growth for the next few years.” – White Rock Network

In addition, the chart below summarizes the key investment and employment responses gleaned from the detailed surveys conducted with the identified companies.

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**CALIFORNIA JOBS AND INVESTMENT
TIED TO COMMUNICATIONS CONVERGENCE
(COMPANY RESPONDENTS)**

Company Name	Hdqtrs. Location / CA Location	What It Does	Employees: Total # / # CA E'ees / Future Growth	VC Investment (\$) Today / Tomorrow
Akimbo	San Mateo, CA (Both)	Operates an Internet-delivered VOD service directly to TVs	50 total / 50 in CA / expect to double in years 1-3	\$12 mil. today / more coming
Aperto	Silicon Valley, CA (Both)	Provides WiMAX-class multiservice broadband wireless access systems for global IP markets	120 total / 100 in CA / expect to increase hiring if revenues increase	\$75 mil. / others, not necessarily VCs, are expected to invest in the future
Broadbus	Boxborough, MA + St. Louis, MO / none in CA	Provides DRAM-based servers that solve the scale, space, power consumption and live-ingest issues of streaming video for cable operators deploying Video-On-Demand (VOD), Subscription VOD, and emerging Television-On-Demand services.	65 total / none CA / but expect to add several in CA in next 1-3 years	\$50 mil. / will seek funding other than VC
Clovis Solutions	Bangalore, India / Petaluma, CA	Provides highly-available software for telecom operators	67 total / 17 in CA / expect to double next year; 30% yearly for several years after	\$17 mil. today / more expected
Ellacoya Networks	Merrimack, NH / Los Angeles, CA	Provides IP service control platforms that bring new capabilities to broadband service provider and carrier networks	70-75 total / single digit # in CA / expect to add several more in L.A. sales in next 1-3 years	Nearly \$25 mil. in past two years / more needed and expected
Everstream	Solon, OH / CA Pending	Provides data collection management for DSL and Broadband infrastructures	32 total / none in CA / expect L.A. or Bay Area expansion in next 1-3 years	\$15 mil.; because it is presently profitable / no additional VC funding is required
Flarion	Bedminster, NJ / Pacific Grove, CA (Both)	Provides a mobile broadband system enabling 'LAN-like' communications in a cellular environment	200 total / one in CA	Not VC-funded / no future VC funding plans
ICTV	Los Gatos, CA (Both)	Provides interactive platforms for cable and telephone bundled service operators	85 total / 60 in CA / expect significant Silicon Valley expansion in next 1-3 years	Not VC-funded / no future VC funding expected
Integra-5	Burlington, MA / Menlo Park, CA	Using both wired and wireless infrastructures, provides telephony communications and message services, which blend voice, video and data and delivers to TVs and PCs	20 total / one in CA / expect to add 10 more CA employees in next 1-3 years	\$10 mil. / about to close own internal round of financing
Roku	Palo Alto, CA (BOTH)	Provides wireless streaming of digital media throughout the home	17 total / 13 in CA / expect to double staff in next 1-3 years	Founder funded; next 1-3 years, will likely start seeking investments
Savage Beast	Oakland, CA (Both)	Provides music recommendation technology	30 total / 29 in CA today / expect to double in 1-3 years	\$10.3 mil. today; expect to roughly double capital in next year
Sightspeed	Berkeley, CA (Both)	Offers premium-quality video phone services for consumers and small businesses	24 total / all in CA / expect many additional CA e'ees in years 1-3	Privately funded / expect to stay that way in the future
TiVo	Alviso, CA (Both)	Provides software and servers for DVR recorders	350 total / 95 in CA / expect significant growth in next 1-3 years (pending outcome of lawsuit and new deals)	None; publicly traded / none expected in the future
White Rock Networks	Richardson, TX + Shanghai, China / Silicon Valley, CA	Provides video, voice, data and other service providers a uniquely architected family of optical transmission and IP aggregation products	1 today / expect 6 more in 1-3 years	\$150 mil. today / future depends upon growth of businesses (expect 70-80% compounded growth)

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Well-Positioned Companies⁴

Nearly thirty VCs, investment banks and convergence-oriented communications companies were interviewed for this study.

Based upon interviews with venture capitalists and investment bankers, The Carmel Group obtained a list of almost fifty key **communications companies**. Most were based, or soon-to-be based, in California, and each was mentioned as a well-positioned company relative to convergence and its impact on their future investment and employment opportunities.

The Carmel Group contacted fourteen of these companies. Detailed surveys were then taken from **Akimbo, Aperto, Broadbus, Clovis Solutions, Ellacoya Networks, Everstream, Flarion, ICTV, Integra -5, Roku, Savage Beast, Sightspeed, TiVo, and White Rock Networks.**

When asked how they are positioned to take advantage of the convergence in communications, and the reasons for their anticipated growth, there was a wide range of responses, however, most turned on items in their businesses plans that relate to core and basic fundamental of business development and business models: Watching costs, and trying to deliver a better product and service, and, ideally, one that clearly does what none before it has ever done.

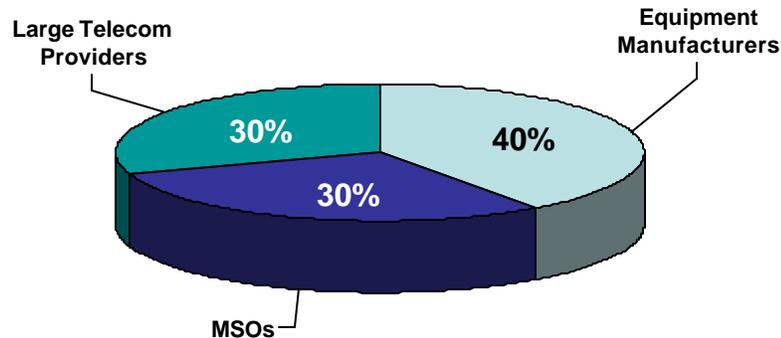
The investment banking respondents we queried provided the following.

- The majority interviewed indicated that equipment manufactures are the top convergence-oriented companies. Some also indicated that software, telecommunications and content companies are the top convergence oriented companies (See chart, page 10).
- 30% indicated that large telecommunications providers and cable's Multiple System Operators (MSOs) would be the principal beneficiaries of communications convergence.
- 40% indicated that equipment manufacturers are positioned as the principal beneficiaries of communication convergence. Specifically, they mentioned Cisco Systems, Juniper, Scientific Atlanta, Motorola and TiVo.
- When asked which company was leading in the development of new and innovative technologies focused on the communication convergence environment, these investment professionals provided a broad range of responses. Answers ranged from Digital Video Recorder (DVR) set-top box manufactures, such as TiVo and Scientific-Atlanta, to telecommunications equipment manufactures, such as Cisco and Juniper. One respondent noted that companies providing media services to the

⁴ **The detailed contact data collected from the interviewed VCs and companies is included in Exhibit A, Part A, below, along with a full list of the nearly 50 total companies in Part B that are listed as "well-positioned" communications convergence companies.**

“virtual living room” need to develop further home networking functionality as part of their bundles of services.

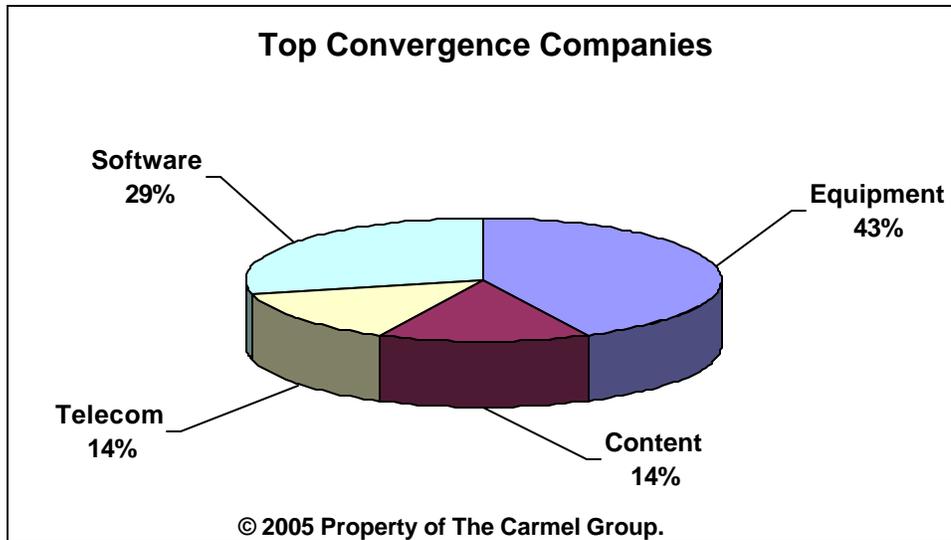
KEY COMMUNICATIONS SECTORS



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Among the VCs interviewed as to the question of the best-positioned California or California-related convergence communications companies, the following responses occurred.

- VCs also cited Vonage, AT&T, Microsoft, Scientific-Atlanta, Sony, Verizon, and Yahoo, because of their combination of unique products and services, together with sound business models that maximize the benefits of convergence in the communications sphere.
- Other named beneficiaries included Hollywood content studios (i.e., almost, if not all, content providers). Specifically cited were content providers in areas such as those providing content to cell phone and other mobile devices.
- Also mentioned were companies like Time-Warner, that have made themselves more vertically integrated. Cable companies that are able to “...act sensibly and deploy tech quickly” were favored, however, one of the same respondents opined that most cable companies will not be able to achieve these goals. Radio providers, advertisers, and local services providers – such as those providing local services like the *Yellow Pages* – were also given a strong “heads up” by the VC community.



Key Quotes

- “I believe that companies that do not have significant legacy products will benefit most from the convergence in communication.” – investment banker
- “Video content providers face the challenge of creating new and innovative ways to deliver broadband content to the living room and to the handheld devices.” – investment banker
- “Vonage is an example of a company with a model that is going to really benefit from the convergence of communication technology.” – investment banker
- “Redback Networks has a model to win with its broadband aggregation solutions and its edge routing products.” – investment banker
- “The business models are all about the same. What is important is consumer acceptance of the new services that convergence will bring.” – investment banker
- “Convergence allows us to expand and reach more sectors and more customers.” – Broadbus
- “If convergence wasn’t happening, this product of ours wouldn’t have the impact that it does. Eventually, we believe the industry will get to one network that is IP-based.” – Ellacoya
- “Our model turns on lower costs and more delivery of services. And more service to our customers. IP-drives it all, as well as a move toward the packet switch.” – Flarion
- “Our products are predicated on the development and rapid deployment of these converged networks, which is happening now.” – Integra-5
- “There’s an enormous growth opportunity here. We’re doubling some of our metrics annually.” – Savage Beast

- “Convergence allows us to make increased use of Internet technologies. We are not looking to support legacy systems. Rather, we solely focus on Internet communications.” – Sightspeed
- “TiVo stands to benefit greatly. We offer consumers simple access to broadband content.” – TiVo

List of Respondents and Company Referrals

Investment Bankers

All seven investment banks surveyed are prominent and successful west- and/or east-coast institutions. For various legal and regulatory reasons, none wishes to have their names listed in this report. As is The Carmel Group’s long-term practice, we have chosen to strictly honor their requests of anonymity.

Venture Capital Firms

Each of the following VCs provided complete survey interviews, which helped to build the company databases listed below.

American River Ventures

2270 Douglas Blvd. # 212

Roseville, CA 95661

Tel: (916) 780 2828

Fax: (916) 780 5443

www.arventures.com

Contact: J. Roy Martinez, Principal

August Capital

2480 Sand Hill Road # 101

Palo Alto, CA 94025

Tel: (650) 234 9900

Fax: 234 9910

www.augustcap.com

Contact: David Hornik, Officer/Partner

BCE Capital

250 Yonge Street, 9th floor

Toronto, ONT CANADA

M5B 2L7

Tel: (416) 408 0100
Fax: (416) 585 9749
www.bcecapital.com
Contact: Gary Rubinoff, Managing Director

Canaan Partners
2765 Sand Hill Road
Menlo Park, CA 94025
Tel: (854) 8092
Fax: (650) 854 8127
www.canaan.com
Contact: Mark Mangiola, Officer/Partner

Comventures
305 Lytton Avenue
Palo Alto, CA 94301
Tel: (650) 325 9600
Fax: (650) 325 9608
www.comventures.com
Contact: Patrick McGill, Venture Partner

Fremont Ventures
350 Marine Parkway, Suite 200
Redwood Shores, CA 94065
Tel: (650) 284 8786
Fax: (650) 284 8102
www.fremontventures.com
Contact: Aaron Goldman, Associate

Lauder Partners
88 Mercedes Lane
Atherton, CA 94027
Tel: (650) 323 5700
Fax: (650) 323 2171
www.lauderpartners.com
Contact: Gary Lauder, Officer/Partner

Lightspeed Venture Partners
2200 Sand Hill Road
Menlo Park, CA 94025
Tel: (650) 234 8300
Fax: (650) 234 8333
www.lightspeedvc.com
Contact: Barry Eggers, General Partner

Walden VC

750 Battery Street, Suite 700

San Francisco, CA 94111

Tel: (415) 391 7225

Fax: (415) 391 7262

www.waldencv.com

Contact: Larry Marcus, General Partner

Companies

The first group of convergence communications companies included under part A below includes the fourteen companies that were recommended by the VCs and the investment bankers, and that promptly responded to The Carmel Group's request for an interview.

The latter list, in part B, below, includes companies that were recommended, however, The Carmel Group was unable to obtain an interview within the allotted time frame.

Part A: Interviewed Companies

Akimbo

411 Borel Avenue, Suite 100

San Mateo, CA 94402

Tel: (650) 292 3330

Fax: (650) 292 3341

www.akimbo.com

Contact: Steve Shannon, Founder and Exec VP, Sales & Marketing

Aperto Networks

1637 South Main Street

Milpitas, California 95035

Tel: (408) 719 9977

Fax: (408) 719 9970

www.apertonetworks.com

Contact: Alan Menezes, VP, Marketing

Broadbus

80 Central Street

Boxborough, MA 01719

Tel: (978) 264 7900

Fax: (978) 264 9108

www.broadbus.com

Contact: Dena Bradshaw, VP, Regional Sales

Clovis Solutions

1310 Redwood Way Suite B
Petaluma, CA 94954
Tel: (707) 285 2852
Fax: (707) 220 7898
www.clovissolutions.com
Contact: Anonymous

Ellacoya

7 Henry Clay Drive
Merrimack, NH 03054
Tel: (603) 577.5544
Fax: (603) 577 5533
www.ellacoya.com
Contact: John Calcio, VP, Strategy and Business Development

Everstream

6001 Cochran Road, Suite 300
Cleveland, OH 44139
Tel: (440) 498 8899
Fax: (440) 498 8866
www.everstream.com
Tel: (888) 842 1717
Contact: Stephen McHale, CEO

Flarion

Flarion Technologies, Inc.
Bedminster One
135 Route 202/206 South
Bedminster, NJ 07921
Phone: +1 908-947-7000
Fax: +1 908-947-7090
www.flarion.com
Contact: Ronnie Haraldsvik, VP Global Communications & MarketingICTV

ICTV, INC.

14600 Winchester Boulevard
Los Gatos, CA 95032
Toll-free: 1-800-926-8398
Main:1-408-364-9200
Fax: 1-408-364-9300
www.ictv.com
Contact: Jonathan Symonds, Vice-President, Business Development and Marketing

Integra-5

25 Burlington Mall Road, Suite 300

Burlington, MA 01803

Phone: (781) 862-4506

Fax: (781) 240-8421

www.integra5.com

Contact: Eyal Bartfeld, Ph.D., Chief Executive Officer and Co-Founder

Roku

Headquarters

399 Sherman Ave., Ste. 12

Palo Alto, CA 94306

Tel: (650) 321 1394 x 23

Fax: (650) 321-9648

www.rokulabs.com

Contact: Tim Twerdahl, Director, Product Management

Savage Beast Technologies, Inc.

360 22nd Street

Suite 390

Oakland CA 94612

tel: (510) 451-4100

fax: (510) 451-4286

www.savagebeast.com

Contact: Joe Kennedy, President & CEO

Sightspeed

918 Parker Street

Suite A14

Berkeley, CA 94710

phone: 510-665-0353

www.sightspeed.com

Contact: Brad Treat, Founder, Director & CEO

TiVo

2160 Gold Street

P.O. Box 2160

Alviso, CA 95002-2160

(408) 519-9220

www.tivo.com

Contact: Naveen Chopra, Director of Marketing

White Rock Networks

1301 W. President George Bush Freeway

Richardson, TX 75080

Tel: 972-543-6900
Fax: 972-543-7089
www.whiterock.com
Contact: Andrew Knott,
VP of Marketing and Customer Service

Part B: Companies Referred To, But Not Interviewed

The following group of nearly 50 communications companies were mentioned by either the VCs or the investment bankers (or both) as being key to California's communications future, especially as it relates to convergence. Of these listed, either they did not respond to a request for an interview or The Carmel Group was unable within the time frame of this study to reach them for an interview. Nonetheless, each is likely to indeed qualify as a company that stands to benefit significantly from communications convergence, especially investments and jobs, in California.

Acme Packet
Adelphia
Agile TV Corp
AOL
Arris
Atero
Acopia Network
BigBand Networks
Broadsoft
Brix Networks
Cedar Point Communications
Celerica
Cisco
Comcast
Confirmation Systems
Convadia
Continuous Computing
Crossbeam Communication
Covad Communications
DiTech
Equallogic
Ericsson
Extreme Networks
IP Unity
J2 Communications
Juniper Networks
Qwest
Mediacom

MeeVee Broadband Program Guide
Microsoft
Motorola
Music Discovery
PocketThis
Redback
Riverstone
SBC
Scientific-Atlanta
SkyStream Networks
SnowCap Music Infrastructure
Sonus Networks
Sunrise
Time Warner
Traverse Networks
Verizon
Vocal Communication