

NEW HORIZONS VENTURE CAPITAL

*Investing in early stage technology-related start-up firms
with unique models that deliver high value-added, differentiated
services while generating longer-term, sustainable earnings*



OVERVIEW AND INVESTMENT PHILOSOPHY

New Horizons Venture Capital, one of the Mid-Atlantic region's premier venture capital firms, invests in early stage start-up firms with unique models that deliver high value-added, differentiated services while generating longer-term, sustainable earnings. While the firm has no predetermined maximum investment size, New Horizons typically invests between \$1-4 million initially with the expectation of more than tripling this amount in subsequent financing rounds. Rather than broadly investing in many companies, the firm chooses to focus on a smaller subset of high potential opportunities with specific industry segments and serve as a value-added partner in growing these companies.

New Horizons aims to serve as a long-term, value-added partner to its portfolio companies. This long-term relationship is reinforced by extensive on-going strategic, financial, and operational support. New Horizons, with its sister leveraged buy-out firm [Capitol Partners](#), manages \$200 million in assets.

INVESTMENT CRITERIA

New Horizons is focusing on technology companies which are able to create a strong, reinforcing fit among four fundamental success drivers:

- Unique opportunity which is scalable and have long-term sustainability
- Favorable industry segment conditions, such as large, rapidly growing markets, limited competition, formidable barriers to entry, and low adoption risk
- Strong, uniquely qualified owner-managers to pursue such an opportunity
- Reinforcing transaction structure to align and maximize incentives among the owner-managers and investors

When these four elements support and reinforce one another, the potential for success is significantly increased.

COMPANY FOCUS

While pursuing investments in companies led by strong and proven management teams with a unique and defensible long-term value proposition, New Horizons typically focuses on horizontal, 'foundations'-based investments whose product-service offerings are deployable across many vertical segments, such as:

- Software Applications and Services
- Enabling Technologies and Tools
- Communications Infrastructure
- Wireless Applications and Services

DIFFERENTIATION

New Horizons seeks to structure 'win-win' deals that enable and promote the success of the entrepreneurial company and the fund. In particular, New Horizons aims to serve as a value-added partner to the companies in which it investments. The firm remains actively involved with its portfolio companies while avoiding unnecessary burden on the portfolio company. Specialized services New Horizons can provide include:

- New Customer Contacts
- New Market Expansion Opportunities
- Senior Management Recruitment Assistance
- New Joint Venture Partnerships
- Service Provider Relationships
- Operational Support
- Strategic Decision Making
- Continued Strong Financial Commitment:

NEW HORIZONS INVESTMENTS



NC, Inc.

Local Events Content Provider for Wireless & Web



Arlington, VA-based NC, Inc. offers Web sites, portals, permission email marketers, and wireless service providers a customer acquisition, retention, and monetization tool by licensing Web- and wireless-based local events content for more than 200 cities in the U.S., Canada, Europe, Asia, Australia, and South America. The company aggregates timed event data (e.g., local entertainment, business conferences and trade shows, cruises and tours, etc.), distributing the information to email service providers, wireless service providers, Web sites, and other companies.

The firm's customers serve real and virtual communities and seek additional stickiness. Many serve broad consumer bases; others target niche demographic markets which value the products' many demographic Special Interest categories (African-American, teen, women, etc.) that finely sort and filter the data. Access to the events is offered via wireless (WAP) phones, PDAs such as Palm devices, the Web, email and, soon, standard telephones. The company has emerged as a leader in the wireless distribution of local event content.

The firm's local events can be filtered by location (city, GPS, zip code and area code), cross-referenced by event category and sorted by demographic special interest (African-American, teen, women, etc.).

The company was named, in early 2000, to *dbusiness.com's* Top 50 Companies to Watch.

The fund has invested \$2.4 million to date in NC. The fund initially committed \$1.0 million in the form of senior convertible preferred stock of which \$650 thousand was disbursed at closing in mid-July 1999 and an additional \$350,000 of the commitment at a higher valuation was disbursed in early-September 1999 as the firm exceeded its performance metrics. The fund subsequently committed and disbursed another \$1.4 million in the form of senior convertible preferred stock in October 1999 and February 2000 at more than three times the initial valuation.

Boston, MA-based ONEWORLD is revolutionizing the software development services industry by providing Internet solutions and software development services using global development centers and a totally seamless, flexible, process-focused approach. The company develops and deploys strategic intranet, extranet, e-commerce, and outsourcing software modules for software product companies, health care, financial services companies, manufacturing, and communications firms.

ONEWORLD creates highly functional Internet applications and software solutions for rapid growth companies. The firm helps its clients succeed by leveraging strong local technical expertise with seamless offshore development in providing a truly unique combination of the best strategic thinking, definition and interactive design, development, deployment and ongoing maintenance and support. ONEWORLD cost-effectively meets its clients' strategic time-to-market needs by reducing the significant time requirements in (1) scoping out the clients' output requirements and designing the optimal solution through the use of a proprietary concept assessment and engineering process and (2) developing the required application solutions by leveraging the firm's existing modular software platforms.

ONEWORLD was founded in 1997 and currently serves over 15 clients in the financial services, healthcare, and communications industries. The firm's clients include 3Com, US Web, Microsoft, and Thomson Financial. The company has operations in 3 states and 3 countries, including its software development centers in Amman, Jordan and Beijing, China. Over the past 18 months, the company has grown from 17 to more than 350 full-time employees. ONEWORLD opened its second U.S. business development office in San Diego and Silicon Valley during the second half of 1999. The company has plans to launch additional business development offices in the U.S. and Europe as well as additional software development centers in Asia and the Middle East within the next few years. ONEWORLD has been recognized as a Rising Star as part of the elite "New England Technology Fast 50" for 2000.

The fund has invested \$3.8 million to date in ONEWORLD twice during 1999 and once in May 2000. The latest financing round of nearly \$15 million, in which the fund's investment of an additional \$1.8 million was joined by Advent and Citicorp, will fuel the firm's drive to revolutionize the Internet software industry through its proprietary approach which combines deep project management capabilities, cutting-edge technical expertise, and extensive industry-specific domain knowledge.



Interactive NetVideo Solutions Provider for the 21st Century
The Road to Global Visualization...

Herndon, VA-based EyeCast is an application service provider focused on delivering video solutions over LANs, WANs, or the Internet with advanced capabilities for monitoring, merchandising, process and quality control, training, and video conferencing faster, and more cost-effectively, than any other approach. By providing such a cost-competitive, state-of-the-art video technology, the premier interactive 'NetVideo' solutions provider is vertically extending and horizontally expanding the strategic use of video capabilities to virtually all business sectors.

EyeCast has developed and commercialized a first-to-market technology that allows live video access to sites anywhere in the world, remote tilt-pan-zoom camera control, digital off-site storage of a virtually unlimited number of hours of video, and retrieval of archived video, all delivered over the web. The unique proprietary technology deployed by EyeCast encodes images from standard CCTV cameras and instantly sends the digitized images off-site to a secure data center without any human intervention. The images can be seen live over a secure website or stored for playback up to a year later.

EyeCast enables an environment where digital video images are made available in real-time, from anywhere, securely, immediately, without the need for expensive, client-owned on-site equipment. By deploying self-contained cameras at the customer's premise, EyeCast eliminates the need for specialized equipment and software, reducing both the system cost as well the chance of system failure.

EyeCast has strengthened its capabilities through partnerships with top-tier technology companies. The firm's current partners include Cisco, EMC, IBM, Microsoft, Qwest, RedBack Networks, and Sony.

The fund has invested \$6.0 million to date in EyeCast.com, once in December 1999 and then again in April 2000. The latest financing round of \$30 million, in which the fund's investment of an additional \$4.0 million was joined by investments from ComVentures and New Enterprise Associates, will fuel the firm's drive to rapidly expand the strategic use of digital video capabilities.

THE NEW HORIZONS TEAM

T.J. Jubeir. Mr. Jubeir is the founder and Managing Partner of New Horizons. Capitalizing on his experience in structuring and negotiating highly complex cross-border transactions, he raised the necessary capital to launch first the leveraged buy-out firm Capitol Partners in 1997 and, more recently, the technology-focused, early-stage investment firm New Horizons Venture Capital. He founded both firms, each of which he is the Managing Partner. Capitol Partners, with its sister venture capital firm New Horizons, manages \$200 million in assets.

Mr. Jubeir is currently the Chairman of the Boards of CareSouth Health System, CarePartners@Home, eCareOne.com, MedCare@Home, and CS Indemnity. He is also an active member on the Board of Directors of several other venture capital firms and high-tech start-ups as well as the Young Entrepreneurs' Organization's Washington, DC chapter. Mr. Jubeir serves on the Executive, Compensation, Finance, and Audit Committees.

Mr. Jubeir's professional background has focused on finance, including structuring and negotiating complex finance transactions as well as advising on and negotiating mergers and acquisitions primarily in emerging markets. As an Investment Officer with the International Finance Corporation (IFC), he structured limited-recourse project finance transactions valued in excess of \$1.3 billion in politico-economically challenged emerging markets. He additionally advised on and negotiated mergers and acquisitions by existing IFC clients with an aggregate value of about US\$250 million.

Prior to joining the IFC, Mr. Jubeir was an Advisor in the Office of the Saudi Arabian Minister of Petroleum and Mineral Resources. He consulted and participated in high-level decision-making, including Saudi Arabia's US\$20 billion refinery investment project to upgrade and integrate seven refineries to better meet customer needs within the domestic market and more effectively compete within the international market. In addition, Mr. Jubeir was selected to lead-negotiate, on behalf of the country, the multilateral Convention on Climate Change as well as the Protection of the Atmosphere Chapter of Agenda 21, both in preparation for Earth Summit.

Previously, Mr. Jubeir was a strategy consultant for both Bain & Company, Inc. and Booz•Allen & Hamilton, Inc., where he focused on strategy, marketing, and mergers and acquisitions in the technology, aerospace/defense, retail, and extractives industries. His work at Bain & Company earned him the *Extraordinary Team Contribution in the Area of Value Addition Award*.

Mr. Jubeir has a Masters in Business Administration, with an emphasis on strategy, operations, and finance, which he earned with honors from the Harvard Business School. He also has a Master of Science in Engineering-Economic Systems, with an emphasis on decision-making analysis, strategic planning, and economic analysis, from Stanford University. Mr. Jubeir also received his Bachelor of Arts with Departmental Honors and University Distinction in Quantitative Economics from Stanford University, where he was inducted into the honorary society of *Phi Beta Kappa*.

Julie Jubeir. Ms. Jubeir is a Senior Vice President with New Horizons. She has a demonstrated track record of senior level marketing, strategy, and operating experience for telecommunications firms and technology start-ups.

Her telecommunications experience is highlighted by her role as a Director at Quality Strategies, Inc., a market research firm that provides customized market share, competitive information products, and strategic advice to telecommunications companies in the local exchange, wireless, high-capacity, and long-distance markets. In addition to generating revenue and managing client relationships, Ms. Jubeir played a key

operational role in managing project teams of calling center managers, market research professionals, statisticians, industry analysts, and competitive intelligence experts.

Previously, Ms. Jubeir was a Director of Educational Programs for a start-up firm that worked with businesses to strategically integrate environmental issues into business decision-making. In this role, she provided strategic direction and facilitated interaction among faculty in developing educational programs by teaching workshops, designing and executing teaching conferences and developing and disseminating educational materials. She also partnered universities with firms in mutually reinforcing relationships in which companies gained a better applicant pool and public relations and schools benefit from funding and practical experience for students.

As a management consultant at Booz•Allen & Hamilton, Inc, Ms. Jubeir managed business process reengineering and marketing engagements. She redesigned organizations towards a customer-centric focus. Ms. Jubeir also integrated Total Quality Management principles into the operations of client organizations. Separately, as an internal marketing consultant for Nestle USA, Inc., Ms. Jubeir developed a category management program to manage categories as strategic business units, thereby better satisfying customer needs. She created a training manual that was incorporated into the company's national salesforce strategy.

At Christian & Timbers, a leading retained search firm, Ms. Jubeir specialized in CEO and CFO searches for primarily technology and venture-backed companies in the Northern Virginia technology corridor.

Ms. Jubeir has a Masters of Business Administration with majors in marketing and strategic management that she earned with honors from the J.L. Kellogg Graduate School of Management at Northwestern University. She also holds a General Course degree with honors from the London School of Economics and Political Science. She received a Bachelor of Arts degree in Economics and Environmental Studies from Bowdoin College where she was graduated *magna cum laude*.

Amy Klein. Ms. Klein is a Principal at Capitol Partners with over 12 years of experience in strategy, operations, and finance. Her career includes work with a wide range of organizations including technology start-ups, management consultancies, financial institutions, and federal regulatory agencies. She is an active member on the Boards of Directors of several portfolio companies, including CareSouth Health System, CarePartners@Home, eCareOne.com, and MedCare@Home.

As a management consultant for Booz•Allen & Hamilton, Inc., Ms. Klein focused on financial management engagements. While at the company, her work included leading engagements to improve the efficiency and effectiveness of organizations' financial management operations. Ms. Klein also managed the development of functional and technical requirements for financial systems and the development of the conceptual design for a system architecture, which included LAN, WAN, and communications capabilities. In addition, she developed financial management tools and models. Ms. Klein also conducted research in the area of financial services, in which she identified emerging trends in the e-commerce arena, relating to payment networks and facilitating technologies.

Ms. Klein worked as an independent consultant for a Virginia-based technology start-up, shaping the company's future strategy. Working with the company, she developed a market assessment of the new venture and prepared the business plan and related financial models.

As part of Merrill Lynch & Company's International Private Client group, Ms. Klein developed financial models for foreign strategic initiatives being investigated by firm management. Also, while at Merrill Lynch she examined the fee structure and revenues associated with the firm's foreign product and service offerings.

Additionally, Ms. Klein served as a financial analyst for the Federal Deposit Insurance Corporation (FDIC) and the Federal Savings and Loan Insurance Corporation (FSLIC). Her responsibilities while at these organizations included monitoring the operating, management, and financial performance of savings and loans institutions with assets of about US\$1.3 billion.

Ms. Klein has a Masters of Business Administration from University of Chicago Graduate School of Business with concentrations in Finance and Strategic Management. Prior to that she received a Bachelor of Arts, *magna cum laude*, from Duke University where she double majored in Economics and Political Science. She is a member of the *Phi Eta Sigma* and *Pi Sigma Alpha* honor societies.

Mazen Al-Jubeir. Mr. Al-Jubeir is an Associate with New Horizons. Mr. Al-Jubeir's professional experience in investment banking was gained during his tenure with Gleacher & Co., a leading investment and merchant banking boutique. There, he specialized in mergers and acquisitions, and gained additional experience in complex equity and debt financings, intricate joint ventures and leasing arrangements.

Mr. Al-Jubeir's experience includes advisory assignments for several prominent telecommunications and Internet companies. He provided strategic advice on mergers, acquisitions, and divestitures; long-term financing strategies; equity, debt, and convertible debt financing alternatives; as well as general corporate affairs, such as innovative executive stock option plans. Mr. Al-Jubeir advised earlier stage companies, for whom he drafted business plans, built financial models, and developed fundraising strategies. In addition to his primary engagements in the telecommunications and Internet arenas, he also worked on projects in the chemical, manufacturing, aerospace/defense, security, and specialty financial services industries.

Additionally, Mr. Al-Jubeir clerked for the law firm of Latham & Watkins where he focused on corporate and securities law. There, he helped defend a leading Internet portal in a shareholder class action lawsuit. Other professional experience includes an internship with Powell Tate, a leading Public Relations firm now part of Shandwick International.

Mr. Al-Jubeir received his Bachelor of Arts in Economics with honors from Harvard University. While at Harvard, he served as Vice President of the Harvard Entrepreneurs Club.

Halah Al-Jubeir. Ms. Al-Jubeir is a Senior Analyst with New Horizons. As a Senior Analyst, she evaluates business plans and provide initial screening for funding decisions for technology investments. Additionally, she advises entrepreneurs about funding criteria and investment decisions and performs initial due diligence on potential investment targets. Ms. Al-Jubeir also monitors portfolio firms against given metrics. Ms. Al-Jubeir holds a Bachelor of Science in Foreign Service from Georgetown University's Walsh School of Foreign. Service. Ms. Al-Jubeir is currently completing a Master of Arts at Georgetown University's Walsh School of Foreign Service. She is a member of *Phi Alpha Theta* Honor Society.

Tee Pneh. Mr. Pneh is a Senior Analyst with New Horizons. Previously, he worked at the investment banking firm of Hamilton Capital Partners. There he was involved with the firm's merger and acquisition group performing due diligence, valuation, and negotiation activities on both the buy and sell side. Prior to that, he worked for Strategic Insight, a mutual fund research and consulting firm, where he generated competitive analyses to assist clients in evaluating their fund performance against the industry benchmark. Mr. Pneh was also the owner of PS Maxny, a company which supplied electrical materials to Seagate in Malaysia for its disk drive manufacturing needs. He received a Bachelor of Arts in Business Administration and Economics, *magna cum laude*, from Mount Union College. He is currently completing his Masters of Business Administration from Georgetown University's Robert Emmett McDonough School of Business where he is an MBA scholar.



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