



## Ribbit Corporate Overview

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### **About Ribbit**

Ribbit is a phone company for the 21<sup>st</sup> century -- created to bring Silicon Valley processes, business models and innovation to the telephony industry, by working from the ground up, focusing on the team, technology and business model.

We're changing how we think about communications by empowering thousands of developers to quickly create rich telephony applications and put them into the hands of millions of consumers and businesses. The future of communications will be brought to you by armies of developers, rapidly building and deploying fresh, innovative communication solutions that align with 21st century needs.

Ribbit is a new phone company designed for a new world where communications need to transcend carriers, networks, devices and technologies and work seamlessly wherever we are, whatever we're doing and accommodate whatever possibilities the future may bring.

The nearly \$3 trillion telephony industry has remained nearly the same for the past few decades, with very little innovation. And, until now, users have not been able to seamlessly integrate voice into the workflow of their lives – personal and business. But, the worlds of telephony, computers, and the Internet are converging, as telephony enters a period of rapid innovation.

With the Ribbit SmartSwitch™, Ribbit is seamlessly bridging the gap between multiple networks, and online and offline devices, while bringing meaningful new communication solutions to consumers and businesses – dramatically changing the way we view communications.

Ribbit was founded in 2006, and is a subsidiary of BT, a global telecommunications provider.

### **Headquarters**

Ribbit Systems  
2570 West El Camino Real, Suite 288  
Mountain View, CA 94043

### **Management**

#### **Ted Griggs – Chief Executive Officer**

Ted Griggs is co-founder and CEO of Ribbit. Ted founded and launched six telecommunication technology companies over the past 17 years to become a leader in the telecommunications industry.

Most recently, he was Chairman of Syndeo Corporation, which he founded and for which he served as CEO from 1999 through 2003. Under Ted's leadership, Syndeo grew into a leading softswitch provider to major MSOs, with over 40 customers in the U.S. and Japan.

Prior to Syndeo, he was founder and President of Junction, Inc., a company developing a next-generation telecommunications open switch that combined TDM and voice packet infrastructure. Cisco

Systems, Inc. purchased Junction in 1998. Before creating Junction, Ted was co-founder of The Renaissance Group, Inc., a builder of flexible enhanced services platforms. Ted sold Renaissance to Precision Systems, Inc. and became chief technology officer for the publicly-traded company.

Ted was also co-founder of the Internet Gaming Zone, a company bought by Microsoft which has become the cornerstone of Microsoft's online gaming strategy. Ted holds a degree in computer science from the University of California, Berkeley.

### **JP Rangaswami – Managing Director, Strategy, Communications & Innovation for BT Design**

BT Group's design and delivery business. BT Design has total responsibility for designing, building and implementing BT's network, IT and business processes, systems, networks (non-Openreach) and technologies.

JP is responsible for defining and executing BT Design's strategy, leading a team that explores how to make the art of the possible a reality. JP's reputation for innovation and collaboration make him ideally suited to a role that encompasses the development of BT's 21CN web services, BT's growing Open Source innovation group and other initiatives seeing innovation at the edge of the network. He has extensive international experience and is passionate about delivering outstanding end-to-end customer experience.

JP joined BT from Dresdner Kleinwort Wasserstein where he served as Global CIO demonstrating recognised market leadership in the use of innovative tools and techniques. He is a compelling advocate for community-based "opensource" development methods and practices.

He is a fervent blogger ([www.confusedofcalcutta.com](http://www.confusedofcalcutta.com)), a frequent tweeter (<http://twitter.com/jobsworth>) and a regular speaker at industry events, particularly on collaboration, innovation and opensource. He was named CIO of the Year by Waters Magazine in 2003, CIO Innovator of the Year by the European Technology Forum in 2004, European Innovator of the Year in 2005, and was named as one of the 50 Global Agenda Setters last year by silicon.com.

He is a Fellow of the British Computer Society (BCS) and a Fellow of the Royal Society of Arts (RSA). JP is also a Freeman of the Information Technologists Company (a London City Livery Company, also known as the Worshipful Company of Information Technologists).

Passionate about education, he is chairman of the School of Everything ([www.schoolofeverything.com](http://www.schoolofeverything.com)), a startup focused on social action through education; he also serves on the management board of Kings Church International ([www.kcionline.org](http://www.kcionline.org)) and on the board of trustees of Byte Night, ([www.bytenight.org.uk](http://www.bytenight.org.uk)), the IT industry's annual sleep out in aid of NCH, the children's charity.

### **Crick Waters – Executive Vice President, Strategy and Business Development**

Crick is co-founder of Ribbit and serves as Vice President of Strategy and Business Development. Crick has delivered award winning results in roles as diverse as Sales, Engineering, Marketing, and R&D for companies from 5 to 50,000 employees. At AT&T, Crick was responsible for product and business development for several consumer broadband products including voice over DSL, Wi-Fi Internet Access, Broadband over Power Line (BPL), AT&T CallVantage VoIP service, and the 115,000 household UTOPIA FTTH broadband VoIP and IPTV MetroNet service.

Previously, Crick was Director of Value Added Services at NorthPoint Communications where he led development and launch of one of the industry's first business voice over DSL services. Prior to joining NorthPoint, Crick was Vice President of Sales and Marketing for Applied Process Technology.

Prior to Applied, Crick held leadership positions at three separate divisions of International Paper in technology management, research and development, product development, and business segment management. Crick also devoted seven years to developing the U.S. Navy's nuclear reactor instrumentation and control technology for the United States' last fast attack submarine, the U.S.S. Seawolf.

Crick has served on the boards of directors of the DSL Forum (2002 to 2003) and International Packet Communications Consortium (2001 to 2002). Crick holds a B.S. in Electrical Engineering from Duke University, an M.S. in Nuclear Engineering from Bettis Reactor Engineering School and an M.B.A. from Duke University.

### **Peter Leong – Vice President, Engineering**

Peter is co-founder of Ribbit and serves as Vice President of Engineering. Peter has more than 15 years experience designing and implementing carrier-grade products with a special focus on reliability and scalability.

Prior to Ribbit, Peter was co-founder and VP of Engineering at Syndeo Corporation where he was responsible for product development, quality assurance, field engineering, customer support and MIS. Peter was a key member of the executive team, helping to growing the company from a start-up organization to a major concern.

Before his role at Syndeo, Peter was co-founder and System Architect of Junction, Inc., a technology venture that developed a telco-grade programmable switch capable of traditional TDM as well as packet-based telephony. Junction was purchased by Cisco Systems in late 1998.

During the 1990s, Peter worked for a number of companies in the software and telecommunications industry, including Oracle and the Renaissance Group, which was ultimately purchased by Precision Systems, Inc. At Precision Systems, Peter held a key team lead position where he developed a next-generation enhanced voice services platform that enabled voice-activated dialing, single number service, personal telephony assistant and more.

Peter holds his B.A. in Computer Science from the University of California at Berkeley.

### **Ramani Narayan – Vice President, Applications**

Ramani Narayan, "Nara," is co-founder of Ribbit and serves as Vice President of Applications is responsible for Strategy and Application development.

Prior to joining Ribbit, Nara co-founded and was Director of Engineering for Syndeo Corporation, a leading provider of a CLASS 5 SoftSwitch/Call Management Server (CMS) product. During his tenure at that company, Nara was responsible for product development, testing, support and training.

Before joining Syndeo, Nara was co-founder and systems architect at Junction, Inc. where he was responsible for developing a distributed call control element and an ECTF S.100-based application platform. Junction was later acquired by Cisco Systems in late 1998. In addition to his work at Junction, Nara held multiple key engineering positions at Precision Systems, Inc., which built proprietary large-scale IVR systems that formed the backbone of the Home Shopping Network and MCI Networks. At

Precision systems Nara was responsible for developing leading edge call control applications that were deployed in Mobile and PSTN environment.

Nara earned his Bachelor's in Electronics Communications from PSG of Technology, India.

### **Markus Hummel – Vice President, Operations**

Markus brings to Ribbit more than 15 years of experience in development, customer service and technical support for advanced technology companies, with extensive experience in Unified Messaging.

Markus was formerly Vice President of Operations and Development at VoiceRite, Inc. where he led all aspects of Operations including the support of IBM and MCI/Verizon Business. He managed the rollout and support of the MCI Neighborhood Call Manager and many millions of UM mailboxes into MCI's network. Prior to VoiceRite he was Vice President at Trendium Inc., where he lead a Development and R&D team responsible for architecting and developing Trendium's advanced solutions that include the award-winning ServicePATH and PerforMAX line of products.

Before VoiceRite, he was Director of Engineering at Convergent Networks and Technology Control Services (TCS) where he led the development of a carrier-class softswitch, managing the rapid ramp-up of its engineering organization. Before TCS, he was Director of Applications Engineering and West Coast Operations for Precision Systems/Vicorp, and Development Engineer at Pepperl+Fuchs in Mannheim, Germany.

He holds an M.S. in Telecommunications Engineering from the Mannheim Institute of Technology in Germany. He has been the recipient of several awards and honors including an appointment to the Council of Communication Advisors, and the Internet Telephony Product of the Year Award.

### **Don Thorson – Chief Marketing Officer**

Don brings a deep working knowledge of traditional and social-media and experience in marketing consumer, platform, open-source, search, "Web 2.0" and "Voice 2.0" companies to Ribbit. Don has spent his career successfully bringing technology products and companies to the marketplace. He has played pivotal roles in the marketing success of some of Silicon Valley's most notable companies, helping take companies like Apple and Netscape from the earliest stages and helping turn them into global technology brands.

Don comes to Ribbit most recently from Jajah, where he was the VP of Global Marketing. At Jajah, he grew the global subscriber base from several thousand to over 3 million in 15 months, using social media marketing to dramatically lower the cost of customer acquisition.

Prior to Ribbit, Don was the founder and CEO an integrated marketing company, Momentum Marketing, of Palo Alto, where he helped companies like Applied Materials, AutoDesk, AT&T, HP, Asian Art Museum, Mobius, Netscape, Novellus, WellPoint, Blue Shield, Whistle, IBM, and Xerox bring new products to market.

Prior to Momentum, Don was at Apple where he played an instrumental role in the development of the Apple Brand and Apple Marketing, At Apple, he was involved in the successful launch of hundreds of

products and he contributed to the creation of practices which continue to support Apples legendary brand image and high levels of customer satisfaction today.

Don is an on-going advisor to several technology, social media and public relations companies in Silicon Valley and the San Francisco Bay Area.

**Dan Seyer – Vice President, Product Management**

Dan is the VP of Product Management for Ribbit. He is an entrepreneurial executive with hands-on experience leading and growing teams in the areas of technology strategy, marketing, and business operations. At Ribbit he plays a key role in advancing the product and platform vision, while also managing the cross functional and cross disciplined teams through the product life cycle.

Previously, he was the VP of Product Management at Tello responsible for consumer and enterprise services. Prior to Tello, Dan was the VP of Marketing at WiLine Networks where he led the introduction of converged VoIP and fixed wireless services. Prior to WiLine, Dan held management positions at NBC/General Electric, Media.net Communications, and Deloitte & Touche. High-technology, telecom and media consulting clients include Microsoft, SBC (now AT&T), Sprint, US West (now Qwest), Airtouch (now Verizon Wireless), and XO.

Dan holds an engineering degree from California Polytechnic University, San Luis Obispo and an MBA from the Anderson School of Business at UCLA.

**Greg Goldfarb – Vice President and General Manager, Enterprise Applications**

Greg comes to Ribbit from Polycom where he was Senior Director of Product Management and New Business for Polycom's Voice Division which tripled annual revenues to nearly \$200m during his tenure. Greg led Polycom to enter the PC VoIP market with the Communicator for Skype and created new lines of business with a wireless conference phone and a web conferencing appliance. Products commercialized under his leadership won a number of industry awards including Frost & Sullivan's 2006 Innovation of the Year, and 2004 Communications Solutions Product of the Year. Greg was also responsible for strategic relationships with Cisco, Skype, and AVAYA, and he led a divisional turn around in Latin America which resulted in nearly a tenfold increase in quarterly sales.

Prior to Polycom, Greg consulted for technology companies including Electronic Ink and Sprint PCS, and held senior product management roles at Polaroid bringing new imaging products to market worldwide.

He holds a bachelor's degree from Dartmouth College, a master's degree in engineering from Harvard University, and an MBA from the Harvard Business School.