

APPLICATIONS

DEPOSIT
D159

DATE
JUN 28 1999

1. This is an application for (check one):

990836-TX

Original certificate (new company).

Approval of transfer of existing certificate: Example, a non-certificated company purchases an existing company and desires to retain the original certificate of authority.

Approval of assignment of existing certificate: Example, a certificated company purchases an existing company and desires to retain the certificate of authority of that company.

Approval of transfer of control: Example, a company purchases 51% of a certificated company. The Commission must approve the new controlling entity.

2. Name of company:

TREASURECom Inc

3. Name under which the applicant will do business (fictitious name, etc.):

TREASURECom Inc

4. Official mailing address (including street name & number, post office box, city, state, zip code):

605 Belvedere RD, Suite 16

West Palm Bch

FL, 33405

DOCUMENT NUMBER - DATE

07795 JUN 28 99

FPSC-RECORDS/REPORTING

Treasure Com Inc.
1492 Woodcrest Road North
West Palm Beach, FL 33417 USA
ph 561-712-9986

0154

63-643/67
BRANCH 00

PAY TO THE ORDER OF

Florida Public Service Commission

DATE 06/25/99

\$ 250.00

Two hundred and fifty dollars only

DOLLARS

FIRST UNION

First Union National Bank
West Palm Beach, Florida
R/T 067006432
Telephone

FOR Application fee - original certificate

MW Treason

DEPOSIT

DATE

D150M

JUN 28 1999

APPLICATIONS

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4. Official mailing address (including street name & number, post office box, city, state, zip code):

605 Belvedere RD, Suite 16

West Palm Bch

FL, 33405

5. Florida address (including street name & number, post office box, city, state, zip code):

605 Belvedere RD, Suite 16

West Palm Bch

FL 33405

6. Structure of organization:

- () Individual () Corporation
- () Foreign Corporation () Foreign Partnership
- () General Partnership () Limited Partnership
- () Other _____

7. **If individual**, provide:

Name: _____

Title: _____

Address: _____

City/State/Zip: _____

Telephone No.: _____ **Fax No.:** _____

Internet E-Mail Address: _____

Internet Website Address: _____

8. **If incorporated in Florida**, provide proof of authority to operate in Florida:

- (a) **The Florida Secretary of State corporate registration number:**

OMBS No. 1545-0146 (see attached sheet)

9. **If foreign corporation**, provide proof of authority to operate in Florida:

- (a) **The Florida Secretary of State corporate registration number:**

10. **If using fictitious name-d/b/a**, provide proof of compliance with fictitious name statute (Chapter 865.09, FS) to operate in Florida:

- (a) **The Florida Secretary of State fictitious name registration number:**

11. **If a limited liability partnership**, provide proof of registration to operate in Florida:

(a) **The Florida Secretary of State registration number:**

12. **If a partnership**, provide name, title and address of all partners and a copy of the partnership agreement.

Name: _____

Title: _____

Address: _____

City/State/Zip: _____

Telephone No.: _____ **Fax No.:** _____

Internet E-Mail Address: _____

Internet Website Address: _____

13. **If a foreign limited partnership**, provide proof of compliance with the foreign limited partnership statute (Chapter 620.169, FS), if applicable.

(a) **The Florida registration number:** _____

14. Provide **F.E.I. Number**(if applicable): _____

15. Indicate if any of the officers, directors, or any of the ten largest stockholders have previously been:

(a) adjudged bankrupt, mentally incompetent, or found guilty of any felony or of any crime, or whether such actions may result from pending proceedings. Provide explanation.

(b) an officer, director, partner or stockholder in any other Florida certificated telephone company. If yes, give name of company and relationship. If no longer associated with company, give reason why not.

16. Who will serve as liaison to the Commission with regard to the following?

(a) The application:

Name: Michael Treasure

Title: Chief Executive Officer

Address: 605 Belvedere Rd, Suite 16

City/State/Zip: West Palm Bch, FL 33405

Telephone No.: 561-366-8611 Fax No.: 561-366-8621

Internet E-Mail Address: MWT-Dean@Bellsouth.net
MWT-Dean@TreasureCom.net

Internet Website Address: TreasureCom.net

(b) Official point of contact for the ongoing operations of the company:

Name: Michael Treasure

Title: CEO

Address: 605 Belvedere Rd, Suite 16

City/State/Zip: West Palm Bch, FL 33405

Telephone No.: 561-366-8611 Fax No.: 561-366-8621

Internet E-Mail Address: MWT-Dean@Bellsouth.net
MWT-Dean@TreasureCom.net

Internet Website Address: _____

(c) Complaints/Inquiries from customers:

Name: Jonathan Pinto

Title: Sales Technician

Address: 605 Belvedere Rd Suite 16

City/State/Zip: West Palm Bch, FL 33405

Telephone No.: 561-366-8611 **Fax No.:** 561-366-8621

Internet E-Mail Address: Sales@TreasureCom

Internet Website Address: TreasureCom.net

17. List the states in which the applicant:

(a) has operated as an alternative local exchange company.

(b) has applications pending to be certificated as an alternative local exchange company.

(c) is certificated to operate as an alternative local exchange company.

(d) has been denied authority to operate as an alternative local exchange company and the circumstances involved.

(e) has had regulatory penalties imposed for violations of telecommunications statutes and the circumstances involved.

(f) has been involved in civil court proceedings with an interexchange carrier, local exchange company or other telecommunications entity, and the circumstances involved.

18. Submit the following:

A. Financial capability.

The application **should contain** the applicant's audited financial statements for the most recent 3 years. If the applicant does not have audited financial statements, it shall so be stated.

The unaudited financial statements should be signed by the applicant's chief executive officer and chief financial officer **affirming that the financial statements are true and correct** and should include:

1. the balance sheet;
2. income statement; and
3. statement of retained earnings.

NOTE: *This documentation may include, but is not limited to, financial statements, a projected profit and loss statement, credit references, credit bureau reports, and descriptions of business relationships with financial institutions.*

Further, the following (which includes supporting documentation) should be provided:

1. **written explanation** that the applicant has sufficient financial capability to provide the requested service in the geographic area proposed to be served.
 2. **written explanation** that the applicant has sufficient financial capability to maintain the requested service.
 3. **written explanation** that the applicant has sufficient financial capability to meet its lease or ownership obligations.
- B. **Managerial capability:** give resumes of employees/officers of the company that would indicate sufficient managerial experiences of each.
- C. **Technical capability:** give resumes of employees/officers of the company that would indicate sufficient technical experiences or indicate what company has been contracted to conduct technical maintenance.

**** APPLICANT ACKNOWLEDGMENT STATEMENT ****

1. **REGULATORY ASSESSMENT FEE:** I understand that all telephone companies must pay a regulatory assessment fee in the amount of .15 of one percent of gross operating revenue derived from intrastate business. Regardless of the gross operating revenue of a company, a minimum annual assessment fee of \$50 is required.
2. **GROSS RECEIPTS TAX:** I understand that all telephone companies must pay a gross receipts tax of two and one-half percent on all intra and interstate business.
3. **SALES TAX:** I understand that a seven percent sales tax must be paid on intra and interstate revenues.
4. **APPLICATION FEE:** I understand that a non-refundable application fee of \$250.00 must be submitted with the application.

UTILITY OFFICIAL:

| | |
|----------------------------------|---------------------|
| <u>Mr. Trueson</u> | <u>06/25/99</u> |
| Signature | Date |
| <u>President & CEO</u> | <u>561-366-8611</u> |
| Title | Telephone No. |
| Address: <u>605 Belvedere Ln</u> | <u>561-366-8621</u> |
| <u>Suite 16 West Palm Bch</u> | Fax No. |
| <u>FL 33405</u> | |

ATTACHMENTS:

- A - CERTIFICATE SALE, TRANSFER, OR ASSIGNMENT STATEMENT
- B - INTRASTATE NETWORK
- C - AFFIDAVIT

CERTIFICATE SALE, TRANSFER, OR ASSIGNMENT STATEMENT

I, (Name) _____,

(Title) _____ of (Name of Company)

_____ and current holder of Florida Public Service Commission Certificate Number # _____

_____, have reviewed this application and join in the petitioner's request for
a:

() sale

() transfer

() assignment

of the above-mentioned certificate.

UTILITY OFFICIAL:

Signature

Date

Title

Telephone No.

Address:

Fax No.

INTRASTATE NETWORK (if available)

Chapter 25-24.825 (5), Florida Administrative Code, requires the company to make available to staff the alternative local exchange service areas only upon request.

1. POP: Addresses where located, and indicate if owned or leased.

| | |
|----------|----------|
| 1) _____ | 2) _____ |
| _____ | _____ |
| 3) _____ | 4) _____ |
| _____ | _____ |

2. SWITCHES: Address where located, by type of switch, and indicate if owned or leased.

| | |
|----------|----------|
| 1) _____ | 2) _____ |
| _____ | _____ |
| 3) _____ | 4) _____ |
| _____ | _____ |

3. TRANSMISSION FACILITIES: POP-to-POP facilities by type of facilities (microwave, fiber, copper, satellite, etc.) and indicate if owned or leased.

| <u>POP-to-POP</u> | <u>OWNERSHIP</u> |
|-------------------|------------------|
| 1) _____ | _____ |
| 2) _____ | _____ |
| 3) _____ | _____ |
| 4) _____ | _____ |

AFFIDAVIT

By my signature below, I, the undersigned officer, attest to the accuracy of the information contained in this application and attached documents and that the applicant has the technical expertise, managerial ability, and financial capability to provide alternative local exchange company service in the State of Florida. I have read the foregoing and declare that, to the best of my knowledge and belief, the information is true and correct. I attest that I have the authority to sign on behalf of my company and agree to comply, now and in the future, with all applicable Commission rules and orders.

Further, I am aware that, pursuant to Chapter 837.06, Florida Statutes, "Whoever knowingly makes a false statement in writing with the intent to mislead a public servant in the performance of his official duty shall be guilty of a misdemeanor of the second degree, punishable as provided in s. 775.082 and s. 775.083."

UTILITY OFFICIAL:

| | |
|----------------------------------|---------------------|
| <u>M. W. Trueman</u> | <u>06/25/99</u> |
| Signature | Date |
| <u>President & CEO</u> | <u>581-366-8621</u> |
| Title | Telephone No. |
| Address: <u>605 Belvedere RD</u> | <u>581-366-8621</u> |
| <u>Suite 16, West Palm Bch</u> | Fax No. |
| <u>FL 33405</u> | |

TreasureCom Inc.

TreasureCom Current Status

- (1) The company has setup office facilities at 605 Belvedere Road under a one year contract with Cornerstone Realty Inc. The company is presently occupying 550 sq. ft of space, however, it has the option of exercising claims to another 550 sq. ft under the contract agreement, which it will do at the end of June, 99.
- (2) The company has entered into an initial two (2) year contract with BTI Telecommunications Services for the supply of two T1 telephone lines along with an agreement to sell under its own brand all telecommunications services which BTI offers. BTI sells TreasureCom such services at extremely competitive prices so as to enable TreasureCom to resell and remain highly competitive also.
- (3) The company has entered into an initial two (2) year contract with Intermedia Telecommunications for the supply of one local T1 telephone line service for the provision of dial-up access to customers.
- (4) The company has acquired approximately US\$40,000 worth of equipment to offer its portfolio of products. In addition the company is seriously negotiating a co-location agreement with Sage Technologies in which Sage Technologies will co-locate its switches at TreasureCom's facilities which will enable TreasureCom to provide its own switching routing calls either through PSTN or IP based networks.
- (5) The company has entered into a definitive agreement with Consolidated Software Limited in Jamaica. This agreement will allow TreasureCom to co-locate its Unified Messaging System Gateway in Jamaica and also will see Consolidated Software Limited responsible for the marketing and sales of the Unified Messaging services within Jamaica. It is expected that TreasureCom will install the first gateway under this agreement by June 1999.
- (6) The company currently has eight (8) local and long distance signed up customers under its re-seller program with BTI Telecommunications. Revenues from these customers are anticipated to be on average in excess of \$5,000 from which TreasureCom expects to net approximately \$3000.
- (7) The company currently has two full time employees and one temporary (contract) employee.

Election by a Small Business Corporation
 (Under section 1362 of the Internal Revenue Code)
 ▶ For Paperwork Reduction Act Notice, see page 1 of instructions.
 ▶ See separate instructions.

OMB No. 1545-0146

- Notes: 1. This election to be an S corporation can be accepted only if all the tests are met under **Who May Elect** on page 1 of the instructions; all signatures in Parts I and III are originals (no photocopies); and the exact name and address of the corporation and other required form information are provided.
2. Do not file Form 1120S, U.S. Income Tax Return for an S Corporation, for any tax year before the year the election takes effect.
3. If the corporation was in existence before the effective date of this election, see **Taxes an S Corporation May Owe** on page 1 of the instructions.

Part I Election Information

| | | |
|---|--|--|
| Please Type or Print | Name of corporation (see instructions) TREASURECOM, INC. | A Employer identification number 65-0858190 |
| | Number, street, and room or suite no. (if a P.O. box, see instructions) 1492 Woodcrest Road North | B Date incorporated 8/14/98 |
| | City or town, state, and ZIP code West Palm Beach, Florida, 33417 | C State of incorporation Florida |
| D Election is to be effective for tax year beginning (month, day, year) | | ▶ 8/14/98 / |
| E Name and title of officer or legal representative who the IRS may call for more information Michael W. Treasure, President | | F Telephone number of officer or legal representative (561) 712-9986 |
| G If the corporation changed its name or address after applying for the EIN shown in A above, check this box <input type="checkbox"/> | | |
| H If this election takes effect for the first tax year the corporation exists, enter month, day, and year of the earliest of the following: (1) date the corporation first had shareholders, (2) date the corporation first had assets, or (3) date the corporation began doing business | | 8/14/98 / |
| I Selected tax year: Annual return will be filed for tax year ending (month and day) ▶ 12/31 | | |

If the tax year ends on any date other than December 31, except for an automatic 52-53-week tax year ending with reference to the month of December, you must complete Part II on the date you enter is the ending date of an automatic 52-53-week tax year, write "52-53-week year" to the right of the date. See **REG-104101-98**, Regulations section 1.441-2T(e)(3).

| J Name and address of each shareholder, shareholder's spouse having a community property interest in the corporation's stock, and each tenant in common, joint tenant, and tenant by the entirety. (A husband and wife (and their estates) are counted as one shareholder in determining the number of shareholders without regard to the manner in which the stock is owned.) | K Shareholders' Consent Statement. Under penalties of perjury, we declare that we consent to the election of the above-named corporation to be an S corporation under section 1362(a) and that we have examined this corporation's statement, including accompanying schedules and statements, and to the best of our knowledge and belief, it is true, correct, and complete. We understand our consent is binding and may not be withdrawn after the corporation has made a valid election. (Shareholders sign and date below.) | | L Stock owned | | M Social security number or employer identification number (see instructions) | N Shareholder's tax year ends (month and day) |
|--|--|---------|------------------|----------------|---|---|
| | Signature | Date | Number of shares | Dates acquired | | |
| Michael W. Treasure | <i>MW Treasure</i> | 8/14/98 | 70 | 8/14/98 | 644-56-7377 | 12/31 |
| Withworth W. Treasure | <i>Withworth Treasure</i> | 8/14/98 | 30 | 8/14/98 | 082-54-9317 | 12/31 |
| | | | | | | |
| | | | | | | |
| | | | | | | |

Under penalties of perjury, I declare that I have examined this election, including accompanying schedules and statements, and that it is true, correct, and complete.

Form **SS-4**

Application for Employer Identification Number

(Rev. December 1995)
Department of the Treasury
Internal Revenue Service

(For use by employers, corporations, partnerships, trusts, estates, churches,
government agencies, certain individuals, and others. See instructions.)

EIN **65-0858190**

OMB No. 1545-0003

▶ **Keep a copy for your records.**

Please type or print clearly.

| | | |
|--|--|---|
| 1 Name of applicant (Legal name) (See instructions.) TREASURECOM, INC. | | 3 Executor, trustee, "care of" name |
| 2 Trade name of business (if different from name on line 1) | | 5a Business address (if different from address on lines 4a and 4b) |
| 4a Mailing address (street address) (room, apt., or suite no.) 1492 Woodcrest Road North | | 5b City, state, and ZIP code |
| 4b City, state, and ZIP code West Palm Beach, Florida, 33417 | | 6 County and state where principal business is located Palm Beach County, Florida |
| 7 Name of principal officer, general partner, grantor, owner, or trustor—SSN required (See instructions.) ▶ Michael W. Treasure, President (ssn 644-56-7377) | | |

8a Type of entity (Check only one box.) (See instructions.)

| | | |
|---|---|---|
| <input type="checkbox"/> Sole proprietor (SSN) | <input type="checkbox"/> Personal service corp. | <input type="checkbox"/> Estate (SSN of decedent) |
| <input type="checkbox"/> Partnership | <input type="checkbox"/> Limited liability co. | <input type="checkbox"/> Plan administrator-SSN |
| <input type="checkbox"/> REMIC | <input type="checkbox"/> National Guard | <input type="checkbox"/> Other corporation (specify) ▶ Sub S |
| <input type="checkbox"/> State/local government | <input type="checkbox"/> Other (specify) ▶ | <input type="checkbox"/> Trust |
| <input type="checkbox"/> Other nonprofit organization (specify) ▶ | | <input type="checkbox"/> Federal Government/military |
| <input type="checkbox"/> Other (specify) ▶ | | <input type="checkbox"/> Farmers' cooperative |
| | | <input type="checkbox"/> Church or church-controlled organization |

(enter GEN if applicable)

8b If a corporation, name the state or foreign country (if applicable) where incorporated

| | |
|-------------------------|-----------------|
| State Florida | Foreign country |
|-------------------------|-----------------|

9 Reason for applying (Check only one box.)

| | |
|--|---|
| <input checked="" type="checkbox"/> Started new business (specify) ▶ | <input type="checkbox"/> Banking purpose (specify) ▶ |
| <input type="checkbox"/> Hired employees | <input type="checkbox"/> Changed type of organization (specify) ▶ |
| <input type="checkbox"/> Created a pension plan (specify type) ▶ | <input type="checkbox"/> Purchased going business |
| | <input type="checkbox"/> Created a trust (specify) ▶ |
| | <input type="checkbox"/> Other (specify) ▶ |

| | |
|--|--|
| 10 Date business started or acquired (Mo., day, year) (See instructions.) 08/14/98 | 11 Closing month of accounting year (See instructions.) December |
|--|--|

12 First date wages or annuities were paid or will be paid (Mo., day, year). Note: If applicant is a withholding agent, enter date income will first be paid to nonresident alien. (Mo., day, year) ▶ **10/01/98**

| | | | |
|---|-----------------------------|--------------|-----------|
| 13 Highest number of employees expected in the next 12 months. Note: If the applicant does not expect to have any employees during the period, enter -0-. (See instructions.) ▶ | Nonsgricultural 1 | Agricultural | Household |
|---|-----------------------------|--------------|-----------|

14 Principal activity (See instructions.) ▶ **Internet Telephoning Service**

15 Is the principal business activity manufacturing? Yes No
If "Yes," principal product and raw material used ▶

16 To whom are most of the products or services sold? Please check the appropriate box. Business (wholesale) N/A
 Public (retail) Other (specify) ▶

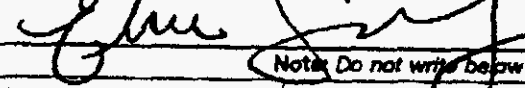
7a Has the applicant ever applied for an identification number for this or any other business? Yes No
Note: If "Yes," please complete lines 17b and 17c.

7b If you checked "Yes" on line 17a, give applicant's legal name and trade name shown on prior application, if different from line 1 or 2 above.
Legal name ▶ Trade name ▶

7c Approximate date when and city and state where the application was filed. Enter previous employer identification number if known.
Approximate date when filed (Mo., day, year) City and state where filed Previous EIN

Under penalties of perjury, I declare that I have examined this application, and to the best of my knowledge and belief, it is true, correct, and complete.

| | |
|--|--|
| Signature and title (Please type or print clearly.) ▶ Elsie Sanchez, Treasurer | Business telephone number (include area code) 561 712-9986 |
| | Fax telephone number (include area code) |

Signature ▶  Date ▶ **08/27/98**

Note: Do not write below this line. For official use only.

| | | | | | |
|------------|------|------|-------|------|----|
| Case leave | Geo. | Ind. | Class | Term | In |
|------------|------|------|-------|------|----|

JET SERVICE

STATE OF FLORIDA
PALM BEACH COUNTY

CLASSIFICATION

COUNTY OCCUPATIONAL LICENSE

05-012

LICENSE IS IN ADDITION TO AND NOT IN LIEU OF ANY OTHER LICENSE REQUIRED BY LAW OR MUNICIPAL ORDINANCE AND IS SUBJECT TO REGULATIONS OF ZONING, HEALTH AND ANY OTHER LAWFUL AUTHORITY. COUNTY ORDINANCE NUMBER 72-7.

15510

URECOM INC

URE WITHWORTH

ELVEDERE ROAD

PALM BEACH FL 33405

LOCATED AT

CNTY

\$15.00

SAME

TOTAL

\$15.00

ISSUED AT ABOVE ADDRESS FOR THE PERIOD BEGINNING DAY OF OCTOBER AND ENDING ON THE THIRTIETH DAY OF OCTOBER ENGAGE IN THE BUSINESS, PROFESSION OR OCCUPATION

JET SERVICE PROVIDER

JOHN K. CLARK, CFC
COLLECTOR, PALM BEACH COUNTY

THIS IS NOT A BILL - DO NOT PAY

PAID. PBC TAX COLLECTOR CA
\$15.00 DEC 4 08B24 04-26-1999

THIS LICENSE VALID ONLY WHEN RECEIPTED BY TAX COLLECTOR
LICENSE MUST BE DISPLAYED CONSPICUOUSLY AT ESTABLISHMENT OR PLACE OF BUSINESS

1492 Woodcrest Road N 561-712-9986 or
West Palm Beach 561-308-7293
Florida, 33417 mwt_Dean@yahoo.com

Michael Treasure

Strengths

Financial (1) Capital Budgeting in the areas of NPV, IRR, ROI and ROE analysis. (2) Leasing

Management Accounting – ABC/ABM, Budgeting, Target Costing, Kaizen Costing and Value Chain Analysis.

Management Science – Statistical Analysis and Simulation Techniques.

Industrial Engineering (1) Computer Integrated Manufacturing – Flexible Manufacturing Systems, JIT, Design for Manufacture, MRP, Fuzzy Control, Artificial Intelligent and Expert Systems

Objective

To work as a manager, a financial analyst and or consultant with a challenging global company within one of the following sectors

- (1) Consulting/Finance Service Industry
- (2) Manufacturing
- (3) Telecommunications
- (4) Industrial Automation
- (5) Information technology as a system support consultant

Given my strong technical background and experience coupled with my finance and business knowledge, one of my main objective is to place myself in an environment that is very conducive for me to develop and maximize a synergy between my technical and finance knowledge to the mutual benefit of the organization and myself.

Experience

1999–Present Loesche America, Inc. Miami, FL

Project Consultant through TreasureCom Inc.

- Project Management
- Negotiated Telecommunications deal with BTI Telecommunications Services for two T1 bundled services, including a dedicated 256K Internet Access.

- Managing the Development of a small network consisting of an Intel 9200 router, hubs for a fast 10/100 Ethernet network with five windows NT servers and five Windows NT workstations. The Servers include (a) Remote Access Server for Internet Service Provision, specifically dial up and ISDN connection (b) Unified Messaging System.
- Undertaking a diversification plan into local and long distance reseller program through a special contract negotiated with BTI Telecommunications Services.
- Undertook a study into setting up a Voice over IP network (VoIP) for the specific purpose of establishing an International long distance VoIP network targeting the Caribbean and South American regions.
- Developed and Inventory Management System.
- Business Administration

1997–1998 Texas A&M University Kingsville, TX

Research Assistant

- Capital Budgeting, which also included consultative work for Hoechst Celanese Pharmaceutical Bishop plant in Texas.
- Activity Based Management and Activity Based Costing.
- International Trade and Tariff.

1996–1997 Dyreck Gibson Limited Kingston, Jamaica

Manager of Energy Division

- Increased divisional sales from \$10 million to \$100 million.
- Managed 50 technical, construction, contractors and administrative personnel.
- Had overall responsibility for budgeting and financing activities of the division.
- Developed and implemented Industrial steam boiler projects for co-generation systems used in the bauxite industry, electrical power industry, sugar industry and the brewing industry.
- Implemented management information system and computerize the entire division.

1995–1997 FLS Automation Hunt Valley, MD

Engineer and Sales Representative

- Responsible for PLC Based Automation projects within the Cement and Bauxite Alumina Industry throughout the Caribbean and Central America.
- Responsible for the development of the market throughout the above mentioned regions.
- Software analysis and development engineer

1993–1995 Caribbean Cement Company LTD. Kingston, Jamaica

Project Engineer

- Developed the plant automation strategy through to the year 2000, which

included integration work with Honeywell TDC systems and other non-proprietary PLC based plant control systems.

- Implemented statistical optimization and process efficiency programs for the plant rotary kiln lines, which included equipment and machinery such as electrostatic precipitators/dust collectors, rotary kilns, grinding mills and motors.
- Responsible for providing technical and economic justification for capital investment projects.
- Developed and co-managed several mechanical and civil construction projects totaling well over \$50,000,000.
- Implemented plant-wide computerized production and maintenance management systems including work on establishing the dynamics of the manufacturing framework for implementation of the JD Edwards System.

1992–1992 Envases Del Istmos. Colon, Republic of Panama

Consultant Engineer

Provided consultant services in the areas of mechanical engineering, industrial engineering and statistical process control for the production of aluminum tin cans used in the beverage industry.

1992–1992 Camuad Metal Box (CMB). Wantage, England

Research & Development Engineer

- Undertook research and development projects in the areas of simulation, robotics, artificial intelligence and expert systems utilizing various software models and advanced intelligent diagnostic systems developed for the beverage industry in the area of tin can manufacturing.
- Developed an Economic Diagnostic System for determining costs associated with real time manufacturing line faults associated with the production of tin cans used in the beverage industry.

1988–1991 Alcan International Bauxite Company, Jamaica

Maintenance Engineer

- Overall responsibility for the maintenance and operation of equipment and machinery used in the bauxite alumina production process. These equipment included, but not limited to, grinding mills, large gear/reducer systems, heat exchangers, cooling towers, rotary kilns, fans, blowers, pumps and filters.
- Project development, management and Implementation.
- Supervised contract workers.

Education

1997–1998 Texas A&M University Kingsville, TX

- MBA, Business Administration (3.917 GPA out of a 4.0 system).
- Graduated Delta Mu Delta.

1991–1992

Loughborough University of Technology
Loughborough, Leicestershire, England

- M.Sc., (Ms) Computer Integrated Manufacturing Engineering (CIM).
JIT Philosophies, CAD/CAM, Simulation, Artificial Intelligence, Expert System, Flexible Manufacturing Systems, CNC Machines.

1986–1989

University of the West Indies St. Augustine,
Trinidad W.I.

- B.Sc., Mechanical Engineering.
- Graduated with honors.

Computer Skills

Very adept at Microsoft office suite

- Knowledge of Microsoft Project
- previous exposure to various industrialize simulation packages
- previous exposure to AUTOCAD
- previous exposure to C+, LISP, PROLOG, FORTRAN programming languages
- programming expertise in HTML
- previous exposure to statistical packages such as SPSS and Statsgraph
- avid user of the Internet

Interests

Traveling, soccer, computers, scrabble,

References

Provided upon request.

Availability

Available July 1999

Permanent Address:

1492 Woodcrest Road (N)

West Palm Beach,

Florida, 33417

| PROJECT: TreasureCom | | | | | | |
|--|---------------|---------------|--------------|--------------|--------------|--------------|
| CASE A - Year One BASE CASE | | | | | | |
| Proforma Statement of Operations | | | | | | |
| Products (TSP - Telephony) | 1 | 2 | 3 | 4 | 5 | 6 |
| Voice Customers (Calls/Month) | 833 | 1,667 | 2,500 | 6,250 | 8,333 | 10,417 |
| Fax Customers (Calls/Month) | 417 | 833 | 1,250 | 1,667 | 2,083 | 2,500 |
| Other Products Customers | 250 | 500 | 750 | 1,000 | 1,250 | 1,500 |
| Products (ISP) | | | | | | |
| Internet Access | 125 | 250 | 375 | 500 | 625 | 750 |
| Web Hosting | 42 | 83 | 125 | 167 | 208 | 250 |
| E-Commerce | 0 | 1 | 1 | 2 | 2 | 3 |
| System Parameters (Telephony) | | | | | | |
| Available Number of Minutes | 60 | 60 | 60 | 60 | 60 | 60 |
| Available Number of Hours | 24 | 24 | 24 | 24 | 24 | 24 |
| Available Number of Days | 30 | 30 | 30 | 30 | 30 | 30 |
| Total Available Number of Minutes/Min/System/Line | 43,800 | 43,800 | 43,800 | 43,800 | 43,800 | 43,800 |
| System Efficiency | 60% | 60% | 60% | 60% | 60% | 60% |
| Unit System Use/Min/Line | 26,280 | 26,280 | 26,280 | 26,280 | 26,280 | 26,280 |
| Number of calls/Minute/System | 24 | 24 | 24 | 24 | 24 | 24 |
| Total System Minute Usage/Min | 630,720 | 630,720 | 630,720 | 630,720 | 630,720 | 630,720 |
| Average Time/Minute/Voice | 10 | 10 | 10 | 10 | 10 | 10 |
| Average Calls/Week Per Voice Customer | 2 | 2 | 2 | 2 | 2 | 2 |
| Average Minutes Use per Month per Customer | 87 | 87 | 87 | 87 | 87 | 87 |
| Average Maximum Number of Customers Per System/Month | 606 | 606 | 606 | 606 | 606 | 606 |
| Number of Systems Required | 2.00 | 4.00 | 4.00 | 4.00 | 6.00 | 6.00 |
| System Parameters (ISP) | | | | | | |
| Average Number of Customers Per Modem | 10 | 10 | 10 | 10 | 10 | 10 |
| Number of Modems Required | 13 | 25 | 38 | 50 | 63 | 75 |
| Telephony | | | | | | |
| Average Customer Product Cost | | | | | | |
| Voice Customer Cost/Minute | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 |
| Fax Customer Cost/Minute | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 |
| Other Products Cost/Minute | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 |
| ISP | | | | | | |
| Internet Access/Month | \$15.50 | \$15.50 | \$15.50 | \$15.50 | \$15.50 | \$15.50 |
| Web Hosting/Month | \$18.95 | \$18.95 | \$18.95 | \$18.95 | \$18.95 | \$18.95 |
| E-Commerce/Month | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 |
| Telephony | | | | | | |
| Operating Input Data | | | | | | |
| Company cost/Minute | \$0.35 | \$0.35 | \$0.35 | \$0.30 | \$0.30 | \$0.30 |
| Sales Cost/Minute | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 |
| Marketing Cost/Minute | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 |
| Rent/Month | \$500.00 | \$500.00 | \$500.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 |
| Administrative | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% |
| R&D Percentage of Sales | 1.0% | 1.0% | 1.0% | 1.0% | 1.0% | 1.5% |
| Other Operating Exp. % of Sales | 5.00% | 4.00% | 4.00% | 4.00% | 4.00% | 4.00% |
| Number of employees | 1 | 2 | 2 | 5 | 5 | 5 |
| Number of Managers | 2 | 2 | 2 | 2 | 2 | 2 |
| Average Employee Salary/Month | \$2,500 | \$2,700 | \$2,700 | \$3,000 | \$3,000 | \$3,000 |
| Average Manager Salary/Month | \$4,000 | \$4,000 | \$4,000 | \$4,000 | \$4,000 | \$5,000 |
| Corporate Tax Rate | 40% | 40% | 40% | 40% | 40% | 40% |
| Operating Capacities (Telephony) | | | | | | |
| Year | 1 | 1 | 1 | 1 | 1 | 1 |
| Number of Voice Minutes/Month | 50,556 | 101,111 | 151,667 | 379,167 | 505,556 | 631,944 |
| Number of Fax Minutes/Month | 7,222 | 14,444 | 21,667 | 28,889 | 36,111 | 43,333 |
| Number of Other Products Minutes/Month | 2,167 | 4,333 | 6,500 | 8,667 | 10,833 | 13,000 |
| Total Number of Minutes | 59,944 | 119,889 | 179,833 | 416,722 | 552,500 | 688,277 |
| ISP | | | | | | |
| Average Cost/Modem | \$65.00 | \$65.00 | \$65.00 | \$65.00 | \$65.00 | \$65.00 |
| Income Statement | | | | | | |
| Telephony Income | | | | | | |
| Voice | \$22,750.00 | \$45,500.00 | \$68,250.00 | \$170,625.00 | \$227,500.00 | \$284,375.00 |
| Fax | \$3,250.00 | \$6,500.00 | \$9,750.00 | \$13,000.00 | \$16,250.00 | \$19,500.00 |
| Others | \$975.00 | \$1,950.00 | \$2,925.00 | \$3,900.00 | \$4,875.00 | \$5,850.00 |
| Total Telephony Sales | \$26,975.00 | \$53,950.00 | \$80,925.00 | \$187,525.00 | \$248,625.00 | \$309,725.00 |
| ISP Income | | | | | | |
| Internet Access | \$1,937.50 | \$3,875.00 | \$5,812.50 | \$7,750.00 | \$9,687.50 | \$11,625.00 |
| Web Hosting | \$789.58 | \$1,579.17 | \$2,368.75 | \$3,158.33 | \$3,947.92 | \$4,737.50 |
| E-Commerce | \$416.67 | \$833.33 | \$1,250.00 | \$1,666.67 | \$2,083.33 | \$2,500.00 |
| Total ISP Sales | \$3,143.75 | \$6,287.50 | \$9,431.25 | \$12,575.00 | \$15,718.75 | \$18,862.50 |
| Total Sales | \$30,118.75 | \$60,237.50 | \$90,356.25 | \$200,100.00 | \$264,343.75 | \$328,587.50 |
| Cost of goods/sales Telephony | \$20,980.56 | \$41,961.11 | \$62,941.67 | \$125,016.67 | \$166,750.00 | \$208,463.33 |
| Cost of goods/sales ISP | \$612.50 | \$1,225.00 | \$1,837.50 | \$2,450.00 | \$3,062.50 | \$3,675.00 |
| Total Cost of Goods/Sales | \$21,793.06 | \$43,586.11 | \$64,779.17 | \$127,466.67 | \$169,812.50 | \$212,138.33 |
| Gross Income | \$8,325.69 | \$16,651.39 | \$25,577.08 | \$72,633.33 | \$94,531.25 | \$117,229.17 |
| Expenses | | | | | | |
| Marketing | \$1,198.89 | \$2,397.78 | \$3,596.67 | \$8,334.44 | \$11,050.00 | \$13,765.56 |
| Sales | \$1,198.89 | \$2,397.78 | \$3,596.67 | \$8,334.44 | \$11,050.00 | \$13,765.56 |
| Employees Salaries | \$2,500.00 | \$5,000.00 | \$5,000.00 | \$15,000.00 | \$15,000.00 | \$15,000.00 |
| Managers Salaries | \$8,000.00 | \$8,000.00 | \$8,000.00 | \$8,000.00 | \$8,000.00 | \$10,000.00 |
| Fixed Telephone Commitment | \$2,500.00 | \$2,500.00 | \$5,000.00 | \$5,000.00 | \$5,000.00 | \$5,000.00 |
| Rent | \$500.00 | \$500.00 | \$500.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 |
| Interest | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 |
| Administrative | \$903.56 | \$1,807.13 | \$2,710.69 | \$6,003.00 | \$7,930.31 | \$9,857.63 |
| R&D | \$301.19 | \$602.38 | \$903.56 | \$2,001.00 | \$2,643.44 | \$4,926.81 |
| Other operating exp | \$1,605.94 | \$2,408.90 | \$3,613.35 | \$8,004.00 | \$10,573.75 | \$13,143.50 |
| Depreciation | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Total Expenses | \$19,608.47 | \$27,014.66 | \$34,321.83 | \$82,076.89 | \$73,247.50 | \$87,461.05 |
| Profit | (\$11,282.77) | (\$10,363.27) | (\$8,744.75) | \$9,556.44 | \$21,283.75 | \$29,768.12 |
| Taxes | (\$4,513.11) | (\$4,145.27) | (\$3,737.90) | \$3,662.56 | \$8,513.50 | \$11,907.25 |
| Net Profit | (\$5,769.66) | (\$6,217.90) | (\$5,006.85) | \$5,893.87 | \$12,770.25 | \$17,860.87 |

| PROJECT: TreasureCom | | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|----------------|
| CASE A - Year One BASE CASE | | | | | | | |
| Proforma Statement of Operation | | | | | | | |
| Products (TSP - Telephony) | 7 | 8 | 9 | 10 | 11 | 12 | YEAR 1 |
| Voice Customers (Calls/Month) | 12,500 | 14,563 | 16,067 | 18,750 | 20,833 | 25,000 | 26,000 |
| Fax Customers (Calls/Month) | 2,917 | 3,333 | 3,750 | 4,167 | 4,583 | 5,000 | 6,000 |
| Other Products Customers | 1,750 | 2,000 | 2,250 | 2,500 | 2,750 | 3,000 | 3,000 |
| Products (ISP) | | | | | | | |
| Internet Access | 875 | 1,000 | 1,125 | 1,250 | 1,375 | 1,500 | 1,600 |
| Web Hosting | 292 | 333 | 375 | 417 | 458 | 500 | 600 |
| E-Commerce | 3 | 3 | 4 | 4 | 5 | 5 | 8 |
| System Parameters (Telephony) | | | | | | | |
| Available Number of Minutes | 60 | 60 | 60 | 60 | 60 | 60 | 60 |
| Available Number of Hours | 24 | 24 | 24 | 24 | 24 | 24 | 24 |
| Available Number of Days | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Total Available Number of Minutes/Mth/System/Line | 43,800 | 43,800 | 43,800 | 43,800 | 43,800 | 43,800 | 526,600 |
| System Efficiency | 60% | 60% | 60% | 60% | 60% | 60% | 60% |
| Unit System Use/Mth/Line | 26,280 | 26,280 | 26,280 | 26,280 | 26,280 | 26,280 | 318,360 |
| Number of calls/Minute/System | 24 | 24 | 24 | 24 | 24 | 24 | 24 |
| Total System Minute Usage/Mth | 630,720 | 630,720 | 630,720 | 630,720 | 630,720 | 630,720 | 7,568,640 |
| Average Time/Customer Voice | 10 | 10 | 10 | 10 | 10 | 10 | 10 |
| Average Calls/Week Per Voice Customer | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Average Minutes Use per Month per Customer | 87 | 87 | 87 | 87 | 87 | 87 | 1,040 |
| Average Maximum Number of Customers Per System/Month | 606 | 606 | 606 | 606 | 606 | 606 | 7,278 |
| Number of Systems Required | 8.00 | 8.00 | 10.00 | 10.00 | 12.00 | 12.00 | 12 |
| System Parameters (ISP) | | | | | | | |
| Average Number of Customers Per Modem | 10 | 10 | 10 | 10 | 10 | 10 | 10.00 |
| Number of Modems Required | 88 | 100 | 113 | 125 | 138 | 150 | 180 |
| Telephony | | | | | | | |
| Average Customer Product Cost | | | | | | | |
| Voice Customer Cost/Minute | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 |
| Fax Customer Cost/Minute | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 |
| Other Products Cost/Minute | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 |
| ISP | | | | | | | |
| Internet Access/Month | \$15.50 | \$15.50 | \$15.50 | \$15.50 | \$15.50 | \$15.50 | \$16.60 |
| Web Hosting/Month | \$18.95 | \$18.95 | \$18.95 | \$18.95 | \$18.95 | \$18.95 | \$18.95 |
| E-Commerce/Month | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 |
| Operating Input Data | | | | | | | |
| Company cost/Minute | \$0.30 | \$0.30 | \$0.30 | \$0.30 | \$0.30 | \$0.30 | \$0.30 |
| Sales Cost/Minute | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 | \$0.02 |
| Marketing Cost/Minute | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 | \$0.02 |
| Rent/Month | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 |
| Administrative | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% |
| R&D Percentage of Sales | 1.5% | 1.5% | 1.5% | 1.5% | 1.5% | 1.5% | 1.5% |
| Other Operating Exp. % of Sales | 4.00% | 4.00% | 4.00% | 4.00% | 4.00% | 4.00% | 4.00% |
| Number of employees | 5 | 5 | 5 | 5 | 5 | 5 | 6 |
| Number of Managers | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Average Employee Salary/Month | \$3,000 | \$3,000 | \$3,000 | \$3,000 | \$3,000 | \$3,000 | \$3,000.00 |
| Average Manager Salary/Month | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000.00 |
| Corporate Tax Rate | 40% | 40% | 40% | 40% | 40% | 40% | 40.00% |
| Operating Capacities (Telephony) | | | | | | | |
| Year | 1 | 1 | 1 | 1 | 1 | 1 | 12 |
| Number of Voice Minutes/Month | 758,333 | 884,722 | 1,011,111 | 1,137,500 | 1,263,889 | 1,516,667 | 8,382,222 |
| Number of Fax Minutes/Month | 50,556 | 57,778 | 65,000 | 72,222 | 79,444 | 86,667 | 663,333 |
| Number of Other Products Minutes/Month | 15,167 | 17,333 | 19,500 | 21,667 | 23,833 | 26,000 | 168,000 |
| Total Number of Minutes | 824,056 | 959,833 | 1,095,611 | 1,231,389 | 1,367,167 | 1,629,333 | 9,124,556 |
| ISP | | | | | | | |
| Average Cost/Modem | \$65.00 | \$65.00 | \$65.00 | \$65.00 | \$65.00 | \$65.00 | \$65.00 |
| Income Statement | | | | | | | |
| Telephony Income | | | | | | | |
| Voice | \$341,250.00 | \$398,125.00 | \$455,000.00 | \$511,875.00 | \$568,750.00 | \$625,500.00 | \$3,778,500.00 |
| Fax | \$22,750.00 | \$26,000.00 | \$29,250.00 | \$32,500.00 | \$35,750.00 | \$39,000.00 | \$253,500.00 |
| Others | \$6,825.00 | \$7,800.00 | \$8,775.00 | \$9,750.00 | \$10,725.00 | \$11,700.00 | \$75,050.00 |
| Total Telephony Sales | \$370,825.00 | \$431,925.00 | \$493,025.00 | \$554,125.00 | \$615,225.00 | \$673,200.00 | \$4,106,950.00 |
| ISP Income | | | | | | | |
| Internet Access | \$13,562.50 | \$15,500.00 | \$17,437.50 | \$19,375.00 | \$21,312.50 | \$23,250.00 | \$151,125.00 |
| Web Hosting | \$5,527.06 | \$6,316.67 | \$7,106.25 | \$7,895.83 | \$8,685.42 | \$9,475.00 | \$64,587.50 |
| E-Commerce | \$2,916.67 | \$3,333.33 | \$3,750.00 | \$4,166.67 | \$4,583.33 | \$5,000.00 | \$32,500.00 |
| Total ISP Sales | \$22,006.25 | \$25,150.00 | \$28,293.75 | \$31,437.50 | \$34,581.25 | \$37,725.00 | \$248,212.50 |
| Total Sales | \$392,831.25 | \$457,075.00 | \$521,318.75 | \$585,562.50 | \$649,806.25 | \$710,925.00 | \$4,355,162.50 |
| Cost of goods/sales Telephony | \$247,216.67 | \$287,950.00 | \$328,683.33 | \$369,416.67 | \$410,150.00 | \$450,800.00 | \$2,785,380.00 |
| Cost of goods/sales ISP | \$5,687.50 | \$6,500.00 | \$7,312.50 | \$8,125.00 | \$8,937.50 | \$9,750.00 | \$63,375.00 |
| Total Cost of Goods/Sales | \$252,904.17 | \$294,450.00 | \$335,995.83 | \$377,541.67 | \$419,087.50 | \$460,550.00 | \$2,848,755.00 |
| Gross Income | \$139,927.08 | \$162,625.00 | \$185,322.92 | \$208,020.83 | \$230,718.75 | \$250,375.00 | \$1,506,407.50 |
| Expenses | | | | | | | |
| Marketing | \$16,481.11 | \$19,196.67 | \$21,912.22 | \$24,627.78 | \$27,343.33 | \$30,058.89 | \$182,491.11 |
| Sales | \$16,481.11 | \$19,196.67 | \$21,912.22 | \$24,627.78 | \$27,343.33 | \$30,058.89 | \$182,491.11 |
| Employees Salaries | \$15,000.00 | \$15,000.00 | \$15,000.00 | \$15,000.00 | \$15,000.00 | \$15,000.00 | \$151,000.00 |
| Managers Salaries | \$10,000.00 | \$10,000.00 | \$10,000.00 | \$10,000.00 | \$10,000.00 | \$10,000.00 | \$110,000.00 |
| Fixed Telephone Commitment | \$5,000.00 | \$5,000.00 | \$5,000.00 | \$5,000.00 | \$5,000.00 | \$5,000.00 | \$45,000.00 |
| Rent | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$10,000.00 |
| Interest | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$12,000.00 |
| Administrative | \$11,784.94 | \$13,712.25 | \$15,639.56 | \$17,566.88 | \$19,494.19 | \$21,421.50 | \$130,537.88 |
| R&D | \$5,992.47 | \$6,856.13 | \$7,719.78 | \$8,583.44 | \$9,447.09 | \$10,310.75 | \$62,043.16 |
| Other operating exp | \$15,713.25 | \$18,283.00 | \$20,852.75 | \$23,422.50 | \$25,992.25 | \$28,562.00 | \$174,361.69 |
| Depreciation | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Total Expenses | \$68,352.88 | \$109,244.71 | \$120,136.54 | \$131,028.37 | \$141,920.20 | \$152,812.03 | \$1,080,714.94 |
| Profit | \$41,574.20 | \$53,380.29 | \$65,186.38 | \$76,992.47 | \$88,796.55 | \$100,602.63 | \$425,692.56 |
| Taxes | \$16,629.88 | \$31,352.12 | \$36,074.55 | \$40,796.98 | \$45,519.42 | \$50,241.85 | \$180,729.02 |
| Net Profit | \$24,944.32 | \$22,028.17 | \$29,111.83 | \$36,195.49 | \$43,277.13 | \$50,360.78 | \$244,963.54 |

| PROJECT: TreasureCom | | | | | |
|---|------------|------------|------------|------------|-------------|
| CASE A - FIVE YEAR FORECAST | | | | | |
| Proforma Statement of Operations | | | | | |
| Products (TSP-Telephony) | 1 | 2 | 3 | 4 | 5 |
| Voice Customers (Calls/Yr) | 25,000 | 50,000 | 75,000 | 112,500 | 168,750 |
| Fax Customers (Calls/Yr) | 6,000 | 10,000 | 15,000 | 22,500 | 33,750 |
| Other Products Customers | 3,000 | 6,000 | 9,000 | 13,500 | 20,250 |
| Products:ISP | | | | | |
| Internet Access | 1,000 | 3,000 | 6,000 | 12,000 | 24,000 |
| Web Hosting | 600 | 1,500 | 4,500 | 13,500 | 40,500 |
| E-Commerce | 5 | 25 | 100 | 300 | 800 |
| System Parameters (Telephony) | | | | | |
| Available Number of Minutes | 60 | 60 | 60 | 60 | 60 |
| Available Number of Hours | 24 | 24 | 24 | 24 | 24 |
| Available Number of Days | 30 | 365 | 365 | 365 | 365 |
| Total Available Number of Minutes/Yr/System/Line | 525,600 | 525,600 | 525,600 | 525,600 | 525,600 |
| System Efficiency | 60% | 60% | 60% | 60% | 60% |
| Unit System Use/Yr/Line | 315,360 | 315,360 | 315,360 | 315,360 | 315,360 |
| Number of calls/Minute/System | 24 | 24 | 24 | 24 | 24 |
| Total System Minute Usage/Yr | 7,568,640 | 7,568,640 | 7,568,640 | 7,568,640 | 7,568,640 |
| Average Time/Customer Voice | 10 | 10 | 10 | 10 | 10 |
| Average Calls/Week Per Voice Customer | 2 | 2 | 2 | 2 | 2 |
| Average Minutes Use per Year per Customer | 1,040 | 1,040 | 1,040 | 1,040 | 1,040 |
| Average Maximum Number of Customers Per System/Yr | 7,278 | 7,278 | 7,278 | 7,278 | 7,278 |
| Number of Systems Required | 12 | 18 | 26 | 38 | 56 |
| System Parameters (ISP) | | | | | |
| Average Number of Customers Per Modem | 10 | 10 | 10 | 10 | 10 |
| Number of Modems Required | 180 | 300 | 600 | 1200 | 2400 |
| Telephony | | | | | |
| Average Customer Product Cost | | | | | |
| Voice Customer Cost/Minute | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 |
| Fax Customer Cost/Minute | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 |
| Other Products Cost/Minute | \$0.45 | \$0.45 | \$0.45 | \$0.45 | \$0.45 |
| ISP | | | | | |
| Internet Access/Month | \$15.50 | \$15.50 | \$15.50 | \$15.50 | \$15.50 |
| Web Hosting/Month | \$18.95 | \$18.95 | \$18.95 | \$18.95 | \$18.95 |
| E-Commerce/Month | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$1,000.00 |
| Operating Input Data | | | | | |
| Company cost/Minute | \$0.30 | \$0.30 | \$0.30 | \$0.30 | \$0.30 |
| Sales Cost/Minute | \$0.02 | \$0.02 | \$0.02 | \$0.02 | \$0.02 |
| Marketing Cost/Minute | \$0.02 | \$0.02 | \$0.02 | \$0.02 | \$0.02 |
| Rent/Month | \$1,000.00 | \$1,000.00 | \$1,000.00 | \$2,000.00 | \$2,000.00 |
| Administrative | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% |
| R&D Percentage of Sales | 1.5% | 1.5% | 1.5% | 2.0% | 2.0% |
| Other Operating Exp. % of Sales | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% |
| Number of employees | 6 | 9 | 14 | 27 | 27 |
| Number of Managers | 2 | 3 | 3 | 3 | 3 |
| Average Employee Salary/Month | \$3,500 | \$3,500 | \$3,500 | \$3,500 | \$3,500 |
| Average Manager Salary/Month | \$5,000 | \$5,000 | \$10,000 | \$15,000 | \$15,000 |
| Corporate Tax Rate | 40% | 40% | 40% | 40% | 40% |
| Operating Capacities | | | | | |
| Year | 1 | 2 | 3 | 4 | 5 |
| Number of Voice Minutes/yr | 6,392,222 | 36,400,000 | 54,600,000 | 81,900,000 | 122,850,000 |
| Number of Fax Minutes/yr | 663,333 | 2,060,000 | 3,120,000 | 4,680,000 | 7,020,000 |
| Number of Other Products Minutes/yr | 169,900 | 624,000 | 936,000 | 1,404,000 | 2,106,000 |
| Total Number of Minutes | 7,225,455 | 39,104,000 | 58,656,000 | 87,984,000 | 131,976,000 |
| ISP | | | | | |
| Average Cost/Modem | 65 | 65 | 65 | 65 | 65 |
| Income Statement | | | | | |
| Income | | | | | |
| Voice | 3,776,600 | 16,380,000 | 24,570,000 | 36,855,000 | 55,282,500 |
| Fax | 263,600 | 936,000 | 1,404,000 | 2,106,000 | 3,159,000 |
| Others | 78,800 | 280,800 | 421,200 | 631,800 | 947,700 |
| Total Telephony Sales | 4,119,000 | 17,600,800 | 26,395,200 | 39,592,800 | 59,389,200 |
| ISP Income | | | | | |
| Internet Access | 161,125 | 558,000 | 1,116,000 | 2,232,000 | 4,464,000 |
| Web Hosting | 61,500 | 341,100 | 1,023,300 | 3,068,900 | 9,206,700 |
| E-Commerce | 32,500 | 300,000 | 1,200,000 | 3,600,000 | 7,200,000 |
| Total ISP Sales | 255,125 | 1,199,100 | 3,339,300 | 8,901,900 | 20,870,700 |
| Total Sales | 4,374,125 | 18,799,900 | 29,734,500 | 48,494,700 | 80,260,900 |
| Cost of goods/sales Telephony | 2,786,360 | 11,731,200 | 17,595,600 | 26,385,200 | 39,582,800 |
| Cost of goods/sales ISP | 83,375 | 234,000 | 468,000 | 936,000 | 1,872,000 |
| Total Cost of Goods/Sales | 2,869,735 | 11,965,200 | 18,063,600 | 27,321,200 | 41,454,800 |
| Gross Income | 1,504,390 | 6,834,700 | 11,670,900 | 21,173,500 | 38,806,100 |
| Expenses | | | | | |
| Marketing | 182,491 | 782,080 | 1,173,120 | 1,759,680 | 2,639,520 |
| Sales | 182,491 | 782,080 | 1,173,120 | 1,759,680 | 2,639,520 |
| Employees Salaries | 161,300 | 378,000 | 567,000 | 1,134,000 | 1,134,000 |
| Managers Salaries | 110,000 | 234,000 | 360,000 | 540,000 | 540,000 |
| Fixed Telephone Commitment | 66,000 | 97,500 | 146,250 | 219,375 | 241,313 |
| Rent | 16,000 | 12,000 | 12,000 | 24,000 | 24,000 |
| Interest | 12,000 | 108,800 | 168,480 | 260,720 | 454,240 |
| Administrative | 130,838 | 563,877 | 892,035 | 1,454,841 | 2,407,887 |
| R&D | 62,043 | 281,939 | 446,018 | 969,894 | 1,605,258 |
| Other operating exp | 174,352 | 751,836 | 1,188,360 | 1,939,768 | 3,210,518 |
| Depreciation | 0 | 152,400 | 343,200 | 554,700 | 788,200 |
| Total Expenses | 1,080,716 | 4,142,512 | 6,470,603 | 10,618,678 | 15,682,454 |
| Profit | 423,674 | 2,692,188 | 5,199,297 | 10,554,822 | 23,123,646 |
| Taxes | 180,729 | 1,075,275 | 2,078,639 | 4,218,729 | 9,246,259 |
| Net Profit | 242,945 | 1,616,913 | 3,120,658 | 6,336,093 | 13,877,387 |

| Breakdown Analysis | | | | | |
|--------------------------------------|-----------------------|------------------------|------------------------|------------------------|------------------------|
| Contribution Margin Income Statement | | | | | |
| Revenues | | | | | |
| Voice | \$3,776,500.00 | \$16,380,000.00 | \$24,570,000.00 | \$36,855,000.00 | \$55,282,500.00 |
| Fax | \$283,000.00 | \$936,000.00 | \$1,404,000.00 | \$2,106,000.00 | \$3,159,000.00 |
| Others | \$78,000.00 | \$260,800.00 | \$421,200.00 | \$631,800.00 | \$947,700.00 |
| Internet Access | \$181,125.00 | \$558,000.00 | \$1,116,000.00 | \$2,232,000.00 | \$4,464,000.00 |
| Web Hosting | \$81,687.50 | \$341,100.00 | \$1,023,300.00 | \$3,069,900.00 | \$9,209,700.00 |
| E-Commerce | \$32,600.00 | \$300,000.00 | \$1,200,000.00 | \$3,600,000.00 | \$7,200,000.00 |
| Total Sales Revenue | \$4,381,262.50 | \$18,795,900.00 | \$29,734,500.00 | \$48,494,700.00 | \$80,282,900.00 |
| Variable Service Costs: | | | | | |
| Cost of goods sold | \$2,818,728.00 | \$11,065,200.00 | \$18,064,800.00 | \$27,331,200.00 | \$41,484,800.00 |
| Variable Marketing & Adm Costs: | | | | | |
| Marketing | \$182,491.11 | \$782,080.00 | \$1,173,120.00 | \$1,759,680.00 | \$2,639,520.00 |
| Sales | \$182,491.11 | \$782,080.00 | \$1,173,120.00 | \$1,759,680.00 | \$2,639,520.00 |
| Contribution Margin | \$1,167,588.28 | \$8,268,640.00 | \$9,323,460.00 | \$17,644,140.00 | \$33,519,680.00 |
| Fixed Service Costs: | | | | | |
| Employees Salaries | \$181,300.00 | \$378,000.00 | \$567,000.00 | \$1,134,000.00 | \$1,134,000.00 |
| Managers Salaries | \$118,000.00 | \$234,000.00 | \$360,000.00 | \$540,000.00 | \$540,000.00 |
| Fixed Telephone Commitment | \$68,000.00 | \$97,500.00 | \$146,250.00 | \$219,375.00 | \$241,312.50 |
| Rent | \$10,000.00 | \$12,000.00 | \$12,000.00 | \$24,000.00 | \$24,000.00 |
| Interest | \$18,000.00 | \$108,000.00 | \$168,480.00 | \$260,720.00 | \$454,240.00 |
| Administrative | \$130,837.88 | \$553,877.00 | \$882,035.00 | \$1,454,841.00 | \$2,407,887.00 |
| R&D | \$82,043.16 | \$281,938.50 | \$446,017.50 | \$699,894.00 | \$1,605,258.00 |
| Other operating exp | \$174,381.69 | \$751,838.00 | \$1,189,380.00 | \$1,939,788.00 | \$3,210,516.00 |
| Depreciation | \$0.00 | \$152,400.00 | \$343,200.00 | \$554,700.00 | \$786,200.00 |
| Total Fixed Costs | \$716,732.72 | \$2,878,381.80 | \$4,124,362.80 | \$7,097,318.00 | \$10,403,413.50 |
| Operating Profit | \$451,822.86 | \$2,688,188.80 | \$5,199,097.80 | \$10,546,822.00 | \$23,116,646.50 |
| Taxes | \$180,729.02 | \$1,078,278.40 | \$2,079,638.88 | \$4,218,728.80 | \$9,248,288.80 |
| Net Profit | \$271,093.84 | \$1,612,913.10 | \$3,119,458.92 | \$6,328,093.20 | \$13,868,357.70 |