

# Holland & Knight

315 South Calhoun Street, Suite 600 | Tallahassee, FL 32301 | T 850.224.7000 | F 850.224.8832  
Holland & Knight LLP | www.hklaw.com

D. Bruce May, Jr.  
(850) 425-5607  
bruce.may@hklaw.com

August 16, 2019

## Via Hand-Delivery

Adam J. Teitzman  
Commission Clerk  
Florida Public Service Commission  
2540 Shumard Oak Boulevard  
Tallahassee, FL 32399-0850

RECEIVED-FPSC  
2019 AUG 16 PM 3:13  
COMMISSION  
CLERK

Re: Application for Original Authority to Provide Telecommunications Service in the State of Florida

Dear Mr. Teitzman:

Enclosed for filing with the Commission are an original and one (1) copy of the above-referenced Application of Vector Axis Florida LLC. Also enclosed is a check in the amount of \$500.00 to cover the requisite filing fee. If you have any questions regarding the application, please feel free to contact the undersigned, or Mr. George A. Moreno at:


Vector Access Florida LLC  
2332 Galiano Street, 2<sup>nd</sup> Floor  
Coral Gables, FL 33134  
312-493-4874  
[georgemoreno0911@gmail.com](mailto:georgemoreno0911@gmail.com)

- COM \_\_\_\_\_
- AFD \_\_\_\_\_
- APA \_\_\_\_\_
- ECO \_\_\_\_\_
- ENG \_\_\_\_\_
- GCL \_\_\_\_\_
- IDM 1
- CLK \_\_\_\_\_

Please acknowledge receipt of this filing by stamping the extra copy of this letter "filed" and returning the copy to me. Thank you for your assistance.

Sincerely,

HOLLAND & KNIGHT LLP

  
D. Bruce May, Jr.

DBM:kjg  
Enclosures

Mr. Adam J. Teitzman  
Commission Clerk  
August 16, 2019  
Page: 2

cc: George A. Moreno  
Michael A. Bühler  
Stephen J. Double, Esq.  
Laura Güemes, Esq.

# **FLORIDA PUBLIC SERVICE COMMISSION**

## **OFFICE OF INDUSTRY DEVELOPMENT AND MARKET ANALYSIS**

### **APPLICATION FOR ORIGINAL AUTHORITY OR TRANSFER OF AUTHORITY TO PROVIDE TELECOMMUNICATIONS SERVICE IN THE STATE OF FLORIDA**

---

#### **INSTRUCTIONS**

This form should be used as the application for an original certificate and transfer of an existing certificate (from a Florida certificated company to a non-certificated company). In the case of a transfer, the information shall be provided by the transferee. If you have other questions about completing the form, call **(850) 413-6600**.

Print or type all responses to each item requested in the application. If an item is not applicable, please explain. All questions must be answered. If unable to answer the question in the allotted space, please continue on a separate sheet.

Once completed, submit the **original and one copy** of this form along with a **non-refundable** fee of **\$500.00** to:

**Florida Public Service Commission  
Office of Commission Clerk  
2540 Shumard Oak Blvd.  
Tallahassee, Florida 32399-0850  
(850) 413-6770**

# APPLICATION

This is an application for (check one):

**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 rather than apply for a new certificate.

Please provide the following:

1. Full name of company, including fictitious name(s), that must match identically with name(s) on file with the Florida Department of State, Division of Corporations registration:  
VECTOR AXIS FLORIDA LLC

---

2. The Florida Secretary of State corporate registration number:

M19000007192

3. F.E.I. Number: 83-4207169

---

4. Structure of organization:

The company will be operating as a:  
(Check all that apply):

- |   |   |
|---|---|
| <input type="checkbox"/> Corporation                          | <input type="checkbox"/> General Partnership          |
| <input type="checkbox"/> Foreign Corporation                  | <input type="checkbox"/> Foreign Partnership          |
| <input checked="" type="checkbox"/> Limited Liability Company | <input type="checkbox"/> Limited Partnership          |
| <input type="checkbox"/> Sole Proprietorship                  | <input type="checkbox"/> Other, please specify below: |

See Exhibit A (Attached).

**If a partnership**, provide a copy of the partnership agreement.

**If a foreign limited partnership**, proof of compliance with the foreign limited partnership statute (Chapter 620.169, FS). The Florida registration number is: \_\_\_\_\_

---

5. Who will serve as point of contact to the Commission in regard to the following?

(a) This application:

Name: GEORGE MORENO  
Title: CHIEF PROJECT ENGINEER  
Street Address: 2332 GALIANO STREET, 2ND FLOOR  
Post Office Box:  
City: CORAL GABLES  
State: FLORIDA  
Zip: 33134  
Telephone No.: +1 312 493 4874  
Fax No.: N/A  
E-Mail Address: gmoreno@illuminationtechnologies.com

(b) Ongoing operations of the company:

(This company liaison will be the point of contact for FPSC correspondence. This point of contact can be updated if a change is necessary but this must be completed at the time the application is filed).

Name: GEORGE MORENO  
Title: CHIEF PROJECT ENGINEER  
Street Address: 2332 GALIANO STREET, 2ND FLOOR  
Post Office Box:  
City: CORAL GABLES  
State: FLORIDA  
Zip: 33134  
Telephone No.: +1 312 493 4874  
Fax No.: N/A  
E-Mail Address: gmoreno@illuminationtechnologies.com  
Company Homepage: <https://illuminationtechnologies.com/>

(c) Optional secondary point of contact or liaison:

(This point of contact will not receive FPSC correspondence but will be on file with the FPSC).

Name: Jake Ryder  
Title: ASSISTANT PROJECT DEVELOPMENT  
Street Address: 2332 GALIANO STREET, 2ND FLOOR  
Post Office Box:  
City: CORAL GABLES  
State: FLORIDA  
Zip: 33134  
Telephone No.: +1 262 989 9344  
Fax No.: N/A  
E-Mail Address: jryder@illuminationtechnologies.com

6. Physical address for the applicant that will do business in Florida:

Street address: 2332 GALIANO STREET, 2ND FLOOR  
City: CORAL GABLES  
State: FLORIDA  
Zip: 33134  
Telephone No.: +1 312 493 4874  
Fax No.: N/A  
E-Mail Address: gmoreno@illuminationtechnologies.com

7. List the state(s), and accompanying docket number(s), in which the applicant has:

(a) **operated** as a telecommunications company. NONE

(b) **applications pending** to be certificated as a telecommunications company.  
NONE

(c) **been certificated** to operate as a telecommunications company. NO

(d) **been denied authority** to operate as a telecommunications company and the  
circumstances involved. NO

(e) **had regulatory penalties imposed** for violations of telecommunications  
statutes and the circumstances involved. NO

(f) **been involved in civil court proceedings** with another telecommunications  
entity, and the circumstances involved. NO

8. The following questions pertain to the officers and directors. Have any been:

(a) adjudged bankrupt, mentally incompetent (and not had his or her competency  
restored), or found guilty of any felony or of any crime, or whether such actions may  
result from pending proceedings?  Yes  No

If yes, provide explanation.

(b) granted or denied a certificate in the State of Florida (this includes active and  
canceled certificates)?  Granted  Denied  Neither

If granted provide explanation and list the certificate holder and certificate number.

---

If denied provide explanation.

---

(c) an officer, director, and partner in any other Florida certificated telecommunications company?  Yes  No

If yes, give name of company and relationship. If no longer associated with company, give reason why not.

---

9. Florida Statute 364.335(1)(a) requires a company seeking a certificate of authority to demonstrate its managerial, technical, and financial ability to provide telecommunications service.

**Note:** *It is the applicant's burden to demonstrate that it possesses adequate managerial ability, technical ability, and financial ability. Additional supporting information may be supplied at the discretion of the applicant. For the purposes of this application, financial statements MUST contain the balance sheet, income statement, and statement of retained earnings.*

(a) **Managerial ability:** An applicant must provide resumes of employees/officers of the company that would indicate sufficient managerial experiences of each. Please explain if a resume represents an individual that is not employed with the company and provide proof that the individual authorizes the use of the resume.

See Exhibit B (Attached).

(b) **Technical ability:** An applicant must provide resumes of employees/officers of the company that would indicate sufficient technical experiences or indicate what company has been contracted to conduct technical maintenance. Please explain if a resume represents an individual that is not employed with the company and provide proof that the individual authorizes the use of the resume.

See Exhibit B (Attached).

(c) **Financial ability:** An applicant must provide financial statements demonstrating financial ability by submitting a balance sheet, income statement, and retained earnings statement. An applicant that has audited financial statements for the most recent three years must provide those financial statements. If a full three years' historical data is not available, the application must include both historical financial data and pro forma data to supplement. An applicant of a newly established company must provide three years' pro forma data. If the applicant does not have audited financial statements, it must be so stated and signed by either the applicant's chief executive officer or chief financial officer affirming that the financial statements are true and correct.

See Exhibit C (Attached).

10. Where will you officially designate as your place of publicly publishing your schedule a/k/a tariffs or price lists)? (Tariffs or price lists MUST be publicly published to comply with Florida Statute 364.04).

Florida Public Service Commission

Website – Please provide Website address: \_\_\_\_\_

Other – Please provide address: \_\_\_\_\_

---

---

---



**THIS PAGE MUST BE COMPLETED AND SIGNED**

**REGULATORY ASSESSMENT FEE:** I understand that all telecommunications companies must pay a regulatory assessment fee. A minimum annual assessment fee, as defined by the Commission, is required.

**RECEIPT AND UNDERSTANDING OF RULES:** I understand the Florida Public Service Commission's rules, orders, and laws relating to the provisioning of telecommunications company service in Florida.

**APPLICANT ACKNOWLEDGEMENT:** By my signature below, I, the undersigned owner or officer, attest to the accuracy of the information contained in this application and attached documents and that the applicant has the technical ability, managerial ability, and financial ability to provide telecommunications 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 have the authority to sign on behalf of my company and agree to comply, now and in the future, with all applicable Commission rules, orders and laws.

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 or her official duty shall be guilty of a misdemeanor of the second degree, punishable as provided in s. 775.082 and s. 775.083.**"

I understand that any false statements can result in being denied a certificate of authority in Florida.

**COMPANY OWNER OR OFFICER**

Print Name:	MICHEL BUHLER
Title:	CORPORATE DEVELOPMENT OFFICER
Telephone No.:	+1 305 796 4215
E-Mail Address:	mbuhler@terratowerscorp.com

Signature: Michel Buhler Date: Aug 14, 2019

## CERTIFICATE TRANSFER

As current holder of Florida Public Service Commission Certificate Number \_\_\_\_\_,  
I have reviewed this application and join in the petitioner's request for a transfer of the  
certificate.

### COMPANY OWNER OR OFFICER

Print Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Street/Post Office Box: \_\_\_\_\_  
City: \_\_\_\_\_  
State: \_\_\_\_\_  
Zip: \_\_\_\_\_  
Telephone No.: \_\_\_\_\_  
Fax No.: \_\_\_\_\_  
E-Mail Address: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# **EXHIBIT A**

CSC  
www.cscglobal.com

CSC- New York  
Suite 210  
1180 Avenue OF the Americas  
New York, NY 10036-8401  
212-299-5600  
212-299-5656 (Fax)

**Matter#** 145165.00002

**Order#** 860587-5

**Project Id :**

**Order Date** 07/25/2019

**Entity Name :** VECTOR AXIS FLORIDA LLC

**Jurisdiction :** FL-Secretary of State

**Request for :** Qualification Filing

**File# :** M19000007192

**File date :** 07/25/2019

**Result :** Filed

Ordered by LAURA GUEMES at HOLLAND & KNIGHT LLP

Thank you for using CSC. For real-time 24 hour access to the status of any order placed with CSC, access our website at [www.cscglobal.com](http://www.cscglobal.com).

If you have any questions concerning this order or CSCGlobal, please feel free to contact us.

Judith Reyes  
[jreyes@cscinfo.com](mailto:jreyes@cscinfo.com)

The responsibility for verification of the files and determination of the information therein lies with the filing officer; we accept no liability for errors or omissions.



FLORIDA DEPARTMENT OF STATE  
Division of Corporations

July 26, 2019

CSC

Qualification documents for VECTOR AXIS FLORIDA LLC were filed on July 25, 2019, and assigned document number M19000007192. Please refer to this number whenever corresponding with this office.

Your limited liability company is authorized to transact business in Florida as of the file date.

The certification you requested is enclosed.

To maintain "active" status with the Division of Corporations, an annual report must be filed yearly between January 1st and May 1st beginning in the year following the file date or effective date indicated above. If the annual report is not filed by May 1st, a \$400 late fee will be added.

A Federal Employer Identification Number (FEI/EIN) will be required when this report is filed. Apply today with the IRS online at:

<https://sa.www4.irs.gov/modiein/individual/index.jsp>

Please notify this office if the limited liability company address changes, it is the responsibility of the corporation to notify this office.

Should you have any questions regarding this matter, please contact this office at the address given below.

Yvette Scott  
Document Specialist II  
Registration Section  
Division of Corporations

Letter Number: 219A00015269

Account number: I20000000195

Amount charged: 160.00

[www.sunbiz.org](http://www.sunbiz.org)

Division of Corporations - P.O. BOX 6327 -Tallahassee, Florida 32314

# State of Florida



## Department of State

I certify the attached is a true and correct copy of the application by VECTOR AXIS FLORIDA LLC, a Delaware limited liability company, authorized to transact business within the state of Florida on July 25, 2019 , as shown by the records of this office.

The document number of this limited liability company is M19000007192.

Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this the  
Twenty-sixth day of July, 2019



*Laurel M. Lee*

Laurel M. Lee

Secretary of State

COVER LETTER

TO: Registration Section  
Division of Corporations

SUBJECT: VECTOR AXIS FLORIDA LLC

Name of Limited Liability Company

The enclosed "Application by Foreign Limited Liability Company for Authorization to Transact Business in Florida," Certificate of Existence, and check are submitted to register the above referenced foreign limited liability company to transact business in Florida.

Please return all correspondence concerning this matter to the following:

LAURA GUEMES CAMBRAS

Name of Person

HOLLAND & KNIGHT LLP

Firm/Company

31W 52ND STREET, 12TH FL.

Address

NEW YORK, NY, 10019

City/State and Zip Code

laura.guemes@hklaw.com

E-mail address: (to be used for future annual report notification)

FILED  
2019 JUL 25 PM 4:40  
SECRETARY OF STATE  
TALLAHASSEE, FLORIDA

For further information concerning this matter, please call:

LAURA GUEMES CAMBRAS at ( 212 ) 5133214  
Name of Contact Person Area Code Daytime Telephone Number

**MAILING ADDRESS:**  
Division of Corporations  
Registration Section  
P.O. Box 6327  
Tallahassee, FL 32314

**STREET ADDRESS:**  
Division of Corporations  
Registration Section  
Clifton Building  
2661 Executive Center Circle  
Tallahassee, FL 32301

Enclosed is a check for the following amount:

Please make check payable to: **FLORIDA DEPARTMENT OF STATE**

- \$125.00 Filing Fee     \$130.00 Filing Fee & Certificate of Status     \$155.00 Filing Fee & Certified Copy     \$160.00 Filing Fee, Certificate of Status & Certified Copy

**APPLICATION BY FOREIGN LIMITED LIABILITY COMPANY FOR AUTHORIZATION TO TRANSACT BUSINESS IN FLORIDA**

*IN COMPLIANCE WITH SECTION 605.0902, FLORIDA STATUTES, THE FOLLOWING IS SUBMITTED TO REGISTER A FOREIGN LIMITED LIABILITY COMPANY TO TRANSACT BUSINESS IN THE STATE OF FLORIDA:*

1. VECTOR AXIS FLORIDA LLC  
(Name of Foreign Limited Liability Company; must include "Limited Liability Company," "L.L.C.," or "LLC.")

(If name unavailable, enter alternate name adopted for the purpose of transacting business in Florida. The alternate name must include "Limited Liability Company," "L.L.C.," or "LLC.")

2. DELAWARE 3. 83-4207169  
(Jurisdiction under the law of which foreign limited liability company is organized) (FEI number, if applicable)

4. \_\_\_\_\_  
(Date first transacted business in Florida, if prior to registration.)  
(See sections 605.0904 & 605.0905, F.S. to determine penalty liability)

5. 2332 GALIANO STREET, 2ND FLOOR 6. 2332 GALIANO STREET, 2ND FLOOR  
(Street Address of Principal Office) (Mailing Address)

CORAL GABLES, FL 33134 CORAL GABLES, FL 33134

7. Name and street address of Florida registered agent: (P.O. Box NOT acceptable)

Name: Corporation Service Company  
Office Address: 1201 Hays Street  
Tallahassee, Florida 32301  
(City) (Zip code)

FILED  
2019 JUL 25 PM 4:40  
SECRETARY OF STATE  
TALLAHASSEE, FLORIDA

**Registered agent's acceptance:**

*Having been named as registered agent and to accept service of process for the above stated limited liability company at the place designated in this application, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relative to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent.*

By: Roxanne Turner  
Corporation Service Company  
(Registered agent's signature)

**Roxanne Turner**  
Asst. Vice President



8. For initial indexing purposes, list names, title or capacity and addresses of the primary members/managers or persons authorized to manage [up to six (6) total]:

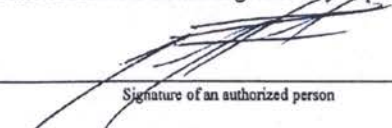
<u>Title or Capacity:</u>	<u>Name and Address:</u>	<u>Title or Capacity:</u>	<u>Name and Address:</u>
<input checked="" type="checkbox"/> Manager	Name: <u>Jorge A.F. Hernandez Ortiz</u>	<input type="checkbox"/> Manager	Name: <u>Michel Buhler</u>
<input type="checkbox"/> Member	Address: <u>2332 GALIANO STREET</u>	<input type="checkbox"/> Member	Address: <u>2332 GALIANO STREET</u>
<input type="checkbox"/> Authorized	<u>2ND FLOOR</u>	<input type="checkbox"/> Authorized	<u>2ND FLOOR</u>
Person	<u>CORAL GABLES, FL 33134</u>	Person	<u>CORAL GABLES, FL 33134</u>
<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____	<input checked="" type="checkbox"/> Other Officer _____	<input type="checkbox"/> Other _____
<input type="checkbox"/> Manager	Name: _____	<input type="checkbox"/> Manager	Name: _____
<input type="checkbox"/> Member	Address: _____	<input type="checkbox"/> Member	Address: _____
<input type="checkbox"/> Authorized	_____	<input type="checkbox"/> Authorized	_____
Person	_____	Person	_____
<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____
<input type="checkbox"/> Manager	Name: _____	<input type="checkbox"/> Manager	Name: _____
<input type="checkbox"/> Member	Address: _____	<input type="checkbox"/> Member	Address: _____
<input type="checkbox"/> Authorized	_____	<input type="checkbox"/> Authorized	_____
Person	_____	Person	_____
<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____

FILED  
 2019 JUL 25 PM 4:40  
 SECRETARY OF STATE  
 TALLAHASSEE, FLORIDA

**Important Notice:** Use an attachment to report more than six (6). The attachment will be imaged for reporting purposes only. Non-indexed individuals may be added to the index when filing your Florida Department of State Annual Report form.

9. Attached is a certificate of existence, no more than 90 days old, duly authenticated by the official having custody of records in the jurisdiction under the law of which it is organized. (If the certificate is in a foreign language, a translation of the certificate under oath of the translator must be submitted)

10. This document is executed in accordance with section 605.0203 (1) (b), Florida Statutes. I am aware that any false information submitted in a document to the Department of State constitutes a third degree felony as provided for in s.817.155, F.S.

  
 \_\_\_\_\_  
 Signature of an authorized person  
 Jorge A.F. Hernandez Ortiz, Manager  
 \_\_\_\_\_  
 Typed or printed name of signer

# Delaware

The First State

Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "VECTOR AXIS FLORIDA LLC" IS DULY FORMED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE TWENTY-FIFTH DAY OF JULY, A.D. 2019.

AND I DO HEREBY FURTHER CERTIFY THAT THE SAID "VECTOR AXIS FLORIDA LLC" WAS FORMED ON THE TWENTY-SEVENTH DAY OF MARCH, A.D. 2019.

AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL TAXES HAVE BEEN ASSESSED TO DATE.

FILED  
2019 JUL 25 PM 4:40  
SECRETARY OF STATE  
TALLAHASSEE, FLORIDA



7346652 8300

SR# 20196154684

You may verify this certificate online at [corp.delaware.gov/authver.shtml](http://corp.delaware.gov/authver.shtml)

  
Jeffrey W. Bullock, Secretary of State

Authentication: 203285280

Date: 07-25-19

# **EXHIBIT B**

### **Managerial and Technical Qualifications**

Vector Axis Florida LLC (“Applicant”) will be managed and operated by capable, experienced executives and employees of its affiliates, Illumination Technologies LLC and Terra Towers, which individuals possess extensive managerial, financial, and technical experience in the telecommunications industry. The biographies of the following key executives are submitted as evidence that Applicant possesses the managerial and technical capability necessary to provide high quality services to customers in Florida:

Michael A. Buhler, Corporate Development Officer

Mr. Buhler has over 25 years of experience in sophisticated financial, treasury, and strategic solutions for telecommunications operators and multi-national firms throughout the U.S., Latin America, the Middle East and Asia. His resume is attached to this Exhibit “B”.

George A Moreno, Chief Project Engineer

Mr. Moreno brings more than 28 years of experience in telecommunications and digital infrastructure as well as expertise in operations, general managing and sales. His resume is attached to this Exhibit “B”.

Javier M. Rocio (“Jay”), Finance and Business Development

Mr. Rocio has over 21 years of experience in financing and developing telecommunications infrastructure solutions for wireless carriers. His resume is attached to this Exhibit “B.”




# **VECTOR AXIS FLORIDA LLC**

## General Overview

---

APPLICATION FOR ORIGINAL AUTHORITY  
OR TRANSFER OF AUTHORITY TO PROVIDE  
TELECOMMUNICATIONS SERVICE  
IN THE STATE OF FLORIDA

July, 2019

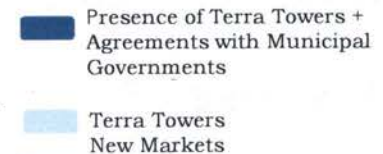


# Introduction

Vector Axis Florida LLC (“Vector Axis”), a sister company of Terra Towers, is an entity that through its affiliation with Continental Towers in Latin America, has developed extensive relationships with solid institutional partners, leading telecommunication companies and financial institutions

The display on the right depicts the presence of affiliates of Vector Axis, such as Illumination Technologies, Terra Towers and Continental Towers (the “Group”) in the Americas and denotes the number of municipal agreements entered into throughout the region. Specifically:

- ❖ U.S. affiliates of Vector Axis are currently pursuing projects in Northern California, Colorado and Florida
- ❖ Affiliates of Vector Axis in Central and Latin America are developing municipal sites in such region in partnership with leading industry players
- ❖ All operational activity of Vector Axis’ affiliates are fully compliant with and totally adhere to the Foreign Corrupt Practices Act (“FCPA”)



**Terra Towers has Municipal Agreements in these countries:**

Mexico	1,538
Colombia	1,800
Peru	1,835
Brazil	5,561
Argentina	800
Dom. Rep.	152

# Overview

- The Group has been operating for more than 18 years providing infrastructure solutions to telecommunications companies.
- The Group provides build-to-suit solutions, tower leasing, co-location and site acquisition for operators, as well as municipal light posts with telecommunications functionality
- The build-to-suit and leasing businesses are uniquely positioned to meet growing consumer needs, operator demand and overall infrastructure requirements throughout Latin America and can be replicated globally
- The Group is growing internationally and has established strategic alliances with local governments and municipalities providing security solutions in exchange for public space.
- This has resulted in broad agreements with local municipalities that provide the Group with access to build on public land unavailable to other tower companies
- These prime locations appeal to growing operators as they are typically in dense, urban areas that are the main growth areas for operators
- Building on public land also enhances returns since there is no rent paid for land
- The company uses new infrastructure and revenues of telecommunications companies (4G & 5G technologies) to implement free sustainable security projects to municipal governments, providing new ways to guarantee security providing benefits to their communities such as security cameras, street lighting, monitoring centers, etc.
- The Group has integrated the best practices of municipalities across the continent

## Products and Services

### Build-to-Suit Solutions

- Turnkey deployment of build-to-suit tower solutions
- Engineering, design, licenses, permits, construction and installation, inspections and maintenance

### Co-location

- Provides operators with tower space to immediately launch their network operations
- Maintenance costs to be shared between operators

### Site Acquisition

- Negotiates with land owners on behalf of operators
- Able to obtain rent at below-market rates, often unachievable by operators

### Light Posts

- Municipal light posts equipped for telecommunications equipment serve as multi-purpose public infrastructure
- Minimizes visual pollution of traditional towers

## Telecommunications Tower Structures



Self-Supported



Monopole



Multipurpose

# Municipal Agreements - Track Record



**Peru: Framework Agreement with AMPE (Association of Municipalities of Peru)**, which consists of 1,835 municipalities

- Authorities require new technology, infrastructure and coverage for license renewals



**Colombia; Framework Agreement with the Colombian Federation of Municipalities (FCM)**, which groups 1,800 municipalities.

- Involves a great demand for new infrastructure in order to meet the 4G technology. Minimum term of 10 years



**Mexico: Framework Agreement with FENAMM (National Federation of Municipalities of Mexico)**, which consists of 1,538 municipalities



**Central America:** multiple agreements with different municipalities in **Guatemala, El Salvador and Honduras**, including Guatemala City, Mixco, Xela, San Salvador, Santa Tecla and Tegucigalpa



**Brazil: Framework Agreement (in process) with ABM (the Association of Municipalities of Brazil)**, association consists of 5,562 municipalities



**Dominican Republic: Framework Agreement with FEDOMU (the Dominican Federation of Municipalities)**, association consisting of 152 municipalities



*Argentina, the company is in process of signing Agreements with Municipalities.*



## MICHEL A. BÜHLER

815 Malaga Avenue  
Coral Gables, FL 33134

mobile +1 (305) 796 4215  
michelbuhler13@gmail.com

Twenty-five years' experience in identifying, structuring and closing on sophisticated financial, treasury and strategic solutions for telecom operators and multinational firms throughout the U.S., Latin America, Middle East and Asia. Developed a strong record of achievement of market entry and strategic transactions by setting acquisition strategies, fostering effective internal and external relationships, managing deal teams, applying rigorous analytical and risk-management skills, negotiating complex deals, and applying game theory. Excellent record in training and fostering subordinates.

### PROFESSIONAL HISTORY

#### ILLUMINATION TECHNOLOGIES FLORIDA

Miami, FL

##### Corporate Development Officer

January 2019 – Present

Responsible for developing passive telecom infrastructure solutions for wireless carriers in markets throughout Florida; including small cells and fiber solutions. Assisted in development of access to public right-of-way agreements with municipalities throughout the State.

#### TERRA TOWERS CORPORATION

Miami, FL

##### Corporate Development Officer

April 2016 - Present

Responsible for identifying and executing M&A and commercial transactions for a privately-held telecommunication infrastructure firm and developer of telecommunication sites on the public right-of-way with operations throughout Latin America.

- Executed numerous development agreements with such firms as American Tower Corporation and others.
- Acquired telecommunication sites from Telefonica in Central America.

#### AMERICAN TOWER CORPORATION

Miami, FL

##### VP Business Development Latin America

June 2011 – April 2016

Responsible for identifying and executing M&A and commercial transactions for the Latin America division of the leading owner of telecommunication towers in the Americas. Managed and coordinated corporate relationships with América Móvil, Telefónica, NII Holdings, and Entel.

- Led firm to grow its tower portfolio by 340% in a five-year period via the acquisitions of over 25,000 sites in transactions totaling approximately US\$5 Bln.
- Developed commercial solutions involving iDAS deployments for multi-carrier consortiums in Rio de Janeiro.
- Implemented a Land-Acquisition and Landlord/Property Management Program in major markets; developing execution strategies, valuation guidelines, compensation & commission structure, rollouts of the Salesforce.com CRM tool, and purchases of land-aggregator portfolios. Led efforts to reorganize ATC's property management functions in Mexico and Brazil.

#### ATS GROUP LTD. / STAR MANAGEMENT SERVICES LLC

New York, NY

##### Treasurer

Aug. 2009 – May 2011

Responsible for developing the corporate treasury function for a start-up provider of homeland security solutions with a \$6 Bln-backlog of projects throughout the Middle East and operations in Zurich. Acted as CFO for Star Management Services LLC, responsible for financial reporting, taxation, budgeting, 401(k) plan implementation, and cost-cutting strategies at the US-based management company.

- Established treasury processes and controls, including collection processes, supply-chain and purchasing functions, and sourcing bank guarantees and trade letters of credit.
- Developed relationships with financial institutions in Europe and the Middle East. Developed pricing and market-entry proposals for new projects in Asia and Africa.
- Implemented insurance programs and currency risk mitigations strategies.

#### NII HOLDINGS, INC. (formerly Nextel Communications' - International Subsidiary)

Miami, FL

##### Vice President – Corporate Development

Aug. 2000 – Aug. 2009

Responsible for the merger & acquisition, new investment, and tower sale-leaseback activities designed to support the strategic positioning of a fast-growing international wireless telecommunication company with projects throughout Latin America and Asia. Assisted in developing a strategic plan focused on implementing a new technology path and product offering.

- Played a key role in positioning and growing the firm from a start-up in 1998 to having over 6 million wireless subscribers throughout Latin America and a position in the NASDAQ-100 index.
- Closed on 16 wireless telecommunication-spectrum company acquisitions in Latin America's largest markets totaling nearly \$300 mln. Led the firm's participation in PCS and 3G spectrum auctions in Mexico, Peru and Brazil. Responsible for company valuations, acquisition structures, negotiations with business owners, and managing complex deal teams.

- Led the restructuring of the Mexican subsidiary's fixed-asset accounting policies, procedures and information system, curing a potential material weakness under Sarbanes-Oxley 404. Designed a bar-coded tracking solution for fixed assets.

**Vice President – Treasurer**

1999 – 2000

Responsible for capital raising and treasury activities for the international wireless telecommunication company with start-up projects in Brazil, Argentina, Mexico, Peru, Philippines and Japan. Managed the firm's exposure to risk by contracting global insurance policies and monitoring the company's exposure to currency devaluation. Prepared business plans for use in cash flow forecasting, employee-option valuations, and investor negotiations. Assisted in determination of optimal capital structure. This included managing the firm's leverage and in-country and corporate-tax exposure. Participated in preparations for a public offering of the Company's stock, including the development of the S-1 filing and investor presentations, settling pending litigation, and increasing the firm's ownership stake in its projects. Implemented cash management controls and enhanced collection processes.

- Raised \$180 million by implementing and managing two sale-leaseback transactions for up to 1,300 telecommunication towers in Mexico and Brazil. Negotiated local-currency rent payments consistent with the firm's currency-hedging strategy.
- Arranged over \$1 Billion in new debt funding via a \$650 mln high yield note issue and \$400 mln in vendor and bank financing facilities for infrastructure, working capital and handset financing. Negotiated with underwriters and vendors, developed investor presentations, and renegotiated credit facilities with existing lenders.
- Obtained over \$650 mln in parent-company equity funding, which included delivering detailed liquidity and rate-of-return analysis to the Board of Directors, and fostering good reporting relations with the parent-company Treasurer.
- Directed capital calls by the subsidiaries to fund nearly \$1.0 bln in capital spending and working capital.
- Initiated projects savings ~\$10 mln in withholding taxes and deferring \$8 mln in interest charges.

**Vice President – Business Development Latin America**

1998 –1999

Developed the Latin American operation of the start-up wireless telecommunication company by negotiating the acquisitions of local and regional specialized-mobile-radio "SMR" operators and frequency holders throughout Latin America. Sold the firm's Argentinean paging division by identifying potential foreign and local investors and conducting a competitive bidding process. Successfully closed the sale for a price twice the size of previous offers.

**ABN AMRO Bank N.V. – Miami Agency**

Miami, FL

**Latin America Telecom Project Finance & Advisory; Group Vice President**

1994– 1998

Arranged financing for telecommunication ventures throughout Latin America, thereby positioning the bank as a preferred provider of project-finance advisory and capital raising services for major telecom operators and equipment vendors. Originated six advisory and financing mandates by systematically identifying telecom opportunities for the Bank's clients. Made investor presentations. Trained analysts throughout the Bank's in-country specialized finance units. Designed, sold and executed complex financial solutions including export-credit-agency-backed equipment loans, project finance, multilateral lending and insurance, receivable securitizations, corporate finance advisory, off-shore leasing as well as treasury, cash management, derivative and hedging products.

- Co-founded and developed an eight-person team that tripled revenues to \$6M in a three-year period.
- Originated, structured and led the sale of a US\$74M syndicated financing for a digital wireless telecom project in Colombia. Duties included investor presentations, structuring of risk-sharing mechanisms, and leading the deal team.
- Advised a European telecom operator on the successful negotiation of a \$70M revenue-sharing venture with a Colombian telco for the installation of a customer-care center.

**CITIBANK N.A.**

Miami, FL

**Private Banking Group - Risk Manager; Assistant Vice President**

1993 – 1994

Successfully restructured a \$32M portfolio of adversely classified credits collateralized by hospitality and health care real estate projects as well as restricted securities. Analyzed the debtors' ability to meet financial obligations, identified problem credits, and negotiated the modification of loan terms to strengthen the Bank's claims on real-estate property cash flows.

**Mexico Branch – Risk Manager; Assistant Vice President**

Monterrey, Mexico

1990 – 1993

Responsible for risk analysis, structuring, and underwriting approval for unit with 27 corporate clients and over \$1.3 Bln in cross-border credit portfolio and arranged capital-market transactions. Conducted financial analysis of the Bank's credit and capital-market clients including evaluating profitability, capital structure and liquidity. Monitored the credit quality of the portfolio by assessing the impact of economic imbalances and reported the same via presentations to senior management.

**SONESTA BEACH HOTEL**

Key Biscayne, FL

**Operations Analyst / Management Trainee**

1987 – 1988

Recommended service and revenue-enhancements and cost-savings throughout the hotel's major departments.

Coral Gables, FL

**LAVENTHOL & HORWATH**

1985 – 1986

**Leisure Time Industry Consultant**

Performed market feasibility studies and strategic reviews for hotel and real-estate projects in the U.S. and the Caribbean and prepared cash flow projections for existing and proposed real estate developments.

**EDUCATION****THE WHARTON GRADUATE SCHOOL OF BUSINESS**

University of Pennsylvania

Master in Business Administration, Major in International Finance

Philadelphia, PA

1988 - 1990

**CORNELL UNIVERSITY**

BS in Hotel Administration; Ye Hosts Scholastic Honor Society, Dean's List

Ithaca, NY

1981 – 1985

**FLORIDA INTERNATIONAL UNIVERSITY**

Graduate Certificate in Foundations of Accounting; A+ in all courses

Miami, FL

August 2009

**PERSONAL**

- Fluent in Spanish, Dutch and English. Basic conversational ability in Portuguese.
- Enjoy reading, kite boarding, golf and classical music.
- Lived in Bolivia, Holland, Canada, Puerto Rico, the U.S. and Mexico
- Citizen of the U.S., the Netherlands, and Bolivia.

## George A. Moreno

Phone 312.493.4874    LinkedIn URL: <https://www.linkedin.com/in/george-moreno-3475a48>    Email: [georgemoreno0911@gmail.com](mailto:georgemoreno0911@gmail.com)



**Senior Project Manager / Construction Manager / Electrical Engineer** with 20+ year track record in Engineering & Construction Management within various fields of industry (Electric Vehicle Charging, Wireless Communications, Tele-Communications, A&E, Commercial Construction, Nuclear Power, Power Transmission, Fiber Optic OSP/ISP, SONET) with typical operating overall project budgets of \$10 to \$100 Million. Accustomed to working under pressure and delivering projects on time. Possess exceptional communication and organizational skills with proven capabilities to manage and coordinate multiple projects between departments and general contractors.

### Key areas of strength include:

- **Effective Negotiations skills**      *Accustomed to lowering capital expenditures as a result of effective contract negotiations*
- **Effective Senior Project Manager**      *Provide leadership to manage 8-10 people and/or engineers. Establish project objectives policies, procedures and performance standards within boundaries of company policy and contract. Plan, coordinate, design review, and approve of project documents.*
- **Analytical Problem Solver**      *Proven ability to analyze methods and procedures to determine more efficient alternatives to improve existing business practices.*
- **Excellent Computer Skills**      *Expert level Excel user (V-Lookup, Pivot Tables, Macros), AutoCAD, Visio, MS Office, MS Project.*
- **Bilingual**      *Both Native English and Spanish speaker.*

## Professional Experience

### **Tesla Motor Co.**

**1/5/2018 – 1/18/2019**

#### **EV Level3 Charging Infrastructure Installation Project Manager:**

Supercharger Installation Manager responsible for the design and deployment of the Level 3 Tesla Supercharger Station network in the Florida Market. Directly responsible for all aspects of site selection, station design configuration and layout, permit submittal, and construction.

### **Mobilitie** (global provider of complete wireless solutions for major wireless carriers)

**3/28/16 – 1-3-2018**

#### **Project Manager / CM:**

Project Manager responsible for all aspects of construction/deployment for Sprint's Small-Cell network consisting of a portfolio of approximately 3,500 Mini-Macros through out the state of Florida. This includes site selection & approvals, permitting, leasing, identifying Construction GCs, writing SOWs, awarding contracts, and managing overall schedule to deliver turn key, Mini and Macro cell sites on time. Authored highly effective MS Excel trackers to organize large data (9,500 Sites) in order to effectively manage milestones for the entire life cycle of the project.

### **Alcatel-Lucent** (Global Leader in Communications Technology Hardware & Equipment & Consulting)

**9/12 – 3/15**

#### **Senior Project Manager:**

Project Manager responsible for the construction of the Microwave Backhaul for Sprint's 4G LTE Network in various markets. Successfully completed the Sprint Microwave Network deployment project consisting of 430+ Microwave sites in magnitude. Served as the Primary POC and owner of the Master Project Schedule to efficiently coordinate efforts by a cross sectional team of various disciplines (Site Acquisition, RF Engineering, Construction). Direct reports included 2 Construction Managers and 8-10 construction crews.

### **Widely Inc.** (Professional Consulting Services), Fairfax, Va

**6/09- 8/12**

#### **Wireless Engineer Consultant**

Deployed to support wireless telecom companies for technical expertise on multiple on going projects for Clearwire and LightSquared Broadband Wireless to install communications infrastructure in high-rise buildings of large populated metropolitan cities. Responsible for physical site design to install communications equipment and fiber optic cable throughout high-rise buildings. Managed all aspects of design and installation for 80-100 sites per year.

### **XO Communications** (Major Fiber Optic data service provider in the US), Chicago, IL

**6/07-5/09**

#### **Construction Manager**

Built and deployed fiber optic cable and fixed wireless network infrastructure consisting of approximately 45-50 high rise buildings in downtown Chicago. Responsible for design and creating preliminary drawings in Visio or AutoCAD to show intended cable routes and equipment location in over 130 high-rise buildings. Prepare SOWs, RFIs RFQs and review all of A/E construction drawings. Provided leadership and guidance to all involved groups in the project (Site Acquisition, Construction, Engineering, etc).

## George A. Moreno

Phone 312.493.4874    LinkedIn URL: <https://www.linkedin.com/in/george-moreno-3475a48>    Email: [georgemoreno0911@gmail.com](mailto:georgemoreno0911@gmail.com)

**Westower Communications** (*Major construction company in Wireless Telecom*), Chicago, IL

12/05-1/07

### **Construction Project Manager:**

Managed construction of 20-30 telecommunication sites in high-rise buildings for major wireless carriers such as, T-Mobile, Cingular, US Cellular, AT&T. In charge of 5 tower crews to perform extensive tower modifications for Crown Castle monopoles, guyed towers, and self-support towers. Duties included; bid walks, prepare SOW, order materials, prepare budgets, review and approve prints, award contracts, prepare closeout packages. Acted as the customer's Single Point of Contact (POC) responsible for providing critical progress updates and written status reports on all aspects of construction projects to upper management.

**ChiNetworks** (*Chicago leader in computer network management solutions*), Chicago, IL

1/02-11/05

### **Technical Deployment Project Manager**

Responsible for deployment of entire computer networks including but not limited to cable infrastructure installations, Servers and Workstation configurations, Data transfers, software installations. In addition, responsible for new customer sales and developing good customer relations with existing accounts.

**XO Communications (Nextlink)** (*Major Fiber Optic data service provider in the US*), Chicago, IL)

1/00-1/02

### **Construction Manager OSP / ISP (Fiber & Wireless)**

Managed Construction and deployment of fiber optic IT network in the Chicago Metropolitan area (SONET OC3, OC12, OC48, OC192 DWDM). This included all OSP / ISP design and construction with an operating budget of \$5 Million. In addition, built a fixed wireless Microwave network composed of 30 customer sites with operating budget of \$2 million in high-rise buildings in downtown Chicago. Project duties included; budget development / management, contract negotiations, prepare SOW, liaison with customer.

**Spectrasite Communications** (*Major wireless communication tower operator in the USA*), Chicago, IL

5/99 – 1/2000

### **Construction Manager**

In charge of wireless infrastructure installation and construction for Nextel Partners Inc. with an operating budget of \$4.5 to \$5 Million. Responsibilities included overall site acquisition, construction process, budget, and coordination between internal departments within Spectrasite and Nextel Partners Inc.

**Alltel Communications** (*Formerly 360 Communications, Information Technology Company*), Chicago IL

1996-1999

### **Project Manager**

Managed all construction aspects of the IT wireless infrastructure in the Central Virginia Market composed of 40-50 cell site towers per year with an operating budget \$4.5 Million. Responsibilities included; hire contractors, budget development, generate SOW, order materials, bid walks and punch lists, maintain schedule. Acted as Liaison between RF Engineering, Microwave, Site Acquisition, property owner.

**Commonwealth Edison** (*Zion Nuclear Power Plant*), Chicago, IL

1991-1996

### **Electrical Systems Engineer (1993-1996)**

Managed the Electrical Control system for the two 1,100 Megawatt Main Turbines, plus the 4 uninterruptible power inverters used for the Control Room's Nuclear Instrumentation. Project lead responsible for coordination and management of station maintenance personnel and outside vendors to perform all scheduled maintenance, modifications and trouble-shooting.

### **Protection Systems Engineer**

(1991 - 1993)

Managed the CO2, Halon and Water Fire Suppression Systems throughout the Power Plant. This involved the evaluation and resolution of system failures and malfunctions, coordination and supervision of maintenance personnel during major system repairs.

### **Transmission Engineer**

(1990-1991)

Responsible for providing design support for new transmission lines and new service for projects in the Chicago land area and surrounding suburbs. In charge of reviewing construction design drawings and managing contractors during field installations and modifications.

### **Computer Skills:**

MS Word, MS Project, Advanced Excel user, PowerPoint, AutoCAD, MS Access Database, Map Info, expert Mac user and Related products, Mtrac, Siterra, FST.

### **Education:**

BS- Electrical Engineering University of Illinois at Chicago, G.P.A 3.1/4.0

### **Current & Active Personal Interests:**

Compete in Triathlons; Pursuing Private Pilot's License; Sailing Association Licenses (ASA 101, 103, 104), Rock Climbing; Kite Surfing; Performance Race Engine Building & Motor Racing Sports, Video Production & Editing.

## JAVIER M. ROCIO ("JAY")

Weston, CT 06883  
(914) 755 7918

[jayrociot@gmail.com](mailto:jayrociot@gmail.com)

[www.linkedin.com/in/jayrocio](http://www.linkedin.com/in/jayrocio)

### **INTERNATIONAL FINANCE EXECUTIVE & BOARD MEMBER WITH SOLID BANKING & CORPORATE EXPERIENCE WITHIN THE TECHNOLOGY, MEDIA & TELECOM AND FINTECH SECTORS**

Results-oriented executive with global experience in both financial services and corporate sectors, establishing, growing and managing businesses in multi-cultural environments in North America, Latin America, Africa and the emerging and frontier markets in general. Significant experience within the TMT and Fintech sectors, managing teams responsible for originating, negotiating and structuring complex finance transactions; solid history of developing relationships with U.S., European and Latin American corporations, including managing senior coverage responsibilities and cross-selling selected financial products and services. Strong leadership, people management and negotiation skills, coupled with strategic planning, financial structuring solutions, credit/risk committees, debt/equity capital-raising and distribution, and solid business development experience.

#### **CAREER SUMMARY**

##### **Illumination Technologies Florida LLC**

since January 2018

##### **Finance & Business Development Executive**

Responsible for financing and developing passive telecom infrastructure solutions for wireless carriers in markets throughout Florida; including small cells and fiber solutions. Responsible for developing and negotiating of public right-of-way access agreements with municipalities throughout the State.

##### **Board Member, The Facey Group Limited**

since April 2016

##### **Representing the World Bank Group's International Finance Corporation (IFC)**

The Facey Group is a value-added distribution and services conglomerate operating in Central America and the Caribbean with revenues exceeding \$1.1 billion. The company is engaged in telecom distribution and services, business solutions and IT distribution and consumer distribution of food and pharmaceutical products.

##### **American Tower Corporation (ATC), EMEA & Latin America**

2013 to 2015

*One of the largest wireless tower companies in the world, with revenues exceeding \$4 billion.*

##### **Vice President, International Finance**

Arranged debt and equity financing exceeding \$1 billion for both acquisition and refinancing of existing loan portfolio consisting of telecom infrastructure projects, including wireless towers; executed inaugural Mexican Peso financing for ATC Mexico, introduced BNDES local currency financing in Brazil, refinancing of debt facilities in Colombia and South Africa and acquisition financing facilities in Mexico, Brazil and Nigeria.

- ◆ Supported M&A activity and fund-raising with financial institutions and private equity partners; actively engaged in several projects within Latin America, Europe and Africa.
- ◆ Managed banking relationships throughout Latin American and EMEA markets, including DFIs and local private and public financial institutions;
- ◆ Developed and implemented derivatives strategy and assessed management policies for ATC internationally, including selection and monitoring of counterparty risk assessment programs.

##### **Standard Bank – Americas, New York, NY**

2004 to 2013

##### **Largest bank in Africa, with market capitalization of \$20 billion**

##### **Managing Director - Head of Telecom, Media & Communication, Americas – New York**

Total P&L and managerial responsibility for investment banking activities, including client coverage, transaction origination and execution covering the TMT business platform, with particular focus on the telecom infrastructure sector and wireless towers in the Americas and Africa; worked closely with private equity-sponsored tower financing in the USA, Europe, Latin America (Brazil, Colombia, Mexico and Chile) and Africa.

- ◆ Responsibilities included M&A, leverage products, trade finance, project finance and acquisition finance platforms and debt capital markets in the Americas, with direct reports in NY, Brazil, Colombia and Argentina.
  - ◆ Originated, developed and executed several marquee transactions which enhanced Standard Bank's profile both in the Americas and in the emerging markets, including; largest syndicated credit with SB acting as sole bookrunner, in the Americas, largest M&A advisory and acquisition financing and largest USD bond issue in the Americas.
-

- ♦ Originated and executed complex cross-border debt financing for corporate clients, including, receivables monetization, telecom vendor financing programs, tax-advantaged loan structures and greenfield projects with development financial institutions and export credit agencies
- ♦ Launched original Telecom & Media platform for the Americas. Generated CAGR of 90%, arranging cumulative financing of over \$3 billion throughout the region.

**Citigroup/Salomon Smith Barney, New York, NY****2000 to 2002****Managing Director – Head of Telecom & Media Structured Finance – Americas**

Managed bank's regional efforts for structured financing and advisory services for non-investment grade telecom and technology clients with emphasis in emerging markets.

- ♦ Headed regional team group of 15 professionals; authored business strategy and credit policy for regional telecom & media portfolio
- ♦ Directed all origination, structuring, execution, capital allocation, portfolio profitability, and risk management of debt and capital markets transactions; awarded Capital-raising mandates in excess of US \$8 billion.

**Société Générale, New York, NY****1998 to 2000****Managing Director, Telecom and Media Project and Sector Finance - Americas**

Senior originator for structured and trade financing, debt underwriting and advisory transactions involving media, entertainment and telecom companies. Structured, negotiated and documented cash flow-based senior secured debt for domestic and international transactions Coordinated DFI, ECA and MLA financing to mitigate country risk for transactions in Latin America.

Founded Telecom Project and Sectoral Finance for SG in the Americas with P&L and portfolio responsibility.

- ♦ Developed strategy, drafted business case and obtained Board-level approvals
- ♦ Built team of 15 including hiring, appraising, mentoring and establishing long-term development plans

**OTHER RELEVANT PROFESSIONAL EXPERIENCE****ABN-Amro, Miami, FL****Senior Vice President & Director – Project Finance, TMT**

Managed and developed Latin America Telecom industry group for ABN AMRO, growing and transforming department to global center of excellence recognized as bank's top telecom team world-wide. Hands-on management of all aspects of business.

**Northern Telecom/Nortel Networks, Sunrise, FL****Director – Customer Finance & Treasury, Caribbean & Latin America**

Structured, negotiated, and arranged customer financings in over 18 countries supporting equipment sales in excess of \$500 million and full range of debt and equity products.

**ING Bank Nederland (NMB), New York, NY****Vice President, Corporate Finance Americas**

Managed banking relationships and developed and executed financing arrangements with American and Canadian multinational corporations trading and investing in the Americas, with a particular focus on the Telecom & Media and Energy sectors.

**Manufacturers Hanover Trust Company (JP Morgan Chase), New York, NY**

Various assignments involving debt restructuring, structured trade finance, debt-to-equity swaps, portfolio management.

- Mexico City – Vice President & Deputy Representative
- New York – Caribbean Area Manager, Asset Recovery Unit (Debt Restructuring)
- Santiago, Chile – Deputy Representative

**EDUCATION**

**Masters of Science in Foreign Service – International Economics & International Business**, Georgetown University, Graduate School of Foreign Service, NASA-MSFS Fellowship Program – full scholarship Landeggar Honors Program in International Business Diplomacy

**Bachelor of Arts – Economics & International Relations**, summa cum laude Long Island University (C.W. Post College)

**Executive Management Leadership Conference** (Duke University) – Johannesburg, South Africa  
Series 24, 7, 63 and 66 FINRA/NASD Licenses

# **EXHIBIT C**



VECTOR AXIS FLORIDA LLC

Pro-forma Financial Statements

**PRO FORMA BALANCE SHEET**

	Years Ended December 31,			
	2019	2020	2021	2022
<b>ASSETS</b>				
Current assets:				
Cash and cash equivalents	2,165,031	434,857	566,156	922,698
Restricted cash				
Other current assets				
Total current assets	2,165,031	434,857	566,156	922,698
Deferred site rental receivables				
Property and equipment, net				
Goodwill				
Site rental contracts and customer relationships, net	10,274,000	68,920,000	154,350,000	245,838,000
Other intangible assets, net				
Total assets	<u>\$ 12,439,031</u>	<u>\$ 69,354,857</u>	<u>\$ 154,916,156</u>	<u>\$ 246,760,698</u>
<b>LIABILITIES AND EQUITY</b>				
Current liabilities:				
Accounts payable	594,000	990,000	1,320,000	1,320,000
Other accrued liabilities				
Total current liabilities	594,000	990,000	1,320,000	1,320,000
Debt and long term obligations				
Other long-term liabilities				
Total liabilities	594,000	990,000	1,320,000	1,320,000
Equity:	11,845,031	68,364,857	153,596,156	245,440,698
Distributions				
Total equity	11,845,031	68,364,857	153,596,156	245,440,698
Total liabilities and equity	<u>\$ 12,439,031</u>	<u>\$ 69,354,857</u>	<u>\$ 154,916,156</u>	<u>\$ 246,760,698</u>

**PRO FORMA INCOME STATEMENT**

	Years Ended December 31,			
	2019	2020	2021	2022
Net revenues:				
Site rental	\$ 94,000	\$ 2,266,000	\$ 6,586,000	\$ 12,192,000
Net revenues	94,000	2,266,000	6,586,000	12,192,000
Operating expenses:				
Costs of operations:				
Site rental	18,800	453,200	1,317,200	2,438,400
General and administrative	560,169	882,974	1,187,501	1,597,057
Asset write-down charges				
Acquisition and integration costs				
Depreciation, amortization and accretion				
Total operating expenses	578,969	1,336,174	2,504,701	4,035,457
Operating income (loss)	(484,969)	929,826	4,081,299	8,156,543
Interest expense and amortization of deferred financing costs				
Gains (losses) on retirement of long-term obligations				
Interest income				
Other income (expense)				
Income (loss) from continuing operations before income taxes	(484,969)	929,826	4,081,299	8,156,543
Benefit (provision) for income taxes				
Net income (loss)	<u>\$ (484,969)</u>	<u>\$ 929,826</u>	<u>\$ 4,081,299</u>	<u>\$ 8,156,543</u>