

RICHARD RAMLALL

EXTERNAL AFFAIRS, INVESTOR &
PUBLIC RELATIONS OFFICER,
BOARD EXPERTISE, M&A,
OPERATIONAL & REGULATORY OVERSIGHT

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EXECUTIVE PROFILE

External Affairs – Policy Development, Lobbying, Regulatory, and Government Affairs, FCPA

Investor Relations, Board of Director &, Activist Expertise– Public Company Expertise

NYSE and NASDAQ Listing Experience

Public Relations, Social Media Strategy & Implementation, Branding, International Marketing, Programming, Product Management

Executive Operational Experience with P&L responsibilities, Operational Risk Management

Strategic and Operational Planning, Budgeting, Milestone Development and Monitoring

M&A, Telecom, Corporate Development, Due Diligence, Market and Competitive Analyses, Negotiations

Identify and Evaluate Emerging Technologies, Business Opportunities for Investment

Senior executive with global, multi-functional strategic, operational experience.

Deep expertise in creating, building, planning, leading, integrating, implementing, and managing strategic and corporate business development; private and public company activities; marketing efforts both in US and internationally; transformational realignment of organizations; and preparing companies for successful exits.

Proven leader making strategic and operational decisions along entire corporate life cycle.

Managed and successfully executed M&A/corporate development activities, managed country units, and responsible for P&L. Led cable programming acquisition, pricing and negotiation of affiliation agreements and retransmission consent with networks and broadcasters. Established consensus in ground-breaking industry coalitions to successfully achieve organizational goals and objectives.

Identify, manage, and resolve operational and business risks.

Identified, managed, resolved complex issues; established, monitored, and provided productive feedback on operational/ strategic/financial milestones. Built, developed, and motivated collaboration and teamwork at all levels of the business.

Deliver measurable results to business model.

Have successfully sold under-performing non-core business units; divested growth assets; negotiated cable and corporate partnership contracts and enforced franchise agreements to ensure compliance; proficiency in transforming a company's balance sheet by reducing very high-interest loans; and moving at lightning speed to list on the NYSE & NASDAQ to attract more long-term investors.

Won more than 25 business communications awards

CHRONOLOGY

RAMLALL PARTNERS LLC

Founder, President & Principal

09/13 – Present

Ramlall Partners LLC provides investor relations, social media, financial and regulatory due diligence, business development, strategic planning, financial and regulatory due diligence, and public relations consulting to public and private organizations. Developed and executed social media investor, marketing & customer acquisition strategy and programs and/or strategic advice compliant with SEC's Reg FD for Internap Corporation (INAP); Primus telecommunications (PTGi); Livewire Mobile (LVWR); Evolving Systems (EVOL) and Concurrent Computer Corporation (CCUR) and used social media/PR programs as part of an M&A strategy to raise competitive awareness and interest from potential retail and other investors, customers, and possible acquirers.

RAMLALL'S INVESTMENT INC

Director and Founder

02/20 – Present

Ramlall's Investment Inc is a services and construction company partnership established and registered in Guyana South America to provide various services to Companies, Expats, and overseas Guyanese clients.

Current Advisory Assignments:

- **Inveeram International LLC** A company which offers financial institutions programs to comply with Regulatory requirements such as Anti-Money Laundering (AML) and Know Your Customer (KYC), Customer Identification (CIP) and relevant Customer Due Diligence (CDD), and Foreign Corrupt Practices Act (FCPA)
 - Senior Strategic Adviser
- **American Business Awards**
 - Judge for 2021 Awards

INAP (Internap Corporation), Reston, VA (NASDAQ: INAP)

12/16 – 12/19

Chief Communications Officer for a leading-edge provider of high-performance data center services and cloud solutions with 100 network POPs Worldwide.

Corporate Official responsible for Investor Relations, Public Relations, Public Affairs, Regulatory, and Special Projects. C Level Executive reporting directly to CEO and responsible for Investor Relations, Public Affairs, Regulatory, and Special Projects.

- Investor sell-side coverage from 3 to 6 sell side analysts. Worked to prevent termination of coverage from 2 analysts.
- Increased institutional coverage through conferences, NDRs, and meetings with the buy-side.
- Worked with CEO and CFO to raise equity and re-price debt.
- Responsible for leading and executing Proxy process and shareholder voting in favor of management proposals for all 3 years
- Responsible for developing and approving all IR and Marketing press releases and social media geared towards enhancing profile of INAP.
- Worked directly with CEO on M&A activity.

PTGi (PRIMUS TELECOMMUNICATIONS GROUP, INC), MCLEAN, VA (NYSE: PTGI)

11/10 – 08/13

Senior Vice President, Corporate Development and Chief Communications Officer

Corporate officer responsible for the strategy and execution of the corporate development, strategic acquisitions and divestitures, investor relations, public relations and regulatory departments for global telecommunications services provider. Supported CEO, Senior Corporate Team and Business Units in exceeding financial, operational and sales goals. Managed global strategic and corporate development, including M&A. Ensured operation of external communications and strategic development groups within agreed-upon budgets.

- C-level executive worked with board chairman/CEO to execute and communicate transformational corporate strategy. Responsibilities included financial communications, building and maintaining strong relationships with institutional investors, sell-side, and buy-side analysts, competitive analysis and positioning, and management/board reporting.
- Developed the financial communications strategy and implemented all aspects of an integrated investor relations, public relations and corporate development function to restore investor confidence and shift away from high-turnover hedge funds/retail investors. In 2011 stock value more than doubled from \$7.15 to trading in the \$17 range. PTGi's 2011 net revenue was \$989.3 million, an increase of 34%.
- Successfully sold under-performing non-core business units; worked with his CEO to transform the balance sheet by taking advantage of the window to reduce very high-interest loans; and moved with lightning speed to list on the NYSE to attract more long-term investors.
- Reestablished external public company identity with all audiences post 2009 bankruptcy. Spearheaded NYSE listing process to successful conclusion with NYSE in under 60 days. Led regulatory effort in Australia, Canada, Europe, Brazil, and US markets. Overhauled investor and public relations functions, significantly raising PTGi's visibility with US financial, M&A, national, trade and social media, rebranding, and managing country/business unit communication plans as part of corporate umbrella plan to ensure coordination, integrated messaging and effectiveness. Developed & implemented PTGi Social Media policy, program and compliance with Reg FD, redesigned and promoted PTGi social media sites. Built a base of Twitter followers that reached a potential audience of half a million, and achieved a significant retail investor presence, growing from 100-500 a week to 15,000-40,000 weekly. Secured buy/sell side analyst coverage of public debt and equity.
- Responsible for corporate development and leading board-level corporate project to evaluate strategic alternatives. Led all M&A transactions. Conducted & managed corporate development process pipeline of strategic and opportunistic acquisition/disposition, worked with board special committee, CEO, bankers, and potential M&A targets to enhance shareholder value. Responsible for regulatory process supporting new deals: over 30 deals reviewed in 2011, 20 deals in 2012. Deals successfully completed: sale of Primus Australia for approx. \$200 Million, Canadian Data Center for approx. \$200 Million; Canada and North America

Business and Residential for approx. \$129 Million; European retail units; India (Primus Professional Services); Brazil data center/VOIP; purchase of Arbinet, Access International (Australia); Unlimitel and HMNet (Canada) and valued-added managed data center services provider (Australia) tuck-in acquisitions.

- Interim U.S. Retail President & CEO & oversight responsibilities for India and Brazil. Served as interim Retail President. Developed and implemented first major US Retail advertising campaign featuring newly positioned targeted services to ethnic groups, increasing sales 10%. Oversaw Brazil, India CEOs; restructured India and Brazil operations, reducing costs 33%.

RCN CORPORATION, HERNDON, VA (NASDAQGS: RCNI)
Senior Vice President, Strategic External Affairs & Programming

03/05 – 08/10

Responsible for government & external affairs, programming, investor relations, and public relations departments for the nation's 11th largest cable video, data, and voice services provider. Managed international content P&L and marketing and programming acquisition and negotiation of affiliation agreements and retransmission consent with networks and broadcasters. Reported directly to CEO.

- Worked directly with C-level team and board chairman in setting, executing and communicating corporate strategy. Key RCN strategic initiatives achieved: built competitive digital tier, HD, VoD, and international programming; cost reduction and business/corporate development initiatives; securing necessary regulatory approvals of acquisition of Consolidated Edison Communications, NEON Communications, and Abry deal; sale of 49% interest in Megacable and RCN's California markets. Strategic evaluation and Regulatory due diligence of possible acquisition targets, including CEC, Neon, Sun Rocket, Fibergate, FiberNet. Led RCN's participation in Abry Partner's due diligence for purchase of RCN.
- Developed, led strategy to successfully rebuild investor confidence and increase shareholder value post-bankruptcy, resulting in early NASDAQ re-listing in April '05. Increased institutional ownership of RCN stock from 64% to 85% and achieved sell-side analyst coverage from zero to 10 in less than a year. Led strategic messaging, event and crisis communications and investment thesis formation. Cultivated relationships with covering analysts and investors, with multiple conference presentations, non-deal road shows per year.
- Created and led proactive media outreach program, generating nearly 850 news interviews & inquiries since mid-2005 (including New York Times, Bloomberg TV, Bloomberg Business News, Boston Globe, Boston Herald, Chicago Sun Times, Barron's and Washington Post). Issued more than 540 news releases since mid-2005. Manage customer service messaging, social networking presence, Authored articles for placement in multicultural news outlets
- Led RCN's lobbying efforts, reshaping legislative/regulatory landscape for all peers. Actively engaged in dialogue with local, state regulatory officials & FCC, FTC, DOJ, House and Senate officials. Led unified lobbying, PR & IR communication efforts that garnered coalition support from other industry competitors and resulted in favorable pro-RCN conditions being imposed by FCC on Comcast/NBCU, Adelphia, other mergers. Secured FCC waiver on set top boxes, resulting in \$50 million in savings and allowing effective completion of Project Analog Crush in all markets. Created, led coalition of Comcast, Cablevision and others to secure FCC order requiring Verizon to cease illegal practices to retain customers; RCN and CLEC filing resulted in DC Circuit Court ruling supporting the order. Led Abry/RCN multi-team activities for federal, state and local city approvals for cable, telecom, interconnect and programming agreements.
- Transformed regulatory and external affairs functions into profit center. Managed regulatory settlements on franchise compliance and fee settlement issues, FCC Intercarrier Compensation Reform, billing disputes, franchise grants and bond reductions, reducing total liabilities substantially. Organization generated total revenue and cost savings of \$9.8 million, \$11.2 million, \$6.9 million, and \$15 million 2006-2009 with \$16 million in future revenue/savings. Reduced bonds required in cable franchises by \$15.9 million annually and letters of credit by \$670,000 in past 3 years.
- Reinvented programming and international tier marketing functions 2008-09. Leveraged regulatory and business development expertise to upgrade overall programming effort and roll back runaway costs.
Domestic – negotiated 30 programming cable network deals, including NBC, ABC, Fox, and all major sports deals in RCN markets; saved \$12 million in 2008-09 costs, came in under budget. Founded, led small industry coalition to jointly improve deal negotiation and compliance process. **International** – broke the code on sourcing best in-country global content for US subscribers. In 1 year: designed, built, negotiated coincident pricing, marketing and equipment agreements funded by international networks to create RCN Global Passport with 500 international viewing choices and 89 channels serving 15 language groups, surpassing cable/telco/satellite offerings; won \$1million in marketing/ad/PR support and avoided \$1 million in equipment capex; secured rights and launched 25 HD networks to fulfill 100HD channels in with no incremental equipment costs; tripled international revenues from 0% to 5% of Resi segment revenues (\$24 million) with high-value new customer adds and grew MRC 25%. Removed regulatory obstacles to RCN's Analog Crush project reclaiming video spectrum for digital transmission; leveraged Crush for international tier, and

maintained credibility for RCN with Wall Street, leveraged relationships with regulators for investor communications and vice versa. Recognized as business-oriented problem solver by analysts/investors.

- Built and redefined RCN brand by negotiating and executing corporate partnerships - D.C. United, Georgetown University Athletics, Kettler Capitals IcePlex, Patriot Center, Washington Redskins, Capitals and Nationals, American University, Chicago Cubs and Bears, Brooklyn Cyclones, NYC Triathlon, Pennsylvania Stoners.
- Created and oversaw corporate giving program, including first of its kind \$3 million donation of airtime to the United Way. Developed guidelines for charitable giving and corporate sponsorships (Alzheimer's, Diabetes).

SPENCER TRASK MEDIA & COMMUNICATIONS GROUP, RESTON, VA
Executive Vice President & Senior Managing Director

06/99 – 03/05

Identified, evaluated, and recommended telecommunications (including wireline, wireless, photonics, broadband, fiber, e-commerce, and emerging technologies) and technology opportunities for investment and financing. Responsible for strategy, strategic and operational milestones, competitive analysis, and due diligence. Interfaced with Wall Street equity analysts. Worked directly with Portfolio Companies, represented Spencer Trask on Boards of Directors.

- Recommended and placed in excess of \$40 million in seed money to fund several services and technology focused companies, and directly assisted these companies in raising an additional \$200 million in financing.
- Developed and executed several milestone plans leading to several M&A exits.
- Spearheaded several M&A transactions, including negotiations, performed due diligence, arranged financing.

BECHTEL CORPORATION, BECHTEL TELECOMMUNICATIONS, FREDERICK, MD
Vice President & Managing Director – Strategy, Market Analysis, and International Government Affairs

03/97 – 06/99

Developed and sponsored global strategic initiatives and business plans for corporate approval; interfaced with international government/business groups on telecommunications and technology issues. Developed and maintained competitive and market research information and screened new business development opportunities. Global strategy implementation and business plan execution led Bechtel Telecom to become the largest telecom contractor worldwide by revenues and size of projects. Provided evaluations and recommendations on opportunities to pursue, competitive intelligence, country risk analysis, and other due diligence activities. Managed Public Relations, including developing and monitoring value-added programs focusing on establishing a consistent, cohesive, worldwide image.

- Developed and presented Bechtel's first approved Telecom Strategy business plan.
- Targeted strategy led to several successes including major wins in fiber network placement, cellular and other telecom infrastructure projects in large Western Europe, Asia, and Latin America builds.
- Executed strategy and business plan created largest engineering and construction company worldwide, grew revenues from approximately \$200 million to more than \$2 billion.

BELL ATLANTIC INTERNATIONAL (Verizon) ORGANIZATION, ARLINGTON, VA
Executive Director – International Business Affairs

02/91 – 03/97

Cultivated and expanded relationships with key domestic and international public/private organizations impacting international business development and operations strategic objectives: Multilateral Banks; U.S. Embassies worldwide; Foreign and U.S. Government agencies (Commerce, OPIC, TDA State...). Selected to work with NYNEX International to coordinate/jointly develop business plan/strategies for several international projects. Established Bell Atlantic presence at US and international agencies to effectively ensure overseas interests in several countries were protected. Secured favorable financing for several projects.

- ***President & Managing Director – Indian Subcontinent*** Responsible for business development activities in region. Screened multiple partners and negotiated joint venture for cellular and basic service opportunities in India. Selected and headed bid preparation team. Managed all in-country partner relations interfacing with Asian and U.S. Government agencies and selection of legal, financial and Human Resources services. Sat on U.S. Ambassador's Telecom Committee and on the U.S.–India Commercial Advisory. Successful bids on 2 licenses in India. Later sold. Established strategic relationships in region that led to several M&A opportunities.
- ***Director – Strategic Development*** Responsible for developing organization's annual strategic objectives and working directly with CEO to gain corporate approval. Interfaced with regional country managers to ensure implementation of country plans. Position also responsible for compiling competitive intelligence and working with legal to conduct due diligence. Screened new business opportunities and making recommendations.

- **Director – Strategic Investment** Identified recommended and targeted worldwide privatization opportunities which Bell Atlantic International pursued. Managing process for due diligence activities, external relations and other stakeholder relations, working with HR organization on project managers and staff recruitment.

PRESIDENT’S COMMISSION ON EXECUTIVE EXCHANGE, THE WHITE HOUSE
Presidential Exchange Executive

02/90 – 02/91

Nominated and selected to serve one year under President Bush’s Presidential Executive Exchange Commission. Assigned as a Special Assistant–International Trade to the Deputy Administrator of Small Business Administration and the Chief Counsel of Advocacy.

- Developed agency plans and programmatic issues using private sector experience and presented international trade policy recommendations to federal government agencies and Congressional committees on a wide variety of subjects.
- Established and implemented a liaison and cooperation program between the Small Business Administration and the Overseas Private Investment Corporation (OPIC) to encourage and facilitate overseas exports/investments by U.S. small businesses.
- Selected to serve on various task forces at Commerce, United States Trade Representative’s (USTR) Office, State Department, Ex-IM Bank, and TDA.

OTHER EXPERIENCE

Completed Advisory Assignments:

- Senior Consultant to Internap Corporation. Provided IRO services until appointed as a full-time employee
- Senior Advisor to Evolving Systems (EVOL) A Provider of Software and Services to Telecom Operators Worldwide
 - IR Strategy and Implementation
 - Investor Messaging
 - Surveillance
 - IR Counsel & Advice
- Senior Advisor to Phone Power, a next-generation telecommunications company which provides VOIP service to residential and business (M&A)
- Primus Telecommunications (Regulatory)
- LiveWire Mobile (LVWR), bought by OnMobile (IR/Social Media)
- Senior Advisor to Inveeram International LLC, a wholesale FX and Compliance Corporation (Compliance)
- Senior Strategic Financial Advisor to KIKA Enterprises, a mobile broadband hardware company
 - Acting CFO
 - Initiated and complete first company audit without deficiencies
 - Sourced and executed A/R financing agreement
 - Lead on legal and financial due diligence for M&A activity
 - Transformed balance sheet/legal structure necessary to attract outside investment
 - Working with auditors and Legal, established early in valuation for the Company
- Senior Advisor to Sungevity, a global solar energy provider
 - Assessed Company’s readiness for IPO including options to go public
 - Created and recommended and presented pre and post IPO schedule
- MolQ Entertainment A global streaming video app platform of independent films, programming, and TV Networks.
 - Senior Strategic Adviser

EDUCATION

University of Maryland, College Park, MD

B.S. in Business Administration and M.G.A. in Technology Management

BOARD of DIRECTORS & LEADERSHIP POSITIONS

Current

Ramlall’s Investment Inc.

Founder and Board Member

Inveeram International LLC

Senior Strategic Advisor

American Business (Stevies) Awards

Judge (2019 – 2020) (2020 – 2021)

Prior

Oblong, Inc. (NASDAQ: OBLG)

Board Member (2019 – 2020)

A provider of patented multi-stream collaboration technologies.

Evolving Systems, Inc. (NASDAQ: EVOL)

Board Member (2008 – 2019)

A provider of software solutions and services to the wireless, wireline, and Internet protocol (IP) carrier market

Washington Wizards Advisory Board (2014 – 2016)

Alzheimer's Association, National Capital Area Chapter

Board Member (2008 – 2012)

Arranged for RCN to donate more than \$1.2 million of free airtime to promote the Association and its events from 2008-2011, collectively exceeded its commitment by more than \$446,000.

Kika Holdings

Board Member (2013 – 2015)

A mobile broadband hardware company

Past Board/Advisory member in several Spencer Trask Companies

HONORS

Investor Relations/Public Relations

March 2013 Washington Business Journal Minority Business Leader Award

- Recognized as one of the Top 25 Minority Business leaders in the Washington D.C. Metro Area

International Business Awards

- 2010 & 2012 Gold Stevie Awards for Investor Relations and Marketing Executive of the Year

Bulldog Reporter Media Relations Award

- 2012 awards for Best Integration of PR and IR in a Business Campaign & Financial/IR Communications Professional of the Year
- 2010 Corporate PR Professional of the Year Gold Award & 2010 Corporate Public Affairs Professional of the Year Silver Award

Association of Marketing and Communication Professionals

- 2009 & 2011 winner of multiple MarCom Awards for Communication Planning, program, and marketing/promotion.

Public Relations Society of America National Capital Chapter

- Winner of 2006, 2007 and 2008 Thoth Award in the Investor Relations category

American Business Association's Stevie Awards Program

- Winner of multiple 2007– 2010 ABA awards program, including Best Communication Organization, Best Communications Team, Best Business Turnaround of the Year and multicultural PR campaign.

Marketing/Business Development

Golden Bridge Award

- 2012 Business Development Professional of the Year

CableFAX: The Magazine Awards

- Named one of 2009 & 2010 Top 100 Most Influential Minorities in Cable –recognized for international programming/marketing efforts for which eight international partners submitted nominations.

American Marketing Association – District of Columbia Chapter

- Winner of 2007 AMA-DCC M-Award for Best Communication Program