## BURNUP & SIMS INC.

The undersigned hereby appoints

^ and , or either of them, each	
with the power to appoint his substitute, proxies to represent the undersigned	Ĺ
and to vote as	
designated below all of the shares of Common Stock of Burnup $\&$ Sims Inc. (the	
"Company") held of record by the undersigned on	
^, 1994 at the Annual and Special Meeting of Stockholders (the "Meeting")	
to be held on ^ March , 1994 and at any adjournment	
or postponement thereof.	
THIS PROXY IS SOLICITED ON BEHALF OF THE BOARD OF DIRECTORS	
1. ELECTION OF SAMUEL C. HATHORN, JR. AS DIRECTOR.	
· · · · · · · · · · · · · · · · · · ·	
$/\_/$ FOR the nominee listed above	
// WITHHOLD AUTHORITY to vote for the nominee listed above	
^ 2. TO APPROVE THE TERMS OF AN AGREEMENT DATED AS OF OCTOBER 15, 1993, AS AMENDED ^, PURSUANT TO WHICH, AMONG OTHER THINGS, (i) THE COMPANY WILL ACQUIRE ALL OF THE OUTSTANDING CAPITAL STOCK OF CHURCH & TOWER, INC. AND CHURCH & TOWER OF FLORIDA, INC. IN EXCHANGE FOR 10,250,000 SHARES OF COMMON STOCK OF THE COMPANY AND (ii) IMMEDIATELY THEREAFTER, THE COMPANY WILL REDEEM 3,153,847 SHARES OF COMMON STOCK OF THE COMPANY OWNED BY NATIONAL BEVERAGE CORP. ("NBC") IN CONSIDERATION FOR THE CANCELLATION OF CERTAIN INDEBTEDNESS OWED BY NBC TO THE COMPANY.  /_/ FOR /_/ AGAINST /_/ ABSTAIN	
^ 3. TO APPROVE ^ AN AMENDMENT TO THE COMPANY'S CERTIFICATE OF INCORPORATION ^(THE "CERTIFICATE") CHANGING THE NAME OF THE COMPANY TO MASTEC INC.	
/_/ FOR /_/ AGAINST /_/ ABSTAIN	
^ 4. TO APPROVE AN AMENDMENT TO THE CERTIFICATE INCREASING THE TOTAL	

AUTHORI2 FROM		FO ISSUE 00,000 TO 50,000,000		
ABSTAIN	//	FOR	// AGAINST	//
ELIMINATE DESIGNATION OF PROMAY IN THE DESIGNATION OF THE DESIGNATION	FE AI GNATIC IONS A RICTIC OO SHA REFERA THE FU SSUED	LL DNS, POWERS, PREFER AND DNS PRESCRIBED IN TH ARES RED STOCK AUTHORIZED JTURE BY THE COMPANY.	NDMENT TO THE CERTIFICATE  ENCES, RIGHTS, QUALIFICATE  E CERTIFICATE RELATING TO  BY THE CERTIFICATE AND N	TIONS,  THE
ABSTAIN	//	FOR	// AGAINST	//
LAW ("I	VISION SECTION DGCL")	NS DN 102(b)(7) OF T	DMENT TO THE CERTIFICATE ! HE DELAWARE GENERAL COR! DIRECTORS.	
ABSTAIN	//	FOR	// AGAINST	//
POWER	THE C RS OF ND MAR	CORPORATE F THE COMPANY TO M	MENT TO THE CERTIFICATE TO AXIMUM EXTENT PERMITTED TO THE CERTIFICATE.	
ABSTAIN	//	FOR	// AGAINST	//
FOR NON		LOYEE	PANY'S 1994 STOCK OPTION	PLAN
ABSTAIN	//	FOR	// AGAINST	//
	9.	TO APPROVE THE COMP	ANY'S 1994 STOCK INCENTIV	E PLAN.
ABSTAIN	//	FOR	// AGAINST	//
THE STO	CKHOLI	DERS	ONSUMMATION OF THE ACQUIS	

NUMBER OF SHARES OF COMMON STOCK WHICH THE COMPANY IS

FOREGOING AMENDMENTS

TO THE CERTIFICATE, PROPOSED BY THE STOCKHOLDERS OF CT AND CTF. IF EACH OF

THE PROPOSED AMENDMENTS TO THE CERTIFICATE ARE NOT APPROVED BY THE REQUISITE

NUMBER OF STOCKHOLDER VOTES, THE ACQUISITION MAY NOT BE EFFECTED EVEN IF THE

TERMS OF THE ACQUISITION AGREEMENT ARE APPROVED BY THE STOCKHOLDERS OF THE

COMPANY. ADDITIONALLY, THE PROPOSALS TO (i) APPROVE THE AMENDMENTS TO THE

COMPANY'S CERTIFICATE, (ii) APPROVE THE COMPANY'S 1994 STOCK OPTION PLAN FOR

NON-EMPLOYEE DIRECTORS AND (iii) APPROVE THE COMPANY'S 1994 STOCK INCENTIVE

PLAN ARE CONDITIONED UPON THE APPROVAL OF THE TERMS OF THE ACOUISITION

AGREEMENT. ACCORDINGLY, IF THE ACQUISITION AGREEMENT IS NOT APPROVED, THESE

PROPOSALS, EVEN IF APPROVED BY THE STOCKHOLDERS, WILL NOT BE EFFECTED.

THIS PROXY WHEN PROPERLY EXECUTED WILL BE VOTED IN THE MANNER DIRECTED

HEREIN BY THE UNDERSIGNED STOCKHOLDER. IF NO DIRECTION IS MADE, THIS PROXY

WILL BE VOTED, "FOR" PROPOSALS 1 THROUGH ^ 9, AND WILL BE VOTED AT THE

DISCRETION OF THE PROXIES ON ANY OTHER MATTER THAT MAY PROPERLY COME BEFORE
THE MEETING.

<i>,</i>	199^	Dated
		 Signature

\_\_\_\_\_\_^ Signature if held jointly

name appears
held by joint
When signing
administrator,
please give full
corporation, please
name by President
officer. If a
in partnership

Please sign exactly as opposite. When shares are tenants, both should sign. as attorney, executor, trustee or guardian, title as such. If a sign in full corporate or other authorized partnership, please sign name by authorized person.

# PLEASE MARK, SIGN, DATE AND RETURN THIS PROXY PROMPTLY USING ENCLOSED ENVELOPE^

^

NOTICE OF ANNUAL AND SPECIAL MEETING OF STOCKHOLDERS - BURNUP & SIMS INC.

TIME:	[a.m./	[p.m.]	(	
		-		

DATE: February ^, 1994

PLACE:

 $\label{eq:Annual and Special Meeting of Stockholders} \text{ of Burnup } \&$ 

Sims Inc. (the "Company"), and any adjournments or postponements thereof  $% \left( 1\right) =\left( 1\right) \left( 1\right) \left$ 

(the "Meeting"), the following proposals are on the agenda for action by  $% \left( \frac{1}{2}\right) =\frac{1}{2}\left( \frac{1}{2}\right) ^{2}$ 

the stockholders:

- . To elect one director to serve as a Class II director.
- .To approve the terms of an Agreement, dated as of October 15,  $1993^{\circ}$ , by and

among the Company, and the stockholders of Church & Tower, Inc., a Florida

corporation ("CT"), and Church & Tower of Florida, Inc., a Florida corporation  $% \left( \frac{1}{2}\right) =\frac{1}{2}\left( \frac{1}{2}\right) +\frac{1}{2}\left( \frac{1}{2}$ 

("CTF"), as amended  $^{\prime}$ , pursuant to which, among other things, (i) the Company

will acquire (the "Acquisition") all of the issued and outstanding capital stock  $% \left( 1\right) =\left( 1\right) \left( 1\right)$ 

of CT and CTF in exchange for 10,250,000 shares of the Company's Common Stock,

par value \$.10 per share ("Common Stock")  $^{\circ}$  and (ii) immediately thereafter, the

Company will redeem 3,153,847 shares of Common Stock owned by National Beverage

Corp. ("NBC") in consideration for the cancellation of certain indebtedness  $\ensuremath{\mathsf{owed}}$ 

by NBC to the Company.

- .To approve  $\mbox{^{\smallfrown}}$  an amendment to the Company's Certificate of Incorporation (the
- "Certificate") changing the name of the Company to MasTec Inc.
- .To approve  ${}^{\smallfrown}$  an amendment to the Certificate increasing the total number of

shares of Common Stock which the Company is authorized to issue from 25,000,000 to 50,000,000.

. To approve an amendment to the Certificate to eliminate all designations,  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

powers, preferences, rights, qualifications, limitations and restrictions  $% \left( 1\right) =\left( 1\right) \left( 1\right)$ 

prescribed in the Certificate relating to the 5,000,000 shares of preferred stock authorized by the Certificate and which may in the future be issued by the Company.

.To approve an amendment to the Certificate to adopt the provisions of Section  $102\,(b)\,(7)$  of the Delaware General Corporation Law ("DGCL") relating to the liability of directors.

.To approve an amendment to the Certificate to broaden the corporate powers of the Company to the maximum extent permitted by the DGCL and make certain other clarifications to the Certificate.

.To approve the Company's  $^{\circ}$  1994 Stock Option Plan for Non-Employee Directors.

.To approve the Company's 1994 Stock Incentive Plan.

.To transact such other business as may properly come before the  $\ensuremath{\mathsf{Meeting}}$  .

Upon consummation of the Acquisition and the transactions contemplated thereby,

the former stockholders of CT and CTF will own approximately 65% of the issued

and outstanding shares of Common Stock of the Company. Accordingly, to the

extent they act in concert, the former stockholders of  $\,$  CT and CTF will have the

ability to control the affairs of the Company and control the election of the  $\$ 

Company's directors regardless of how the other stockholders may vote.

Furthermore, such  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

requiring stockholder approval, including certain fundamental corporate

transactions such as a merger  $\,$  or sale of substantially all of the  $\,$  assets of

the Company, regardless  $\,$  of how the other stockholder may vote. This ability

 $\ensuremath{\mathsf{may}}$  be enhanced  $% \ensuremath{\mathsf{by}}$  the adoption of the proposed amendments to the

Certificate, including those which would (i) increase the number of authorized shares of Common Stock from twenty-five million (25,000,000) to

fifty million (50,000,000) and (ii) eliminate all designations, powers,

preferences, rights, qualifications, limitations and restrictions in the Certificate relating to the Company's preferred stock.

These proposed amendments to the Certificate  $\ensuremath{\text{may}}$  be deemed to

have the effect of making more difficult the acquisition of

control of the

Company after the consummation of the Acquisition by means of a hostile  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

tender offer, open market  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

the one hand, these amendments may be seen  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

to acquire control of the Company to initiate such an acquisition  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

through arm's length negotiations with the Company; on the other hand,

the amendments may have the effect of discouraging a third party from  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

making a tender offer or otherwise attempting to obtain control of the  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left$ 

Company, even though such an attempt may be economically beneficial to the  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

Company and its stockholders. Furthermore, the proposed amendments to the  $\ensuremath{\,}^{}$ 

Certificate and the fact that the CT and CTF stockholders will  $\ensuremath{\mathsf{own}}$ 

approximately 65% of the Common Stock after the consummation of the

Acquisition and the transactions contemplated thereby may have a negative  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

effect on the market price and liquidity of the Common Stock.

Only holders of record of Common Stock of the Company at the close of  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

business on  $^{^{\prime}}$ , 1994 are entitled to notice of, and to vote at, the Meeting.

 $\ensuremath{\mathtt{A}}$  complete list of the stockholders entitled to vote at the Meeting

will be open to examination by any stockholder, for any proper purpose,

during ordinary business hours for a period of ten days prior to the  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

Meeting at the corporate offices of the Company at One North University  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

Drive, Fort Lauderdale, Florida 33324. This list will also be kept  $% \left\{ 1,2,\ldots ,2,3,3,4,\ldots \right\}$ 

at the Meeting and may be inspected by any stockholder present.  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left$ 

A Proxy Statement, setting forth certain additional information, and  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

the Company's Annual Report on Form 10-K for the fiscal year ended April 30,  $\,$ 

 $193\overset{\circ}{3}$  ^ and Quarterly Report on Form  $\,$  10-Q for the fiscal quarter ended ^

October 31, 1993, accompany this Notice of Annual and Special Meeting.  $\ensuremath{\mathsf{Special}}$ 

^

 $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

person. Please complete  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

addressed to the  $\mbox{\sc Company,}$  since a majority of the outstanding shares

entitled to  $\mbox{ vote at the Meeting }\mbox{ must be represented at the Meeting in }$ 

order to transact business. Stockholders have the power to

revoke any such		
proxy at any time before it is voted and the giving proxy will not	of	such
<pre>affect the right to vote in person if the Meeting i attended. Your vote is important.</pre>	S	
		,

of Directors,

By Order of the Board  $\,$ 

of Directors

Nick A. Caporella Chairman of the Board

President and Chief

Executive Officer

Fort Lauderdale, Florida

ANNUAL AND SPECIAL MEETING OF

STOCKHOLDERS

OF BURNUP & SIMS INC.

PROXY STATEMENT

This Proxy Statement is furnished in connection with the solicitation by the Board of Directors (the "Board of Directors") of Burnup & Sims Inc., a Delaware corporation ("Burnup & Sims" or the "Company"), of proxies from the holders of the Company's Common Stock, par value \$.10 per share (the "Common Stock"), for use at the 1993 Annual and Special Meeting of Stockholders of the Company to be held at the \_\_\_\_\_ on ^, 1994 at \_\_\_\_ [a.m./p.m.], \_\_\_\_\_ time and any adjournments or postponements thereof (the "Meeting").

"Meeting").

The approximate date on which this Proxy Statement and the enclosed form of proxy are first being sent to stockholders is \_\_\_\_\_\_\_, ^1994.

Stockholders should review the information provided herein in conjunction with the Annual Report on Form 10-K of the Company for the fiscal year ended

April 30, 1993 (the "Annual Report"), and the Quarterly Report on Form 10-Q of the Company for the ^ six months ended ^ October 31, 1993 which accompany this Proxy Statement.

#### INFORMATION CONCERNING PROXY

The giving of a proxy does not preclude the right to vote in person should any stockholder giving the proxy so desire. The mailing address of the principal executive

offices of the Company is P.O. Box 15070, Fort Lauderdale, Florida 33318. A stockholder who

gives a proxy may revoke it at any time before it is exercised, either in person at the

Meeting or by filing with Ms. Margaret M. Madden,  $\,\,$  Vice President and Corporate Secretary of

the Company, at the address of the executive offices set forth  $\,$  above, a written revocation

or a duly executed proxy bearing a later date than the date of the proxy being revoked.

 $$\operatorname{\textsc{The}}$  cost of preparing, assembling and mailing this Proxy Statement, the Notice of

Annual and Special Meeting of Stockholders and the enclosed proxy will be borne by the

1

Company. In addition to the use of mail, officers, directors and employees of the Company

may solicit proxies personally and by telephone. The Company's officers, directors and

employees will receive no compensation for soliciting proxies other than their regular  $\,$ 

salaries. The Company has  $\mbox{^{\smallfrown}}$  retained Hill  $\mbox{\&}$  Knowlton to assist in soliciting proxies for

use at the Meeting  $\,\,^{\smallfrown}$  for an aggregate fee  $\,$  of \$8,000 plus reimbursement of reasonable

out-of-pocket expenses. The Company may request banks, brokers and other custodians,

nominees and fiduciaries to forward copies of the proxy material to the beneficial owners on  $% \left\{ 1,2,...,n\right\}$ 

whose behalf they are holding shares of Common Stock and to request authority for the  $\,$ 

execution of proxies. The Company may reimburse such persons for their expenses in so doing.

#### PURPOSES OF THE MEETING

At the Meeting, the Company's stockholders will consider and vote upon the following matters:

- The election of one member to the Company's Board of Directors to serve as a Class II director.
- $\,$  2. The approval of the terms of an Agreement, dated as of October 15, 1993  $\,^{\smallfrown}$  by and

among the Company and the stockholders of Church & Tower, Inc., a Florida corporation

("CT"), and Church & Tower of Florida, Inc., a Florida corporation ("CTF"), as amended  $\hat{}$  (the

"Acquisition Agreement"), pursuant to which, among other things, (i) the Company will

acquire all of the issued and outstanding capital stock of CT and CTF (collectively, the "CT  $\,$ 

and CTF Shares") in exchange for 10,250,000 shares of Common Stock (the "Burnup Shares"),

and (ii) immediately thereafter, the  $\,$  Company will redeem 3,153,847 shares  $\,$  of Common Stock  $\,$ 

owed by National Beverage Corp. ("NBC") in consideration for the cancellation of certain  $\,$ 

indebtedness  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

pursuant to the terms of the Acquisition Agreement is

sometimes herein referred to as the
"Acquisition".^

3. The approval of an amendment to the Company's Certificate of Incorporation (the "Certificate") changing the name of the Company to MasTec

2

- 4. The approval of an amendment to the Certificate increasing the total number of shares of Common Stock which the Company is authorized to issue from 25,000,000 to
- to issue from 25,000,000 to 50,000,000.
- 5. The approval of an amendment to the Certificate to eliminate all designations,

powers, preferences,  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

Certificate relating to the 5,000,000 shares of preferred stock authorized by the

Certificate and which may in the future be issued by the Company.

- 6. The approval of an amendment to the Certificate to adopt the provisions of Section 102(b)(7) of the Delaware General Corporation Law (the "DGCL") relating to the liability of directors.
- 7. The approval of an amendment to the Certificate to broaden the corporate powers of the Company to the maximum extent permitted by the DGCL and make certain other clarifications to the Certificate.
- 8. The approval of the Company's ^ 1994 Stock Option Plan for Non-Employee Directors.
- 9. The approval of the Company's ^ 1994 Stock Incentive Plan.
- 10. The transaction of such other business as may properly come before the Meeting and any adjournments or postponements thereof.

As a condition to the consummation of the Acquisition, the stockholders of the Company  $\,$ 

are required to have approved  ${}^{\smallfrown}$  each of the foregoing amendments to  ${}^{\smallfrown}$  the Certificate,

proposed by the stockholders of CT and CTF. If each of the proposed amendments to the  $\,$ 

Certificate are not approved by the requisite number of stockholder votes,  $\;\;$  the Acquisition

may not be effected even if the terms of the Acquisition Agreement are approved by the  $\,$ 

stockholders of the Company. Additionally, the proposals to (i) approve such amendments to

the Company's Certificate, (ii) approve the Company's ^ 1994 Stock Option Plan for

conditioned upon the approval of the terms of the Acquisition Agreement. Accordingly, if

the Acquisition Agreement is not approved, these proposals, even if approved by the stockholders, will not be effected.

Unless a stockholder otherwise specifies therein, all shares represented by valid

proxies will be voted FOR the  $\,$  election as director of the Company of the person named under

the caption "Election of Director," FOR the adoption of the Acquisition Agreement, FOR each  $\$ 

of the amendments to the Company's Certificate, FOR approval of the Company's  $^{1994}$  Stock

Option Plan for Non-Employee Directors and FOR approval of the Company's  $^{\circ}$  1994 Stock

Incentive Plan, and will be voted at the discretion of the proxies on any other matter that  $\ensuremath{\mathsf{T}}$ 

may properly come before the Meeting. Where a stockholder has specified how a proxy is to

be voted, it will be voted accordingly. The Board of Directors does not know of any action

to be taken at the Meeting other than the foregoing.

4

### SUMMARY OF THE ACQUISITION AND RELATED

## MATTERS

concerning the Acquisition and matters related thereto. This summary is provided for your

convenience, should not be considered complete, and is qualified in its entirety by the

detailed discussions contained  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

and Notes thereto  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

the Acquisition Agreement,  ${}^{\smallfrown}$  a copy of which is attached hereto as Appendix A. Certain

terms which are used in this  $\mbox{\sc Proxy}$  Statement are defined in the summary. THE COMPANY'S

STOCKHOLDERS ARE URGED TO READ THE ENTIRE PROXY STATEMENT CAREFULLY, INCLUDING ALL

APPENDICES HERETO AND ALL DOCUMENTS INCORPORATED HEREIN BY REFERENCE

 $\,$  The Company. The Company is a corporation incorporated under the laws of the state of

Delaware with its principal offices located at One North University Drive, Fort Lauderdale,

Florida 33324. Where appropriate, the term the Company shall mean and include Burnup &  $\operatorname{Sims}$ 

Inc. and its subsidiaries. The Company's telephone number is (305) 587-4512.

The Company was founded in 1929 and currently provides a wide range of cable design,

installation and maintenance services to telephone, CATV and utility services throughout the

United States. These services are rendered through various subsidiary companies located

principally in California, Florida, Georgia, Mississippi, North Carolina and Texas. In

addition, the Company is one  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

industry, operates a motion picture theater chain in the southeastern  ${\tt U.S.}$  and also provides

commercial printing and graphic arts services.

 $$\operatorname{CT}$  and  $\operatorname{CTF}.$   $\operatorname{CT}$  and  $\operatorname{CTF}$  provide  $% \operatorname{CT}$  a broad range of services to the telecommunications

industry and are  $\$ engaged in  $\$ ^  $\$ providing construction  $\$ ^  $\$ and  $\$ design  $\$ ^  $\$ services to  $\$ government

and industry, in South Florida. CTF is principally involved in providing engineering,

construction and maintenance services to local utility companies under master contracts.  ${\tt CT}$ 

is a subcontractor of CTF and engages in selected construction projects in the public and

private sectors. CT and CTF are sometimes collectively referred to herein as the  $\mbox{"CT}$ 

Group." See "PROPOSAL TO APPROVE ACQUISITION AGREEMENT WITH CHURCH & TOWER, INC. AND CHURCH

& TOWER OF FLORIDA, INC. - Background on CT and CTF."

5

 $$\operatorname{\textsc{The}}$$  Proposed Acquisition. Pursuant to the terms of the Acquisition Agreement, the

Company will acquire the CT and CTF Shares in exchange for 10,250,000 shares of Common Stock

issued to the present stockholders of CT  $\,$  and CTF. As a result of the Acquisition, CT and

 ${\tt CTF}$  will become wholly-owned subsidiaries of the Company. The Acquisition will become

effective on the business day immediately following receipt of stockholder approval and  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

satisfaction or waiver of all other conditions set forth in

the Acquisition Agreement (the

"Closing Date" or the "Closing"). See "PROPOSAL TO APPROVE ACQUISITION AGREEMENT WITH

CHURCH & TOWER, INC. AND CHURCH & TOWER OF FLORIDA, INC - Terms of Acquisition Agreement."

 $\hbox{Change of Control.} \ \ \hbox{As a result of transactions} \\ \hbox{contemplated by and in connection with} \\$ 

the Acquisition, the  $\,$  present stockholders of CT and CTF will ^ own approximately ^ 65% of

the Common Stock outstanding immediately after the Acquisition and  $\,\,^{\wedge}\,\,$  the transactions

contemplated thereby. See "MANAGEMENT-Proposed Directors and Executive Officers". To the

extent such persons act in concert, they will be controlling stockholders of the Company and  $\,$ 

will have the ability to control the election of the Company's directors and certain  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

fundamental corporate transactions regardless of how the other stockholders may vote. See  $\,$ 

"PROPOSAL TO APPROVE ACQUISITION AGREEMENT WITH CHURCH & TOWER, INC. AND CHURCH & TOWER OF

FLORIDA, INC. - Certain Effects of the Acquisition - Change of Control".

Requirements for Stockholder Approval. The  ${}^{\smallfrown}$  listing requirements of The National

Association of Securities Dealers Automated Quotation System ("NASDAQ") require stockholder

approval of any  ${}^{\wedge}$  transaction, such as the Acquisition, in which the issuer proposes to

issue new shares of a listed class of securities constituting 20% or more of the outstanding

shares of such class prior to the date of issuance. The Burnup Shares will constitute  $^{\wedge}$ 

approximately 65% of the outstanding Common Stock following consummation of the Acquisition

and the transactions contemplated thereby.

Accordingly, it is a condition to the

consummation of the Acquisition that holders of a majority of the outstanding Common Stock

approve the terms of the Acquisition Agreement. The terms of the Acquisition Agreement were  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

reviewed and approved by the  $\,^{\wedge}$  Special Transaction Committee of the Board of Directors of

the Company (the "Special Transaction Committee")  $^{\circ}$  on behalf of the stockholders of the

Company (other than NBC and its affiliates). See  ${}^{\text{"MANAGEMENT}}$  - Meetings and Committees of

Board of Directors" for the names of the members of the Special Transaction Committee  ${}^{\smallfrown}$  and

the functions of such committee. The vote of  $% \left( 1\right) =\left( 1\right) +\left( 1\right) =\left( 1\right) +\left( 1\right) +\left( 1\right) =\left( 1\right) +\left( 1\right$ 

6

the Company is not required to approve the Acquisition Agreement. NBC, which currently  $\,$ 

holds approximately 36% of the  $\,$  shares of outstanding Common Stock, will  $\,$  vote in connection

 $\,\,^{\wedge}$  Agreement may  $\,$  preclude a stockholder of the Company  $\,$  from challenging the Acquisition and

the other transactions described in this Proxy Statement and from participating in, and

receiving damages, if any, as a result of any action which has been or may be filed on

behalf of any or all of the stockholders  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

TRANSACTIONS AND LITIGATION" for a description of a class action and derivative complaint

relating to, among other things, the Acquisition Agreement and certain other transactions  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

described in this Proxy Statement. On November 16, 1993, the Board of Directors of the  $\,$ 

Company approved the Acquisition. ^

consummation of the Acquisition by the stockholders of CT and CTF and the Company that (i)

the Company shall have entered into a written agreement with NBC  $\mbox{^{^{\prime}}}$  pursuant to which the

Company  $^{\circ}$  shall have agreed to redeem 3,153,847 shares of Common Stock owned by NBC  $^{\circ}$ (the

"Redemption", together with the Acquisition, the "Transaction"), (ii) all of the conditions

to the consummation of the Redemption shall have been satisfied or waived, except the

condition requiring consummation of the Acquisition, and (iii) the stockholders of  $\operatorname{CT}$  and

 ${\tt CTF}$  shall have received a written certificate from the Chief Executive Officer and Chief

Financial Officer of the Company that all of the conditions to the consummation of the

Redemption shall have been satisfied or waived, except the condition to the Redemption that  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

the Acquisition shall have occurred, which certificate shall be supported by a certificate

from the Chief Executive Officer of NBC, to the same effect. Accordingly, the Acquisition  $\,$ 

will be consummated prior to the Redemption. The Redemption was negotiated and  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

the Special Transaction Committee on behalf of the stockholders of the Company (other than  $\ensuremath{\mathsf{C}}$ 

NBC and its affiliates). The Redemption will not be consummated unless the Acquisition shall

have occurred. Accordingly, assuming satisfaction of all other conditions to the

consummation of the Acquisition, approval by stockholders of the Acquisition Agreement shall

result in consummation of the Redemption. The  $\,$  consideration for the Redemption will be  $\,$  the

cancellation of the outstanding principal of \$17,500,000 of a 14% Subordinated Debenture

(the "Subordinated Debenture") owed to the Company by NBC and  $\ ^{\prime}$  crediting the next

succeeding principal payments in the amount of \$592,313 of a promissory note with an

outstanding principal amount of  $^{\circ}$  \$1,371,430 owed to the Company by NBC (the "Other

Indebtedness"). Nick A. Caporella, the Chairman of the Board of Directors, President and

Chief Executive Officer of the Company is also the Chairman of the Board of Directors,  $% \left( \frac{1}{2}\right) =\frac{1}{2}\left( \frac{1}{2}\right) \left( \frac{1}{2}$ 

7

President, Chief Executive Officer and controlling stockholder of NBC. On November 16,

1993, the Board of Directors of the Company approved the Redemption. The Board of Directors  $\,$ 

of NBC has not yet  $\,$  met to consider the terms  $\,$  of the Redemption. See "PROPOSAL TO APPROVE

ACQUISITION AGREEMENT WITH CHURCH & TOWER, INC. AND CHURCH & TOWER OF FLORIDA, INC. -

Interest of Certain Persons in Matters to be Acted Upon^", and CERTAIN TRANSACTIONS AND LITIGATION."

Fairness Opinion. The Special Transaction Committee has retained PaineWebber

Incorporated ("PaineWebber") as a financial advisor in connection with the Acquisition and

Committee as to the fairness from a financial point of view of the Transaction. On

November 16, 1993, representatives of PaineWebber advised the Special Transaction Committee

of its valuation analysis and indicated that they were not aware of any facts on such date

that would preclude such representatives from recommending to PaineWebber's fairness opinion

committee that on such date, the  $\,$  Transaction is fair, from a financial point of view to the

Company and the holders of Common Stock other than NBC and its affiliates. On January  $18\,$ ,

1994, PaineWebber delivered their written opinion which is attached hereto as Appendix B  $\,$ 

indicating that each of the Acquisition, Redemption and Transaction is fair, from a

financial point of view to the Company and the holders of Common Stock, other than NBC and  $\,$ 

its affiliates. The opinion of PaineWebber sets forth the assumptions  $\mbox{\sc made},$  the matters

considered and the scope of the review. PaineWebber will reaffirm its opinion immediately

prior to the Meeting. See "PROPOSAL TO APPROVE ACQUISITION AGREEMENT WITH CHURCH & TOWER,  $\,$ 

INC. AND CHURCH & TOWER OF FLORIDA, INC. - Report and Opinion of Financial Advisor."

Outstanding Stock Options. Pursuant to the terms of the Acquisition Agreement, the  $\,$ 

Company is required to take all necessary action to cause the acceleration, in certain  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

instances, of the vesting periods of options and rights to elect alternative  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

methods issued pursuant to the Company's 1976 Stock Option Plan and 1978 Stock Option Plan.

See "PROPOSAL TO APPROVE ACQUISITION AGREEMENT WITH CHURCH & TOWER, INC. AND CHURCH & TOWER

OF FLORIDA, INC. -Certain Effects of the Acquisition -- Outstanding Stock Options."

prior to or simultaneous with the Acquisition, including certain matters relating to the  $\,$ 

Redemption. See "PROPOSAL TO APPROVE ACQUISITION AGREEMENT WITH CHURCH & TOWER, INC. AND

CHURCH & TOWER OF FLORIDA, INC. -Terms of the Acquisition Agreement -- Conditions of the Acquisition."

Reasons for the Acquisition.  $\ ^{\wedge}$  In determining to recommend the approval of the

Acquisition Agreement and the transactions contemplated thereby to the Board of Directors,

and in approving the Acquisition Agreement and the transactions contemplated thereby and

recommending that stockholders approve and adopt the Acquisition Agreement and the  $\,$ 

transactions contemplated thereby, the Special Transaction Committee and the Board,  $\,$ 

respectively, considered and based their opinion as to the fairness of the transactions

contemplated by the Acquisition Agreement, on a number of factors, including the following:

(i) the belief of the  $\,$  Board and Special Transaction  $\,$  Committee that the combination of the

Company, CT and CTF is an attractive business opportunity because the Company's financial  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

condition, business prospects and senior management will be strengthened through the  $\,$ 

consummation of the Acquisition and greater economies of scale and synergies will be created

through the Acquisition; (ii) the  $\hat{\ }$  belief of the Board and Special Transaction Committee

that significant favorable recent developments are taking place in the domestic and

international telecommunications industry and the combined entity will be better able to  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

compete in the global marketplace; and (iii) the oral and written presentations and the  $\,$ 

written opinion of PaineWebber  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

Transaction to the Company and the holders of Common Stock other than NBC and its  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

affiliates. See "PROPOSAL TO APPROVE ACQUISITION AGREEMENT WITH CHURCH & TOWER, INC. AND

CHURCH & TOWER OF FLORIDA, INC. - ^"Background of Transaction and Reasons for Engaging in the Acquisition."

Agreement provides that upon consummation of the  $\alpha$ 

contemplated thereby, the Board of Directors will hold a meeting at which (i) Jorge Mas will

be elected as President and Chief Executive Officer of the Company and the Board will

determine his compensation and  $\,$  (ii) the size  $\,$  of the Board  $\,$  will be expanded  $\,$  from five  $\,$  to

seven members. The directors intend to appoint Jorge L. Mas Canosa  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

and Jorge Mas as a Class I director. Prior to the conducting of any other business at such  $\,$ 

meeting, Nick A. Caporella (a Class I Director) and Leo  $\,$  J. Hussey (a Class III Director)

will resign from the Board of Directors. The remaining directors will appoint Eliot  ${\tt C.}$ 

Abbott as a Class II Director and Arthur B. Laffer as a Class III Director to fill the

resulting vacancies. Messrs. Mas Canosa and Mas are controlling stockholders of  ${\ }^{\smallfrown}$  CTF and  ${\ }^{\smallfrown}$ 

CT, respectively. See "MANAGEMENT -Proposed Directors and Executive Officers" and EXECUTIVE

 ${\tt COMPENSATION - Report\ of\ Compensation\ and\ Stock\ Option}\\ {\tt Committee."}$ 

 $\hbox{Appraisal Rights.} \quad \hbox{The holders of Common Stock are } \\ \hbox{not entitled to appraisal rights}$ 

under Delaware law with respect to the Acquisition or any transactions contemplated by the Acquisition Agreement.

Restrictions on Resales of Burnup Shares. The Burnup Shares received by the

stockholders of  $\,\,^{\wedge}$  CT and CTF in connection with the Acquisition will be subject to certain

restrictions on transfer. Pursuant to the Acquisition Agreement, however, the Company has

agreed, under certain circumstances, to register the Burnup Shares. See "PROPOSAL TO

APPROVE ACQUISITION AGREEMENT WITH CHURCH & TOWER, INC. AND CHURCH AND TOWER OF FLORIDA,

INC. - Terms of the Acquisition Agreement -- Registration
Rights" and "PROPOSAL TO APPROVE

ACQUISITION AGREEMENT WITH CHURCH & TOWER, INC. AND CHURCH & TOWER OF FLORIDA, INC.

-Restrictions on Resales of Burnup Shares to be Issued in the Acquisition."

 $\label{eq:continuous} \mbox{Indemnification.} \mbox{ The Acquisition Agreement provides that in certain circumstances (i)}$ 

the Company will indemnify and hold  $\,$  harmless CT, CTF and their respective stockholders  $^{\wedge}$ 

and (ii) the CT and CTF stockholders will indemnify and hold  ${}^{\smallfrown}$  harmless the Company, its

subsidiaries and their respective officers and directors.

The aggregate liability of the  $\operatorname{CT}$ 

and CTF stockholders is limited to the sum of \$1,000,000 plus the aggregate fair market

value of 350,000 Burnup Shares on the date of payment. The Company's aggregate liability is

limited to the sum of \$2,500,000. The Acquisition Agreement also provides that at Closing

the Company will enter into an  $\,$  Indemnification Agreement with  $\,$  certain current  $\,$  and former  $\,$ 

directors and officers of the Company pursuant to which the Company will be obligated to

indemnify and hold harmless such directors and officers to the fullest extent permitted  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

under Delaware law, subject to certain limitations, for a period of six years after Closing  $\,$ 

for all damages and costs which they suffer or incur by reason of the fact that they were or  $% \left\{ 1\right\} =\left\{ 1\right$ 

are a director or officer of the Company. See "PROPOSAL TO APPROVE ACQUISITION AGREEMENT

WITH CHURCH & TOWER, INC. AND CHURCH AND TOWER OF FLORIDA, INC.  $^-$  Terms of the Acquisition

Agreement - Indemnification."

Accounting Treatment. The Acquisition will be accounted for as a "purchase", as such

term is used under generally accepted accounting principles, for accounting and financial

reporting purposes. Because of certain factors, including the fact that  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

of the CT  $\,$  Group will hold a  $\,$  majority of the Common Stock subsequent to the  $\,^{\smallfrown}$  Closing and

that they or their designees will constitute a majority of the Board of Directors, it is

10

Group considered to be the acquiring entity. See "PROPOSAL TO APPROVE ACQUISITION AGREEMENT

WITH CHURCH & TOWER, INC. AND CHURCH & TOWER OF FLORIDA, INC. - Certain Effects of the

Acquisition -- Accounting Treatment."

Certain Federal Income Tax Considerations. The stockholders of CT and CTF have

received an opinion from Price Waterhouse  $\mbox{^{\smallfrown}}$  substantially to the effect that, on the basis

of the facts in existence at the Closing Date, the Acquisition constitutes a tax-free  $\,$ 

reorganization within the meaning of Section 368(a) of the Internal Revenue Code of 1986, as

amended (the "Code"). See "PROPOSAL TO APPROVE ACQUISITION AGREEMENT WITH CHURCH & TOWER,

INC. AND CHURCH & TOWER OF FLORIDA, INC. - Certain Effects
of the Acquisition -- Federal
 Income Tax Considerations."

Other Approvals. The Acquisition is subject

to the requirements of the

 ${\tt Hart-Scott-Rodino}$  Antitrust Improvements Act of 1976, as amended (the "HSR Act"), and the

rules and regulations thereunder.  $\,$  ^ On January 21, 1994, the Company and the CT Group made

the necessary filings under the HSR  $\mbox{\sc Act}$  with the Federal Trade Commission and Justice

Department. Under the provisions of the HSR Act, the Acquisition  ${}^{\smallfrown}$  may not be consummated

until  $\,$  the thirty day waiting period  $\,$  expires, unless the request for early termination of

the waiting  $% \left( 1\right) =\left( 1\right) +\left( 1\right) =\left( 1\right) +\left( 1\right)$ 

of the loan documents between the Company and its senior bank lender, and between the  ${\tt CT}$ 

Group and its bank lender (which is the same as the Company's lender), the written consent

of such ^ lender is required to consummate the Acquisition. Such lender has orally

indicated to each of the Company and the CT Group that it intends to provide its written  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

consent for consummation of the Acquisition, subject to certain conditions. The Company and  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

the CT Group are not currently aware of any other material permits, approvals, consents or

similar actions that are required for consummation of the Acquisition.  $\ensuremath{\,}^{\circ}$ 

Approval by CT and CTF Stockholders. The stockholders of each of CT and CTF have unanimously approved the Acquisition Agreement^.

Amendments to the Company's Certificate. As a condition to the consummation of the

Acquisition, the Company is required to have approved certain amendments to  $^{\wedge}$  the

Certificate proposed by the  $^{\wedge}$  CT Group. See "PROPOSAL TO APPROVE AMENDMENTS TO THE

COMPANY'S CERTIFICATE OF INCORPORATION." The affirmative

11

of the outstanding Common Stock will be required for approval of  $\hat{\ }$  each amendment to the Certificate. The proposed amendments to the

Certificate are contingent upon the

consummation of the Acquisition and, as  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

Acquisition Agreement are approved at the Meeting.

The Proposal to Approve the Company's ^ 1994 Stock Option Plan for Non-Employee

Directors. The CT and CTF stockholders have proposed, subject to approval by the Board of

Directors and the holders of the Common Stock, the  $^{\circ}$  1994 Stock Option Plan for Non-Employee

Directors (the "Directors' Plan").  $^{\circ}$  There will be 400,000 shares of Common Stock  $^{\circ}$ 

reserved for issuance pursuant to the Directors' Plan. The members of the Special

Transaction Committee have agreed  $% \left( 1\right) =1$  not to participate in the Directors' Plan. See "PROPOSAL

TO APPROVE 1994 STOCK OPTION PLAN FOR NON-EMPLOYEE DIRECTORS."

The Proposal to Approve ^ 1994 Stock Incentive Plan.

The CT and CTF stockholders have

proposed, subject to approval by the Board of Directors and the holders of Common Stock  $\hat{}$ ,

the  $^{\circ}$  1994 Stock Incentive Plan (the "Incentive Plan") for key employees of the Company and

its subsidiaries to replace the existing 1976 Stock Option Plan (the "Current Plan").  $\hat{\ }$ 

There will be 800,000 shares of Common Stock  $^{\circ}$  reserved for issuance pursuant to the

Incentive Plan. See "PROPOSAL TO APPROVE ^ 1994 STOCK INCENTIVE PLAN."

Operations Following the Acquisition. Following consummation of the Acquisition, each

of CT and CTF will become a wholly-owned subsidiary of the Company. Other than as described

herein, it is the present intention of the CT  $\,$  and CTF stockholders to  $\,$  operate the Company

under their present names and related trade names in substantially the same manner following  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

consummation of the Acquisition as currently being operated. The proposed Board of

Directors will, upon consummation of the Acquisition, review additional information about

the Company and, upon completion of such review, may develop or propose plans which may

result in changes in the operations of the Company. See "PROPOSAL TO APPROVE ACQUISITION  $\,$ 

AGREEMENT WITH CHURCH & TOWER, INC. AND CHURCH & TOWER OF FLORIDA, INC. - Operations

Following the Acquisition."

WITH CHURCH & TOWER, INC. AND CHURCH & TOWER OF FLORIDA, INC.

#### General

^ A copy of the Acquisition Agreement ^ is attached to this Proxy Statement as

Appendix A and incorporated herein by reference. The following summary of the material

terms of the Acquisition Agreement, and the potential consequences thereof does not purport

to be complete. The discussion of the Acquisition Agreement is qualified in its entirety by

reference to the text of the Acquisition Agreement. The Company's stockholders are urged to

read the entire proxy statement carefully, including all appendices hereto and all documents  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

incorporated herein by reference.

 $\qquad \qquad \text{The Closing under the Acquisition Agreement will occur} \\ \text{on the business day immediately}$ 

following receipt of stockholder approval and satisfaction or waiver of all other conditions  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

set forth in the Acquisition Agreement. As a result, each of CT and CTF will become

wholly-owned subsidiaries of the Company and the former stockholders of CT and CTF  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

approximately  $^{\wedge}$  65% of the outstanding Common Stock after giving effect to the Acquisition

and the transactions contemplated thereby and, to the extent they act in concert, will be

controlling stockholders of the Company. See " - Certain
Effects of the Acquisition Change in Control".

The ^ listing requirements of NASDAQ require stockholder approval of any acquisition

transaction in which the issuer proposes to issue new shares of a listed class of securities

constituting 20% or more of the outstanding shares of such class prior to the date of

issuance. The Burnup Shares will constitute 65% of the outstanding Common Stock following

consummation of the Acquisition and the transactions contemplated thereby. Accordingly, it

is a condition to the Acquisition that holders of a majority of the outstanding Common Stock

of the Company approve the terms of the Acquisition  $\mbox{\sc Agreement.}$ 

 $$\operatorname{\textsc{The}}$$  terms of the Acquisition Agreement were reviewed and approved by the Special

Transaction Committee on behalf of the stockholders of the Company (other than NBC and its

affiliates). The vote of a majority of the unaffiliated stockholders of the Company is not

13

required to approve the Acquisition Agreement. NBC, which currently holds approximately 36%

of the shares of outstanding Common Stock, will vote in connection with the proposal to

approve the Acquisition Agreement. A vote in favor of the Acquisition Agreement may

preclude a stockholder of the Company from challenging the Acquisition and the other

transactions described in this Proxy Statement and from participating in, and receiving

damages, if any, as a result of any action which has been or may be filed on behalf of any

or all of the stockholders with respect to such transactions. See "CERTAIN TRANSACTIONS AND

 ${\tt LITIGATION"}$  for a description of a class action and derivative complaint  $\ {\tt relating}\ {\tt to}$  , among

other things, the Acquisition Agreement and certain other transactions described in this Proxy Statement.

Background ^ of CT and CTF

 $\,$  CTF was incorporated under the laws of Florida in 1968. Since 1969, CTF has performed

engineering, construction and maintenance services on  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

of BellSouth, pursuant to master contracts covering outside plant work. CTF currently holds

three such master contracts, expiring at various times through 1996, for Dade County and

south Broward County, Florida. The revenues generated under such contracts constitute

approximately 70% of its total combined revenues. CTF also provides construction and  $\,$ 

maintenance services under individual contracts to local
utilities, including the Miami-Dade
Water and Sewer Department.

CT was incorporated under the laws of Florida in 1990 to engage in selected

construction projects  $\,$  in the public and  $\,$  private sectors. In 1990, a joint venture  $\,$  (the

"9001 Joint Venture") of which CT is the majority partner was established for the purpose of

constructing a detention facility in Dade County with a capacity of approximately 2,500 beds

which was completed in 1993. In September, 1990, CT entered into a joint venture (the "OCT

Joint Venture") of which CT is a 20% minority partner with  $^{\smallfrown}$  Constructora Norberto

Odebrecht, an international construction contractor, to construct governmental projects.

The OCT Joint Venture has completed the Brickell Extension Project of the City of Miami's

Metro Mover, an elevated transportation system, and has begun construction of a landfill in south Dade County.

In May 1992, CT merged with Communication Contractors, Inc., an affiliate of CTF  $\,$ 

engaged primarily in providing manpower and equipment to CTF. Since the merger, work under  $\,$ 

the Southern Bell master contracts  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

14

CT and CTF are located at 10441 S.W. 187th Street, Miami, Florida 33157 and their telephone number is (305) 233-6540.

The acquisition by the Company of CT and CTF represents the culmination of the  $\,$ 

Company's efforts to implement a transactional solution to the operational  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

challenges resulting from the impact of the recession on the Company's core operations.

The recent recession resulted in the deferral or cancellation of construction projects

and a general contraction in the market for the services comprising the Company's core

business. The Company believed that while it had adequate resources to participate in  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

renewed growth  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right)$  in the market expected to occur following the recession's anticipated end,

its ability to participate in that growth  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

partner. It was the Company's view that an appropriate partner would be one which conducted

substantial business in the telecommunications services industry, had strong operational

management and a history of positive operating results. The Company's management and Board

recognized that the search for a strategic partner would have to be conducted with

sensitivity to the possible detrimental effects that such a search could have on the

Company's core business.

 $\,$  In February 1992, the Company announced that it  $\,$  had entered into  $\,$  an agreement with

certain stockholders of Dycom Industries, Inc.

("Dycom"), a company engaged in the

telecommunications industry, pursuant to which,  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

an option to purchase approximately 9.9% of the outstanding common stock of Dycom. At the

time, the Company was seeking to effect a merger or business combination with Dycom. The

Company believed that the combined entity would result in cost saving efficiencies that  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

would enhance earnings. Over the course of the next few months, representatives of the  $\,$ 

Company unsuccessfully attempted to commence discussions with members of senior management

of Dycom, as well as its Board of Directors. On December 3, 1992, the Company announced

that the agreement had expired pursuant to its terms.

15

 $\,$  ^ In August 1992, after numerous attempts to negotiate with Dycom had failed, a

meeting of the Special Transaction Committee of the Board of Directors was held to consider  $\,$ 

alternatives in light of the decline in profitability. The members of the Special  $\,$ 

Transaction Committee  $% \left( 1\right) =0$  are Messrs. Conlee, Morse and Hathorn. During the course of the

meeting, representatives of PaineWebber discussed with

members of the Committee a variety of

alternatives to enhance shareholder value, including a merger, sale of all or substantially

all of the assets or  $% \left( 1\right) =\left( 1\right)$  other business combination. In addition, the Committee discussed the

lack of any expression of interest by third parties to engage in a business combination with  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

the Company in spite of the Company's public announcements that it was seeking to effect

such a transaction. The difficulty of managing the Company's business during any attempt to

seek strategic partners was also discussed. Prior to conclusion of the meeting, the  $\ensuremath{\mathsf{Special}}$ 

Transaction Committee requested PaineWebber to prepare a proposal for the Committee's review

with respect to engaging PaineWebber as financial advisor in connection with the sale or merger of the Company.

In October 1992, the Board of Directors of the Company held a meeting to discuss

the engagement of PaineWebber by the Special Transaction Committee to explore strategic

alternatives for the Company, including the sale of part or all of the Company. Although

PaineWebber was not formally engaged by the Special Transaction Committee, PaineWebber

reflected upon strategic merger and acquisition alternatives and attempted to identify  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right)$ 

likely candidates for merger, joint ventures and/or partners for all or part of the Company.

While PaineWebber considered certain companies as potential candidates, preliminary analysis

and efforts by PaineWebber led it to conclude that there was a very low likelihood of

effecting a transaction with any such candidates. In the course of its activities,

PaineWebber noted that the impact of the economic recession on the industry of which the  $\,$ 

Company is a part substantially reduced the likelihood of successfully concluding a

transaction, both because of effects of that recession on the Company's performance and the

effects of the recession on potential other parties to a transaction. In addition, the  $\,$ 

interrelationship between the Company and NBC increased
the difficulty of effecting a
 transaction.

In April 1993, representatives of the Company were contacted by Jorge Mas,  $\,$  President

of CT, who expressed an interest in meeting with the Company to discuss a possible business  ${\ }^{\circ}$ 

combination with the Company. From late April 1993 through July 1993, Nick A. Caporella,

Chairman of the Board, President and Chief Executive Officer of the Company, met with

16

representatives of the CT Group and discussed in conceptual terms the  $\;$  possibility of such a

transaction. At these meetings, which were informal and general in nature, various  ${}^{\dagger}$ 

structural possibilities pursuant to which the companies could be combined were explored.

On July 10, 1993, a meeting of the Strategic Planning Committee of the Board of

Directors of the Company (which includes the  $\,$  members of the Special Transaction  $\,$  Committee)

was held. The members of the Committee, who had been advised from time to time of the  $\,$ 

discussions with  $\,$  CT Group prior to the meeting, were informed of the nature of the business

of CT and CTF, their management and financial results and the impact an acquisition would  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

have on the operations of the Company. Mr. Caporella informed the  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

Planning Committee of the discussions he had held with representatives of the CT Group and  $\,$ 

explored with the members of the Committee the possibility of a business combination  $% \left( 1\right) =\left( 1\right) \left( 1\right) \left($ 

transaction. Mr. Caporella also  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

may require that the repurchase of the Company's stock held by NBC be a  $\,$  condition to any

such acquisition. Mr. Caporella also noted that a likely result of the transaction would be

that the stockholders of the CT Group would become significant stockholders of the Company.

 $\mbox{Mr. Caporella}$  also indicated that in light of a condition requiring repurchase of  $\mbox{Common}$ 

Stock from NBC, the terms of any such transaction would require the review  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

the Special Transaction Committee of the Board of Directors. Mr. Caporella further

indicated that stockholder approval would be required for such an acquisition in accordance

with the rules of NASDAQ. The Strategic Planning Committee then discussed the various

alternatives available to  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

could maximize shareholder value, such as a recapitalization, extraordinary dividend, or

sale of assets to other third parties. The Committee noted that previous attempts to find a  $\,$ 

buyer for the Company were unsuccessful and that a recapitalization or extraordinary  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left$ 

dividend could not be effectuated in light of the losses being reported by the Company, the

effect such a transaction would have on the Company's cash flow and the inability of the

Company to obtain sufficient borrowings to fund such transactions. At the conclusion of the  $\,$ 

meeting, the Committee determined  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

 ${\tt CT}$  Group and report his progress to the Committee or the full Board at a later date.

From late July through mid August 1993, the parties and their respective advisers  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

negotiated the terms of a letter agreement (the "Letter Agreement"). On August 18, 1993, a

meeting was held among representatives of the Company and the stockholders of the  $\operatorname{CT}$  Group

and their advisors at which time the Letter Agreement was executed. The Letter Agreement

transaction pursuant to which the

stockholders of the CT Group would exchange the CT and CTF Shares for shares of Common Stock  $\,$ 

of the Company and contained a number of conditions, including satisfactory completion of

due diligence, an agreement as to the number of  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

Acquisition, the requirement  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

the Company be reduced or eliminated on terms acceptable to the Company and the stockholders  $\,$ 

of the CT Group and approval of the transaction by the stockholders and Board of Directors  $\ensuremath{\mathsf{S}}$ 

of the Company. During the meeting, the parties also discussed the due diligence process,

regulatory requirements and fiduciary obligations applicable to such a transaction.

 $\qquad \qquad \text{Effective August 1, 1993, PaineWebber was retained} \\ \text{by the Special Transaction}$ 

Committee for the purpose of acting as its financial adviser to render an opinion with

respect to the terms of the Acquisition. See "PROPOSAL TO APPROVE ACQUISITION AGREEMENT

WITH CHURCH & TOWER, INC. AND CHURCH & TOWER OF FLORIDA, INC. - Report and Opinion of Financial Advisor."

In September 1993, representatives of the Company and the CT Group commenced

negotiations of the terms of the Agreement. Various issues regarding the structure of the  $\,$ 

transaction, indemnification obligations, conditions to the transaction and other material  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left($ 

terms of the Agreement were discussed and reviewed.

In September 1993, representatives of PaineWebber met with management of the Company  $\,$ 

and management of the CT Group to review the respective businesses, operations and prospects  ${}^{\prime}$ 

of each of the Company, CT and CTF. Thereafter, numerous discussions were held among

PaineWebber, the Company and CT Group with respect to the financial results of each company.

On September 20, 1993, a meeting of the Board of Directors of the Company  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

discuss the status of the negotiations with the CT Group as well as financial due diligence  $\,$ 

. During the meeting, representatives of PaineWebber, at the request of the Special  $\,$ 

Transaction Committee, provided an overview of the due diligence that had been conducted to

date by PaineWebber. The Committee also held lengthy discussions concerning the  $\,$ 

negotiations that had taken place to date with respect to the terms of the transaction. The  $\,$ 

Board discussed the desire to promptly pursue negotiations with representatives  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

18

Group and the need to engage in negotiations which would result in the most favorable  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

transaction for shareholders of the Company. The Board noted that the initial negotiations  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

were held between management of each company and concluded that engaging outside advisors to

negotiate the transaction would only increase the  $\ \mbox{costs}$  and length of time to  $\ \mbox{complete}$  the

transaction and negatively impact the relationship which had been established between the  $\,$ 

managements of each Company. The Board authorized management of the Company, in

consultation with the advisors to the Special Transaction Committee, to proceed forward with

its negotiations based upon the matters discussed at the meeting and to review with the  $\,$ 

Board the final terms of the Acquisition Agreement prior to its execution.

 $\label{thm:commutation} \mbox{Subsequent to this meeting, the Special Transaction} \\ \mbox{Committee engaged outside counsel}$ 

to represent it in connection with the transaction.

On September 23, 1993, the Company issued a press release announcing its negotiations

with the CT Group. The high and low sales prices for the Common Stock as quoted on NASDAQ  $\,$ 

as of September 22, 1993 were \$3.25 and \$3.00, respectively.

 $\,$  ^ On October 18, 1993, a meeting of the Board of Directors was held to discuss the

terms of the Acquisition Agreement  ${}^{\smallfrown}$  and other related matters. During the meeting, the

Board reviewed the terms of the Acquisition Agreement as well as the financial results of  $% \left\{ 1,2,\ldots ,2,\ldots \right\}$ 

the CT Group. The Board also  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

issued by the Company to the stockholders of the CT Group, including the fact that the  $\,$  CT  $\,$ 

Group had made known its intentions to be a significant shareholder following consummation

of the Acquisition and the transactions contemplated thereby.

^ Later that day, a meeting of the Special Transaction Committee was held for the

purpose of reviewing the terms of the Acquisition  $\hat{}$  Agreement and for representatives of

PaineWebber to present its preliminary valuation analysis. During the meeting, PaineWebber

reviewed for the Committee its financial analysis, including background, operating and

financial information of the Company and the CT Group, based upon various valuation

analyses. PaineWebber advised the Committee that, subject to completion of its due

diligence, the CT Group would have a preliminary range of value between approximately \$45

million to \$55 million, depending upon the  $\,$  amount of the distribution the CT Group makes to

19

its stockholders prior to closing the Acquisition for previously taxed earnings not

distributed to such stockholders. In addition, the Committee was informed by PaineWebber

that a preliminary range of value  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

\$4.50 to \$6.00 per share. For information concerning the analysis undertaken by PaineWebber

see "PROPOSAL TO APPROVE ACQUISITION AGREEMENT WITH CHURCH & TOWER, INC. AND CHURCH & TOWER

OF FLORIDA, INC. - Report and Opinion of Financial Advisor." It was also noted that since

September 23, 1993, the date negotiations with the CT Group were publicly disclosed, no

offers or expressions of interest had been received by the Company  $\,$  from other third parties

with respect to a potential business combination or other significant transaction.

 $\begin{tabular}{lll} The Committee also discussed the manner in which to negotiate the exchange ratio with \\ \end{tabular}$ 

the CT Group. The Committee indicated that the exchange ratio should be  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

upon an agreed upon valuation for the CT Group and the percentage of stock to be held by the  $\,$ 

stockholders of the CT  $\,$  Group following the Acquisition. PaineWebber advised  $\,$  the Committee

that, based upon its preliminary analysis approximately 56% to 67% of the outstanding Common

Stock could be held by the stockholders of the CT Group following the  $\,$  Acquisition and the

transactions contemplated thereby. This analysis was based upon the relative values of the  $\,$ 

Company and the CT Group utilizing various valuation analyses. The Committee authorized  $\mbox{\rm Mr.}$ 

Caporella to negotiate  $\,$  the terms of the exchange ratio with representatives of the CT Group

within the parameters discussed by the Committee and in consultation with the members of the

Special Transaction Committee and its legal and financial advisors. The Committee required  $\begin{tabular}{ll} \end{tabular} \label{table_equation}$ 

that the exchange  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

until an agreement was reached with the CT Group. See "PROPOSAL TO APPROVE ACQUISITION

AGREEMENT WITH CHURCH & TOWER, INC. AND CHURCH & TOWER OF FLORIDA, INC. - Report and Opinion

of Financial Advisor."

 $\,$   $\,$   $\,$  The Committee also reviewed the terms of the Acquisition Agreement  $\,^{\circ}\,$  with its

special counsel. The Committee reviewed the overall structure of the transaction and  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left$ 

certain material terms of the Acquisition Agreement, including: (i) the terms of the  $\,$ 

Memorandum of Understanding and the  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

approval of the Acquisition Agreement, (ii) the provisions permitting the  $\,$  Board to review  $\,$ 

other proposals  $\mbox{ received by the Company with respect to } \mbox{ an acquisition proposal, (iii) the}$ 

right to terminate the Acquisition Agreement without the Company being liable for "break-up"

fees in excess of \$500,000, (iv) the requirement for stockholder approval  $\,$  and delivery of a

the Redemption would not occur unless and until the Acquisition was consummated.

 $\hbox{After conclusion of the meeting of the Special} \\ \hbox{Transaction Committee, a reconvened}$ 

meeting of the Board of Directors was held. During the meeting, the Special Transaction  $\ \ \,$ 

Committee updated the Board concerning the discussions held at the Special Transaction  $\,$ 

approved the execution of the Memorandum of Understanding and the Acquisition Agreement,  $\,$ 

subject to a number of conditions, including satisfactory conclusion of the negotiation  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

Company, approval by the stockholders and Special Transaction Committee of the Company and

receipt of a written fairness opinion from PaineWebber.

 $\,$  ^ On October 19, 1993, the Company, CT and CTF issued a press release announcing the

execution  $\mbox{^{\smallfrown}}$  of the Acquisition Agreement. The high and low sales price for the Common Stock

as quoted on NASDAQ as of October 18, 1993, was \$4.00 and \$3.75^, respectively.

^ Pursuant to the terms of the Acquisition Agreement, the parties completed their respective due diligence by November 1, 1993.

^ During the period from late October 1993 through November 4, 1993, representatives

of the parties engaged in lengthy negotiations concerning the relative values of the Company  $\$ 

and the CT Group for the purpose of determining the number of shares of Common Stock to be

owned by the CT Group following consummation of the Acquisition and the transactions  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left$ 

contemplated thereby. During this period, there were differing views regarding the proper  $\,$ 

relative valuations of the Company and the CT Group. On November 4, 1993, the Company and  $\,$ 

CT Group reached an agreement pursuant to which 10,250,000 shares of Common Stock would be

exchanged for the CT and CTF Shares. In addition, in light of the fact that the CT Group  $\,$ 

would no  $\,$  longer be afforded Subchapter S status under the Internal Revenue Code of 1986, an

aggregate distribution of \$11.5  $\,$  million in the form of cash and notes would be made to the

stockholders of the CT Group for undistributed  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

Group had paid income taxes (a portion of which distribution was made during the period

ended September 30, 1993). In a press release issued on November 5, 1993, the parties

21

announced that 10,250,000 shares of Common Stock would be issued to the stockholders of  $\operatorname{CT}$ 

among other things, ^ receipt of

financial advisory opinions, ratification by the Board of Directors of the Company, approval

by the stockholders of the Company, and execution of an agreement with NBC regarding the  $$\operatorname{\texttt{Redemption}}$.$ 

 $\,\,^{\wedge}$  In November, 1993, a purported class action  $\,$  and derivative suit was  $\,$  filed against

the Company, the members of the Board of Directors, CT, CTF, Jorge Mas Canosa, Jorge Mas and  $\,$ 

Juan Carlos Mas with respect to the Acquisition Agreement and the transactions contemplated  $\,$ 

thereby. See "CERTAIN TRANSACTIONS AND LITIGATIONS".

 $$\operatorname{At}$  a meeting of the Special Transaction  $% \operatorname{Ad}$  Committee on November 9, 1993, the status of

the Acquisition was reviewed by the Committee and the terms of the Redemption were discussed  $\,$ 

among the members of the Committee and their financial and legal advisers. It was indicated  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

that a proposal had been received from NBC subsequent to November 4, 1993 pursuant to which

(i) the Company would redeem the shares of Burnup Common Stock owned by NBC for  $\$6.00~\mathrm{per}$ 

share or a total redemption price of \$18,923,082, and (ii) the Company would cancel (x) the

Subordinated Debenture, having a book value of 17,291,000, at an amount equal to \$17,250,000

and (y) the remaining balance outstanding under the Other Indebtedness. The Committee

expressed the  $\,$  view  $\,$  that  $\,$  the  $\,$  per share  $\,$  redemption  $\,$  price should  $\,$  not exceed  $\,$  the  $\,$  value  $\,$ 

negotiated for the shares of Burnup Common Stock being issued in the Acquisition.

On November 10, 1993, discussions were held between PaineWebber and representatives

of NBC with respect to the terms of the Redemption. During these discussions, the relative  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left($ 

values of the Company, the Subordinated Debenture and the Other Indebtedness were analyzed

by the respective parties. Later that evening, a meeting of the Special Transaction  ${\ }^{\prime}$ 

Committee was held. PaineWebber indicated to the Committee that NBC was prepared to accept

the per share value arrived at in the Acquisition, but was insistent on discounting the  $\,$ 

prepaid at any time without penalty. In addition, NBC had requested that all interest cease  $\,$ 

accruing on the Subordinated Debenture commencing December 1, 1993. PaineWebber then

answered numerous questions concerning the terms proposed by NBC, including an analysis of

the valuation of the Subordinated Debenture and Other Indebtedness. A discussion also

ensued concerning the  $% \left( 1\right) =\left( 1\right) +\left( 1\right) =\left( 1\right) +\left( 1$ 

advisers stated that NBC indicated it would not accept any terms requiring NBC to retire its

preferred stock. The Committee concluded that it would be inappropriate to discount the

Subordinated Debenture in connection with the Redemption and directed PaineWebber to propose

the following to NBC: (i) the Company would redeem the shares of Common Stock owned by NBC  $\,$ 

at \$5.74 per share (the per share value in the Acquisition), (ii) the Company would cancel

the Subordinated Debenture at its face value of \$17,500,000 and (iii) the balance of

\$592,313 would be applied to reduce the Other Indebtedness.

Discussions continued on November 11, 1993 between PaineWebber and representatives of

 $\ensuremath{\mathsf{NBC}}$  . At a meeting of the Special Transaction Committee later that day, PaineWebber advised

the Committee that representatives of NBC were prepared to recommend to the Board of

Directors ^ of NBC the Special Transaction Committee's proposal made by PaineWebber earlier

in the day; provided all collateral underlying the Other Indebtedness was released by the

and the security underlying the obligations. The Committee concluded that it would not

agree to release any collateral  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

PaineWebber to communicate the Committee's position to representatives of NBC.

On November 16, 1993, a meeting of the Special Transaction Committee was held. During

the meeting, an overview of the negotiations was presented as well as the historical and  $\operatorname{pro}$ 

forma financial results of the CT  $\,$  Group and the Company. Representatives  $\,$  from PaineWebber  $\,$ 

answered questions and discussed in detail the structure of the transaction and the

valuations utilized to negotiate the Acquisition and Redemption. During the meeting,

PaineWebber advised the Committee of its valuation analysis and indicated that they were not

aware of any facts on such  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

to PaineWebber's fairness opinion committee that on such date, the Transaction is fair, from

a financial point of view, to the Company and the holders of  $\ensuremath{\mathsf{Common}}$  Stock other than NBC and

its affiliates. The Committee's counsel then discussed legal issues concerning the

Transaction and answered the questions of members of the Special Transaction Committee. The  $\,$ 

Special Transaction Committee  $\,$  then adopted a  $\,$  resolution to unanimously recommend  $\,$  that the

Board approve the Acquisition Agreement and the transactions contemplated thereby, subject

to receipt of stockholder approval and an  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

meeting held immediately thereafter, the Board, by the unanimous vote of all directors  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

(other than, Mr. Caporella, who abstained with respect to the Redemption), concluded that

the transactions contemplated by the Acquisition Agreement

23

Company's stockholders, and approved the Acquisition Agreement and the transactions

contemplated thereby (including the Redemption), subject to receipt of a written fairness

opinion from PaineWebber, an executed Amendment to the Acquisition Agreement described

below, waiver by the CT Group of its rights to terminate the Acquisition Agreement  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

result of the filing of the 1993 Complaint (as defined herein) and the execution of the  $\,$ 

agreement between the Company and NBC with respect to the Redemption. The Board also

resolved to recommend that the stockholders approve and adopt the Acquisition Agreement and  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

the transactions contemplated thereby.

On November 23, 1993, the stockholders of the CT Group and the Company executed the  $\,$ 

First Amendment to the Agreement (the "First Amendment") which provided for, among other

things: (i) the exchange ratio of the CT and CTF Shares for the Burnup Shares, (ii) the

waiver by the stockholders of the CT Group of their rights with respect to the 1993

Complaint and (iii) the amount and manner of payment of the distribution to the stockholders

of the CT Group. In addition, a Second Amendment to the Agreement was executed by the  $\,$ 

parties, effective November 23, 1993, to clarify a mutual mistake in the First Amendment

with respect to the calculation of the distribution to be made to the stockholders of the  ${\tt CT}$  Group by  ${\tt CT}$  and  ${\tt CTF}$ .

On January 18, 1993, PaineWebber delivered its written fairness opinion to the Special  $\,$ 

 $\begin{tabular}{lll} Transaction & Committee & that each of the Acquisition, \\ Redemption & and & Transaction & fair, & from \\ \end{tabular}$ 

a financial point of view, to the Company and the stockholders of the Company, other than NBC and its affiliates.

Reasons for Engaging in the Acquisition

In determining to recommend the approval of the Acquisition Agreement and the  $\,$ 

transactions contemplated thereby to the full Board of Directors, and in approving the  $\,$ 

Acquisition Agreement and the transactions contemplated thereby and recommending that

stockholders approve and adopt the Acquisition Agreement and the transactions contemplated  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

thereby, the Special Transaction Committee and the Board, respectively, considered and based

their opinion as to the fairness of the transactions contemplated by the  $\mbox{\it Acquisition}$ 

Agreement, on a number of factors, including the following: (i) the belief of Board and  $\ensuremath{\mathsf{Agreement}}$ 

the Special Transaction Committee, that the combination of the Company and the CT Group is

an attractive business opportunity because the Company's core business operations, business

prospects and senior operating management will be strengthened through the consummation of  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left($ 

the Acquisition and greater economies of scale and synergies will be created through the

Acquisition; (ii) the belief of the Board and the Special Transaction Committee that

significant favorable recent developments are taking place in the domestic and international

telecommunications industry and that the combined entity will be better  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

the global marketplace; (iii) the fact that the transactions contemplated by the Acquisition  ${\sf Contemplate}$ 

Agreement require the approval of the stockholders of the Company; (iv) information with

respect to the financial condition, results of operations, business and prospects of  ${\tt CT}$  and

CTF and the Company and current industry, economic and market conditions as well as the  $\,$ 

risks involved in achieving those prospects; (v) the possible alternatives to the

Acquisition, including the prospects of the Company continuing to successfully operate as an

independent entity, and in particular, the potential adverse consequences to the Company,

including its business prospects and its ability to retain and attract talented operating

management, in the event the Acquisition were not to occur; (vi) the fact that,

notwithstanding the Company's objective to effect a business combination and the significant

possibility of the Company being sold or a change in control of the Company occurring, no

expressions of interest or proposals from third parties which might be interested in

acquiring the Company were received by the Board of Directors; (vii) the fact that the

Acquisition is not structured to preclude additional bona fide offers to acquire the Company  $\$ 

and that the Acquisition Agreement permits the Board of Directors of the Company in the  $\,$ 

exercise of its fiduciary obligations under applicable law, to review and accept proposals

from third parties relating to any acquisition of the Company; and (viii) the oral and

written presentations of PaineWebber described under "Report and Opinion of Financial

Advisor" and the  $% \left( 1\right) =\left( 1\right) +\left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

opinion, each of the Acquisition, Redemption, and the Transaction, is fair from a financial  $\,$ 

point of view to the Company and the stockholders of the Company other than NBC and its affiliates.

In view of the wide variety of factors considered in connection with its evaluation of

the transaction neither the Special Transaction Committee nor the Board found it practicable

to and did not, quantify or otherwise attempt to assign relative weights to the specific

factors in reaching its determination, although it viewed the matters set forth in (i),

(ii), (iii), (iv) (v), (vi), (vii) and (viii) as favorable

to its decision. Moreover, the

Special Transaction Committee and the Board placed  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

25

of the Acquisition and the transactions contemplated thereby (including the Redemption) and

the absence of any other proposals from third parties to acquire the Company. The factors

discussed above were considered by the Special Transaction Committee and the Board in the manner set below:

(i) As noted above, the Special Transaction Committee and the Board considered favorable the  $\ensuremath{\mathsf{E}}$ 

matters set forth in item (i). The Special Transaction Committee and the Board reviewed the  $\ensuremath{\mathsf{E}}$ 

financial results of the Company, including a three-year revenue decline and losses incurred

during that period, and compared such results to the historical financial results of the  $\operatorname{CT}$ 

Group and proforma  $\mbox{combined financial results of the Company}$  and the CT Group. The Board

and Special Transaction Committee noted that the CT Group results were  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

more contained geographic area. The Board and Special Transaction Committee also noted that

recently the Company had been required to obtain waivers of certain violations of its loan

documents. The Special Transaction Committee and the Board considered the synergies that

would result from combining the companies, and  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

are attainable through the Acquisition, primarily due to the more efficient use of equipment

and personnel and the elimination of certain administrative redundancies. In addition, the

combination of the financial strength and operational capabilities of the CT Group along

with the potential increased efficiencies that would result from the Acquisition were

considered by the Special Transaction Committee and the Board as being favorable to the

development of business prospects. The Special Transaction Committee and  $\mbox{\sc Board}$  noted the

closing stock price of the Common Stock on NASDAQ had increased approximately 44% since the

initial announcement of the transaction through November 15, 1993 and interpreted the

increase as a favorable perception of the combined entities by the investment community.

The Board and the Special Transaction Committee also considered as favorable the potential  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

strengthening of senior operating management through the consummation of the Acquisition.

The attraction and retention of management personnel who are experienced within the  $\,$ 

telecommunications industry and have demonstrated knowledge of the business, the customer  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left($ 

base, and operating efficiencies as demonstrated by the strong operating margins attained by

the CT Group was considered important to the growth of the Company, particularly in view of

anticipated capital spending programs expected to occur in the domestic  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

telephone and cable industries.

(ii) As noted above, the Special Transaction Committee and the Board considered as favorable  $\,$ 

the matters set forth in item (ii). The Special Transaction Committee and the Board  $\,$ 

26

discussed the various opportunities which are available to the telecommunications industry  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left($ 

in view of  $% \left( 1\right) =\left( 1\right)$  recent legislation allowing the formation of alliances between cable television

and telephone companies and concluded that a business combination with the CT Group would

result in the enhancement of earnings and shareholder value. Additionally, the Special

Transaction Committee and the Board considered as favorable the combination of experience

and customer contacts of management of the Company and the CT Group relative to  $% \left( \frac{1}{2}\right) =0$ 

international opportunities and the potential for further significant development of the

Company's international telecommunications customer base resulting from the Acquisition, and

concluded the combined entity  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

the global marketplace. The Special Transaction Committee also noted the probable need for  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

additional capital in order to take advantage of the projected expansion of

telecommunications construction and the likelihood of the Company obtaining such capital as a stand alone entity.

(iii) As noted above, the Special Transaction Committee and the Board considered as  $\ensuremath{\mathsf{Committee}}$ 

favorable the matters set forth in item (iii).

Specifically, the Special Transaction

Committee and the Board viewed as favorable the requirement that the transactions  $\begin{tabular}{ll} \hline \end{tabular}$ 

contemplated by the Acquisition Agreement required the approval of holders of a majority of the outstanding Common Stock.

the matters set forth in item (iv). The Special Transaction Committee and the Board reviewed  $\,$ 

the information provided in presentations by the Company's advisors and management,

including summary historical financial information for both the Company and the CT Group and

proforma financial information for the  $\mbox{combined entity.}$  The Special Transaction Committee

and the Board also reviewed the historical volatility of the  ${\tt Company's}$  financial performance

and the demands placed on the Company and other large, telecommunications companies to  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right)$ 

compete effectively, particularly in view  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

basis of such review, the Special Transaction Committee and the  $\,$  Board reconfirmed  $\,$  their

understanding of the Company's and the CT Group's historical financial and business results

and prospects, the necessity to stabilize and

strengthen the Company's financial

performance, and to increase the Company's presence in the global telecommunications

 $\tt marketplace.$  The Special Transaction Committee also reviewed such risks as currency and

political risks  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

realized if global business development can be efficiently implemented.  $% \label{eq:control_eq}%$ 

27

the matters set forth in item (v). Possible alternatives to the transactions contemplated

by the Acquisition Agreement were discussed at various meetings of the Special Transaction

Committee and the Board. In that connection, members of the Special Transaction Committee

were advised of alternative transaction structures which had been discussed and rejected or

withdrawn during the period from 1990 through 1993.

Alternative transactions included the

Company's entering into an agreement to acquire beneficial ownership of certain shares and

other interests in Dycom for the purpose of effecting a merger with  ${\tt Dycom.}$  See "Background

of Transaction". The members of the Special Transaction Committee and the Board also

explored the  $\;$  alternatives which may or  $\;$  may not be available to the  $\;$  Company in the event

that the transactions contemplated by the Acquisition Agreement were not consummated,  $% \left( \frac{1}{2}\right) =\frac{1}{2}\left( \frac{1}{2}\right) +\frac{1}{2}\left( \frac{1}{2}\right) +\frac{1}{2}\left($ 

including the possible  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

its understanding of the potentially adverse consequences to the Company, including the

potential loss of certain business opportunities and the Company's current ability to retain

and attract talented operating management, the Special Transaction Committee considered

favorably the terms of the Acquisition and the transactions contemplated thereby and

recommended that the stockholders of the Company approve and adopt the Acquisition Agreement.

(vi) As noted above, the Special Transaction Committee and the Board considered as favorable

the matters set forth in item (vi). In connection with their consideration of such matters,

the Special Transaction Committee and the Board reviewed the fact that, notwithstanding the  $\,$ 

fact that several press releases and newspaper articles were disseminated to the  $\operatorname{public}$ 

concerning the Company's desire to enhance shareholder value through a business combination

as well as the announcement of the negotiations  $\,\,$  between the Company  $\,\,$  and the CT Group and

interested in acquiring the Company have been received by the  $\ensuremath{\mathsf{Board}}$  of  $\ensuremath{\mathsf{Directors}}$  .

(vii) As noted above, the Special Transaction Committee and the Board considered as  $\ensuremath{\mathsf{Committee}}$ 

favorable the matter set forth in item (vii).

Specifically, the fact that the Acquisition

is not structured to preclude consideration of additional bona fide offers by third parties

to acquire the Company and the Acquisition Agreement permits the Special Transaction  $\,$ 

Committee to provide information and to accept, review and negotiate with such parties  $\operatorname{prior}$ 

28

to the Closing is fair to the stockholders of the Company. The Special Transaction

Committee and the Board  $\;$  required that the terms  $\;$  of the Acquisition Agreement  $\;$  not preclude

the Company from terminating the Acquisition Agreement if a more favorable transaction were

to be proposed and noted that no "lock-up" arrangements were entered into in connection with

the Acquisition nor would break-up fees in excess of \$500,000 be payable in the event the Acquisition were terminated.

favorable the matter set forth in Item (viii). In connection with their consideration of

such matters, the Special Transaction Committee and the Board relied in part on the  $\,$ 

presentation of PaineWebber described under "Report and Opinion of Financial Advisor" and

adopted as reasonable both PaineWebber's presentations and analysis of various factors described therein.

Report and Opinion of Financial Advisor

The Special Transaction Committee has retained PaineWebber as its financial advisor in connection with the Acquisition and to render a fairness opinion to the Special Transaction

Committee with respect to the Company and the holders of Common Stock, other than NBC and its affiliates.

 $\,$  ^ On November  $\,$  16, 1993, in connection with the evaluation of  $\,$  the Acquisition and the

transactions contemplated thereby by the  $\,$  Board of Directors  $\,^{\smallfrown}$  and  $\,$  the Special Transaction

Committee, representatives of PaineWebber advised the Special Transaction Committee of its

valuation analysis and indicated that they were not  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

would preclude such representatives from recommending to PaineWebber's fairness opinion

committee that on such date, the Transaction is fair from a financial point of view to the  $\,$ 

Company and holders of Common Stock other than NBC and its affiliates. On January 18, 1994,  $\,$ 

PaineWebber delivered its written opinion to the Special Transaction Committee indicating

that each of the Acquisition, Redemption and Transaction is fair from a financial point of

view to Company and the holders of Common Stock, other than NBC and its affiliates.

Stockholders are urged to read such opinion in its entirety for a discussion of the  $\,$ 

assumptions made, the matters considered and the scope of the review undertaken in rendering

29

such opinion. The fairness opinion will be updated by PaineWebber immediately prior to the

Meeting. A copy of the opinion letter of PaineWebber dated the date of this Proxy Statement

is attached as Appendix B and should be read carefully and in its entirety by the holders of Common Stock.

In rendering its written opinion to the Special Transaction Committee, PaineWebber:

(i) reviewed the audited financial statements for  ${\tt CT}$  and  ${\tt CTF}$  for the three fiscal years

ended December 31, 1992, and reviewed the unaudited financial statements for CT and CTF for  $\,$ 

the six months ended June 30, 1993; (ii) reviewed the combined audited financial statements  ${}^{\circ}$ 

for the CT Group for the three years  $\,$  ended December 31, 1992,  $\,$  and reviewed the  $\,$  unaudited  $\,$ 

financial statements for the CT Group for the nine months ended September 30, 1993; (iii)

reviewed the Company's Annual Reports, Forms 10-K and related financial information for the

three fiscal years ended April 30, 1993 and the Company's Form 10-Q and the related

unaudited financial information for the six months ended October 31, 1993; (iv) reviewed an

estimated income statement for the CT Group for the year ended December 31, 1993 and an

estimated income statement for the Company for the year ended April 30, 1994; (v) conducted

discussions with  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

their respective businesses and prospects; (vi) reviewed the summary appraisal reports dated

June and July of 1991 and an updated market analysis dated August 12, 1993 prepared by an

outside appraisal firm  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

reviewed the historical market prices and trading activity of the Company's Common Stock and

compared them with that of certain publicly traded  $\,$  companies which PaineWebber deemed to be

reasonably similar to the Company; (viii) compared the results of operations of the CT Group  $\,$ 

and the Company and compared them with that of certain publicly traded companies which

PaineWebber deemed to be reasonably similar to the CT Group and the Company, respectively;

(ix) reviewed the terms of the Subordinated Debenture and Other Indebtedness; (x) reviewed

the Acquisition Agreement; and (xi) reviewed such other financial studies and analyses and

performed such other investigations and took into account such other matters as PaineWebber

deemed necessary, including PaineWebber's assessment of general economic, market and

In preparing its opinion, PaineWebber relied on the accuracy and completeness of all  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

information supplied or otherwise made available to PaineWebber by the Company,  $\operatorname{CT}$  and  $\operatorname{CTF}$ 

and assumed that estimates have been reasonably prepared on bases reflecting the best  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

currently available information and judgments of the managements of the Company,  $\operatorname{CT}$  and  $\operatorname{CTF}$ 

30

as to the expected future financial performance of their respective companies. PaineWebber  $\,$ 

did not independently verify such information or assumptions, including estimates, or

undertake an independent appraisal of the assets of the Company, CT or CTF. PaineWebber's

opinion is based upon market, economic, financial and other conditions as they exist and can

be evaluated as of the date of the opinion. PaineWebber's opinion does not constitute a

recommendation to any holder of Common Stock of the Company as to how any such holder of

Common Stock should vote on the Acquisition. The opinion does not address the relative  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

merits of the Transaction and any other transactions or business strategies discussed by the

Board of Directors of the Company as alternatives to the Transaction or the decision of  $\ensuremath{^{^{\circ}}}$ 

the Board of Directors  ${}^{\smallfrown}$  of the Company to proceed with the Transaction. Although various

estimates of value were developed with respect to the combined entities, no opinion is

expressed by PaineWebber as to the price at which the securities to be issued in the  $\,$ 

Transaction may trade at any time.

PaineWebber assumed that  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

CTF's assets, financial condition, results of operations, business or prospects since the  $\,$ 

date of the last financial statements made available to PaineWebber. PaineWebber relied

upon the Company with respect to the accounting treatment to be accorded in the Acquisition.

In addition, PaineWebber did not make an independent evaluation, appraisal or physical

inspection of the assets or individual properties of the Company,  $\operatorname{CT}$  or  $\operatorname{CTF}$ . In rendering

its opinion, PaineWebber has not been engaged to  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

Company has expressly waived any duties or liabilities PaineWebber may otherwise be deemed

to have had to, the Company's equity holders or any other third party.

 $\hspace{1.5cm} \hbox{The preparation of a } \hbox{ fairness opinion involves various } \\ \hbox{determinations as to } \hbox{ the most} \\$ 

appropriate and relevant quantitative and qualitative methods of  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

is not readily susceptible to partial analysis or summary

description. Furthermore, in

arriving at its fairness opinion, PaineWebber did not attribute any particular weight to any

analysis or factor considered by it, but rather made qualitative judgments as to the  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left$ 

significance and relevance of each analysis or factor. Accordingly, PaineWebber believes

that its analysis  $\,$  must be considered as  $\,$  a whole and  $\,$  that considering any  $\,$  portion of such  $\,$ 

analysis and of the factors  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

create a misleading or incomplete view of the process underlying its opinion. In its

analyses, PaineWebber made numerous assumptions with respect to industry performance,

31

general business  $\,$  and economic conditions  $\,$  and other matters,  $\,$  many of which are  $\,$  beyond the

control of the Company,  $\operatorname{CT}$  and  $\operatorname{CTF}$ . Any estimates contained in these analyses are not

necessarily indicative of actual values or predictive of future results or values, which

 $\mbox{\sc may}$  be significantly more or less favorable than as set forth therein, and none of

PaineWebber, the Company, CT or CTF assumes responsibility for the accuracy of such

estimates. In addition, analyses relating to the value of such businesses do not purport to

be appraisals or to reflect the prices at which business may actually be sold.

The following paragraphs summarize the significant analyses performed by PaineWebber

in its presentations to  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

its written opinion dated January 18, 1994. ^

The ^ Acquisition

Selected Comparable Public Company Analysis. Using publicly available information,

PaineWebber compared selected historical and financial operating data of the Company and the

 ${\tt CT}$  Group and the stock market performance data of the Company to the corresponding data of

certain publicly traded companies. These comparable companies consisted of Butler  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1$ 

International, Inc., CRSS Services, Inc., Dycom Industries,
Inc., L.E. Myers Co. Group and
 UTILX Corporation.

 $\,$  Because of the inherent differences between the operations of the Company, CT Group

and the selected comparable companies, PaineWebber believed that a purely quantitative  $% \left( \frac{1}{2}\right) =\frac{1}{2}\left( \frac{1}{2}\right) +\frac{1}{2}\left( \frac{1}{2}\right) +\frac{1}{2}\left($ 

comparable company analysis would not be particularly meaningful in the context of the  $\,$ 

Acquisition. As PaineWebber informed the Special Transaction Committee of the Board of

Directors of the Company, an appropriate use of comparable public company analysis in this  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

instance would involve qualitative judgments concerning

differences between the financial and operating characteristics which would affect the public trading values of the selected companies, the Company and CT Group.

To determine a valuation range for the CT Group based upon comparable public company

analysis but subject to the foregoing limitations, PaineWebber determined ranges of  $% \left\{ 1,2,\ldots ,2,3,\ldots \right\}$ 

32

multiples of total value to revenues, total value to earnings before interest, taxes,

depreciation and amortization ("EBITDA"), total value to earnings before interest and taxes  $% \left( 1\right) =\left( 1\right) \left( 1\right) \left($ 

("EBIT"), and equity value to net income. The comparable public company analysis resulted

in a total value range for the CT Group of \$50.0\$ million to \$65.0\$ million, from which

PaineWebber deducted the CT Group's pro forma total outstanding debt and added back its cash

balance (after giving effect to the transactions contemplated by the Acquisition Agreement),

resulting in an equity value range of \$54.9 million to \$69.9 million. PaineWebber noted

that the negotiated equity value for the CT Group as disclosed in the Acquisition Agreement was \$58.8\$ million.

 $\hbox{ Implied Stock Price Analysis. PaineWebber noted that because the stockholders of the } \\$ 

CT Group will hold approximately 65% of the outstanding common stock of the Company on a pro

forma basis after giving effect to the Acquisition and the Redemption, the historical market  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

prices of the Company's Common Stock are not necessarily indicative of the fair value of the  $\ensuremath{\mathsf{C}}$ 

Company's Common Stock being issued in the Acquisition. Using the range of equity values

that resulted from the comparable  $\,$  public company analysis and dividing by the 10.25 million

shares of Common Stock to be issued in the Acquisition, PaineWebber determined an implied

stock price range of \$5.36 to \$6.82 per share at which the shares of Common Stock were being

issued in the Acquisition. PaineWebber then compared the implied stock price to the price  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

of ^ the Company's Common Stock ^ on September 23, 1993 (the announcement date of the  $\,$ 

Transaction), and for an average of the Company's stock price for one month  $\;\;\mbox{prior}$  to the

announcement to determine the premiums of the implied stock price over the  $\mbox{ price of }$  the

Company's Common Stock.  $\,\,{}^{\smallfrown}$  This analysis indicated that the range of implied premiums to the

September 23, 1993 stock market price is 64.8% to 109.9% and that the range to average stock

market price is 96.2% to 149.8%.

multiples of the Acquisition for various historical operating results for the CT Group's

nine months ended September 30, 1993, and the estimated operating results for the fiscal

year ended December 31, 1993. PaineWebber utilized the same range of values derived from

the comparable public company analysis to analyze the resulting multiples. Using the  $\operatorname{CT}$ 

Group's historical operating results for the twelve months ended September 30, 1993 resulted

in the following ranges: 0.9x to 1.2x sales; 3.6x to 4.7x EBITDA; 3.8x to 5.0x EBIT; and

 $6.8 \times$  to  $8.6 \times$  net income. Using the CT Group's estimated operating results for the fiscal

year ended December 31, 1993 resulted in the following ranges:  $1.1 \times 1.5 \times 1.5 \times 1.3 \times 1$ 

5.7x EBITDA; 4.6x to 6.0x EBIT; and 8.2x to 10.4x net income.

33

Discounted Cash Flow Analysis. PaineWebber analyzed the CT Group based on an

unlevered discounted  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

Group. Because the management of CT Group did not provide projections other than an estimate  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

of the financial results for the fiscal year ended December 31, 1993, PaineWebber performed  $\,$ 

several different discounted cash flow analyses utilizing a range of revenue growth rates

and EBIT margins selected by PaineWebber based on discussions with the management of the Company and the CT Group.

The discounted cash flow analysis determined the present value of the CT Group's

unlevered after-tax cash flows generated over a five year period and then added to such

discounted value the present  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

five years for each scenario to provide a total value. "Unlevered after-tax cash flows"

were calculated as tax-effected EBIT plus depreciation and amortization, plus (or minus) net

changes in non-cash working capital, minus capital expenditures. The analysis utilized two

methodologies for determining the terminal value. The first methodology calculated  $\boldsymbol{a}$ 

terminal value based upon a range of multiples of EBIT from  $6.0\,\mathrm{x}$  to  $7.5\,\mathrm{x}$ . The second

methodology calculated a terminal value based on a range of perpetual growth rates from  $2.0\ensuremath{\$}$ 

to 5.0% of the unlevered after-tax cash flows. The unlevered after-tax cash flows and the  $\,$ 

terminal values were discounted using a range of discount rates from 12.0% to 18.0% which

were selected by PaineWebber based on PaineWebber's investment banking experience. This

range also reflects the risk assumptions applied by PaineWebber to the financial forecasts.

PaineWebber noted that because of the inherent uncertainties of the projections used in this  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

analysis, the results of this analysis may not be considered particularly reliable.

Analysis of the Redemption. PaineWebber noted that, as set forth in the Acquisition

Agreement, the satisfaction of all of the conditions to the Redemption (other than  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

consummation of the Acquisition) was a condition to consummation of the Acquisition and its

analysis of the Redemption was performed in that context.

34

PaineWebber reviewed the terms of the 14% Subordinated Debenture in the principal

amount of \$17,500,000 and the Promissory Note in the then principal amount of \$1,374,000

issued by NBC to the Company. PaineWebber noted that the terms of the  $14\,\%$  Subordinated

Debenture included a provision which rendered the Subordinated Debenture callable at any

time. PaineWebber also noted that the Company carried the Subordinated Debenture at a

discount on its books, but in arriving at the terms of the Redemption , the Company valued  $\,$ 

the Subordinated Debenture at its face amount.

Break-up Analysis. PaineWebber analyzed the net book value per share of the Company

assuming the termination of the Company's operating activities and the liquidation of the  $\,$ 

Company's assets and liabilities. This analysis was based upon: (i) the Company's

October 31, 1993 balance sheet; (ii) discussions with the Company's management, including

their estimates of the realizable value of certain assets and liabilities; (iii) real estate  $\$ 

appraisals prepared by an outside appraisal firm and provided by the Company to PaineWebber;

and (iv) assumptions made by PaineWebber as to the liquidation value of certain  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

liabilities. To determine the net book value per share of the Company in a break-up  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left($ 

scenario, PaineWebber determined the realizable value (net of taxes) of the Company's

assets, deducted the book value of the Company's liabilities and an estimate of liquidation

expenses, and then divided the result by approximately 8.8 million shares, the  $% \left( 1\right) =\left( 1\right) ^{2}$ 

outstanding shares of the Company's Common Stock as of December 1, 1993. In performing this

analysis, PaineWebber applied a range of discounts from 0.0% to 15.0% to the

appraised/estimated value of the Company's plant, property and equipment. This analysis

resulted in a range of net book value per share from \$4.61 to \$5.34. The negotiated stock

price of \$5.74 reflected in the Acquisition Agreement was used by PaineWebber to determine

the implied premium to the range of net book values per share. This analysis indicated a  $\,$ 

range of premiums of 7.5% to 24.5% to the negotiated stock price of \$5.74 per share as

reflected in the Acquisition Agreement. In addition, PaineWebber applied a 27.1% premium,

the average premium for the four week period prior to the announcement of selected  $% \left( 1\right) =\left( 1\right) \left( 1\right$ 

transactions of between \$30 to \$400 million from January 1,

1992 to November 9, 1993, to the

range of net book value per share determined by the break-up analysis. This analysis

resulted in a range of stock prices for the Company from \$5.86\$ to \$6.79 per share.

Post-Acquisition; Pre-Redemption Analysis.

PaineWebber analyzed the equity value per

share of the Company assuming consummation of the  $\mbox{\it Acquisition}$  but prior to the consummation

of the Redemption. In this analysis, the range of equity values (\$54.9 million to \$69.9

35

million) for the CT Group derived from the comparable public company analysis was added to

the range of equity values (\$40.4 million to \$46.8) for the Company derived from the

break-up analysis resulting in a combined equity value from \$95.3 million to \$116.7 million.

Dividing this result by the number of shares outstanding after the Acquisition and prior to

the Redemption (19.02 million shares) resulted in an equity value per share range of \$5.01

to \$6.14. PaineWebber used the resulting net book values per share to analyze the implied

premiums to the negotiated stock price of the Company.

On the basis of, and subject to the foregoing, PaineWebber delivered a written opinion

to the Special Transaction Committee that each of the Acquisition, Redemption, and

Transaction is fair, from a financial point of  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

Stock other than NBC and its affiliates.

 $\hbox{{\tt PaineWebber was selected by the Special Transaction} \\ \hbox{{\tt Committee as its financial advisor} }$ 

in connection  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

investment bankers and financial advisors. PaineWebber regularly provides a range of

financial advisory and investment banking services, including providing financial advisory

services to  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

PaineWebber has provided investment banking services to the Special Transaction Committee

from time to time. During the past two years, PaineWebber was paid approximately \$275,000

in connection with investment banking services provided.

 $\qquad \qquad \text{For financial advisory} \quad \text{services in connection} \\ \text{with the consummation} \quad \text{of the} \\$ 

Acquisition, including the rendering of its opinion, the Company has agreed to pay

PaineWebber a fee of \$10,000 per month for twelve months and \$125,000 upon delivery of their

written opinion. The Company has also agreed to reimburse PaineWebber for its  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

fees and expenses of legal counsel, and to indemnify it against certain expenses and  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left$ 

liabilities in connection with its services, including

Terms of the Acquisition Agreement

36

Sale and Purchase of Shares. The Acquisition Agreement provides that the Company shall acquire all of the issued and outstanding capital stock of CT and CTF in exchange for 10,250,000 shares of the Common Stock of the Company.

Representations and Warranties. The Acquisition Agreement contains various representations and warranties made by each of the Company, CT and CTF and relating to, among other things, organization and similar corporate matters, financial statements, taxes, title to property and certain other matters.

Conditions of the Acquisition. The respective obligations of the Company,  $\operatorname{CT}$  and  $\operatorname{CTF}$ 

to effect the Acquisition are conditioned upon, among other things, (i) approval of the  $\ensuremath{\mathsf{T}}$ 

Acquisition Agreement and the transactions contemplated thereby by the Board of Directors of

instituted to restrain or prohibit any of  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

Agreement; (iii) expiration or termination of the waiting period under the  $\mbox{HSR}$  Act and

 $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

transactions contemplated by the Acquisition Agreement; (iv) the agreement effecting the  $\,$ 

Redemption having been duly executed and delivered and not having been terminated or

dated , 1994 (the "NBC Agreement") contemplated thereby having been satisfied or

waived to the satisfaction of CT and CTF, except the condition requiring the consummation of

the Acquisition; (v) the receipt of a written fairness opinion from PaineWebber and (vi) the  $\,$ 

fulfillment or waiver of certain other conditions, including the receipt of the written

consent of certain lenders to the  $\,$  Company and the CT Group. Under the terms and conditions

of the  $\,$  First Amendment, the parties waived their rights under the Acquisition Agreement not

to consummate the Acquisition pursuant to  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

result of the filing of the 1993 Complaint.

Certain Covenants. Each of the Company,  $\,$  CT and CTF have agreed, among  $\,$  other things,

that, during the period from the date of the Acquisition Agreement to the Closing Date,  $\,$ 

except as permitted by the Acquisition Agreement or as

consented to in writing by the other

party, each will conduct its operations in the ordinary course of business, use its best

efforts to do all things necessary in order to consummate the Acquisition and refrain from  $\,$ 

entering into certain transactions in excess of certain specified amounts.

37

Directors and Management of The Company Following the Acquisition. The Acquisition

Agreement provides that upon consummation of the Acquisition, the Board of Directors will

hold a meeting at which (i) Jorge Mas will be elected as President and Chief Executive  $\,$ 

Officer of the Company and the Board will determine his compensation and (ii) the size of

the Board will be expanded from five to seven members. The directors intend to appoint

Jorge L. Mas Canosa as a Class II Director and Jorge Mas as Class I Director. Prior to

the conducting of any other business at such meeting, Nick A. Caporella (a Class I Director)

and Leo J. Hussey (a Class III Director) will resign from the Board of Directors. The

remaining directors will appoint Eliot C. Abbott as a Class II Director and Arthur B. Laffer  $\,$ 

as a Class III Director, to fill the resulting vacancies. Messrs. Canosa  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

controlling stockholders of CT and CTF, respectively.

 $\mbox{Registration Rights.} \mbox{ The Acquisition Agreement provides that commencing six months}$ 

after the Closing  $\,$  Date, the Company would  $\,$  register on two occasions  $\,$  such number of  $\,$  Burnup  $\,$ 

Shares as the CT and CTF stockholders requested (which would not be less than 1,000,000

Burnup Shares in any one request) provided that at the  $% \left( 1\right) =\left( 1\right) +\left( 1\right) =\left( 1\right) +\left( 1\right) +\left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

stockholders shall have  $% \left( 1\right) =1$  owned in the aggregate at least 20% of the shares  $% \left( 1\right) =1$  of Common Stock

then outstanding. Upon such request, the Company had agreed, subject to certain conditions,

to promptly prepare and file, at its expense, a registration statement with the SEC.

 $\qquad \qquad \text{The Acquisition Agreement also provides that commencing six months following the } \\$ 

Closing Date, if the Company shall conduct an offering of its securities, the Company will

allow the CT and CTF stockholders, subject to certain conditions, to include a minimum of  $\,$ 

50,000 shares in any such registration at the Company's expense.

 $\qquad \qquad \text{Indemnification.} \quad \text{The Acquisition Agreement provides} \\ \text{that (i) the Company shall}$ 

indemnify and  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

CTF stockholders shall indemnify  $\$ and hold harmless the Company, its subsidiaries  $\$ and their

respective officers and directors from all damages arising

out of a misrepresentation or

breach of a warranty or covenant, agreement or obligation contained in the  $\mbox{\it Acquisition}$ 

Agreement. The CT and CTF stockholders shall be deemed to have made a misrepresentation or  $\,$ 

breached a warranty only if the damages  $% \left( 1,000,000\right) =0.000$  suffered by the Company exceed \$1,000,000  $% \left( 1,000,000\right) =0.0000$ 

38

aggregate liability of the CT and CTF  $\,$  stockholders is limited to the sum of \$1,000,000 plus

the aggregate fair market value of 350,000 Burnup Shares on the date of payment. The  $\,$ 

Company shall be deemed to have made a misrepresentation or have breached a warranty only if

the damages suffered by the CT and CTF stockholders exceed \$2,750,000 and the Company's

aggregate liability is limited to the sum of \$2,500,000. The Acquisition Agreement provides

that at Closing, the Company will enter into an Indemnification Agreement with certain

current and former directors and officers of the Company pursuant to which the Company is

obligated to  $% \left( 1\right) =\left( 1\right) \left( 1\right) =\left( 1\right) \left( 1\right)$  indemnify and hold harmless such directors and officers to the fullest extent

permitted under Delaware law, subject to certain limitations, for a period of six years

after Closing for all damages and costs which arise by reason of the fact that  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

are a director or officer of the Company.

Termination; Expenses. The Acquisition Agreement will terminate if the Closing does

not occur prior to February 28, 1994 unless extended by mutual agreement of the Company and

the CT Group. The Acquisition Agreement also provides that in the event the Closing does  $\,$ 

not occur due to the failure of the Company or  ${\tt CT}$  and  ${\tt CTF}$  to fulfill certain  ${\tt conditions}$ 

(other than approval of the Acquisition Agreement by the Company's stockholders) or due to a

party's failure to close, the breaching/non-fulfilling party will pay the sum of \$500,000 in damages.

Government Approvals. The Acquisition is subject to the requirements of the  $\ensuremath{\mathsf{HSR}}$  Act

and the rules and regulations thereunder. On January 21, 1994, the Company and the CT Group

made the necessary filings under the  ${\tt HSR}$   $\,$  Act with the Federal Trade Commission  $\,$  and  ${\tt Justice}$ 

Department. Under the provisions of the HSR Act, the Acquisition may not be consummated

until the thirty day waiting period expires, unless the request for early termination of the

waiting period by the Company and the CT Group is granted.

Certain Effects of the Acquisition

 $\,$  General Effect. Upon consummation of the Acquisition, all the issued and outstanding

capital stock of CT and CTF will be acquired by the Company and each of CT  $\,$  and CTF will be

Change of Control. Upon consummation of the Acquisition and the transactions

contemplated thereby, the former stockholders of CT and CTF will own approximately 65% of

the outstanding Common Stock and to the extent they act in concert will be controlling

stockholders of the Company. Accordingly, the former stockholders of CT  $\,$  and CTF will have

the ability to control the affairs of the Company and control the election of the Company's  $\frac{1}{2} \int_{-\infty}^{\infty} \frac{1}{2} \left( \frac{1}{2} \int_{-\infty}^{\infty} \frac{1}{2} \left( \frac$ 

directors regardless of how the other stockholders may vote. Furthermore, such persons will

have the ability to control other actions requiring stockholder approval, including certain

fundamental corporate transactions such as a merger or sale of substantially all of the

assets of the Company, regardless of how the other stockholders may vote. This ability may

be enhanced by the  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

which would (i) increase the number of authorized shares of the Company's common stock from

twenty-five million (25,000,000) to fifty million (50,000,000) and (ii) eliminate all

designations, powers, preferences, rights, qualifications, limitations and restrictions in  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

the Certificate of Incorporation  $\,$  relating to the Company's preferred stock. See "PROPOSAL

TO APPROVE AMENDMENTS TO THE COMPANY'S CERTIFICATE OF INCORPORATION".

These proposed amendments to the Certificate  $\mbox{\sc may}$  be deemed to have the effect of

making more difficult the acquisition of control of the Company after the consummation of  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

the Acquisition by means of  $\,$  a hostile tender offer, open market  $\,$  purchases, a proxy contest  $\,$ 

or otherwise. On the one hand,  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

to acquire control of the Company to initiate such an acquisition through  $\operatorname{arms-length}$ 

negotiations with the Company; on the other hand, the amendments may have the effect of

discouraging a third party form making a tender offer or otherwise attempting to obtain  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

control of the Company, even though such an attempt may be economically beneficial to the  $\,$ 

Company and its stockholders. Furthermore, the proposed amendments to the Certificate and  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

the fact that the CT and  $\,$  CTF stockholders will own approximately 65% of the Common Stock of

the Company  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

market price and liquidity of the Common Stock  $\mbox{^{\smallfrown}}$  of the Company.

 $\,$  ^ Dilution. The issuance, pursuant  $\,$  to the Acquisition Agreement of the Burnup Shares

to the stockholders of CT and CTF, will dilute proportionately the aggregate voting power of

present holders of Common Stock. The stockholders of CT and CTF will have the ability to  $\,$ 

elect the entire Board of Directors and to approve certain transactions at meetings of the

Company's stockholders regardless of the vote of the minority stockholders.

40

 $\,\,$  ^ Outstanding Stock Options. Pursuant to the terms of the Acquisition Agreement, the

Company is required to take such action as is necessary so that its 1976 Stock Option Plan

and 1978 Stock Option Plan (the "Current Plans") provides that each option to purchase

Common Stock (an "Option") and each right to elect an alternate settlement method ("SAR")  $\,$ 

held by (i) any employee of the Company who is terminated other than for just cause by the

Company at any time during the twelve (12) month period subsequent to October 15, 1993 shall

become immediately exercisable and vested, whether or not previously exercisable or vested,

on the date of receipt by such  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

and such employee shall, for a period of three months thereafter, have the right to exercise

such Option or SAR, and (ii) any employee who is terminated for just cause, or who

voluntarily terminates his employment subsequent to the Closing Date shall not become

exercisable or vested except as currently provided under such plans. The Acquisition  $\,$ 

Agreement states that "termination for just cause" includes termination by reason of a

material breach by the employee of his duties (after 10-day notice thereof and opportunity

to cure), gross negligence, fraud or willful  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

of his duties, excessive absences by the  $\,$  employee not related to illness,  $\,$  misappropriation  $\,$ 

by the employee of  $% \left( 1\right) =\left( 1\right)$  any of any of its subsidiaries, commission by the

employee of any crime involving moral turpitude and conviction of a felony. On November 16,

1993, the Compensation and Stock Option Committee and Board of Directors  ${}^{\smallfrown}$  authorized

amendments to the Current Plans to comply with the terms of the Acquisition Agreement.  $\,$ 

 $\,$  Federal Income Tax Considerations. The Company, CT and CTF do not intend to request a

ruling from the Internal Revenue Service (the "IRS") regarding the federal income  $\ensuremath{\mathsf{tax}}$ 

consequences of the Acquisition. CT and CTF have received an opinion from Price Waterhouse  $\,$ 

to the effect that the Acquisition constitutes as a "reorganization" within the meaning of

Section 368(a) of the Code. This opinion (referred to herein as the "Tax Opinion") will

neither bind the IRS nor preclude the  $\,$  IRS from successfully asserting a contrary  $\,$  position.

In addition, the Tax Opinion will be subject to certain

assumptions and qualifications and will be based on the truth and accuracy of representations made by CT and CTF and the CT and CTF stockholders.

41

 $\mbox{\sc A}$  successful IRS challenge to the reorganization status of the Acquisition would

result in each of the CT  $\,$  and CTF stockholders recognizing gain or loss with respect to each

share of common stock of CT and CTF equal to the difference between such stockholder's basis  $\begin{tabular}{ll} \hline \end{tabular}$ 

in such share and the aggregate amount of consideration received in exchange therefor. Such

stockholder's aggregate basis in the Common Stock so received would then equal its fair

market value and his holding period for such stock would begin the day after the  $\mbox{\sc Acquisition.}$ 

term is used under generally accepted accounting principles, for accounting and financial

reporting purposes. Because of certain factors including the fact that the former

stockholders of the  $\,$  CT Group will  $\,$  hold a  $\,$  majority of the Common Stock subsequent  $\,$  to the

closing of the Acquisition and  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

acquisition," with the CT Group considered to be the acquiring entity. As a result, the  $\,$ 

Company will establish a new  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

fair values thereof and the CT  $\,$  Group's purchase price (based on the market value of  $\,$  Common

Stock immediately prior to Closing), including the costs of acquisition incurred by  $\,\operatorname{CT}$  and

CTF. A final determination of required purchase accounting adjustments  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

value of the assets and liabilities of the Company has not been made as of the date of this  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

Proxy Statement. Accordingly, the purchase accounting adjustments made in  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

the development of the unaudited pro forma financial information appearing elsewhere in this

Proxy Statement are preliminary and have been made solely for purposes of developing such

pro forma financial information to comply with disclosure requirements of the SEC. The  $\,$ 

Company will undertake a study to determine the fair value of its assets and liabilities and  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

will make appropriate purchase accounting adjustments upon completion of that study. For  $\,$ 

financial purposes, the Company will consolidate the results of operations  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

with those of the Company's operations beginning with the consummation of the Acquisition,  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

and the Company's financial statements for prior periods will reflect the historical results

of CT and CTF. See "THE COMPANY, CT AND CTF UNAUDITED

Bonus Service Pool. At or prior to Closing, the Company may pay compensation in

recognition of loyalty and past service in the aggregate amount of up to \$1,000,000, to such

executive officers and employees of the Company  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

42

shall determine in his sole discretion (after consultation
with Jorge Mas). No bonuses will
 be awarded to Mr. Caporella.

Interest of Certain Persons in Matters to be Acted Upon

 $$\operatorname{\textsc{The}}$$  Acquisition Agreement provides as a condition to the consummation of the

Acquisition by the stockholders of  $\operatorname{CT}$  and  $\operatorname{CTF}$  and the Company that (i) the Company shall

have entered into an agreement  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

redeem and purchase 3,153,847 shares of Common Stock owned by NBC, (ii) all of the

conditions to the consummation of the Redemption shall have been satisfied or waived, except

the condition requiring consummation of the Acquisition, and (iii) the stockholders of  $\operatorname{CT}$ 

and CTF shall have  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

Chief Financial Officer of the Company that all of the conditions to the consummation of the  $\,$ 

Redemption shall have been satisfied or waived, except the condition to the Redemption that

the Acquisition shall have occurred, which certificate shall be supported by a certificate

from the Chief Executive Officer  $^{\circ}$  of NBC, to the same effect. Accordingly, the Acquisition

will be consummated prior to the Redemption.

 $\,$  ^ The Redemption was negotiated and approved  $\,$  by the Special Transaction Committee  $\,$  on

behalf of the stockholders of the Company (other than NBC and its affiliates). The  $\,$ 

Redemption will not be consummated unless the Acquisition shall have occurred. Accordingly,

assuming satisfaction of all other conditions to the consummation of the Acquisition,  $\hfill % \left\{ \left( 1\right) \right\} =\left\{ \left( 1\right) \right\} =\left\{$ 

approval by stockholders of the Acquisition Agreement shall result in consummation of the  $\,$ 

Redemption. NBC, which currently holds approximately 36% of the Common Stock, will vote in

connection with the proposal to approve the Acquisition Agreement. The consideration for  $\,$ 

the Redemption and purchase will be the cancellation of the outstanding principal of

\$17,500,000 under the Subordinated Debenture owed to the Company by NBC and crediting the

next succeeding principal payments in the amount  $\,$  of \$592,313 of Other Indebtedness with  $\,$  an

outstanding principal amount of \$1,371,430 owed to the Company by NBC. Nick A. Caporella,

the Chairman of the Board of Directors, President and Chief Executive Officer of the Company

is also the Chairman of the Board of Directors,

President, Chief Executive Officer and

controlling stockholder of NBC. On November 16, 1993,

the Board of Directors of the

Company approved the Redemption. The  $\,$  Board of Directors of NBC has not yet met to consider

the terms of the Redemption. See  $\,$  " PROPOSAL TO APPROVE ACQUISITION AGREEMENT WITH CHURCH &

43

TOWER, INC. AND CHURCH & TOWER OF FLORIDA, INC. -  $^{\smallfrown}$  Interest of Certain Persons in Matters

to be Acted Upon." For a discussion of the negotiations relating to the Acquisition and

Redemption and a description of the terms of the Acquisition Agreement', see "PROPOSAL TO

APPROVE ACQUISITION AGREEMENT WITH CHURCH & TOWER, INC. AND CHURCH & TOWER OF FLORIDA, INC.

- Background of Transaction" and "PROPOSAL TO APPROVE ACQUISITION AGREEMENT WITH CHURCH &

TOWER, INC. AND CHURCH & TOWER OF FLORIDA, INC. - Terms of the Acquisition Agreement."

#### ^ Operations Following the Acquisition

 $\,\,$  ^ Following consummation of the Acquisition, each of CT and CTF will be a wholly-owned

subsidiary of the Company. Other than as described below, it is the present intention of

the Company to operate  ${\tt CT}$  and  ${\tt CTF}$  under their present names and related trade names in

substantially the same manner following consummation of the Acquisition as currently being operated.

 $\,\,^{\wedge}\,\,$  Following consummation of the Acquisition, it is anticipated that the Board of

Directors  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

and cost efficiently as is practicable, to assess the strengths and  $\mbox{\sc weaknesses}$  of the

combined enterprise and, in light of the foregoing, to attempt to capitalize on  $% \left( 1\right) =\left( 1\right)$ 

opportunities both in the United States and abroad. In the process, changes may be effected

in the Company's capitalization, dividend policy, corporate structure, business or

management as the  $\,$  Board of Directors  $\,$  may from  $\,$  time to time determine to be  $\,$  necessary or  $\,$ 

desirable. However, except as noted in this Proxy Statement, the proposed Board of

Directors  $\hat{}$  (after the Acquisition) has no present plans or proposals which would result in

an extraordinary corporate transaction, such as a merger, reorganization, liquidation,  $% \left( \frac{1}{2}\right) =\frac{1}{2}\left( \frac{1}{2}\right) +\frac{1}{2}\left( \frac{1}{2}\right) +\frac{1}{2}\left($ 

relocation of operations, or sale or transfer of assets involving the Company, or any

material changes in the Company's corporate structure, or business.

Holders of Common Stock are not entitled to dissenters' rights of appraisal or other dissenters' rights under Delaware law with respect to the Acquisition or any transactions contemplated by the Acquisition Agreement.

Restrictions on Resales of Burnup Shares to be Issued in the Acquisition  $\ \ \,$ 

The Burnup Shares to be issued in the Acquisition shall be restricted from transfer, subject to the resale limitations of Rule 144 under the Securities Act of 1933, as amended

(the "Securities Act") or pursuant to an exemption from the registration requirements of the Securities Act.

In general, under Rule 144 as currently in effect, a person who has beneficially owned

restricted shares for at least two years, including an "affiliate" as that term is defined  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

under the Securities Act, is entitled to sell, within any three-month period, a number of

such shares that does not exceed the greater of  $1\mbox{\%}$  of the then outstanding shares of common

stock or the average weekly trading volume of the common stock during the four calendar  $\,$ 

weeks preceding such sale. Rule 144 also generally permits a person (other than an  $\,$ 

affiliate of the Company) who has  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

such shares without any volume limitation. For purposes of Rule 144, some or all of the  $\ensuremath{^{^{\circ}}}$ 

stockholders of  $\,$  CT and CTF prior to closing will be deemed to be affiliates of the Company

following the consummation of the Acquisition. See "PROPOSAL TO APPROVE ACQUISITION

AGREEMENT WITH CHURCH & TOWER, INC. AND CHURCH  $^{\circ}$  AND TOWER OF FLORIDA, INC. -  $^{\circ}$  Terms of the

Acquisition Agreement - Registration Rights."

### Certain ^ Expenses of the Acquisition

 $\,\,$   $\,$  It is estimated that the expenses to be  $\,$  incurred in connection with the Acquisition

and Redemption will be approximately \$900,000.

Included in this amount are legal, accounting, printing, solicitation, and of

accounting, printing, solicitation  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

dissemination of this Proxy Statement, and the fees for financial advisory services and fairness opinions.

^

The Company's Certificate requires the affirmative vote or consent of the holders of

four-fifths of all classes of the Company's stock entitled to vote in elections of directors  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

of the Company (the "Voting Shares") in connection with certain transactions with any

person, corporation or other entity ("Affiliated Entity") beneficially owning 10% or more of

the outstanding Voting Shares. The Certificate provides, however, that the foregoing  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

provision is not applicable to such transactions if the  $\ensuremath{\mathsf{Board}}$  of Directors has approved by

resolution a memorandum of understanding (a "Memorandum of Understanding") with such

Affiliated Entity with respect to such transactions prior to the time such Affiliated Entity

became an Affiliated Entity. In order to induce the stockholders of  $\operatorname{CT}$  and  $\operatorname{CTF}$  to enter

into the Acquisition Agreement and by eliminating the effects of the foregoing provisions of

the Certificate, the Company entered into a Memorandum of Understanding  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

Machinery, Inc., Neff Rental, Inc. and Atlantic Real Estate Holding Corp. ("Neff Machinery,"  $\,$ 

"Neff Rental" and "Atlantic," respectively) prior to the execution of the Acquisition

Agreement . Each of Neff Machinery, Neff Rental and Atlantic is  ${}^{\smallfrown}$  controlled by  ${}^{\smallfrown}$  one or

more stockholders of CT and CTF  $\mbox{^{\smallfrown}}$  and accordingly, following consummation of the Acquisition

and by virtue of the ownership of the Burnup Shares by the CT Group, would be deemed

affiliates of the Company. Although the stockholders of  $\operatorname{CT}$  and  $\operatorname{CTF}$  have no present

intention of selling these companies to the Company, following consummation of the  $\,$ 

Acquisition, the Company  $\mbox{^{\smallfrown}}$  will  $\mbox{^{\smallfrown}}$  purchase and lease equipment and parts from, and obtain

services from, these companies upon such terms and conditions as the Board of Directors

shall approve, which terms  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

those that would be obtained in transactions of a similar type with unaffiliated third parties.

^ THE BOARD OF DIRECTORS OF THE COMPANY, BY THE UNANIMOUS VOTE OF ALL DIRECTORS

(OTHER THAN WITH RESPECT TO THE REDEMPTION, MR. CAPORELLA, WHO ABSTAINED) HAVE CONCLUDED

THAT THE TRANSACTIONS CONTEMPLATED BY THE ACQUISITION AGREEMENT ARE FAIR AND IN THE BEST

INTEREST OF THE COMPANY'S STOCKHOLDERS AND RECOMMENDS THAT THE STOCKHOLDERS APPROVE AND

ADOPT THE ACQUISITION AGREEMENT. THE COMPANY'S DIRECTORS AND NAMED EXECUTIVE OFFICERS ARE

(APPROXIMATELY 3.3% OF THE OUTSTANDING
SHARES) AND HAVE INDICATED THAT THEY INTEND TO VOTE THEIR
SHARES FOR THE APPROVAL OF THE
ACQUISITION AGREEMENT.

47

#### PROPOSAL TO APPROVE AMENDMENTS TO

THE

## COMPANY'S CERTIFICATE OF

INCORPORATION

 $\,$  As a condition to the consummation of the Acquisition, the Company is required to have

approved each of the amendments to its  $\,$  Certificate proposed by the CT and CTF stockholders.

The Board of Directors has approved a resolution proposing to amend and restate the

Certificate, as described below, subject to approval of the Acquisition by the Company's  $\,$ 

stockholders. The proposed amendments to the Certificate will not be effected unless a

majority of the shares of outstanding Common Stock vote in favor of each amendment. The  $\,$ 

Board of Directors believes that it  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

approve each of the amendments to the Certificate in order to assure that, assuming the

requisite stockholder vote is obtained and all other conditions to the Acquisition Agreement

are fulfilled, the Acquisition can be consummated. The adoption of the amendments is

contingent upon the consummation of the Acquisition  $^{\circ}$  and, as such, will not be approved

unless the Acquisition Agreement is approved by a vote of a majority of the shares of  $\operatorname{\mathsf{Common}}$ 

Stock represented in person or by proxy at the Meeting.

 $\mbox{ Upon consummation of the Acquisition, the former stockholders of CT and CTF will own } \\$ 

approximately 65% of the issued and outstanding shares of voting common stock of the

Company. Accordingly, the former stockholders of  $\operatorname{CT}$  and  $\operatorname{CTF}$  will have the ability to

control the affairs of the Company and control the election of the Company's directors

regardless of how the other stockholders may vote.

Furthermore, such persons will have the

ability to control other actions requiring stockholder approval, including certain

fundamental corporate transactions such as a merger or sale of substantially all  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

assets of the Company, regardless of how the other stockholders may vote. This ability may

be enhanced by the adoption of the proposed amendments to the Certificate, including those

which would (i) increase the number of authorized shares of the Company's common stock from

twenty-five million (25,000,000) to fifty million (50,000,000) and (ii) eliminate all

designations, powers, preferences, rights, qualifications, limitations and restrictions in  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

the Certificate relating to the Company's preferred stock.

These proposed amendments to the Certificate may be deemed to have the effect of

making more difficult the acquisition of control of the Company after the consummation of

48

the acquisition by means of a hostile tender offer, open market purchases, a proxy contest

or otherwise. On the one hand, these amendments may be seen as encouraging persons seeking

to acquire control of the Company to initiate such an acquisition through  $\operatorname{arms-length}$ 

negotiations with the Company; on the other hand, the amendments may have the effect of  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right$ 

discouraging a third party form making a tender offer or otherwise attempting to  $\,$  obtain

control of the Company, even though such an attempt  $\,$  may be economically beneficial to the

Company and its stockholders. Furthermore, the proposed amendments to the Certificate and  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

the fact that the CT and  $\,$  CTF stockholders will own approximately 65% of the common stock of

the Company after the consummation of the Acquisition  $\ensuremath{\mathsf{may}}$  have a negative  $\ensuremath{\mathsf{effect}}$  on the

market price and liquidity of the common stock of the Company.

 $$\operatorname{\textsc{The}}$$  principal features of the proposed amendments are described below but this

discussion is qualified in its entirety by reference to the text of the Company's

Certificate as previously amended, and of the proposed

Amended and Restated Certificate set forth in Appendices D and E hereto, respectively.

 $\label{eq:Generally.} \mbox{ \ensuremath{\mbox{The proposed amendment to the Certificate}} \\ \mbox{ \ensuremath{\mbox{would:}}}$ 

- 1. Change the name of the Company to MasTec Inc.;
- 2. Increase the total number of shares of common stock which the Company is authorized to issue from 25,000,000 to 50,000,000;
- 3. Eliminate all designations, powers, preferences, rights, qualifications, limitations and restrictions prescribed in the Certificate

limitations and restrictions prescribed in the Certificate relating to the 5,000,000 shares

of preferred stock authorized by the Certificate and which may in the future be issued by the Company; and

4. Approve the provisions of Section 102(b)(7) of Delaware General Corporation Law relating to the liability of directors (the "Delaware Law").

49

In addition to the foregoing amendments, the  $\ensuremath{\mathtt{Board}}$  of  $\ensuremath{\mathtt{Directors}}$  has approved

resolutions proposing to restate the Certificate in order to (i) clarify and/or shorten

certain provisions of the Certificate, (ii) update the language of certain provisions of the  $\,$ 

Certificate to conform with applicable sections of the Delaware Law, (iii) incorporate into

a single document various amendments  $\,$  made to the original Certificate since July  $\,$  26, 1968,

and (iv) renumber the various articles and paragraphs of the Certificate for ease of reference.

Copies of the Company's Certificate, as previously amended, and of the proposed  $% \left\{ 1,2,\ldots ,2,3,\ldots \right\}$ 

Amended and Restated Certificate are set forth in Appendices D and E hereto, respectively.

 $\,$  Change of Corporate Name. The first of the proposed amendments to the  $\,$  Certificate

would change the name of the Company to MasTec Inc.

 $$\operatorname{The}$$  CT and CTF stockholders have required this amendment to the Certificate because

they believe that (i) the proposed name will make it easier for the financial community and  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

others with whom the Company does business to associate the Company with its principal  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

business, (ii) the proposed name, by indicating the Company's principal business, also

indicates the technological and other resources of the

Company, thus making it easier to

of the Company, whose surnames form the  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

in its management.

THE BOARD OF DIRECTORS HAS UNANIMOUSLY APPROVED THE FOREGOING AMENDMENT TO THE

CERTIFICATE OF INCORPORATION AND RECOMMENDS THAT STOCKHOLDERS VOTE IN FAVOR OF THE

AMENDMENT. THE COMPANY'S DIRECTORS AND NAMED EXECUTIVE OFFICERS ARE THE RECORD OWNERS

296,877 SHARES OF COMMON STOCK (APPROXIMATELY 3.3% OF THE OUTSTANDING SHARES) AND HAVE

INDICATED THAT THEY INTEND TO VOTE THEIR SHARES FOR THE APPROVAL OF THE FOREGOING AMENDMENT.

50

Increase In Authorized Capital Stock. The second of the proposed amendments to the

Certificate would amend existing Article FIRST of  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

shares of Common Stock authorized to be issued by the Company from 25,000,000 to 50,000,000

shares. Such additional shares of Common Stock will be a part of the existing class of

Common Stock of the Company and, if and when issued, will have the same rights and

privileges as the shares of Common Stock of the Company presently outstanding.

As of the Record Date, the Company had 8,768,339 shares of Common Stock outstanding,

1,459,000 shares of Common Stock reserved for issuance upon conversion of the Company's 12%

Convertible Subordinated Debentures due November  $\,$  15, 2000, and 547,000 shares of Common

Stock reserved for issuance under the Company's 1976 and 1978 Non-Qualified Stock Option

Plans. See "PROPOSAL TO APPROVE ACQUISITION AGREEMENT WITH CHURCH & TOWER, INC. AND CHURCH

^ & TOWER OF FLORIDA, INC. - ^"Certain Effects of the Acquisition - Outstanding Stock Options."

 $\,$  ^ Set forth below are the  $\,$  number of shares  $\,$  of capital stock  $\,$  authorized, issued and  $\,$ 

outstanding, and unissued, as of the Record Date, and assuming the Certificate is amended as

proposed and the Acquisition and the Redemption  $\mbox{^{\smallfrown}}$  are consummated:

Authorized

Authorized

Issued and & Not

Issued and & Not

Class Authorized Outstanding Outstanding Authorized Outstanding Outstanding

Common Stock 25,000,000 8,768,000 16,232,000 50,000,000 15,864,153 34,135,847

Preferred Stock 5,000,000 0 0 5,000,000 0

51

Once authorized, the additional shares of Common Stock will be issuable without

further authorization of the stockholders and on such terms and for such consideration as

 $\,$  may be  $\,$  determined by the  $\,$  Board of Directors  $\,$  provided that such consideration  $\,$  is at least

equal to the par value thereof. No stockholder has preemptive rights.

 $\begin{tabular}{lll} The proposed increase in the number of authorized but unissued shares of Common Stock \\ \end{tabular}$ 

of the Company could have the effect of frustrating or discouraging an attempt to take over

control of or merge with the Company because such shares could be issued to dilute the stock

ownership of any person seeking to obtain control of or merge with the Company.

 $\,$  CT  $\,$  and CTF have required, as a condition of the Acquisition, that the Company

increase the number of authorized and unissued shares of Common Stock of the Company. Such

shares would be available for possible use in the future in connection with the  $^{\text{ }}$  raising of

additional capital, the acquisition of other companies or assets, the payment of stock

dividends, the subdivision of outstanding shares through stock splits, the adoption and  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

implementation of additional share incentive plans and other corporate purposes approved by

the Board of Directors. Except as discussed elsewhere in this  $\ensuremath{\operatorname{Proxy}}$  Statement, the CT and

CTF stockholders have no present plan to utilize any of the additional shares of  ${\tt Common}$ 

Stock for which authorization is sought.

THE BOARD OF DIRECTORS HAS UNANIMOUSLY APPROVED THE FOREGOING AMENDMENT TO THE CERTIFICATE

OF INCORPORATION AND RECOMMENDS THAT STOCKHOLDERS VOTE IN FAVOR OF THE AMENDMENT. THE

COMPANY'S DIRECTORS AND NAMED EXECUTIVE OFFICERS ARE THE RECORD OWNERS 296,877 SHARES OF

COMMON STOCK (APPROXIMATELY 3.3% OF THE OUTSTANDING SHARES) AND HAVE INDICATED THAT THEY

INTEND TO VOTE THEIR SHARES FOR THE APPROVAL OF THE FOREGOING AMENDMENT.

Designations, Powers, Preferences, Rights, Qualifications, Limitations and

Restrictions Relating to Preferred Stock. The third of the proposed amendments to the  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

Certificate would delete paragraphs 3 through 14 from Section B of existing  $\,$  Article FOURTH  $\,$ 

of the Certificate. Paragraphs 3 through 14 prescribe certain powers, preferences, rights,

qualifications, limitations and restrictions for all series of preferred stock issued by the  $\,$ 

preferred stock, (ii) the distribution of the assets of the Company with respect to the

preferred stock upon any liquidation, dissolution or winding up of the Company, (iii) the

52

status of shares of preferred stock upon redemption or purchase thereof by the Company, (iv)

restrictions on the declaration and payment of  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

of, any shares of common stock or other class of stock of the Company ranking junior to the

preferred stock,  $\mbox{(v)}$  restrictions concerning the creation of other classes of preferred

stock, (vi) restrictions concerning the ability of the Company to increase the authorized

number of shares of preferred stock and (v) the automatic right of holders of  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

stock to elect, as a separate class, two additional directors to the  $\,$  Board of  $\,$  Directors

under certain circumstances. No shares of preferred
stock are currently issued and
 outstanding.

 $\,$  By deleting 3 through 14 of Section B of existing Article FOURTH of the Certificate,

the Board of Directors would have the authority to determine, among other things, with

respect to each series of preferred stock which may be issued (i) the distinctive  $% \left( \frac{1}{2}\right) =\frac{1}{2}\left( \frac{1}{2}\right) +\frac{1}{2}\left( \frac{1}$ 

designation and number of shares constituting such series, (ii) the dividend rates, if any,

on the shares of that series and whether dividends would be payable in cash, property,

rights or securities, (iii) whether dividends  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

extent earned, partially cumulative or cumulative and, if cumulative, the date from which

dividends on the series would accumulate, (iv) whether, and upon what terms and conditions,

the shares of that series would be convertible into or exchangeable for other securities or

cash or other property or rights, (v) whether, and upon what terms and conditions, the

shares of that series would be redeemable, (vi) the rights and the preferences, if any, to

which the shares of that series would be entitled in the event of voluntary or involuntary

dissolution or liquidation of the corporation, (vii) whether a sinking fund would be

provided for the redemption of the series and, if so, the terms of and  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

such sinking fund, (viii) whether the holders of such securities would have voting rights

and the extent of those voting rights, (ix) whether the issuance of any additional shares of

such series, or any other series, would be subject to restrictions as to issuance or as to

the powers, preferences or rights of any such other series and  $(\mathbf{x})$  any other preferences,

privileges and relative rights of such series as the Board of Directors may deem advisable.

It is not possible to state the precise effect of the deletion of paragraphs 3 through  $\,$ 

 $14\ \mbox{of Section B}$  of existing  $\mbox{\sc Article}$  FOURTH upon the rights of holders of Common Stock until

the Board of Directors determines the respective preferences, limitations and relative

rights of the holders of one or more series of the preferred stock. Such effect might

include, however, (i) reduction of the amount otherwise available for payment of dividends

53

on Common Stock, (ii) restrictions on dividends on Common Stock if dividends on the  $\,$ 

preferred stock are in arrears, (iii) dilution of the voting power of the Common Stock to

the extent that the preferred stock has voting rights and (iv) reduction in the interests of

the holders of Common Stock in the Company's assets upon liquidation to the extent of any

liquidation preference granted to the preferred stock.

viewed as having the effect of discouraging an unsolicited attempt by another person or  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right$ 

entity to acquire control of the Company. Issuances of authorized preferred shares can be

implemented with  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

Company more difficult or more costly. Such an issuance could discourage or limit the  $\,$ 

stockholders' participation in certain types of transactions that might be proposed (such as  $% \left\{ 1\right\} =\left\{ 1\right$ 

a tender offer), whether or not such transactions were favored by a majority of the  $\,$ 

stockholders, and could enhance the ability of officers and directors to retain their  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

positions with the Company.

The CT  $\,$  and CTF  $\,$  stockholders believe that  $\,$  paragraphs 3 through 14 of  $\,$  Section B  $\,$  of

existing Article FOURTH of the Certificate overly restrict the ability of the Board of

Directors to issue shares of preferred stock with such powers, preferences and rights as may

be suitable for achieving a valid corporate purpose. The  $\operatorname{CT}$  and  $\operatorname{CTF}$  stockholders believe

that the complexity of modern business financing and

acquisition transactions requires

greater flexibility in the corporation's capital structure than now exists. By deleting

paragraphs 3 through 14 of Section B of Article FOURTH, the Board of Directors would have

the authority to issue shares of preferred stock from time to time with such powers,  $% \left( \frac{1}{2}\right) =\frac{1}{2}\left( \frac{1}{2}\right) +\frac{1}{2}\left( \frac$ 

preferences and rights as the Board of Directors may determine appropriate to achieve a  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

valid corporate purpose, including, the raising of additional capital and the acquisition of

other companies or assets. The CT and CTF stockholders do not presently have any plan to  $\frac{1}{2} \left( \frac{1}{2} \right) = \frac{1}{2} \left( \frac{1}{2} \right) \left( \frac$ 

issue any shares of preferred stock.

THE BOARD OF DIRECTORS HAS UNANIMOUSLY APPROVED THE FOREGOING AMENDMENT TO THE CERTIFICATE

OF INCORPORATION AND RECOMMENDS THAT STOCKHOLDERS VOTE IN FAVOR OF THE AMENDMENT. THE

COMPANY'S DIRECTORS AND NAMED EXECUTIVE OFFICERS ARE THE RECORD OWNERS 296,877 SHARES OF

COMMON STOCK (APPROXIMATELY 3.3% OF THE OUTSTANDING SHARES) AND HAVE INDICATED THAT THEY

INTEND TO VOTE THEIR SHARES FOR THE APPROVAL OF THE FOREGOING AMENDMENT.

54

Liability of Directors for Monetary Damages for Certain Breaches of Fiduciary Duty.

Pursuant to Section 102(b)(7) of the Delaware Law, the Company is permitted to include in

its Certificate a provision limiting the liability of its directors for monetary damages for  $\,$ 

breaches of their fiduciary duty of care.

In accordance with such statute, it is proposed that the Certificate be amended by adding thereto the following:

 $$\operatorname{\textsc{No}}$$  director of the Company shall have personal liability to the Company or its

stockholders for monetary damages for breach of fiduciary duty as a director  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

 $% \left( 1\right) =\left( 1\right) \left( 1\right) =\left( 1\right) \left( 1\right)$  except (i) for any breach of such director's duty of loyalty to the Company or

its stockholders, (ii) for acts or omissions not in  $\ensuremath{\operatorname{\mathsf{good}}}$  faith or  $\ensuremath{\mathsf{which}}$  involve

intentional misconduct or a knowing violation of law, (iii) under Section 174 of

 $$\operatorname{\textsc{Delaware}}$  Law relating to unlawful distributions and (iv) for any transaction

 $% \left( 1\right) =\left( 1\right) \left( 1\right)$  from which such director derives an improper personal benefit.

 $\hbox{ The proposed limitations on a director's liability to the Company and its stockholders } \\$ 

(i) will have  $% \left( 1\right) =\left( 1\right) +\left( 1\right) =\left( 1\right) +\left( 1\right) +\left( 1\right) =\left( 1\right) +\left( 1$ 

only to future conduct and will not eliminate liability,

even monetary, for conduct which

pre-dates the effectiveness of the proposed amendment.

The Company is not aware of any

pending or threatened claims which would be affected or covered by the proposed amendment.

 $\hspace{1.5cm} \hbox{The proposed limitations will } \hspace{0.2cm} \hbox{reduce the availability of remedies to the } \hspace{0.2cm} \hbox{Company and} \\$ 

its stockholders for negligent misconduct by directors in certain circumstances. However,  $\,$ 

the CT and CTF stockholders believe that it is in the best interests of the Company to

approve such limitations for two reasons. First, although the CT and CTF stockholders have  $\,$ 

received no indications that qualified persons would be unwilling to serve as independent

directors in the absence of such limitations,  $\,$  the CT and CTF stockholders believe, based on

discussions with some of the proposed  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

it easier to attract qualified independent directors to serve on the Company's Board of

55

Directors, Second, the CT and CTF stockholders believe that such limitations may reduce the  $\,$ 

Company's cost to maintain directors' and officers' liability insurance coverage.

THE BOARD OF DIRECTORS HAS UNANIMOUSLY APPROVED THE FOREGOING AMENDMENT TO THE CERTIFICATE

OF INCORPORATION AND RECOMMENDS THAT STOCKHOLDERS VOTE IN FAVOR OF THE AMENDMENT. THE

COMPANY'S DIRECTORS AND NAMED EXECUTIVE OFFICERS ARE THE RECORD OWNERS 296,877 SHARES OF

COMMON STOCK (APPROXIMATELY 3.3% OF THE OUTSTANDING SHARES) AND HAVE INDICATED THAT THEY

INTEND TO VOTE THEIR SHARES FOR THE APPROVAL OF THE FOREGOING AMENDMENT.

Restatement of Certificate. The Company, directly or through one or more of its

subsidiaries, conducts a  $\mbox{\ \ variety\ of\ businesses.}$  The conduct of some of those businesses is

specifically authorized under Paragraphs 1 through 9 of existing Article THIRD of the

Certificate while  $% \left( 1\right) =\left( 1\right) +\left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

authorizes the Company "to conduct any lawful business, to exercise any lawful purpose and

power, and to engage in any lawful act or activity for which corporations may be organized."

 $$\operatorname{\textsc{The}}$$  authority granted under Paragraph 10 of existing Article THIRD of the Certificate

is sufficiently broad to authorize the Company to conduct all businesses in which it is  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

currently engaged or may in the future engage.

Accordingly, the CT and CTF Stockholders

believe that Paragraphs 1 through 9 of existing Article THIRD are unnecessary and have  $\,$ 

proposed that they be deleted from the Certificate and that

the text of Article THIRD of the Certificate be restated to read in its entirety as follows:

 $\hbox{ The purpose of the Company is to engage in any lawful act or activity for which } \\$ 

corporations may be organized under Delaware Law.

The CT and CTF stockholders have proposed that the text of paragraph 3 of Section A of

existing  $\mbox{Article FOURTH}$  of the  $\mbox{Certificate be restated}$  as follows in order to clarify its

meaning and conform it with Sections 243 and 244 of Delaware  ${\tt Law:}$ 

56

 $$\operatorname{\textsc{The}}$$  Board of Directors may retire any and all shares of Common Stock that are

issued but are not outstanding, including shares of  $\ensuremath{\mathsf{Common}}$  Stock purchased or

otherwise reacquired by the Company, and may reduce the capital of the Company

in connection  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

under Delaware Law.

The CT and CTF stockholders have proposed that the text of paragraph 4 of Section A of

existing Article FOURTH of the Certificate be restated in order to clarify that upon  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

liquidation of the Company each holder of Common Stock will be entitled, after payment or

provision  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

which the holders of the Preferred Stock are entitled, to share in the remaining net assets  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

such holder and the total number of shares of  $\ensuremath{\mathsf{Common}}$  Stock then outstanding.

Section 245 of Delaware Law permits the Company to omit from a restated certificate of

incorporation any provision of the original certificate of incorporation which  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

incorporator. Accordingly, the CT and CTF stockholders have proposed that Article FIFTH of

the existing Certificate be deleted from the proposed Amended and Restated Certificate of

the Company.

In addition to the amendments and restatements described above, the CT and  $\ensuremath{\mathsf{CTF}}$ 

stockholders have proposed that (i) certain other provisions of the Certificate be restated  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

for the purpose of clarifying such provisions or making them consistent  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

amendments described above, without changing the substance of such provisions, (ii) the  $\,$ 

various amendments made to the  $% \left( 1\right) =1$  original Certificate since July 26, 1968 to the  $% \left( 1\right) =100$  extent not

amended in the foregoing amendments be incorporated into a single document, and (iii) the  $\ensuremath{\mathsf{L}}$ 

various articles and paragraphs of the Certificate be renumbered for ease of reference.

THE BOARD OF DIRECTORS HAS UNANIMOUSLY APPROVED THE FOREGOING AMENDMENT TO THE CERTIFICATE

OF INCORPORATION AND RECOMMENDS THAT STOCKHOLDERS VOTE IN FAVOR OF THE AMENDMENT. THE

COMPANY'S DIRECTORS AND NAMED EXECUTIVE OFFICERS ARE THE RECORD OWNERS 296,877 SHARES OF

COMMON STOCK (APPROXIMATELY 3.3% OF THE OUTSTANDING SHARES) AND HAVE INDICATED THAT THEY

INTEND TO VOTE  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

57

58

PROPOSAL TO APPROVE 1994 STOCK

OPTION

PLAN FOR NON-EMPLOYEE DIRECTORS

The CT and CTF Stockholders have proposed, subject to approval by the Board of Directors and the holders of Common Stock, the Burnup & Sims

Inc. 1994 Stock Option Plan for

Non-Employee Directors (the "Directors' Plan"). The Directors' Plan is designed to maintain

the Company's ability to attract and retain the services of experienced and highly qualified

non-employee or outside directors and to increase the proprietary interest of such directors  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

in the Company's continued success. In the event the Directors  $\,$  Plan is  $\,$  approved by the

Board of Directors, the Directors' Plan will have been approved if a majority of the shares

present, or represented, and entitled to vote at the Meeting  $\,\,^{\smallfrown}$  are voted in  $\,$  favor of it.

The adoption of the Directors' Plan is contingent upon consummation of the Acquisition and,

as such, will not  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

majority of the shares of Common Stock represented in person or by proxy at the Meeting.

 $\,$  The  $\,^{\wedge}$  principal features of the Directors' Plan are summarized below, but this summary

is qualified in its entirety by reference to the terms of the Directors' Plan, which is attached hereto as Appendix F.

Summary of Directors' Plan

 $\hspace{1.5cm} \hbox{ If authorized at } \hspace{0.2cm} \hbox{ the Meeting, grants of } \hspace{0.2cm} \hbox{stock options} \\ \hbox{will automatically be } \hspace{0.2cm} \hbox{made to} \\ \\$ 

each individual who is elected to the Board of Directors at a meeting of stockholders held

at any time after the day on which the Directors' Plan is approved by the stockholders,

provided the individual (i) is not and has not been an employee of the Company or any of its

subsidiaries and (ii) is not otherwise eligible to participate in any plan of the Company or

any of its subsidiaries which would entitle such director to acquire securities or

derivative securities of the Company. Grants of stock options will also be automatically

stockholders appointed by the Board of Directors to fill a vacancy on  $\,$  the Board, subject to

the same eligibility requirements stated above.

59

An aggregate of 400,000 shares of Common Stock (subject to adjustment as described

below and  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

options which terminate or expire unexercised will become available for future option  $% \left( \frac{1}{2}\right) =\frac{1}{2}\left( \frac{1}{2}\right) +\frac{1}{2}\left( \frac{1}{2}\right) +\frac{1}{2}\left($ 

grants. Subject to the maximum number of shares which are subject to the Plan, options will

be granted to each then eligible director on the day  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

Plan is approved by the stockholders and on the day after each annual meeting of

stockholders held thereafter, until that held in the year

Subject to certain restrictions and limitations set forth below, each option  $\mbox{\ will\ }$ 

permit the  $\mbox{non-employee}$  director, for a  $\mbox{period}$  of up to ten years from  $\mbox{the}$  date of grant

(unless the period is shortened as indicated below), to purchase from the Company  $30,000\,$ 

shares of the Company's Common Stock (subject to adjustment as provided in the Directors'

Plan) at the fair market value of such shares on the date the option is granted as reported on NASDAQ.

Except as noted below, an option shall not be exercisable prior to the expiration of

one year from the date of grant. One half of the total number of shares covered by the

option shall become exercisable on the first anniversary date of the grant and an additional  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

one-quarter of the total number of shares covered by the option  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

each of the two succeeding anniversary dates of the grant date. Except as noted below, an

option may be exercised, only if the  $% \left( 1\right) =\left( 1\right)$  optionee at the time of exercise is,  $% \left( 1\right) =\left( 1\right)$  and at all times

since the grant of the option, has been a director of the Company. Each option is

nonassignable and non-transferable other than by will
or the laws of descent and
distribution.

In the event a non-employee director terminates service on the Board of Directors by

reason of retirement, each unexpired option held by the optionee will, to the extent

otherwise exercisable on such date, remain exercisable until the earlier of ten years from

the date of grant or three years following such retirement. The term "retirement" means

termination after at least six years of service as a director.

60

reason of death  $% \left( 1\right) =\left( 1\right) \left( 1\right) =\left( 1\right) \left( 1\right)$  reason of death or disability, any then unexpired option that has been outstanding for at

least one year (six months in the case of death) will become exercisable in its entirety and  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right)$ 

those and all other exercisable options will continue to be exercisable until the earlier of

ten years  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) +\left( 1\right) \left( 1\right) +\left( 1\right) +\left$ 

non-employee director terminates service on  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

retirement, death or disability, all unexercised options shall terminate upon such termination of service.

In the event of a "change in control" of the Company at any time on or after March 1,

1994, then all of the optionee's outstanding options become immediately exercisable  $\hat{}$ .

However, the provisions regarding termination of service as a director continue to apply and

in no event  $\,$  may an option be exercised prior to the expiration of  $\,$  six months from the date

of grant or after ten years from the date of grant. Change in control is generally defined

to include (i) a merger or consolidation in which the Company is not the surviving  $% \left( \frac{1}{2}\right) =\frac{1}{2}\left( \frac{1}{2}\right) +\frac{1}{2}\left( \frac{1$ 

corporation or pursuant to which any shares of the Company are to be converted into cash,

securities or other property, or any sale, lease, exchange or other transfer of all, or

substantially all, of the assets of the Company, (ii) the approval by the shareholders of

any plan for the liquidation or dissolution of the Company, (iii) the acquisition by a  $\,$ 

"person" or "group," as defined in the Directors' Plan, of 33% or more of the Company's

Common Stock or (iv) if individuals constituting the "Incumbent Board," as defined in the

Directors' Plan, cease to constitute a majority of the whole Board of Directors of the Company.

Payment of the option price upon exercise may be made in cash, by the delivery of

Common Stock already owned by the non-employee director, a combination of  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

or in accordance with a cashless exercise program under which shares of  $\mbox{\it Common Stock}$  may be

issued directly to the  $\,$  optionee's broker or dealer  $\,$  upon receipt of the  $\,$  purchase price in

cash from the broker or dealer. No optionee shall have any rights to dividends or other  $\,$ 

rights of a  $\,$  stockholder with respect to his  $\,$  or her shares subject  $\,$  to the option until the

optionee has  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

optionee shall be required to pay to the Company, such amount as the Company may demand to

satisfy any tax withholding obligation. Tax withholding obligations may be met by a

withholding of stock otherwise deliverable to the optionee under procedures approved by the  $\,$ 

Board of Directors.

61

 $$\operatorname{\mathtt{The}}$$  Directors' Plan will be administered by the Board of Directors who will be

authorized to interpret the Directors' Plan. However, the Board will have no  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

 $% \left( 1\right) =\left( 1\right) \left( 1\right)$  respect of the selection of directors to receive options, the number of shares subject to

the Directors' Plan, the number of options to be granted, the number of shares in each  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

grant, the option price for  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

be granted or exercised, or the class of persons eligible to receive options. The  ${\tt Board}$ 

also may not materially increase the benefits under the

Directors' Plan or, without further

approval of the stockholders, amend the Plan in any of the foregoing respects provided,

however, that the Directors' Plan provisions affecting the amount of Common Stock to be

awarded to eligible directors, the timing of those awards or the determination of those  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

eligible to receive such awards may not be amended more than once every six months, other

than to comport with changes in the Code, the Employee Retirement Income Security Act of

1974, as amended, or the rules thereunder. No stockholder approval will be required,

however, if the Board of Directors obtains a legal opinion stating that such approval is not

required under the Securities Exchange Act of 1934, in order for the options granted under  $\,$ 

the Plan to continue to be exempt from the operation of Section  $16\,(\mathrm{b})$  of such Act.

 $\label{eq:Adjustments} \mbox{ Adjustments shall be made in the number and class of shares available under the}$ 

Directors' Plan and the number, class and price of shares subject to outstanding option

grants, in each such case to reflect changes in the Company's Common Stock through changes

in the Company's corporate structure or capitalization, such as through a merger or stock split.

Federal Income Tax Consequences

The following is a brief description of the federal income tax consequences, under existing law, of the Directors' Plan:

The options under the Directors' Plan are nonstatutory options not intended to qualify

as incentive stock options under Section 422 of the Internal Revenue Code. The grant of

options will not result in taxable income to the non-employee director or a tax deduction to  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

62

the Company. The exercise of an option by a non-employee director will result in taxable

ordinary income to the non-employee director and, if applicable withholding requirements are

satisfied, a corresponding deduction for the Company, in each case equal to the difference  ${\ }^{\circ}$ 

between the fair market value of the acquired shares on the date the option was exercised

and the fair market value of such shares on the date the option was granted (the option price).

An optionee's tax basis for shares acquired upon exercise of an option will be equal

to the fair market  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

period for such shares will commence on such date and, accordingly, will not include the

period during which the option was held. The payment of the option exercise price by

delivery of Common Stock of the Company will constitute a non-taxable exchange by the  $\,$ 

optionee. Use of Common Stock in payment of the option price will result in the same  $\ensuremath{\mbox{ tax}}$ 

consequences to the Company as if the exercise were effected by a cash payment.

 $\hbox{ In the event of a sale of shares received upon exercise of an option, any gain or loss } \\$ 

will generally be a capital gain or loss. The capital gain or loss will be a long-term  $\,$ 

capital gain or loss if the shares were held for more than one  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

the option was exercised.

THE BOARD OF DIRECTORS HAS NOT YET VOTED ON THE 1994 STOCK OPTION PLAN FOR

NON-EMPLOYEE DIRECTORS. IN THE EVENT THE BOARD OF DIRECTORS APPROVES THE COMPANY'S 1994

STOCK OPTION PLAN FOR NON-EMPLOYEE DIRECTORS, THE BOARD OF DIRECTORS WOULD RECOMMEND THAT

THE HOLDERS OF COMMON STOCK VOTE FOR APPROVAL OF THE COMPANY'S 1994 STOCK OPTION PLAN FOR

NON-EMPLOYEE DIRECTORS. THE COMPANY'S DIRECTORS AND NAMED EXECUTIVE OFFICERS ARE THE RECORD

OWNERS OF 296,877 SHARES OF COMMON STOCK (APPROXIMATELY 3.3% OF OUTSTANDING SHARES) AND

HAVE INDICATED THAT THEY INTEND TO VOTE THEIR SHARES FOR THE APPROVAL OF THE 1994 STOCK

OPTION PLAN FOR NON-EMPLOYEE DIRECTORS.

63

# PROPOSAL TO APPROVE 1994 STOCK INCENTIVE PLAN

 $\,$  The CT  $\,$  and  $\,$  CTF Stockholders  $\,$  have proposed,  $\,$  subject to approval  $\,$  by the  $\,$  Board  $\,$  of

Directors and the holders of Common Stock, the Burnup & Sims Inc. 1994 Stock Incentive Plan  $\,$ 

(the "Incentive Plan") for key employees, including officers, of the Company and its

subsidiaries to replace the Current Plans. The Incentive Plan is more flexible than the  $\,$ 

Current Plans, containing provisions which the Company believes are similar to those

presently approved by other large corporations. The Incentive Plan is designed to provide

for the grant of options that qualify as "incentive stock options" under the Internal

Revenue Code of 1986, as amended (the "Code"), or options other than "incentive stock

options," as well as provide for the award of restricted stock and bonuses payable in stock.

In addition to the replacement of the Current Plan, the purpose of approving the Incentive

Plan, consistent with the purposes of the Current Plans is to continue to have available a  $\,$ 

stock compensation  $% \left( 1\right) =0$  plan that will encourage and enable participating employees of the

Company to acquire a proprietary interest in the Company through stock ownership and will

assist the Company in attracting and retaining  $\ensuremath{\,\text{key}}$  employees. In the event the Board of

Directors approves the Incentive Plan, the Incentive Plan will have been approved if a

majority of the shares present or represented, and entitled to vote at the Meeting are voted  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

in favor of it. The adoption of the Incentive Plan is contingent upon consummation of the

Acquisition and, as such, will not be approved unless the Acquisition Agreement is approved

by a vote of a majority of the  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

The principal features of the Incentive Plan are summarized below, but this summary is qualified in its entirety by reference to the terms of the Incentive Plan, which is attached

hereto as Appendix G.

Summary of Incentive Plan

Subject to adjustment as noted below, the total number of shares  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

or awarded under the Incentive Plan is 800,000 shares of the Company's Common Stock of which

64

200,000 shares may be awarded as restricted stock. If the Incentive Plan is approved by

stockholders, no further awards will be made under the Current Plans. However,

approximately 252,000 shares will continue to be reserved with respect to the shares

outstanding under Current Plans. No employee  $\,$  may receive, over the  $\,$  term of the Incentive

Plan, awards in the form of options, whether incentive stock options or options other than

incentive stock options, to purchase more than 200,000 shares of the Company's Common Stock.

Any shares subject to an option under the  $\,$  Incentive Plan which for any  $\,$  reason expires, is

relinquished or is terminated unexercised and any restricted stock  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

again be optioned or awarded under the Incentive Plan, provided, however, that forfeited

shares shall not be available for further awards if the employee has realized any benefits  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

of ownership from such shares.

 $$\operatorname{Key}$  salaried employees, including officers, of the Company and its subsidiaries, shall

be eligible to participate in the Incentive Plan. The Compensation Committee of the Board

of Directors (the "Committee") will administer the Incentive Plan and determine the  $\,$ 

recipients of options and awards, their terms and

conditions within the parameters of the

Incentive Plan and the number of shares covered by each option or award. The Committee may

approve rules and  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

to any question arising under the Plan shall be final and conclusive on all employees of the  $\,$ 

Company or its subsidiaries participating or eligible to participate in the Plan. The  $\,$ 

Committee shall consist of not less than three outside non-employee directors of the  $\,$ 

Company. Such directors are not eligible to participate in the Incentive Plan. No award or  $\,$ 

option may be  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) +\left( 1\right) \left( 1\right) +\left( 1\right) +\left$ 

theretofore granted may extend beyond that date.

Plan, but no amendment, alteration or discontinuation may be made which would (i) impair the  $\ensuremath{\mathsf{I}}$ 

rights of any recipient of restricted stock or option or stock bonus already granted,

without his or her written consent, or (ii) without the approval of the stockholders (A)

increase the total number of shares reserved for the Incentive Plan, (B) decrease the option

price of an incentive stock  $\,$  option to less than 100% of the fair market value of the stock  $\,$ 

on the date the option  $% \left( A\right) =A\left( A\right)$  was granted, (C) change the class of persons eligible to receive an

award of restricted stock or options under the Incentive Plan, or (D) extend the duration of  $% \left\{ 1\right\} =\left\{ 1\right$ 

the Incentive Plan. The Committee  $\mbox{may}, \mbox{ retroactively or}$  prospectively, amend the  $\mbox{terms}$  of

6.5

any award of restricted stock or option already granted, provided no such  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

impair the rights of any holder without his or her written consent.

The option price per share shall be determined by the Committee, but shall not be less  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

than 100% of the fair market value of a share of Common Stock at the time  $\,$  the option is

granted as reported on NASDAQ. Options granted under the Incentive Plan will  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

date fixed by the Committee, but not  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

of incentive stock options or such later date as may be permitted under the Code. Each

option will state whether it  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

it shall be exercisable. In the absence of any contrary provision, no option  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

exercisable within six months from the date of grant.

 $\hbox{ Payment of the option price upon exercise of an option } \hbox{ may be made in } \hbox{ cash, by the } \\$ 

delivery of Common Stock already owned by the optionee, a combination of cash and shares, or

in accordance with a cashless exercise program under which

shares of Common Stock may be

issued directly to the optionee's broker or dealer upon receipt of the purchase price in

cash from the broker or dealer. No optionee shall have any rights to dividends or other  $\,$ 

rights of a  $\,$  stockholder with respect to his  $\,$  or her shares subject  $\,$  to the option until the

optionee has given written notice of exercise and has paid in full for such  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

withholding obligations may be  $% \left( 1\right) =\left( 1\right) \left( 1\right)$  met by a withholding of stock otherwise deliverable to the

optionee under procedures approved by the Committee.

rights, that is, the  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

the option price. If an option is exercised without payment, the optionee shall be entitled

to receive the excess of the fair market value of the stock covered by the option on the

date of exercise over the option exercise price. Such amount is payable in stock or in cash

or in a combination of stock and cash at the discretion of the  $\ensuremath{\mathsf{Committee}}$  .

 $\hspace{1.5cm} \hbox{ If an optionee's employment terminates by reason of his or her retirement under a } \\$ 

retirement plan of the Company or a subsidiary or death, the optionee's option may

thereafter be exercised by the optionee or by his or her estate or beneficiary within the  $\,$ 

period specified in the option (not to exceed 3 years from the date of termination) but not

66

beyond the termination date of the option. Unless otherwise determined by the Committee, if

an optionee's employment terminates for any reason other than death or retirement, the

optionee's option shall thereupon terminate. During the optionee's lifetime, the option is

exercisable only by the optionee and shall not be transferable except by will or the laws of descent and distribution.

 $$\operatorname{\textsc{No}}$  incentive stock option will be granted to an employee who  $% \operatorname{\textsc{No}}$  or would  $% \operatorname{\textsc{No}}$  own

immediately before the grant  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

than 10% of the total combined voting power of all classes of stock of the Company. This

restriction will not apply if, at the time such incentive stock option is granted, the  $\,$ 

option price is at least 110% of the fair market value of one share of Common Stock on the

date of grant  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

expiration of five years from the date of grant.

 $\label{eq:Awards} \mbox{Awards of restricted stock may be in addition to or in lieu of option grants. During$ 

the restriction period (as set by the Committee) the

recipient of restricted stock is not

permitted to sell, transfer, pledge, or assign the shares. Shares of restricted stock shall

become free of all restrictions if the recipient dies or his or her employment is terminated  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

by reason of permanent disability during the restriction period, and to the extent set by  $\ensuremath{\mathsf{Set}}$ 

the Committee, if the recipient retires under a retirement plan of the Company or any

subsidiary. In the event of a termination of employment during the restriction  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

any reason other than death, disability or, to the extent determined by the Committee,  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right)$ 

retirement under a retirement plan of the Company or a subsidiary, shares of restricted

stock will be forfeited and revert to the Company, except to the extent that the Committee  $\,$ 

determines that such forfeiture is not  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

forfeiture provision with respect to all or some of the restricted stock held by the  $\ensuremath{\mathsf{employee}}\xspace$  .

The recipient of restricted stock shall be entitled to vote the shares and receive all

dividends paid thereon, except that dividends paid in Company Common Stock or other property

shall also be subject to the same  $\mbox{restrictions.}$  Tax withholding obligations shall be paid

in cash by the recipient or may be met by the withholding of Common Stock otherwise

deliverable to the recipient pursuant to procedures approved by the Committee.  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right)$ 

67

In lieu of cash bonuses otherwise payable to eligible employees under the Company's

compensation practices, the Committee may determine that such bonuses shall be payable in

Common Stock or partly in Common Stock and partly in cash. Any such shares of Common Stock

shall be free of any restrictions imposed by the Plan. The Company shall  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

such cash bonuses an amount of cash sufficient to meet its tax withholding obligations. If  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

the cash portion of the  $\,$  bonus is not sufficient,  $\,$  the tax withholding obligations  $\,$  shall be

paid in  $% \left( 1\right) =\left( 1\right)$  cash by the recipient or may be met  $% \left( 1\right) =\left( 1\right)$  by the withholding of Common Stock otherwise

deliverable to the recipient pursuant to procedures approved by the Committee.  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

 $\hbox{ In the event of a "change in control" of the } \\ \hbox{Company, in addition to any action}$ 

required or authorized by the option or award, the Committee  $\ensuremath{\text{may}}$  in its discretion recommend

that the Board of Directors take  $\,$  certain actions as a result of, or in anticipation, of the

change in control, to assure fair and equitable treatment of the  $% \left( 1\right) =\left( 1\right)$  employees who hold options

or restricted  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

stock granted or issued pursuant to the Incentive Plan for

its cash value as determined by

the Committee. However, in no event may an option be made exercisable prior to the

expiration of six months from the date of grant or, in the case of an incentive stock

option, after ten years from the date it was granted.

Change in control is generally defined to include (i) a merger or consolidation in

which the Company is not the surviving corporation ^ or pursuant to which any shares of the

Company are to be converted into cash, securities or other property, or any sale, lease,

exchange or other transfer of all, or substantially all, of the assets of the Company,

(ii) the approval by the stockholders of any plan for the liquidation or dissolution of the

Company, (iii) the acquisition by a "person" or "group," as defined in the Incentive Plan,

of 33% or more of the Company's Common Stock or (iv) if individuals constituting the

"Incumbent Board," as defined in the Incentive Plan, cease to constitute a majority of the

whole Board of Directors of the Company.

Adjustments shall be made in the number and class of shares available under the

Incentive Plan and the number, class and price of shares subject to outstanding option

grants, in each such case to reflect changes in the Company's Common Stock through changes

68

in the Company's corporate structure or capitalization such as through a merger or stock split.

Federal Income Tax Consequences

^ The following is a brief description of the federal income tax consequences, under existing law, of the Incentive Plan:

## Incentive Stock Options

Neither the grant nor the exercise (while the (a) employee is employed or within

three months after termination of employment, or twelve months in the case of

termination on account of disability) of an incentive stock option will be

treated as the receipt of taxable income by the employee or a deductible item by

the Company. The amount by which the fair market value of the shares issued

upon exercise exceeds the option price will constitute an item of "tax

preference" to the employee for purposes of the alternative minimum tax. For

alternative minimum tax purposes only the tax

basis of the Common Stock acquired  $\qquad \qquad \text{upon the exercise of such option, is increased by } \\ \text{the amount of such excess.}$ 

(b) If the employee holds shares acquired by  $\mathop{\text{\rm him}}\nolimits$  or her upon the exercise of an

 $\,$  option for the two-year period from the date of grant of the option and  $\,$  the

one-year period beginning on the  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

been an employee of the Company or its

subsidiaries at all times from the date

of grant to the day three months before

exercise, or twelve months in  $% \left( 1\right) =\left( 1\right) ^{2}$  the case

 $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

 $\hbox{ on a later sale or exchange of such shares will}\\ \text{be a long-term capital gain and}$ 

 $% \left( 1\right) =\left( 1\right) \left( 1\right) =\left( 1\right) \left( 1\right)$  any loss sustained will be a long-term capital loss. The Company will realize

no tax deduction with respect to any such sale or exchange of option shares.

69

(c) If the employee disposes of any shares acquired upon the exercise of an  $\,$  option

 $$\operatorname{during}$$  the two-year period from the date of grant of the option or the one-year

 $$\operatorname{\textsc{period}}$$  beginning on the day after such exercise, the employee will generally be

obligated to report as ordinary income for the

year in which the disposition occurred the amount by which the fair market

value of such shares on the date of

 $$\operatorname{the}$  exercise of the option (or, as noted in clause (d) below, in the case of

 $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right)$  certain sales or exchanges of such shares for less than such fair market value,

 $$\operatorname{the}$  amount realized upon such sale or exchange) exceeds the option price, and

the Company will be entitled to a deduction equal to the amount of such ordinary

 $$\operatorname{income.}$$  Any such ordinary income will increase the employee's tax basis for the

purpose of determining gain or loss.

 $\hbox{(d)} \qquad \hbox{If an option holder who has acquired stock} \\ \hbox{upon the exercise of } \ \hbox{an incentive} \\$ 

 $\hbox{stock option makes a disposition within the}\\ \hbox{two-year period described above, and}$ 

 $$\operatorname{the}$$  disposition is a sale or exchange with respect to which a loss (if

 $$\operatorname{sustained})$$  would be recognized to the option holder, then the amount includible

in the option holder's  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

will not exceed the excess (if any) of the amount realized on the sale or

exchange over the tax basis of the stock.

 $\hbox{ In the case of an option granted under the } \\ \hbox{Incentive Plan} \quad \hbox{that is not an}$ 

incentive stock option, the grant of the option will not result in taxable  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1$ 

income to the option holder or a tax deduction to the Company. The option  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right$ 

holder recognizes  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) +\left( 1\right) \left( 1\right) +\left( 1\right) +\left$ 

 $% \left( 1\right) =\left( 1\right) \left( 1\right)$  amount by which the fair  $% \left( 1\right) \left( 1\right)$  market value of the shares acquired exceeds the option

 $\,$  price. The Company is entitled to a corresponding ordinary income tax deduction

at that time, if applicable  $% \left( 1\right) =\left( 1\right) +\left( 1\right) =\left( 1\right) +\left( 1\right)$ 

holder's tax basis for purposes of determining gain or loss on a subsequent sale  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

 $% \left( 1\right) =\left( 1\right) \left( 1\right)$  of the shares is the fair market value of the shares at the date of exercise of

 $\,$  the option. The holding period for  $\,$  such shares will commence on such date and,

accordingly, will not include the period  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

 $% \left( 1\right) =\left( 1\right) \left( 1\right)$  the event of a sale of shares  $% \left( 1\right) \left( 1\right) =\left( 1\right) \left( 1\right)$  received upon exercise of the option, any gain or

70

loss will generally be a capital gain or loss. The capital gain or loss will be

a long-term capital gain or loss if the shares were held for  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

after the date on which the option was exercised.

## Use of Stock to Exercise Options

 $\qquad \qquad \text{The payment of the option exercise price by } \\ \text{delivery of } \text{Common Stock of}$ 

 $\hbox{the Company will constitute a non-taxable exchange by } \\ \hbox{the optionee and will not}$ 

 $% \left( 1\right) =\left( 1\right) \left( 1\right)$  affect the incentive stock option status of the stock acquired in the case of an

incentive stock option. However, if the Common Stock delivered in  $% \left( 1\right) =\left( 1\right)$  payment was

 $$\operatorname{previously}$$  acquired pursuant to the  $% \operatorname{previously}$  exercise of an incentive  $% \operatorname{previously}$  stock option and

has not been held for the requisite one-year period, the exchange would  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

 $\hbox{constitute a} \quad \hbox{premature disposition} \quad \hbox{of such} \quad \hbox{Common} \\ \hbox{Stock} \quad \hbox{for purposes} \quad \hbox{of the} \\$ 

incentive stock option holding requirements. Use of  ${\tt Common}$   ${\tt Stock}$  in payment of

 $$\operatorname{the}$  option price  $% \operatorname{sol}(x)=0$  will result in the same tax consequences to the Company as if

the exercise were effected by a cash payment.

#### Stock Appreciation Rights

 $\qquad \qquad \text{The amount received by an optionee who} \\ \text{exercises a stock appreciation}$ 

right with  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

time of exercise and the Company is entitled to a

corresponding ordinary income tax deduction.

#### Bonus Stock

which the shares of Common Stock are issued pursuant to the award of Bonus Stock

in an amount equal to the fair market value of the shares of  ${\tt Common}$  Stock at the

date of issue. The Company is entitled to a corresponding ordinary income  $\ensuremath{\mathsf{tax}}$ 

 $$\operatorname{deduction.}$$  If the grantee thereafter disposes  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

71

any amount received in excess  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

issue will be treated as long-or short-term capital gain depending upon the  $\,$ 

holding period of the shares.

#### Restricted Stock

 $\ensuremath{\mathtt{A}}$  grantee will not realize any taxable income upon the award of Restricted

Stock unless a grantee elects under Section  $83\,(b)$  of the Code to have the fair

 $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left($ 

of forfeiture) included in his or  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

 $\,$  Stock is issued. In the absence of such an election, the grantee will realize

ordinary income during his or her taxable year in which the possibility of  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

 $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

amount received in excess of the fair market value of the shares on the date the  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

 $\hbox{possibility of } \hbox{forfeiture lapsed will be} \quad \hbox{treated as long- or short-term } \hbox{gain}$ 

depending upon  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

 $\,$  forfeiture lapsed) of the shares. The Company will be entitled to  $\,$  an ordinary  $\,$ 

 $\mbox{\ensuremath{\mbox{tax}}}$  deduction in the same amount and at the same time the grantee is considered

to have realized ordinary income.

#### Change in Control

 $\label{thm:condition} \text{Under certain circumstances, accelerated vesting} \ \text{or} \ \text{exercise of options or}$ 

 $$\operatorname{stock}$$  appreciation rights, or the accelerated lapse of restrictions on

restricted stock, in connection with a "change in control" of the Company might

be deemed an "excess parachute payment" for purposes of the golden parachute tax  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

provisions of Section 280G of the Code. To the extent it is so considered, the optionee or grantee may be subject to a 20% excise tax and the Company may be denied a tax deduction.

72

THE BOARD OF DIRECTORS HAS NOT YET ACTED ON THE 1994 STOCK INCENTIVE PLAN. IN THE

EVENT THE BOARD OF DIRECTORS APPROVES THE COMPANY'S 1994 STOCK INCENTIVE PLAN, THE BOARD OF

DIRECTORS WOULD RECOMMEND THAT THE HOLDERS OF COMMON STOCK VOTE FOR APPROVAL OF THE

COMPANY'S 1994 STOCK INCENTIVE PLAN. THE COMPANY'S DIRECTORS AND NAMED EXECUTIVE OFFICERS

ARE THE RECORD OWNERS OF 296,877 SHARES OF COMMON STOCK (APPROXIMATELY 3.3% OF THE

OUTSTANDING SHARES) AND HAVE INDICATED THAT THEY INTEND TO VOTE THEIR SHARES FOR THE

APPROVAL OF THE 1994 STOCK INCENTIVE PLAN .

73

#### ELECTION OF DIRECTOR

 $$\operatorname{\mathtt{The}}$$  Board of Directors is currently comprised of five directors elected in three

classes (the "Classes"), with two Class I, one Class II and two Class III directors.

Directors in each Class hold office for three-year terms. The terms of the Classes are  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

staggered so that the term of one Class terminates each year. The term of the current Class  $\,$ 

II Director expires at the Meeting and when his respective successor has been duly elected and qualified.

Samuel C. Hathorn, Jr., the current Class II Director, has been nominated by the Board  $\,$ 

of Directors to be reelected  $% \left( 1\right) =0$  as the Class II Director at the Meeting. The Company has  $% \left( 1\right) =0$ 

reason to believe that Mr. Hathorn will refuse or be unable to accept election; however, in  $\,$ 

the event he is unable to accept election or if any other unforeseen contingencies should

arise, each proxy that does not direct otherwise will be voted for such other  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

be designated by the Board of Directors.

#### MANAGEMENT

Information as to Nominees and Other Directorships

 $\hspace{1.5cm} \hbox{The following information concerning principal occupation or employment during the } \\$ 

past five years, other directorships and age, has been furnished to the Company by the

nominee for director in Class II, by the directors in Classes III  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

at the Company's Annual Meetings of Stockholders in 1994 and 1995, respectively, and when

their respective successors have been duly elected and qualified,  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

the Company, and the individuals who will become additional executive officers and directors  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

of the Company if the Acquisition is consummated.

Nominee for Director

74

Class II (Term, if elected, expires at the Annual Meeting of Stockholders in 1996)

Principal Occupation or Employment

Director

Name Age During the Past Five Years Since

Samuel C. Hathorn, Jr. 50 President of Trendmaker Homes, and 1981

since December 1, 1990,

President

of Centennial Homes,

Inc.,

subsidiaries of Weyerhaeuser

Co.,

Houston and Dallas,

Texas.

homebuilders and real

California

# developers

Directors Whose Terms of Office will Continue After the  $\mbox{\it Annual Meeting}$ 

Class III (Terms expire at the Annual Meeting of Stockholders in 1994)  $\,$ 

		Principal Occupation or Employment
Director Name Since	Age	During the Past Five Years
Cecil D. Conlee Atlanta, 1973	57	Chairman, CGR Advisors,
investment		Georgia, real estate
THVESCHEHC		advisors
Leo J. Hussey	54	Executive Vice President of
		Company and President
of		Southeastern Printing
Company,		Inc., and The Deviney
Company,		wholly-owned subsidiaries of
the		Company

Class I (Terms expire at the Annual Meeting of Stockholders in 1995)

		Principal Occupation or Employment
Director		
Name Since	Age	During the Past Five Years
Nick A. Caporella	57	Chairman of the Board
of 1974		Directors, Chief Executive
Officer		Directors, chief Executive
		and President of the Company
and		Chairman of the Board
of		Directors, Chief Executive
Officer		Directors, Chief Executive
		and President of NBC
William A. Morse	66	Attorney-at-Law,
Danville, 1977		
		California
		President,
Behring-Hofmann		
		Educational
		Institute, Danville,

Mr. Caporella is a director of NBC. Mr. Conlee is a director of Cousins Properties, Inc. and Oxford Industries, Inc. Mr. Morse is a director of Behring-Hofmann Educational

Institute, Inc.

Executive Officers

Principal

Occupation

or

Total control		<b>0</b>
Employment Name	Age	During the Past
Five Years		
George R. Bracken of the Company, since	48	Vice President & Treasurer
		March 1992; Vice President
Financial Planning of the		
Michael Brenner	4.5	Company since May 1985 General Counsel of the
Company since June 1988	43	General Counsel of the
Gerald W. Hartman the Company since	53	Senior Vice President of
ene company bince		September 1988
Margaret M. Madden	41	Vice President of the Company
since September 1987;		Corporate Secretary since
August 1984		
Linda L. Rine	46	Vice President - Insurance

Proposed Directors and Executive Officers. The following individuals will be appointed as officers and directors of the Company, in the capacities indicated below, assuming consummation of the Acquisition. See "ELECTION OF DIRECTOR" and "PROPOSAL TO APPROVE ACQUISITION AGREEMENT WITH CHURCH & TOWER, INC. AND CHURCH & TOWER OF FLORIDA, INC. - Terms of the Acquisition Agreement -- Directors and Management of the Company Following the Acquisition."

Percentage Percentage

of the Company since

Ownership Ownership of

Principal Occupation

September 1987

of Common Common

or Employment

Proposed Stock Before Stock After

Age During the Past Five Years Class

Acquisition Acquisition

Name

76 Proposed Director; during Jorge L. Mas Canosa 54 -0-33.6% the past five years has served as President and Chief Executive Officer of CTF Jorge Mas 30 Proposed Director, I 24.8% -0-President and Chief Executive Officer; during the past five years has served for part or all of such period as President and Chief Executive Officer of CT (and its predecessor company Communication Contractors, Inc.), Neff Rental, Inc., Neff Machinery, Inc., Atlantic Real Estate Holding Corp. and U.S. Development Corp., each a company controlled by the CT and CTF stockholders Eliot C. Abbott 44 Proposed Director; during ΙI -0--0-

the past five years has been a shareholder in the law firm of Carlos & Abbott, P.A., Miami, Florida

77

Arthur B. Laffer 53 Proposed Director; III -0--0-

> President, Canto Advisors Incorporated, investment advisor, since May 1993; Chief Executive Officer, Calport Asset Management, a money management firm, since June 1992; Chairman, A.B. Laffer, V.A. Canto & Associates, an economic research and financial consulting firm (formerly known as A.B. Laffer Associates), since 1979; Chief Executive Officer, Advisors Laffer Incorporated, investment advisor and broker-dealer, since 1975

Mr. Laffer is a director of U.S. Filter Corporation, Nicholas Applegate Growth Equity

Fund and Nicholas Applegate Mutual Fund. Mr. Mas Canosa is a director of The Wackenhut

Corporation and Landair Transport, Inc.

Jorge L. Mas Canosa is the father of Jorge Mas.

Directors Following Consummation of the Acquisition

In the event Mr. Hathorn is elected and the Acquisition is consummated, the Company's

Board of Directors will be comprised of the following individuals:

78

Name	Class	Term Expires
Cecil D. Conlee	III	1994
Arthur B. Laffer	III	1994
Jorge Mas	I	1995
William A. Morse	I	1995
Eliot C. Abbott	II	1996
Jorge L. Mas Canosa	ΙΙ	1996
Samuel C. Hathorn, Jr.	II	1996

Meetings and Committees of the Board of Directors

During Fiscal 1993, (i) the Board of Directors held four meetings and all of the  $\,$ 

members of the Board of Directors attended each of such meetings and (ii) each member of the  $\ensuremath{\mathsf{E}}$ 

Board of  $\,$  Directors also attended all meetings of those committees of which he was a member.

The Board of Directors has standing Audit, Compensation and Stock Option, Finance, Stock

Purchase Plan, Nominating, Special Transaction and Executive Strategic Planning Committees.

 $$\operatorname{\textsc{The}}$$  members of the Company's Audit Committee are Messrs. Conlee, Hathorn and Morse.

During Fiscal 1993, the Audit Committee met four times. The principal functions of the  $\,$ 

Audit Committee are to review with management and the Company's independent accountants the

scope of proposed audits, the Company's annual financial statements, the results of audits

the independent accountants to resolve matters, if any, that may arise in connection with audits or otherwise.

 $$\operatorname{\textsc{The}}$$  members of the Company's Compensation and Stock Option Committee are Messrs.

Hathorn and Morse. During Fiscal 1993, the Compensation and Stock Option Committee met

twice. The principal functions of the Compensation and Stock Option  $\,$  Committee are  $\,$  to

recommend to and review  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

executive officers of the Company, and to review  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

79

non-qualified stock option plans, and overall
compensation arrangements and employee
benefits for the Company's employees.

The members of the Company's Finance Committee are
Messrs. Morse, Conlee, Hathorn and
Hussey. The principal function of the Finance Committee,
which met twice during Fiscal
1993, is to review the Company's long and short-term
financial strategies with management
and the Board of Directors.

The members of the Company's Stock Purchase Plan Committee are Messrs. Morse, Hussey and Hathorn. During Fiscal 1993, the Stock Purchase Plan Committee, whose principal

function is to monitor the administration of the Company's Employee Stock Purchase Plan, met once.

 $\qquad \qquad \text{The members of the Company's Nominating Committee} \quad \text{are} \\ \text{Messrs. Hathorn, Caporella} \quad \text{and} \\$ 

Hussey. The Nominating Committee, which  $\,$  met once during Fiscal 1993,  $\,$  recommends to  $\,$  the

Board of Directors candidates for election to the Board of Directors. The Committee  $\,$ 

considers candidates recommended by the stockholders pursuant to written applications

submitted to the Corporate Secretary.

The members of the Company's Special Transaction Committee are Messrs. Conlee, Morse and Hathorn. The primary function of the Special

Transaction Committee, which met twice during Fiscal 1993, is to review related party

auring risear 1999, is to review related part,

transactions between the Company and any

officer, director or affiliate of the Company. The Committee was responsible for reviewing

and approving the terms of the Acquisition and negotiating and approving the Redemption on

behalf of stockholders of the Company (other than NBC and its affiliates).

The members of the Executive Strategic Planning Committee are Messrs. Conlee, Morse,

Hathorn, and Caporella. During Fiscal 1993, the Executive Strategic Planning Committee met

twice. The principal function of the Executive Strategic Planning Committee is to review

future strategic courses available to the Company.

If the Acquisition is consummated, the composition of some or all of the foregoing committees may change.

Director Compensation

The directors, except directors who are employees of the Company or of any subsidiary,

are paid attendance fees at the rate of \$600 for each meeting of the Board of Directors and

\$400 for each committee meeting attended (\$1,000 for Executive Strategic Planning Committee

meetings), regardless of the number of committees on which they serve. In addition,

directors who  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

fees at the rate of \$15,000 per annum and Chairmen of committees are paid an additional \$200

for each meeting of their respective committees attended by them.

#### EXECUTIVE COMPENSATION

Summary Compensation Table

 $$\operatorname{\textsc{The}}$$  following table sets forth certain information for the last three fiscal years

concerning the compensation earned by or awarded to the Chief Executive Officer of the  $\,$ 

Company and each of the other three most highly compensated executive officers of the  $\,$ 

Company whose combined salary and bonus exceeded \$100,000 in such fiscal year. The table

does not set forth certain of  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

rules on  $\,$  executive compensation disclosure in  $\,$  proxy statements  $\,$  dealing with other  $\,$  annual  $\,$ 

compensation and long-term compensation awards and pay-outs, since none  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

officers received any such compensation during such three-year period.  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left$ 

81

Compensation
Name and
Principal Position

Salary

(\$)

Nick A. Caporella, Chairman of the 1993

O

Board, President and Chief 1992

0 0	
Executive Officer	1991
600,000 375,000	
Gerald W. Hartman, Senior Vice	
President of the Company and President of Burnup & Sims ComTec, Inc.	1993
211,870 60,000	1993
and Burnup & Sims of California, Inc.,	1992
200,922 40,000	
wholly-owned subsidiaries of the Company	1991
200,288 70,000	
Leo J. Hussey, Executive Vice President,	. 1 0 0 0
and Director of the Company, and Presiden 193,694 30,000	.t1993
of Southeastern Printing Company, Inc.	1992
155,000 25,000	1002
and The Deviney Company, wholly-	1991
155,000 25,000	
owned subsidiaries of the Company	
George R. Bracken, Vice President &	1993
105,945 28,000	1000
Treasurer 101,345 25,000	1992
101,343 23,000	1991
101,474 20,000	1001
•	

Options Granted in Last Fiscal Year

No stock options were granted during Fiscal 1993.

Aggregate Fiscal Year-End Stock Option Value Table

82

The following table summarizes the options held at April 30, 1993 by individuals named in the Summary Compensation Table; no stock options were exercised by such persons during Fiscal 1993.

	Number of	Unexercised	Value
of Unexercised	Opti	ons at	
In-the-Money Options	April 30	, 1993(#)	at
April 30, 1993 (\$)		, ====(",	
Name Exercisable Unexercisa		Unexercisable	
Nick A. Caporella 0	200,000	0	0
Leo J. Hussey	2,000	0	0
Gerald W. Hartman O	2,800	0	0

Long-Term Incentive and Pension Plans

Ω

 $\,$  The Company does not have any long-term incentive or pension plans.

Notwithstanding anything to the contrary set forth in any of the Company's previous

filings under the Securities Act of 1933, as amended, or the Securities Exchange Act of

1934, as amended, that might incorporate future filings, including this Proxy Statement, in

whole or in part, the following Compensation and Stock Option Committee Report and  $\,$ 

Performance Graph on page 38 shall not be incorporated by reference into any such filings.

Report of the Compensation and Stock Option Committee

The Compensation and Stock Option Committee of the Board of Directors (the "Compensation Committee" or the "Committee") is responsible for approving the compensation

83

levels of the executive officers of the Company, including the Chief Executive Officer. The  $\,$ 

Committee also reviews with the Chief Executive Officer guidelines for salary adjustments

and aggregate bonus awards applicable to management and employees other than executive  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right)$ 

officers. The Committee, which is composed of two non-employee directors of the Company,

reviews its recommendations with the members of the Board. The following report is

submitted by the Committee regarding compensation paid during fiscal year 1993:

 $\qquad \qquad \text{The compensation program} \quad \text{of the Company is designed to} \\ \text{enable the Company to attract,}$ 

motivate, reasonably reward,  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

the assets of the Company and maximize corporate performance and  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

time. Compensation packages include a mix of salary, incentive bonus awards, and stock options.

Salaries of executive officers are established based on an individual's performance

and general  $% \left( 1\right) =\left( 1\right) \left( 1\right)$  and general market conditions. Salary levels are determined based upon the challenge and

considerations. In addition to paying a base salary, the Company provides  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

awards as a component of overall compensation. Bonus awards

are measured based upon overall

performance of the executive officer's area of responsibility or operating performance of

the operation under control of the executive, if any. Due to the fact that the Company's  $\,$ 

financial results for the last three years reflect  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

of executive officers during fiscal 1994 (with certain exceptions for outstanding merit) are  $\,$ 

frozen at previous levels. In addition, in light of these factors, the Company's President

and Chief Executive Officer and Chairman of the Board, Nick A. Caporella, declined to accept

any salary or bonus compensation for either fiscal year 1992 and 1993.

 $\label{long-term} \mbox{Long-term incentive compensation for executives} \\ \mbox{consists of stock-based awards made}$ 

under the Company's two non-qualified stock option  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

Plans provide for the granting of options to purchase  ${\tt Common}$  Stock to key employees at

prices equal to the fair market value on the date of grant. The Committee believes that the  $\,$ 

 $\mbox{\sc maximization}$  of stockholder wealth through appreciation in the value of Common Stock is

created through the use of stock options. At April 30, 1993, there were 205,300 stock

options granted under the Option Plans held by executive officers.

84

Compensation and Stock Option Committee Samuel C. Hathorn, Jr. William A. Morse

The proposed Board of Directors has no plans to materially change the Company's

overall compensation structure after the Acquisition. The Board of Directors, however, will

meet after the Acquisition to determine the  $\,$  compensation of Jorge Mas who will serve as the

President and Chief Executive Officer of the Company. It is anticipated that  ${\tt Mr.\ Mas'}$  will

be paid annual base compensation of \$300,000 and bonus compensation as determined by the

Compensation Committee of the Board of Directors. If the 1994 Stock Incentive Plan is

approved, both Mr. Mas and other key salaried employees of the Company will be eligible to

receive options and awards as determined from time to time by the Compensation Committee of

the Board of Directors, which shall consist of not less than three non-employee directors.

If the Stock Option Plan for non-employee directors is approved, directors who have never

been employees of the Company or any of its subsidiaries, and who are not otherwise eligible

to participate in any  $\mbox{\sc plan}$  of the Company or any  $\mbox{\sc of}$  its subsidiaries which would  $\mbox{\sc entitle}$ 

such directors to receive securities of the Company, would automatically receive stock

options upon their election as directors.

#### PERFORMANCE GRAPH

 $\qquad \qquad \text{The following graph compares} \quad \text{the cumulative total stockholder} \quad \text{return on Common Stock} \\$ 

from April 30, 1988 through April 30, 1993 with the cumulative total return of the S & P  $500\,$ 

Stock Index and a Company constructed index of two peer companies consisting of  $\ensuremath{\mathsf{Dycom}}$ 

Industries, Inc. and the  $\,$  L.E. Myers  $\,$  Company. The graph assumes that the  $\,$  value of  $\,$  the

investment in Common Stock was \$100 on April 30, 1988 and that all dividends were reinvested.

Burnup & Sims Inc., S & P 500 Stock Index, and Peer Group Companies 210 DOLLARS 190 170 150 130 110 90 70 50 30 10 1988 1989 1990 1991 1992 1993 

. (A) Peer Group

#### CERTAIN TRANSACTIONS AND

# LITIGATION

The Company has billed NBC approximately \$662,000 for certain services rendered and

expenses for the year  $\,$  ended April 30, 1993. NBC owns approximately 36% of the outstanding

Common Stock. Nick A. Caporella, the President, Chief Executive Officer and Chairman of the  $\,$ 

87

Board of the Company is also the Chairman of the Board, Chief Executive Officer, President  $\,$ 

and the controlling stockholder of NBC.

As described elsewhere in this Proxy Statement, it is a condition to the consummation  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

of the Acquisition by the stockholders of CT  $\,$  and CTF and the Company that (i) the Company

shall have entered into a written agreement with NBC, pursuant to which the Company  $\mbox{\ will}$ 

redeem and purchase 3,153,847 shares of Common Stock owned by NBC (which constitutes all of

the Common Stock owned by NBC), (ii) all of the conditions to the  $% \left( 1\right) =\left( 1\right) +\left( 1\right) =\left( 1\right) +\left( 1\right) +\left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

Redemption shall have been satisfied or waived, and (iii) the stockholders of  ${\tt CT}$  and  ${\tt CTF}$ 

shall have received a written certificate from the Chief Executive Officer and Chief

Financial Officer of the Company that all of the conditions to the consummation of the  $\ensuremath{\mbox{\sc th}}$ 

Redemption shall have been satisfied or waived, except the condition to the Redemption that

the Acquisition shall have occurred, which certificate shall be supported by a certificate

from the Chief Executive Officer of NBC, to the same effect. Accordingly, the Acquisition

will be consummated prior to the Redemption. The Redemption was negotiated and approved by

the Special Transaction  $\,$  Committee on behalf of the stockholders  $\,$  of the Company (other than

NBC and its affiliates). The Redemption will not be consummated unless the  $\mbox{\sc Acquisition}$ 

shall have occurred. Accordingly, assuming satisfaction of all other conditions to the  $\,$ 

consummation of the Acquisition, approval  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

Agreement shall result in consummation of the Redemption. A vote in favor of the

Acquisition Agreement may preclude a stockholder of the Company from challenging the  $\,$ 

Acquisition and the other transactions described in this Proxy Statement and from

participating in, and receiving damages, if any, as a result of any action which has been or

may be filed on behalf of any or all of the stockholders with respect to such transactions.

See below for a description of a class action and derivative complaint relating to, among

other things, the Agreement and certain other transactions described in this Proxy

Statement. The consideration for the Redemption and purchase, will be the cancellation of

the outstanding principal of \$17,500,000 under the Subordinated Debenture owed to the

Company by NBC and crediting the next succeeding principal payments in the amount of

\$592,313 of Other Indebtedness with an outstanding principal amount of \$1,371,430 owed to

the Company by NBC. On November 16, 1993, the Board of Directors of the Company approved

the Redemption. The Board of  $\,$  Directors of NBC has not yet met to consider the terms of the

Redemption. See "PROPOSAL TO APPROVE ACQUISITION AGREEMENT WITH CHURCH & TOWER, INC. AND

CHURCH & TOWER OF FLORIDA, INC. - Interest of Certain Persons in Matters to be Acted Upon."

88

Albert H. Kahn  $\,$  v. Nick A. Caporella, et al., Civil Action No. 11890 was filed in

December 1990 by a stockholder of the Company in the Court of Chancery of the State of

Delaware in and for New Castle County against the Company, the members of the Board of

Directors, and against NBC, as a purported class action and derivative lawsuit. In  $\ensuremath{\mathsf{May}}$ 

1993, plaintiff filed a motion to amend its class action and shareholder derivative  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left($ 

complaint (the "Amended Complaint"). The class action claims allege, among other things,  $\,$ 

that the Board of  $\,$  Directors, and NBC as its largest stockholder, breached their respective

fiduciary duties in approving (i) the distribution to the Company's stockholders of all of

the common stock of NBC owned by it (the "Distribution") and (ii) the exchange by NBC of

3,846,153 shares of Common Stock for certain indebtedness

of NBC held by the Company (the

"Exchange") (the Distribution and the Exchange are hereinafter referred to as the "1991  $\,$ 

Transaction"), in allegedly placing the interests of NBC ahead of the interests of the other  $% \left\{ 1\right\} =\left\{ 1\right$ 

stockholders of the Company. The derivative action claims allege,  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

the Board of Directors has breached its fiduciary duties by approving executive officer  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

compensation arrangements, by financing NBC's operations on a current basis, and by  $\,$ 

permitting the interests of the Company to be subordinated to those of NBC. In the lawsuit,  $\,$ 

plaintiff seeks to rescind the 1991 Transaction and to recover damages in an unspecified amount.

 $\qquad \qquad \text{The Amended Complaint alleges that the Special} \\ \text{Transaction Committee that approved the}$ 

1991 Transaction was not independent and that, therefore, the 1991 Transaction was not

protected by the business judgment  $\mbox{rule}$  or in accordance with a settlement agreement (the

"1990 Settlement") entered into in 1990 pertaining to certain prior litigation. The Amended

Complaint also  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

Settlement by the Company's engaging in certain transactions not approved by the Special

Transaction Committee; (ii) the sale of a subsidiary of the Company to a former officer of

the Company; (iii) the timing of the 1991 Transaction and (iv) the treatment of executive  $% \left( \frac{1}{2}\right) =0$ 

stock options in the 1991 Transaction.

 $\hbox{ In November 1993, plaintiff filed a class action} \\ \hbox{and derivative complaint, Civil}$ 

Action No. 13248 (the "1993 Complaint") against the Company, the members of the Board of

Directors, CT, CTF, Jorge Mas Canosa, Jorge Mas and Juan Carlos Mas (CT, CTF, Jorge Mas

1993, plaintiff amended the 1993 Complaint ("1993 Amended Complaint"). The 1993 Amended

Complaint alleges, among other things, that (i) the Board of Directors and NBC, as the  $\,$ 

89

Company's largest stockholder, breached their respective fiduciary duties by approving the

Acquisition Agreement  $% \left( 1\right) =0$  and the Redemption  $% \left( 1\right) =0$  which, according to the allegations of the 1993

Complaint, benefits Mr. Caporella at the expense of the Company's stockholders, (ii) the  $\operatorname{CT}$ 

Defendants had knowledge of the fiduciary duties  $% \left( 1\right) =1$  owed by NBC and the Board of Directors and

knowingly and substantially participated in their breach thereof; (iii) the Special  $\,$ 

Transaction Committee of the Board of Directors which approved the Acquisition Agreement and  $\,$ 

the Redemption was not independent and, as such, was not in accordance with the  $1990\,$ 

Settlement; (iv) the Board of Directors breached its fiduciary duties by failing to take an

active and direct role in the sale of the Company and failing to ensure  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

shareholder value in the sale of  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

NBC, as the Company's largest stockholder, breached their respective fiduciary duties by

failing to disclose completely all material information regarding the Acquisition  $\,$  Agreement

and the Redemption. The 1993 Complaint also claims derivatively that each member of the  $\,$ 

Board of Directors engaged in mismanagement, waste and breach of their fiduciary duties in

managing the Company's affairs. The 1993 Amended Complaint seeks, among other things, to

enjoin the Acquisition and Redemption or in the alternative, rescission and damages in an unspecified amount.

The Company believes that the allegations in the complaint, the Amended Complaint, the 1993 Complaint and the 1993 Amended Complaint are without merit, and intends to vigorously defend this action.

#### CERTAIN CT AND CTF TRANSACTIONS

CT currently leases equipment storage facilities from Jorge L. Mas Canosa and his spouse, Irma Mas. The term of the lease expires on October 31, 1998, and the annual rent under the lease is \$48,000.

 $$\operatorname{\textsc{The}}$  Company's Certificate requires the affirmative vote or consent of the holders  $% \operatorname{\textsc{sc}}$  of

four-fifths of all classes of the Company's stock entitled to vote in elections of directors  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

of the Company (the "Voting Shares") in connection with certain transactions with any  $\,$ 

person, corporation or other entity ("Affiliated Entity") beneficially owning 10% or more of

90

the outstanding Voting Shares. The Certificate provides, however, that the foregoing  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

provision is not applicable to  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

resolution a memorandum of understanding (a "Memorandum of Understanding") with such

Affiliated Entity with respect to such transactions prior to the time such Affiliated Entity

became an Affiliated Entity. In order to induce the stockholders of CT and  $\,$  CTF to enter

into the Acquisition Agreement and by eliminating the effects of the foregoing provisions

of the Certificate, the Company entered into a Memorandum of Understanding with each of Neff

Machinery, Neff Rental and Atlantic prior to execution of the Acquisition Agreement. Each

of Neff Machinery, Neff Rental and Atlantic is a Florida corporation controlled by the  $\,$ 

stockholders of CT and CTF and accordingly, following consummation of the Acquisition and by

virtue of the ownership of the Burnup Shares by the CT Group, would be  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

the Company. CT and CTF currently rent and purchase construction equipment  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

Machinery and Neff Rental. The Company anticipates that, following the Acquisition, the

Company and its subsidiaries, including CT and CTF, will from time to time purchase and  $\,$ 

lease equipment and parts,  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

conditions as the  $\,$  Board of Directors shall  $\,$  approve, which terms and conditions will  $\,$  be no

less favorable to the stockholders of the Company than those that would be obtained in

transactions of a similar type with unaffiliated third parties. The stockholders of  $\operatorname{CT}$  and

CTF have no present intentions of selling Neff Machinery, Neff Rental or Atlantic to the

Company following consummation of the Acquisition. See "PROPOSAL TO APPROVE ACQUISITION

AGREEMENT WITH CHURCH & TOWER, INC. AND CHURCH AND TOWER OF FLORIDA, INC. - Memorandum of Understanding."

Carlos & Abbott, P.A. a law firm of which Eliot C. Abbott is a shareholder, has

provided legal services to CT and CTF and their stockholders since 1983, and such  $\,$ 

representation will continue following the Acquisition. For the fiscal year ended March 31,

1993, such legal fees were approximately \$52,000. It is anticipated that Carlos & Abbott,

 $\ensuremath{\text{P.A.}}$  will also provide legal services to the Company if the Acquisition is consummated.

91

# SELECTED FINANCIAL DATA

 $\hspace{1.5cm} \hspace{1.5cm} \hspace{1.5cm$ 

Company, the selected  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

selected financial data giving effect to the Acquisition and the Redemption. This

information should be read in conjunction with the unaudited pro forma condensed  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right$ 

consolidated financial statements and the separate historical consolidated financial  $% \left( 1\right) =\left( 1\right) \left( 1\right) \left($ 

statements of the Company incorporated by reference herein and combined financial statements  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

of CT and CTF and the notes  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

relating to the  $\,$  CT Group contained in this  $\,$  Proxy Statement was provided to the  $\,$  Company by

the CT Group in connection with the Acquisition for the preparation of this Proxy Statement

Statement.

92

The

Company Selected

Historical Financial Data

(Dollars in Thousands Except Per Share Amounts)

Six Months Ended Oct. 31,

Fiscal Years Ended April 30

1993 1992 1990 1989 1993 1992 1991

Statement of Operations Data:

Revenues			\$ 72,004 \$	73,834
\$140 <b>,</b> 987	\$ 153 <b>,</b> 521	\$ 175,236	\$ 192 <b>,</b> 712	\$ 178 <b>,</b> 380
Costs an	d Expenses		74,023	73 <b>,</b> 439
151,917	157,114	174,155	192,007	174,695
Interest	Expense		2,043	2,402
4,583	4,847	6,161	8,362	6,616
Interest	and Other Inc	ome(1)	(5, 256) (2	2,781)
(2,255)	(6,833)	(2,388)	(10,411)	(15,503)
Income (	Loss) Before I	ncome		
Taxes an	d Equity in Ne	t		
Income o	f NBC		1,194	774
(13,258)	(1,607)	(2,692)	2,754	12,572
Provisio	ns (Credit) fo	r	284	286
(3,950)	(560)	(1,082)	2,120	4,858
Income T	axes			
Income	(Loss) Before			
Equity	in Net Income	of NBC	910	488

(9,308	(1,047)	(1,610)	634	7,714	
0 N	et Income (Loss)	828		\$488	\$
(9,308	\$ (1,047)	\$ (782)	\$ 785	\$ 9,239	
8,768	verage Shares Outstan 8,768	-	8,815 9,662		
E (1.06)	000) arnings (Loss) Per Si \$ (.12) alance Sheet Data		\$ 0.10 \$ .08		\$
	(at end of period):				
	apital Expenditures \$ 4,493	\$ 4,395	\$1,133 \$ 7,449		\$
93					

Working (	Capital		14,220	
16,199	21,798	21,103	50 <b>,</b> 907	48,934
Property	- Net		17,904	
18,036		23,933	28,544	30,202
Total Ass	•	20,300	103,393	00,202
108,917	118,460	122,673	158 <b>,</b> 922	150,697
Non-Curre			32,085	
36,756	40,030	37,087	43,784	50,079
Deferred	l Income		4,390	
3,612	3,218	4,272	4,424	4,766
Taxes-Nor	n-Current			
Sharehold	lers' Equity		34,574	
33,664	41,788	42,835	60,135	58 <b>,</b> 955
Number of	Employees		2,225	
2,255	2,250	2,565	3,151	3,174
Book Valu	ie Per Share		\$3.94	
\$3.84		\$4.89	\$4.77	\$4.69

See the Notes to Consolidated Financial Statements for information relating to accounting policies and other disclosures.

the fiscal years ended April 30, 1992 and 1991 respectively.

<sup>(1)</sup> Includes gains on real estate transactions of \$2.4 million for the six months ended October 31, 1993 and \$5.6 million for the fiscal year ended April 30, 1989. Also includes gains (losses) related to subsidiaries sold of \$1.1million and (\$7.4) million for

СТ

Group

Selected

Historical Financial Data

# (Dollars In Thousands, Except Earnings Per Common Share)

# Nine Months Ended September 30

## Years Ended December 31

1992 1991 Statement of Income Dat		1993 1989	
Contract Revenue \$34,136 \$31,588 Costs and Expenses	\$18,640 14,196	\$37,034 \$15,670 28,358 12,896 8,676 2,774	\$14,807 12,856 12,180 4,469
Other Income (Expense) (340) 462 Income before Minority 8,322 5,926 Interest	350	(1,240) 319 7,436 3,093	766 4,315
Minority Interest (42) (625) Net Income \$8,280 \$5,301 Common Shares Outstandi 1,100 1,100	\$4 <b>,</b> 758	1,100	0 \$4,272 \$3,393 1,100
Earnings per Common Sha \$7,527 \$4,819 Balance Sheet Data (at end of period):			
Property - Net	\$5,209 2,100 8,849	\$15,354 \$4,254 4,867 2,039 27,499 7,613	
Non-Current Debt		1,076	

1,840 371 333 276

95

Stockholders' Equity 19,203 15,690 9,436 7,296 6,127 5,292 Book Value Per Share \$17,457 \$14,264 \$ 8,574 \$3,906 \$5,570 \$4,811

See the Notes to the Combined Financial Statements of the Church & Tower Group.

(1) Reflects the exchange of shares pursuant to a business combination effected June 1,1992.

96

The Company and CT Group

Pro Forma Consolidated Selected

Fiinancial Data

The following pro forma consolidated statement of operations information reflects  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

effects of the Acquisition and the Redemption as if they had occurred on January 1, 1992.

The amounts are provided for comparative purposes  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

of results which may be obtained in the future. The

following pro forma consolidated

balance sheet information which is presented reflects amounts as if the  $\mbox{Acquisition}$ 

Redemption occurred on September 30, 1993. See "Unaudited Pro Forma Condensed Consolidated

Financial Statements" and the notes thereto for a description of assumptions and adjustments.

(Dollars in thousands except per share data)

Nine Months

Twelve Months

Ended September 30, 1993 Ended

December 31, 1992

Revenues \$143,415

\$178,126

Earnings (Loss) from Continuing

Operations (3,427)

525Earnings (Loss) per Share

from Continuing Operations (\$.22)

\$.03

Sept. 30, 1993

Working Capital \$ 22,483
Total Assets 137,984
Non-Current Debt 35,160
Shareholders' Equity 43,231
Book Value per Share \$ 2.73

COMPARATIVE PER SHARE DATA

The following table sets forth certain historical per share data for the Company and the  ${\tt CT}$ 

Group and combined unaudited pro forma per share data giving effect to the Transaction.

This data should be read in conjunction with the Selected Financial Data, Unaudited

97

Consolidated Condensed Proforma Financial Statements, and the historical Financial

Statements of the Company and the CT Group and the notes thereto included elsewhere herein.  $\,$ 

The amounts are provided for comparative purposes  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

of results which may be obtained in the future.

98

CT Group

The Comp	eany	Year	9 Months	Year
9	Months			
	7	Ended	Ended	
Ended	Ended	12/31/92	9/30/93	
1/31/93	10/31/93	, ,, ,	2,22,00	
from (\$.34)	ings (Loss) per Share Continuing Operations Historical (1) (\$0.77) Pro Forma (0.22)	\$4,592	\$4,122	
Equ	ivalent Pro Forma(2)	308	(2,013)	
		As	s of	
As of		0.44	20.400	
10/31/93		9/.	30/93	
	Value per Share Historical	\$1	7,457	
\$3.94	Pro Forma			
2.73				
	Equivalent Pro Forma (	(2) 25	5,392	

- (1) Includes pro forma provision for income taxes for the CT Group as if it were taxed as a C corporation.
- (2) Equivalent pro forma per share amounts are calculated by multiplying the pro
  forma amounts by the exchange ratio of 9,318 shares of Company Common Stock to
  be issued for each share of CT Group common stock.

#### STATEMENTS

The following pro forma condensed consolidated statements of operations of the Company

and the CT Group  $\,$  for the year ended December 31, 1992  $\,$  and the nine months ended  $\,$  September  $\,$ 

30, 1993 are presented as if the Acquisition and the Redemption had occurred on January 1,  $\,$ 

1992. The pro forma condensed consolidated balance sheet is presented as if the Acquisition  $\,$ 

and Redemption had occurred on September 30, 1993.

It is anticipated that the  $\,$  Acquisition will be treated as a "reverse acquisition" for

financial reporting purposes, with the CT Group considered to be the acquiring entity. As a

result, the pro forma adjustments include adjustments to reflect the estimated fair  $\ensuremath{\text{values}}$ 

99

of certain assets of the Company and the capital structure of the CT Group has been adjusted  $\,$ 

to reflect the outstanding capital structure of the surviving legal entity. A final

determination of required purchase accounting adjustments and of the fair value of the  $\,$ 

assets and liabilities of the Company has not been made as of the date of this Proxy

Statement. In addition, certain purchase accounting adjustments have been made  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

fair value of \$5.74 per share for the Company's Common Stock. Actual adjustments will be

 $\,$  made based on the market price of the Common Stock immediately prior to Closing.

Accordingly, the purchase accounting adjustments made in connection with the development of

the pro forma financial information are  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

of developing such pro forma financial information to comply with disclosure requirements of

the SEC. The Company will undertake a study to determine the fair value of its  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

liabilities and will make appropriate purchase accounting adjustments upon completion of that study.

The pro forma condensed consolidated financial statements are derived from the  $\,$ 

historical financial statements of the Company and the CT Group which are included elsewhere  $\,$ 

in this Proxy Statement. The pro forma condensed consolidated balance sheet  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

Company's October 31, 1993 balance sheet with the CT Group's September 30, 1993 balance

sheet. The pro forma condensed consolidated statements of operations combine the Company's

historical statements of operations for the twelve months ended January 31,  $\,$  1993 and the

nine months ended October 31, 1993 with the CT Group's historical statements of operations

for the fiscal year ended December 31, 1992 and the nine months ended September 30, 1993,  $\,$ 

respectively.

 $\begin{tabular}{ll} The financial information & relating to the CT Group contained in this Proxy Statement \\ \end{tabular}$ 

was provided to the Company by the CT Group in connection with the Acquisition for the  $\,$ 

preparation of this Proxy Statement and the Company has relied upon such financial  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

information in the preparation of this Proxy Statement.

 $$\operatorname{\textsc{The}}$$  pro forma data is presented for informational purposes only and may not be

indicative of the  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

CT Group, or what the results of operations or financial position of the Company would have

been if the Acquisition and Redemption had occurred on the dates set forth.

These pro forma condensed consolidated financial statements should be read in  $% \left\{ 1,2,\ldots ,2,\ldots \right\}$ 

conjunction with the historical financial statements  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

the CT Group included elsewhere herein. See "Index to Financial Statements."

100

# Burnup & Sims/CT Group Pro Forma Financial Statements Unaudited Consolidated Condensed

Balance Sheet

(In thousands)

D	A. Cambinad	CT	Burnup	^
Pro Forma Adjust's	^ Combined ^ Pro Forma	Group	& Sims	^
Adjustis	PIO FOIMA			
	ASSETS			
Current Ass	sets			
Cash (\$4,580) (1)	\$ 16 436	\$14,163	\$ 6,853	
Receivable	•	7,811	19,300	
0	27,111			
	rrent Assets	582	11,179	
0	11,761			
Tota	al Current Assets	22,556	37,332	
(4,580)	55,308			
Investment	in NBC		31,134	
(18,918) (2)		4 067	17 004	
Property - 21,499 (3)		4,867	17 <b>,</b> 904	
*	e Investments		12,514	
12,402 (3) Goodwill	24,916		3,209	
(3,209) (3)	0		3,209	
Other Asset	.s	76	1,300	
(102) (3)	1,274			

\$ 7,092	\$137,984	\$27,499	\$103,393
	LIABILITIES AND EQUITY rrent Liabilities Current Portion of Debt (1) \$ 5,603	\$597	\$4,006
	Accounts Payable and (4) 19,935	5,286	12,749
(390)	Accrued Expenses Other Current Liabilities (5) 7,287	1,320	6,357
			101
2,510 Li	Total Current 32,825 abilities	7,203	23,112
	her Liabilities (6) 26,768	18	13,622
2,000	ng-Term Debt (1) 35,160 hareholders' Equity	1,075	32,085
(1,047)	Common Stock (7) 1,586	6	1,602
1,025	(8)		
	Capital Surplus (9) 41,645	42	72,860
30,933	(8)		
11,239	(10) Retained Earnings	19,169	34,252
(34,252)	(11) 0		
(7,930)	(12)		
(11,239)	(10) Treasury Stock		(74,140)
74,154	(13) 0	(14)	
(10,546) Eq	Total Shareholders' 43,231 uity	19,203	34,574
\$ 7,092	\$137,984	\$27,499	\$103,393

See Notes to Pro Forma Financial Statements.

102

# Burnup & Sims/CT Group Pro Forma Financial Statements Unaudited Consolidated Condensed Statement

of Operations

Twelve Months

(Dollar amounts in thousands except per

share data)

P P	Quality and		СТ		Burnup
Pro Forma	Combined	G	roup		& Sims
Adjust's I	Pro Forma	Č	точр		a Simo
Revenues	0170 106	\$	34,136		\$143,990
\$ 0 Costs and Exp	\$178,126				
Costs and Exp			22,163		126,233
0	148,396		22,100		120,233
General and	d Administrative		2,937		17,075
0	20,012		•		·
Depreciatio	on and		371		6,600
, , , ,	6,764				
Amortization					
Interest Ex			35		4,718
240 (15)			250		(F 00C)
Other - Net 2,681 (16)			350		(5 <b>,</b> 906)
	Costs and		25,856		148,720
2,714	177,290		23,030		110,720
Expenses	,				
Income (Loss)	Before Income		8,280		(4,730)
(2,714)	836				
Taxes					
Provision (Ca	redit) for		3.229	(17)	(1,738)
(1,180) (18)	311		0,223	( = , )	(2),00)
Income Taxe	es				
Earnings (Los	ss)				
	nuing Operations	\$	5,051		(\$2,992)
(\$1,534)	\$ 525				
Earnings (Los	ss) ner Share				
	nuing Operations	Ś	4,592		(\$0.34)
	\$ 0.03		-,		(1000-7
Average Share	es Outstanding		1		8,768
7,095 (19)	15,864				
(000's)					

See Notes to Pro Forma Financial Statements.

104

Burnup & Sims/CT Group
Pro Forma Financial Statements
Unaudited Consolidated Condensed Statement

of Operations

Nine Months (Dollar amounts in thousands except per

share data)

			CT	Burnup
Pro	Forma	Combined		-
			Group	& Sims
Adj	ust's	Pro Forma		
	Revenues		\$37,034	\$106,381
\$	0	\$143,415	, ,	, _ 0 0 , 0 0 _
	^ Costs and E	xpenses		
Cost of Sales		23,730	97,991	
	0	121,721		
	General and	Administrative	4,075	14,695
	0	18,770		
	Depreciatio	n and	553	4,013
	(53)	4,513		
	Amortization			

(14)			
Interest Expense	115		3,108
180 (15) 3,403			
Other - Net	1,129		(4,045)
2,011 (16) (905)			
Total Costs and Expenses	29,602		115,762
2,138 147,502			
Income (Loss) Before Income	7,432		(9,381)
(2,138) $(4,087)$			
Taxes			
Provision (Credit) for	2,898	(17)	(2,673)
(885) (18) (660)			
Income Taxes			
Earnings (Loss)			
^ from Continuing Operations	\$4,534		(\$6 <b>,</b> 708)
\$ (1,253) (\$3,427)			
Earnings (Loss) per Share			
	44 100		(40.77)
from Continuing Operations	\$4,122		(\$0.77)
(\$ 0.22)	1		0.760
Average Shares Outstanding	1		8,768
7,095 (19) 15,864 (000's)			
(000 5)			

See Notes to Pro Forma Financial Statements.

105

Burnup & Sims/CT Group Notes to Pro Forma Financial

Statements

Balance Sheet:

- (1) CT Group dividend to be paid prior to Closing, including notes payable of \$3  $$\rm million\mbox{,}$  payable in semi-annual installments of \$500,000.
- (2) Exchange of Subordinated Debenture in the face amount of \$17,500,000 (book value of \$17,291,000) and \$592,000 reduction of Other Indebtedness for 3,153,847 shares of Common Stock (\$17,883,000), net of the allocation of the excess of estimated fair value over the purchase price (\$1,035,000). (See (3) below).

Company's equity at October 31,

1993 \$34,574

Bonus service pool and other costs,

net of tax (685)

Adjustment of net assets to fair

value

Property, net

\$24,838 14,513 (3,209) property and (15,347)	Real estate investments  Goodwill  Deferred taxes related to  real estate adjustments
20,795 Common Stock(17,958)	Net asset step up in basis  Redemption of 3,153,847 shares of  Estimated fair value of Company's
net assets 36,726	106
below) \$32,208 costs 500	Purchase Price Value of Common Stock (See (8) Estimated CT Group transaction
32,708 \$4,018	Total purchase price  Excess of estimated fair value over purchase price
fair value over purchase prospers \$1,035 3,339 2,111 102 adjustments(2,569)	Allocation of excess of estimated ice:  Investment in NBC  Property, net  Real estate investments  Other assets  Deferred taxes related to above
\$4,018	Total

- (4) Estimated transaction costs of \$900,000 including CT Group costs of \$500,000 included in the purchase price, and establishment of Company's bonus service pool of \$1,000,000.
- $\mbox{(5)}$  Current tax benefit of deductible transaction costs incurred by the Company.

(6) Deferred taxes relating to step up in basis (\$12,778,000) and estimated deferred tax liability of CT Group upon termination of Subchapter S status (\$350,000).

107

- (7) Eliminate par values of CT Group common stock (\$6,000) the Company's retired treasury stock (\$726,000) and the shares redeemed from NBC (\$315,000).
- (8) Record issuance of 10,250,000 shares of Common Stock, based on the value of 5,614,492 shares of Common Stock to be outstanding after the Redemption, assuming a market price of \$5.74 per share at Closing as follows (in thousands):

Value of equity of the Company (5,614,492 x \$5.74) \$32,208 Par value of shares issued (10,250,000 x \$.10) Estimated transaction costs related to Common Stock issued (250)

Credit to capital surplus

\$30,933

(9) Adjust capital surplus for retirement of Company's treasury stock (\$73,414,000),
retirement of shares redeemed from NBC (\$17,643,000, including estimated transaction costs of \$75,000) and elimination of the resulting negative capital surplus (\$18,197,000); elimination of CT Group treasury stock (\$14,000); and adjustment to reflect par values of Common Stock outstanding subsequent to Closing (\$555,000).

- (10) Reclassify undistributed earnings of CT Group upon termination of Subchapter S  $${\rm status}\ {\rm at}\ {\rm date}\ {\rm of}\ {\rm Closing.}$
- (11) Record Company's bonus service pool, net of tax (\$610,000) and estimated transaction costs (\$325,000), and eliminate resulting retained earnings (\$33,317,000).
- (12) Record CT Group dividend to be paid prior to Closing (\$7,580,000) and estimated deferred tax liability of CT Group upon termination of Subchapter S status (\$350,000).

(13) Record retirement of Company's and CT Group's treasury stock.

Statement of Operations:

- (14) Elimination of Company's historical goodwill amortization, net of adjustment for additional depreciation assuming an average life of 20 years for depreciable tangible assets (primarily buildings).
- (15) Increase in interest expense for notes payable issued in connection with  $\operatorname{CT}$  Group dividend.
- (16) Decrease in interest income for reduction of Subordinated Debenture and Other
  Indebtedness, and decrease in cash.
- $\ensuremath{\text{(17)}}$  Pro forma CT Group tax provision, assuming 39% overall rate.
  - (18) Tax benefit of pro forma adjustments.
- (19) Shares of Common Stock issued (10,250,000) net of shares redeemed from NBC (3,153,847) and CT Group shares eliminated (1,100).

109

CT AND CTF'S MANAGEMENT'S DISCUSSION

AND

ANALYSIS OF FINANCIAL CONDITION AND RESULTS

OF OPERATION

 $\label{thm:management} \mbox{Management's discussion and analysis of financial condition and results of operations}$ 

should be read in conjunction with the selected financial data and financial statements and  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

notes to financial statements included elsewhere herein.

Results of Operations

Nine months ended September 30, 1993 compared to September 30, 1992.

Results of operations for the nine months ended September 30, 1993, reflect the  $\,$ 

continued growth of the companies' revenue base.

Revenues for the nine months ended

September 30, 1993, were \$37,034,193 compared to \$17,324,936 for the nine months ended

September 30, 1992. This increase resulted primarily from an increase in the companies'

customer base and  $% \left( 1\right) =\left( 1\right) \left( 1\right) =\left( 1\right) \left( 1\right)$  in the volume of work from Southern Bell arising in connection  $% \left( 1\right) \left( 1\right) =\left( 1\right) \left( 1\right)$ 

rebuilding necessitated by Hurricane Andrew, the expansion of outside plant systems approved

under Southern Bell's increased Master Budget Plan and the growth in private sector  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

telecommunication projects. The revenues generated by the Southern Bell work constitutes  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

substantially all of the increase in total combined revenues of CT and CTF. Accordingly,

the loss of all or a significant portion of work from Southern Bell could have a material  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

adverse impact on the Company's results of operations.

Cost of revenues increased from \$11,822,810 in the prior year's period to \$24,213,091

for the nine months ended September 30, 1993, and was 34% as a percentage of revenues  $% \left( 1\right) =200$  as  $\left( 1\right) =200$ 

September 30, 1993, and 31% as a percentage of revenues as of September 30, 1992.

Consequently, the increase in gross profit from 5,502,126 in the prior year's period to

\$12,821,102 for the nine months ended September 30, 1993 was due primarily to an increase in

revenues without a commensurate increase in fixed costs.

110

General and administrative expenses for the period increased by \$3,112,193 from

personnel costs related to the companies performance.

Depreciation (included in Cost of Contract Revenue) increased by \$276,628 from

\$276,867 in the prior year's period to \$553,495 primarily as a result of the acquisition of

construction equipment and vehicles required to support the volume increase.

Net income for the period in the amount of \$7,431,869 includes a loss of approximately

\$1,392,852 from the OCT Joint Venture (described below).

Fiscal Year Ended December 31, 1992, Compared to Fiscal Year Ended December 31, 1991.

were \$34,135,788 compared to

\$31,588,228 for the preceding fiscal year. The increase resulted primarily from an increase

in the volume of business from existing customers. Cost of revenues decreased from  $% \left( 1\right) =\left( 1\right) \left( 1\right$ 

\$23,328,758 for the prior fiscal year to \$22,460,792, primarily as a result of overall improvements in operational efficiency.

Gross profit increased from \$8,259,470 in the prior fiscal year to \$11,674,996 and, as

a percentage of revenues increased from 26% to 34% primarily due to the successful

completion of certain construction and telecommunications projects.

General and administrative expenses increased from \$2,795,528 in the prior fiscal year

to \$3,012,651 primarily as a result of an increase in the variable costs associated with

increased revenues, but remained constant as a percentage of revenues (9%).

Other income in fiscal year 1992 increased from \$283,238 in the prior fiscal year to

\$382,800 due primarily to a gain on sale of assets of approximately \$85,000 and interest

income of approximately \$200,000.

111

In fiscal year 1992, as a result of non-payment of certain change orders disputed by  $% \left\{ 1,2,...,n\right\}$ 

Dade County in the aggregate amount of approximately \$9,500,000 with respect to the

Metro-Mover and landfill project, the OCT Joint Venture incurred a loss. CT's portion of

such loss was \$372,972 representing its twenty percent (20%) interest in the OCT Joint

Venture. The OCT  $\,$  Joint Venture is  $\,$  contesting Dade County's position with respect to  $\,$  the

change orders. In October 1993, the claims relating to the landfill project were settled.

The claims relating to the Metro-Mover project currently remain unresolved.

Net income for the period increased from \$5,300,689 to \$8,279,555 primarily as a result of improved gross profit.

Also in fiscal year 1992, CTF negotiated a settlement of certain outstanding  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left($ 

litigation. In accordance with the terms of the settlement CTF paid \$350,000, which amount

is reflected as an expense.

Fiscal Year Ended December 31, 1991, Compared to Fiscal Year Ended December 31, 1990.

Revenues for the year ended December 31, 1991 were \$31,588,228 compared to \$18,639,593

for the fiscal year ended December 31, 1990. The increase reflects revenues recognized in

consolidation by the 9001 Joint Venture in connection with construction of the detention  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

facility. Cost of revenues increased from \$11,820,932 in the prior fiscal year to

\$23,328,758 and, as a percentage of revenues, increased from 63% to 74% primarily as a

result of the increased variable costs associated with the detention facility project.

Gross profit for the period increased from \$6,818,661 in the prior fiscal year to \$8,259,470. The increase is the result primarily of the increase in revenues recognized by the 9001 Joint Venture.

112

General and administrative expenses for the period increased from \$2,375,315 in the prior fiscal year to \$2,795,528 primarily as a result of increased variable costs associated with higher revenues.

In fiscal year 1991, other income decreased from \$349,915 in the prior fiscal year to \$283,238 due primarily to a decrease in interest income.

Net income for the period in the amount of \$5,300,689 includes income of \$179,051 from the OCT Joint Venture and a loss of \$625,542 incurred in connection with the 9001 Joint Venture.

Liquidity and Capital Resources

Liquidity and capital resources increased in the nine months ended September 30, 1993 relative to the fiscal year ended December 31, 1992.

Total assets increased from \$24,431,977 at December 31, 1992 to \$27,499,394 at September 30, 1993 or 20%. This growth in total assets

resulted primarily from an increase

in cash and cash equivalents from \$10,190,412 at December 31, 1992 to \$14,163,536 at

December 31, 1992 to \$14,163,536 at
September 30, 1993. The increase in cash and cash equivalents is attributable primarily to

the retention of earnings generated from operating profits.

 $$\operatorname{Prior}$  to the Closing of the Acquisition, the CT Group shall  $% \operatorname{Acquisition}$  declare and pay dividends

in the aggregate amount of \$11,500,000. Such dividends will be paid as follows: (i)

\$8,500,000 shall be paid in cash to the stockholders of CT

and CTF (of which approximately

\$3,920,000 had been paid as of September 30, 1993), and (ii) \$3,000,000 will be paid by

issuance of a promissory note by the CT Group. The note will be payable in semi-annual  $\,$ 

equal principal payments of \$500,000 bearing interest at the prime rate plus two percent but

in no event less than  $8\%\,$  per annum. See Note 7 to the Unaudited Financial Statements for the CT Group.

113

Working capital increased from \$13,751,962 at December 31, 1992 to \$15,353,567 at

September 30, 1993. This increase resulted primarily from an increase in current assets.

The current ratio of assets to liabilities approximated 3 to  $1\ \mbox{for both periods presented.}$ 

CT and CTF each are privately-held companies and, consequently, there is no public market for their capital stock.

The companies' principal sources of liquidity were internally generated cash, and, to a lesser extent, trade financing.

In April 1993, CTF obtained an unsecured line of credit for its general working

capital needs which currently provides for borrowings of up to \$2,000,000. Interest on

borrowings under the line of credit is at the prime interest rate. No borrowings are  $\,$ 

currently outstanding under the line. Following consummation of the Acquisition, the

Company intends to explore various financing alternatives available to it. Management of

the CT Group has held preliminary discussions with various lenders and other  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

financing sources with respect to the working capital needs of the Company following  $\,$ 

consummation of Acquisition. There can be no assurances that following consummation of the  $\,$ 

Acquisition that the Company will be able to obtain a line of credit on terms acceptable to it.

 $$\operatorname{\textsc{CTF}}$$  believes that there  $% \operatorname{\textsc{are}}$  no  $% \operatorname{\textsc{known}}$  material trend variances with respect to its

capital resources. Management expects to meet its future working capital needs as it has in

the past, primarily through cash flow from operations.

To the extent that additional sources of capital are required, funding is anticipated

to be available via bank lines of credit or term financing.

#### OUTSTANDING VOTING SECURITIES AND

#### VOTING RIGHTS

The Board of Directors has set the close of business on  $\_$ \_\_\_\_\_, 1994 as the

record date (the "Record Date") for determining stockholders of the Company entitled to

notice of and to vote at the Meeting. As of the Record Date, there were  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

shares of Common Stock issued and outstanding, all of which are entitled to be voted at the  $\,$ 

Meeting. Each share of Common Stock is entitled to one vote on each matter submitted to

stockholders for approval  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

their votes for directors.

The attendance, in person or by proxy, of the holders of a majority of the outstanding  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

shares of Common Stock entitled to vote at the Meeting is necessary to constitute a quorum.

The Class II director will be elected by a plurality of the votes cast by the shares of

Common Stock represented in person or by proxy at the Meeting. The affirmative votes of the  $\,$ 

holders of a majority of the shares of Common Stock represented in person or by proxy at the

Meeting will be required for approval of the Acquisition Agreement and the affirmative votes  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

of the holders of a majority of the outstanding Common Stock will be required for approval  $\begin{tabular}{ll} \hline \end{tabular}$ 

of each of the amendments to the Certificate. The affirmative votes of the  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

majority of the shares of Common Stock represented in person or by proxy at the Meeting will

be required for approval of the Company's 1994 Stock Option Plan for Non-Employee Directors

and the Company's 1994 Stock Incentive Plan. The proposed amendments to the Certificate and

the adoption of the 1994 Stock Option Plan for Non-Employee Directors and the 1994 Stock

Incentive Plan  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

not be effected unless the terms of the Acquisition Agreement are approved at the Meeting.  $\,$ 

Any other matter that may be submitted to  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

majority of the shares of Common Stock represented in person or by proxy at the Meeting vote

in favor of the matter. The Board of Directors does not know of any matter, except those

enumerated in this Proxy Statement, that will be submitted to a vote of the stockholders at

the Meeting. If less than a majority of outstanding shares entitled to vote are represented  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

at the Meeting, a majority of  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

date, time or place, and notice need not be given of the new date, time or place if the new  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

date, time or place is announced at the meeting before the adjournment is taken.

The Company's directors and named executive officers are the record owners of 296,877

shares, representing approximately 3.3% of the outstanding Common Stock and have indicated

that they intend to vote their shares in favor of the reelection of Samuel C. Hathorn, Jr.

to the Board Directors, the approval of the terms of the Acquisition Agreement, the approval

of each of the proposed amendments to the Certificate, [the 1994 Stock Option Plan for

Non-Employee Directors and the 1994 Incentive Stock Plan.] See "VOTING SECURITIES AND PRINCIPAL HOLDERS THEREOF."

 $\,$  Prior to the Meeting, the Company will select one  $\,$  or more inspectors of election for

the meeting. Such inspector(s) shall determine the number of shares of Common Stock

represented at the Meeting, the existence of a quorum and the validity and effect of  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

proxies, and shall receive, count and tabulate ballots and votes to determine the results  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left($ 

thereof. Abstentions will be considered as shares present and entitled to vote at the  $\,$ 

Meeting and will be counted as votes cast at  $% \left( 1\right) =\left( 1\right) +\left( 1\right) =\left( 1\right) +\left( 1\right) +\left( 1\right) =\left( 1\right) +\left( 1\right$ 

cast for or against any given matter.

A broker or nominee holding shares registered in its name, or in the name of its  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

nominee, which are beneficially owned by another person and for which it has not received  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

instructions as to voting from the beneficial owner, may have discretion to vote the  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left$ 

beneficial owner's shares  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

shares which  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

considered as shares present at the  $\,$  Meeting, and will not be considered to have cast  $\,$  votes

on any matters addressed at the Meeting.

#### VOTING SECURITIES AND PRINCIPAL HOLDERS

# THEREOF

 $\,$  The following tables set forth, as of the Record Date, information with respect to the

beneficial ownership of the Common Stock  $\,$  by (i) each person known by the Company to be  $\,$  the

beneficial owner of more than five percent of the outstanding Common Stock, (ii) the

Company's Chief Executive Officer and each of the Company's other four most highly

compensated executive officers whose total annual salary and bonus for Fiscal 1993 was

\$100,000 or more, (iii) each director of the Company, and (iv) all directors and executive

officers of the Company as a group. The Company is not aware of any beneficial owner of more than five percent of the outstanding Common Stock

other than as set forth in the following table.

Security Ownership of Certain Beneficial Owners

Percentage of Percentage of

Class Prior to Class After

Name of Title Amount and Nature of

Acquisition Acquisition

Beneficial Owner of Class Beneficial Ownership(1)

and Redemption and Redemption

Nick A. Caporella Common 3,540,565(2)

40.4% 2.4%

One North University Drive

Fort Lauderdale, FL 33324

National Beverage Corp. Common 3,153,847

36.0% -0-

One North University Drive

Fort Lauderdale, FL 33324

Estate of Riley V. Sims(3) Common 673,743

7.7% 4.2% 2000 Presidential Way

West Palm Beach, FL 33401

117

Security Ownership of Management

Percentage of Percentage of

Class Prior to Class After

Name and Address Title Amount and Nature of

Acquisition Acquisition

of Beneficial Owner of Class Beneficial Ownership(1)

and Redemption and Redemption

Samuel C. Hathorn, Jr. Common 5,200(4)

.

Cecil D. Conlee Common 2,000

Leo J. Hussey(5)

Common

Common

2,049

Common

William A. Morse

George R. Bracken(5)

505

Gerald W. Hartman(5) Common -0-

-0-

All executive officers and directors as a group

(nine persons)

Common

3,450,724

39.4% 1.9%

Less than 1%.

- Unless otherwise indicated, each person has sole voting and investment power with respect to such shares.
- Includes (i) 3,153,847 shares owned by NBC (Mr. Caporella is the general partner of IBS Partners, Ltd., an entity which beneficially owns 74.7% of the outstanding capital

118

stock of NBC), (ii) options to purchase 100,000 shares at an exercise price at the

time of grant equal to \$2.00 per share (which exercise price decreases to the extent

of a corresponding increase in the market price of the Common Stock in excess of \$2.00

as reported on NASDAQ) and (iii) 12,500 shares held by the wife of Mr. Caporella, as

to which Mr. Caporella disclaims beneficial ownership.

- (3) Mr. Sims passed away on the 13th day of January 1993.
- (4)Includes 200 shares held by the children of Mr. Hathorn, as to which Mr. Hathorn disclaims beneficial ownership.
- In July 1993, Messrs. Hussey, Bracken and Hartman (5) were issued options to purchase

40,000, 4,500 and 25,000 shares of Common Stock, respectively under the Company's then

existing stock option plan and all options previously held by them were canceled. See

"EXECUTIVE COMPENSATION - Aggregate Fiscal Year-End Stock Option Value Table." The

exercise price of such options at the time of grant was \$2.00 per share (which

exercise price decreases to the extent of a corresponding increase in the market price

of the Common Stock in excess of \$2.00 as reported on NASDAQ) and the options are

scheduled to vest at  $% \left( 1\right) =\left( 1\right)$  various times. The Acquisition Agreement provides that all  $% \left( 1\right) =\left( 1\right)$ 

these options will become immediately exercisable if such employee's  $% \left( 1\right) =\left( 1\right)$  employment with

 $\hbox{the Company is terminated under certain circumstances} \\$  during the twelve  $\mbox{month period}$ 

 $\,$  after October  $\,$  15, 1993. The foregoing table does not reflect ownership of these

options. All options held by Mr. Caporella are currently exercisable. See "PROPOSAL  $\,$ 

TO APPROVE ACQUISITION AGREEMENT WITH CHURCH & TOWER, INC. AND CHURCH & TOWER OF

FLORIDA, INC. - Certain Effects of the Acquisition -- Outstanding Stock Options."

Compliance with Section 16(a) of the Securities Exchange  $\operatorname{Act}$  of 1934

Section 16(a) of the Securities Exchange Act of 1934 requires the Company's directors

and executive officers, and persons who own more than ten percent  $\$  of the outstanding Common

Stock, to file with the SEC initial reports of ownership and reports of changes in ownership

119

of Common Stock. Such persons are required by SEC regulation to furnish the Company with copies of all such reports they file.

 $\,$  To the Company's knowledge, based solely on a review of the copies of such reports

furnished to the Company and written representations that no other reports were required,

all Section 16(a) filing requirements applicable to its officers, directors and greater than

ten percent beneficial owners have been complied with.

INDEX TO FINANCIAL STATEMENTS

CHURCH & TOWER GROUP

PAGE

Independent Auditors' Report F-2\*

Consolidated Financial Statements:

Combined Balance Sheets as of December 31, 1992 and 1991 \$F-3\$

Combined Statements of Income and Retained Earnings for the Years Ended December 31, 1992, 1991 and 1990  $$\rm F\textsc{-}4$$ 

Combined Statements of Cash Flows for the Years Ended December 31, 1992, 1991 and 1990 F-5

Notes to Consolidated Financial Statements  $\ensuremath{\mathtt{F-6}}$ 

Combined Balance Sheets as of September 30, 1993 (Unaudited) F-12

Combined Statements of Income and Retained Earnings for the Nine Months Ended September 30, 1993 and 1992 (Unaudited)

F-13

Combined Statements of Cash Flows for the Nine Months Ended September 30, 1993 and 1992 (Unaudited)  $$\rm F{-}14$$ 

Notes to Consolidated Financial Statements September 30, 1993 (Unaudited) F-15

F-1

INDEPENDENT AUDITORS' REPORT

To the Stockholders Church & Tower Group Miami, Florida & Tower Group (the "Group"), as

of December 31, 1992 and 1991, and the related combined statements of income and retained  ${}^{\circ}$ 

earnings, and of cash flows for each of the three years ended December 31, 1992. These

financial statements are the responsibility of the Group's management. Our responsibility

is to express an opinion on these financial statements based on our audits.

We did not audit the financial statements of 9001 Joint Venture, a partnership that is  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

majority-owned by a company in the Group, which statements reflect total assets of

\$3,064,573 and \$2,737,787 as of December 31, 1992 and 1991, respectively, and total revenues

of \$8,240,290, \$14,495,378 and \$463,079 for the three years ended December 31, 1992. Those

statements were audited by  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

opinion, insofar as it relates to the amounts included for 9001 Joint Venture, is based

solely on the report of the other auditors.

 $\label{eq:weak_problem} \mbox{We conducted our audits in accordance with generally accepted auditing standards.}$ 

about whether the financial statements are free of material misstatement. An audit includes  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

examining, on a test basis, evidence supporting the amounts and disclosures in the  $\,$ 

financial statements. An  $% \left( 1\right) =\left( 1\right)$  accounting principles  $% \left( 1\right) =\left( 1\right)$  used and

significant estimates made by management, as well as evaluating the overall financial  $\ensuremath{\mathsf{S}}$ 

statement presentation. We believe that our audits and the reports of other auditors  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

provide a reasonable basis for our opinion.

In our opinion, based on our audits and the reports of other auditors, the combined

financial statements referred to above present fairly, in all material respects, the

F-2

financial position of Church & Tower Group as of December 31, 1992 and 1991, and the results

of their operations and their cash flows for each of the three years ended December 31, 1992

in conformity with generally accepted accounting principles.

VICIANA & SCHAFFER

CERTIFIED PUBLIC ACCOUNTANTS

 $$\operatorname{\textsc{The}}$  financial information  $% \operatorname{\textsc{rel}}$  relating to the CT Group contained in this Proxy Statement

was provided to the Company by the CT Group in connection with the Acquisition for the  $\,$ 

preparation of this Proxy Statement and the Company has relied upon such financial

information in the preparation of this Proxy Statement.

Required Historical Financials for CT

and CTF

CHURCH & TOWER GROUP

COMBINED BALANCE SHEETS

December 31,

1992 1991

Assets

Current Assets

Cash and cash equivalents

\$10,190,412 \$ 5,610,961

Accounts receivable

6,091,821 1,538,800

Contract receivable from Metro-Dade County

2,542,833 1,784,188

Balance due from commercial bank on a

promissory note

989,271

Other receivables and current assets

821,643 86,272

Total Current Assets

20,635,980 9,020,221

Investment in joint ventures

5,000 262,727

Property and equipment, net

3,655,855 2,406,117 Other non-current assets 135,142 44,105

Total Assets \$24,431,977 \$11,733,170 Liabilities and Stockholders' Equity

F-4

Current Liabilities

Accounts payable and accrued expenses

\$ 4,097,885 \$ 1,447,476

Billings in excess of costs and estimated earnings on uncompleted contracts with Metro-Dade County

1,527,012 242,917

Current maturities of long-term notes payable

696,387 8,804

Other current liabilities

346,962 167,338

Deficit in joint venture's capital account

215,772 -

Total Current Liabilities

6,884,018 1,866,535

Minority interest in consolidated joint venture

17,751 59,496

Notes payable

1,839,770 33,379

Due to The Mas Group, Inc., a related entity

- 337,743

Total Liabilities

8,741,539 2,297,153

Stockholders' Equity

Common stock

6,000 5,400

Additional paid-in capital

42,000 42,000

Treasury stock

(14,169) (14,169)

Retained earnings

15,656,607 9,402,786

Total Stockholders' Equity

15,690,438 9,436,017

Total Liabilities and Stockholders' Equity

\$24,431,977 \$11,733,170

The accompanying notes are an integral part of these financial statements.

# CHURCH & TOWER GROUP

## COMBINED STATEMENTS OF INCOME AND

# RETAINED EARNINGS

Ended December 31,	Years
1991 1990	1992
Contract Revenue \$31,588,228 \$18,639,593	\$34,135,788
Cost of Contract Revenue 23,328,758 11,820,932	22,460,792
Gross Profit 8,259,470 6,818,661	11,674,996
General and Administrative expenses 2,795,528 2,375,315	3,012,651
Income from operations 5,463,942 4,443,346	8,662,345
Income (loss) from joint ventures 179,051 -	(372 <b>,</b> 972)
Other income 283,238 349,915	382,800
Settlement of litigation	(350,000)
Income before minority interest 5,926,231 4,793,261	8,322,173
Minority interest in net income of (625,542) (36,530) consolidated joint venture	(42,618)
Net income 5,300,689 4,756,731	8,279,555
Retained earnings at beginning of year 7,262,852 6,094,184	9,402,786
Less: Distributions to stockholders 3,160,755 3,588,063	2,025,134
Additional stock issued upon merger of CCI and CT	600
Retained earnings at end of year 9,402,786 \$ 7,262,852	\$15,656,607 \$

F-6

The accompanying notes are an integral part of these financial statements.  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1$ 

CHURCH &

TOWER GROUP

COMBINED

STATEMENTS OF CASH FLOWS

Years Ended December 31,

	1992
1991 1990	
Cash flows from operating activities:	
Net Income	\$ 8,279,555
\$ 5,300,689 \$ 4,756,731	
Adjustments to reconcile net income to net	
cash provided by operating activities:	
Depreciation and amortization	371,488
359,236 281,098	
(Increase) decrease in accounts receivable	(4,553,021)
994,082 (961,462)	
(Increase) in contract receivable from	(758,645)
(1,423,863) (360,352)	
Metro-Dade County	
(Increase) decrease in other assets	(550,032)
111,775 14,996	
Decrease in net value of equipment	2,772

27 <b>,</b> 774	-	
Increas	e (decrease) in accounts payable and	2,618,009
667,310 (	100,759)	
accrued	expenses	
Increase	(decrease) in other current	111,747
(167,472)	23,313	
liabilit	ies	
Minority	Interest in net Income	42,618
625,542	36,530	
Acquisit	ion of minority partner interest	(84,363)
-	-	
Increase	(decrease) in joint venture capital	621 <b>,</b> 077
(155,000)	155,000	
account		
Increase	in billings in excess of costs and	
estimate	d earnings on uncompleted contracts	1,284,095
56,109	186,808	
The net	of various minor amounts	(23,194)
_	=	

Net cash provided by operating activities 6,396,182 4,031,903	7,362,106	
Cash flows from Investing activities: Paid in capital - 300	-	
Cash Inflow from principal received on - 24,000	-	
mortgage Return of Investment in unconsolidated venture	48,000	
Investment in unconsolidated venture	(190,578)	
Investment in joint venture	(5,000)	
Investment in note receivable	(50,000)	
Deposit on equipment	(168,000)	
Purchase of equipment (355,062) (342,773)	(1,574,636)	
Net cash used in investing activities (355,062) (318,473)	(1,940,214)	
Cash flows from financing activities: Loan to related entity	-	
- (229,525) Proceeds received from notes payable	1,700,000	
Payments received from related company	47,246	
Principal payments on notes payable (14,728) (227,818)	(201,751)	
Insurance proceeds for repairs of hurricane	50,000	
damages Repairs of hurricane damages	(17,038)	

_	_		
Expenses	s paid for related	company	(61,154)
_	_		
	utions to stockhold	ders	(2,025,134)
(3,160,755)	(3,588,063)		
Distribu (602,549)	utions to partners -	of consolidated	-
joint ve	enture		
-	to The Mas Group,	Inc.	(334,610)
-	_		
Net cash (3,778,032)	used in financing (4,045,406)	activities	(842,441)
Net incre 2,263,088 equivaler	, ,	cash and cash	4,579,451
Cash and 3,347,873	-	at beginning of year	5,610,961

	n and cash equivalents at end of year 961 \$ 3,347,873	\$10,	190,412
Sup	plemental Disclosure of Cash Flow		
\$ 4,	ormation: 496 \$ - sh paid for Interest	\$	33,525

 $\label{thm:companying} \ \mbox{notes are an integral part of these} \\ \ \mbox{financial statements.}$ 

CHURCH & TOWER GROUP NOTES TO COMBINED FINANCIAL STATEMENTS Years Ended December 31, 1992 and 1991

NOTE 1 - NATURE OF BUSINESS AND SIGNIFICANT ACCOUNTING POLICIES:

Church & Tower Group (the "Group") represents the combination of two Florida Corporations

(three at December 31, 1991), Church & Tower of Florida, Inc. ("CT Florida") and Church &

Tower, Inc. (CT), which are owned by members of the Mas family.

 ${\tt CT}$  Florida is engaged in the construction and maintenance of outside plant for utility

companies servicing the geographical areas of Dade County and Broward County's southeast area.

CT Florida holds three Master Contracts with the telephone company (Southern Bell), its

principal client, which will expire at various times through 1996, and provide for  $\operatorname{CT}$ 

Florida to  $\mbox{ receive price increases }\mbox{ based on }\mbox{ the annual increment in the Consumer Price}$ 

Index. CT Florida also provides services under individual contracts with the telephone  $% \left( 1\right) =\left( 1\right) \left( 1\right) \left$ 

company in Dade and Broward Counties which are not covered by the aforementioned contracts,

and is subcontracted by Miami-Dade Water & Sewer to do paving and sidewalk repairs. Total

revenues  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left$ 

were approximately as follows:

December 31 December 31

1990 1991

Southern Bell:

F-11

CHURCH & TOWER GROUP NOTES TO COMBINED FINANCIAL STATEMENTS Years Ended December 31, 1992 and 1991 Revenues for the year ended \$22.3 million \$15.7 million

Accounts receivable 5.7 million

1.4 million 2.1 million

Miami-Dade Water & Sewer:

Revenues for the year ended 1.9 million

1.1 million 1.8 million

Accounts receivable 108,000

19,000 209,000

CT was incorporated in 1990 under the laws of the State of Florida to engage in construction contracts.

In 1990, CT, together with another construction contractor, formed a partnership known as  $\,$ 

"9001 Joint Venture" for the purpose of constructing a detention center for the Metro-Dade  $\,$ 

County government. From its initial 60% interest in the partnership, CT increased its

participation to 89.8% for 1991 and to 99.7% for 1992. Total revenues recognized with the

Metro-Dade County government were approximately \$9.6 million, \$14.5 million and \$0.5 million

for the years ended December 31, 1992, 1991 and 1990, respectively.

 $\,$  CT is also in partnership, since September of 1990, with an international construction

contractor in a venture known as "OCT Joint Venture." In this venture, CT has had a 20%

interest in the two governmental projects undertaken thus far: an extension to the  ${\tt Downtown}$ 

Miami Metromover (98% complete as of December 31, 1992), and a landfill in the southern

section of Dade County (39% complete as of the aforementioned date). The results of

operations of this venture are reported under the equity method of accounting.

F-12

CHURCH & TOWER GROUP NOTES TO COMBINED FINANCIAL STATEMENTS Years Ended December 31, 1992 and 1991

Effective June 1, 1992, CT merged its operations with those of Communication Contractors,

Inc. (CCI). CCI, which was wholly owned by a member of the Mas family, provided

construction subcontractor services (manpower and equipment) to  $\operatorname{CT}$  Florida during the year

ended December 31, 1991 and for the period from January 1, 1992 through May 31, 1992. The

business combination between CT and CCI was accounted for under the pooling-of-interests

method. The 100 common shares owned by the sole stockholder of CCI were exchanged for 700

common shares of the surviving corporation (CT).

Principles of Combination

The combined financial statements include the accounts of CT Florida, CT consolidated (which includes the accounts of CT and of its majority owned subsidiary, "9001 Joint Venture", and wherein all significant intercompany transactions and balances have been eliminated) and CCI (as applicable). All significant intercompany transactions and balances have been eliminated.

Revenue and Cost Recognition

CT Florida recognizes revenues and related costs whenever specific work orders, as covered by the Master Contracts, are completed. Indirect costs and administrative expenses are charged to operations as incurred.

F-13

CHURCH & TOWER GROUP NOTES TO COMBINED FINANCIAL STATEMENTS Years Ended December 31, 1992 and 1991

Revenue from long-term construction contracts, as reported by CT's consolidated venture  $\,$ 

("9001 Joint Venture") is recognized under the percentage-of-completion method. Under this

method, the percentage of contract  $\$ revenue to be recognized currently is computed as  $\$ that

percentage of estimated total revenue that incurred costs to date bear to estimated total

costs, after giving effect to estimates of costs to complete based upon most recent

information. General and administrative costs of the venture are expenses as incurred.

Revenue Increase

As a result of Southern Bell's rehabilitation program in South Florida  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

Hurricane Andrew, and CT Florida's ability to successfully bid on many new projects, revenue

in 1992 increased approximately 32% over prior year's revenues.

Income Taxes

The companies in the Group (CT Florida, CT consolidated and CCI, until its merger with CT)

have elected to be taxed under the Subchapter S provisions of the Internal Revenue Code,

which provides that corporate earnings are to be included in the Federal Income Tax Returns

of the individual stockholders. Accordingly, no provision for income taxes has been  $\begin{tabular}{ll} \end{tabular} \label{table_equation}$ 

recorded in the accompanying combined statements of income.

As further explained in Note 7, the stockholders of the Group have entered into an agreement

under which the Group will be acquired by Burnup & Sims Inc., a publicly traded company. As

a  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

F-14

CHURCH & TOWER GROUP NOTES TO COMBINED FINANCIAL STATEMENTS Years Ended December 31, 1992 and 1991

In February 1992, the Financial Accounting Standards Board issued Statement of Financial

Accounting Standards (SFAS) No. 109, "Accounting for Income Taxes, effective for years

beginning after  $\,$  December 15, 1992. The adoption of SFAS 109 by the Group  $\,$  is expected to

result in a deferred tax liability of approximately \$350,000 due to the tax effect of

temporary differences between the carrying amounts of assets for financial reporting  $% \left( 1\right) =\left( 1\right) \left( 1\right) \left($ 

purposes and the amounts used for income tax purposes.

Cash and Cash Equivalents

For the purpose of  $\mbox{ reporting cash flows, }\mbox{ the Group has defined cash equivalents as }\mbox{ those}$ 

highly liquid investments purchased with an original maturity of three months or less.

NOTE 2 - RELATED PARTY TRANSACTIONS

The Group has rented and purchased construction  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

by common management and control. During the years 1992, 1991 and 1990, these related  $\,$ 

transactions amounted to \$1,817,867, \$1,102,197 and \$472,305, respectively.

NOTE 3 - BACKLOG

CHURCH & TOWER GROUP NOTES TO COMBINED FINANCIAL STATEMENTS Years Ended December 31, 1992 and 1991

The backlog of uncompleted contracts in progress for the "9001 Joint Venture" at December 31, 1992, 1991 and 1990 amounted to approximately \$9 million, \$18.5 million and \$14.6 million, respectively.

F-16

CHURCH & TOWER GROUP NOTES TO COMBINED FINANCIAL STATEMENTS Years Ended December 31, 1992 and 1991

NOTES 4 - NOTES PAYABLE

December 31,

1991

1992

CT is liable to a commercial bank on a 7.7% interest rate note, requiring monthly payments of principal of \$41,667 plus accrued interest, beginning in February 1993 and maturing in January 1997. The face amount of the note is \$2 million, of which

\$989,271 was received subsequent to December \$2,000,000

31, 1992. The note is collateralized with all receivables and equipment of CT.

CT is also liable to a commercial bank on a note with interest at 0.5% over the prime rate (6.5% at December 31, 1992). The note is payable in monthly payments of principal of \$19,444 plus accrued interest beginning in May 1992 and maturing in April 1995. The

502,778

note is collateralized with all receivables and equipment of CT.

F-17

CHURCH & TOWER GROUP NOTES TO COMBINED FINANCIAL STATEMENTS Years Ended December 31, 1992 and 1991

CT Florida is indebted to a financial institution on a 10% interest rate note payable, requiring monthly payments of \$689, including interest. The note is collateralized with a mortgage on the land, 42,183 building and improvements where the administrative offices are located.

33,379

2,536,157

42,183

Less: current portion (8,804)

(696, 387)

\$1,839,770

33,379

Principal maturities for the following years are as follows:

1993	\$696,387
1994	738,548
1995	541,872
1996	506,365
1997	48,696
1998	4,289
	\$2,536,157

#### NOTE 5 - PROPERTY AND EQUIPMENT

Property and equipment are recorded at cost, and consist of:

	December
31,	1992
1991	
Land, buildings and improvements \$ 714,956	\$ 682,489
Construction and excavation equipment 1,604,870	1,702,430
Trucks, automobiles and radio 995,056 equipment	2,412,003
Tools and portable equipment 147,705	147,707
Office furniture and equipment 399,318	457,471
Leasehold improvements 60,847	60,847
	5,462,947
3,922,752 Less accumulated depreciation	(1,807,092)
(1,516,635) \$2,406,117	\$3,655,855

Depreciation estimates for property and equipment (excluding land) were computed using the

straight-line method, with useful lives of 10--31 years for buildings and improvements, 5

years for leasehold improvements, 7 years for trucks and automobiles, and 10 years for all other assets.

F-19

CHURCH & TOWER GROUP NOTES TO COMBINED FINANCIAL STATEMENTS Years Ended December 31, 1992 and 1991

## NOTE 6 - CONTINGENCIES

In connection with certain construction contracts entered into by affiliates through common

ownership, the company has signed jointly and severally, together with other affiliates,

certain agreements of indemnity (Agreements) in the aggregate amount of approximately

\$75,000,000, of which approximately \$54,000,000 have been performed. The Agreements are to

secure the affiliates' fulfillment of obligations and performance of the related contracts.

Management believes that no losses will be sustained from these Agreements.

## NOTE 7 - SUBSEQUENT EVENTS

On August 17, 1993 and December 27, 1993, the Group declared dividends of \$3,900,000 and

\$7,600,000. Of the dividends declared, \$8,500,000 has been paid in cash and \$3,000,000

remains payable in the form of two promissory notes, payable in semi-annual principal

payments commencing August  $\,$  1, 1994 of \$500,000, bearing interest at the prime rate plus 2%,

but in any event not less than 8%.

On October 15,  $\,$  1993, the stockholders of  $\,$  the Group entered into an agreement, as amended,

under which the Group will be acquired by Burnup &  $\operatorname{Sims}$  Inc., a publicly traded company with

business activities similar to the Group. As a result of the acquisition, the shareholders  $\,$ 

of the Group will obtain approximately 65% of the combined entity. The acquisition is

subject to approval of, among other things, the shareholders of Burnup & Sims Inc.

F-20

As a result of this acquisition, the Group will be taxed as a  $\ensuremath{\mathtt{C}}$  corporation. Undistributed

earnings at December 31, 1992, after giving effect to the above-mentioned dividends, amount to approximately \$3,800,000.

#### Required Historical Financials for CT

and CTF

CHURCH & TOWER GROUP COMBINED BALANCE SHEETS as of September 30, 1993 (Unaudited)

ASSETS

CURRENT ASSETS

Cash and Cash Equivalents \$14,163,536 Accounts Receivable 5,300,855 Contract Receivable from Metro-Dade County 2,510,009

Other Receivables and Current Assets 582,040

Total Current Assets

22,556,440

Property and Equipment, net 4,866,810 Other Non-Current Assets 76,144

Total Assets

\$27,499,394

LIABILITIES AND STOCKHOLDERS' EQUITY CURRENT LIABILITIES

Accounts Payable and Accrued Expenses
5,285,956
Current Maturities of Long-Term Notes Payable
596,699
Other Current Liabilities
311,594
Deficit in Joint Venture's Capital Account

1,008,624

Total Current Liabilities 7,202,873

F-22

Minority Interest in Consolidated Joint Venture 18,399 Notes Payable 1,075,593 Total Liabilities

8,296,865

STOCKHOLDERS' EQUITY

Common Stock

6,000

Additional Paid-in Capital

42,000

Treasury Stock

(14, 169)

Retained Earnings

19,168,698

Total Stockholders' Equity

19,202,529

Total Liabilities and Stockholders' Equity

\$27,499,394

 $\qquad \qquad \text{The accompanying notes are an integral part of these} \\ \text{financial statements}$ 

F-23

# CHURCH & TOWER GROUP COMBINED STATEMENTS OF INCOME AND

RETAINED EARNINGS

(Unaudited)

	Nine Months
Ended September 30,	1993
Contract Revenue \$17,324,936	\$37,034,193
Cost of Contract Revenue 11,822,810	24,213,091
Gross Profit 5,502,126	12,821,102
General and Administrative Expenses 1,033,105	4,145,298
Income from Operations	8,675,804

# 4,469,021

<pre>Income (Loss) from Joint Venture   (304,920)</pre>	(1,392,852)
Other Income 150,965	153,331
<pre>Income Before Minority Interest 4,315,066</pre>	7,436,283
Minority Interest in Net Income of Consolidated Joint Venture (42,880)	(4,414)
Net Income 4,272,186	7,431,869
Retained Earnings at Beginning of Period 9,402,786	15,656,607
Less: Distributions to Stockholders 1,055,213	3,919,778
Retained Earnings at End of Period \$12,619,759	\$19,168,698

F-24

 $$\operatorname{\mathtt{The}}$$  accompanying notes are an integral part of these financial statements.

# CHURCH & TOWER GROUP COMBINED STATEMENT OF CASH

FLOWS

(Unaudited)
Nine Months Ended September 30

1993 1992

Cash Flows from Operating Activities:

Net Income

\$7,431,869 \$4,272,186

Adjustments to Reconcile Net Income to Net Cash Provided (Used) in Operating Activities:

Depreciation

553,495 276,867

(Increase) Decrease in Accounts and Contracts

Receivable 823,790 (1,650,163)

(Increase) Decrease in Other Receivables & Current

Assets 239,603 (199,073)

(Increase) Decrease in Other Assets

58,998 38,719

Increase (Decrease) in Accounts Payable & Accrued

Expenses 1,188,071 (4,829)

Increase (Decrease) in Billings in Excess of Costs

(1,527,012) 678,770

Increase (Decrease) in Other Current Liabilities

(35, 368) (106, 656)

Minority Interest in Net Income

648 42,882

Deficit in Unconsolidated Venture

1,392,852 0

Net Cash Provided by Operating Activities

10,126,946 3,348,703

F-26

Cash Flows from Investing Activities:

Investment in Joint Venture

5,000 209,712

Investment in Unconsolidated Venture

(600,000)

0

Purchase of Equipment

53,088

(1,764,450)

Net Cash Provided (Used) in Investing Activities 262,800

(2,359,450)

Cash Flows from Financing Activities:

Debt Borrowings

989,271 257,238

Debt Repayments (863,865)

Distributions to Stockholders (1,055,213)

(3,919,778)

Net Cash Provided (Used) in Financing Activities (797, 975)

(3,794,372)

Net Increase in Cash & Cash Equivalents 3,973,124 2,813,528

Cash & Equivalents - Beginning of period

10,190,412 5,610,961

Cash & Equivalents - End of period \$14,163,536 \$8,424,489

The accompanying notes are an integral part of these financial statements.

F-27

CHURCH & TOWER GROUP NOTES TO CONSOLIDATED FINANCIAL STATEMENTS September 30, 1993 (Unaudited)

#### 1. General

The accompanying combined financial statements for Church & Tower Group (the "Group")

have been prepared in accordance with generally accepted accounting principles for

interim financial information. They do not include all information and notes required

by generally accepted accounting principles for complete financial statements. In the

opinion of management, all adjustments (consisting of normal recurring accruals)

considered necessary for a fair presentation have

been included. The results of
operations are not necessarily indicative of results
which might be expected for the
entire fiscal year. The condensed consolidated
financial statements should be read in
conjunction with the combined financial statements
and notes thereto for the year
ended December 31, 1992.

## 2. Principles of Combination

The combined financial statements include the accounts of Church & Tower of Florida,  $% \left( \frac{1}{2}\right) =\frac{1}{2}\left( \frac{1}{2}\right) +\frac{1}{2}\left( \frac$ 

Inc. ("CT Florida") and Church & Tower, Inc. ("CT Consolidated") (which includes the  $\,$ 

accounts of CT and of its majority owned subsidiary, "9001 Joint Venture," and wherein

all significant intercompany transactions and balances have been eliminated). All

significant intercompany transactions and balances have been eliminated. The  $\ensuremath{\,^{\circ}}$ 

financial statements of 9001 Joint Venture, a partnership that is majority-owned by a

company in the Group reflect total assets of \$3,064,573 as of September 30, 1993, and

total revenues of \$10,672,627 and \$4,127,700 for the nine months ended September 30,

1993 and 1992, respectively.

F-28

## 3. Income Taxes

of the Internal Revenue Code, which provides that corporate earnings are to be

included in the Federal Income Tax Returns of the individual stockholders.

 $\label{eq:Accordingly, no provision} \mbox{ for income taxes has been recorded in the accompanying}$ 

combined statements of income.

## 4. Related Party Transactions

 $\begin{tabular}{ll} The Group has rented and purchased construction equipment from other entities related \\ \end{tabular}$ 

to it by common management and control. During the nine months ended September 30,  $\,$ 

1993 and September 30, 1992 these related transactions amounted to \$1,352,399 and \$1,375,292 respectively.

CHURCH & TOWER GROUP
NOTES TO CONSOLIDATED
FINANCIAL STATEMENTS
September 30, 1993 (Unaudited)

(Continued...)

5. Notes Payable

September 30, 1993

Note Due to Bank 7.7%

\$1,672,292

Less: Current portion

596,699

Non-Current Notes Payable

\$1,075,593

# 6. Property and equipment

Property and equipment are recorded at cost, and consists of:

September 30, 1993

F-30

	Land, Buildings and improvements
\$ 682,489	Construction and excavation
2,889,128	and the second
2,816,437	equipment
297,046	Truck, automobiles and radio
231,040	equipment
481,450	

	Tools and portable equipment
60 <b>,</b> 847	Office furniture and equipment
7,227,397	office farmioare and equipment
	Leasehold improvements

Less accumulated depreciation

(2,360,587)

Property and equipment - Net

\$ 4,866,810

Depreciation expense amounted to \$553,495 and \$276,867 for the nine months ended September 30, 1993 and 1992, respectively.

## 7. Contingencies

In connection with certain construction contracts entered into by affiliates through

common ownership, the company has signed jointly and severally, together with other  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

affiliates, certain agreements of indemnity ("Agreements") in the aggregate amount  $% \left( 1\right) =\left\{ 1\right\} =\left\{ 1\right\}$ 

approximately \$75,000,000, of which approximately \$13,000,000 remains incomplete. The

 $\,$  Agreements are to secure the affiliates' fulfillment of obligations and performance of

the related contracts.

 $$\operatorname{\textsc{Management}}$$  believes that no losses will be sustained from these Agreements.

## 8. Subsequent Events

F-31

On December 27, 1993, the Group declared dividends of \$7,600,000. Of the dividends

declared, \$4,600,000 has been paid in cash and \$3,000,000 remains payable in the form

of a promissory note, payable in semi-annual payments of \$500,000, bearing interest a

the prime rate plus 2%, but in any event not less than 8%.

A proforma balance sheet at September 30, 1993 after giving effect to this dividend represents the following:

Current Assets	\$17,956,440
Total Assets	22,899,394
Current Liabilities	7,702,873
Total Liabilities	11,296,865
Stockholders' Equity	11,602,529

On October 15, 1993, the stockholders of the Group entered into an agreement under  $\,$ 

which the Group will be acquired by Burnup &  $\operatorname{Sims}$  Inc., a publicly traded company with

business activities similar to the Group. As a result of this acquisition, the  $\,$ 

shareholders of the Group will obtain approximately 65% of the combined entity. The

acquisition is subject to approval of, among other things, the shareholders of Burnup  $_{\&}$  Sims.

As a result of this acquisition, the Group will be taxed as a C corporation.

Undistributed earnings at December 31, 1992, after giving effect to the above  $% \left( 1,0,0,0\right) =0.000$ 

mentioned dividends amount to approximately \$3,800,000.

F-32

#### STOCKHOLDER PROPOSALS FOR ANNUAL

MEETING

 $$\operatorname{\textsc{Proposals}}$$  of stockholders intended to be presented at the 1994 Annual Meeting of

Burnup Stockholders must be received by Burnup at its principal executive offices  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

than May 1, 1994 for inclusion in the proxy materials. Such proposals should meet the

applicable requirements of the Exchange  $\ensuremath{\mathsf{Act}}$  and the Rules and Regulations thereunder.

#### INDEPENDENT AUDITORS

The firm of Deloitte & Touche currently serves as independent auditors of the Company.

Representatives of Deloitte & Touche are expected to attend the Meeting. They will have an

opportunity to make a  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

appropriate questions. No accountant has been selected or recommended for the Company's  $% \left( \frac{1}{2}\right) =\frac{1}{2}\left( \frac{1}{2}\right) +\frac{1}{2}\left( \frac{1}{2}\right) +\frac{1}{2}\left$ 

1994 fiscal year.

 $\,$  The consolidated financial statements of the Company as of April 30, 1993 and 1992 and

for each of the three years in the period ended April 30, 1993 incorporated by reference in

this Proxy Statement have been audited by Deloitte & Touche, independent auditors.

 $\,$  The combined financial statements of the CT Group as of December 31, 1992 and 1991 and

for each of the three years in the period ended December 31, 1992 included in this Proxy  $\,$ 

Statement have been audited by Viciana & Shafer, P.A., independent auditors.

#### AVAILABLE INFORMATION

The Company is subject to the informational requirements of the Securities Exchange
Act of 1934, and, in accordance therewith, files reports, proxy statements and other

123

financial information with the Securities and Exchange Commission (the "Commission"). Such

reports, proxy statements and other information may be inspected and copies at the public

reference facilities maintained by the Commission at Room 1024, Judiciary Plaza,  $\ 450 \ \mathrm{Fifth}$ 

Street, N.W., Washington, D.C. 20549. Such reports, proxy statements and other information  $\,$ 

should also be available for inspection and copying at the regional offices of the  $\,$ 

Commission located at 1375 Peachtree Street, N.E., Suite 788, Atlanta, Georgia 30367  $\,$  and 7  $\,$ 

World Trade Center, New York, New York 10048. Copies of such material can also be obtained

from the  $\,$  Public Reference Section of the Commission at  $\,$  450 Fifth Street, N.W., Washington,

D.C. 20549, at prescribed rates.

## INCORPORATION BY REFERENCE

	The	follo	owing	doo	cument	ts	are	hereby	7	incorporated	d by
reference	into	and	made	a	part	of					
this	Proxy	Stat	cement	:							

- The Company's Annual Report on Form 10-K for the year ended April 30, 1993, as amended.
- 2. The Company's Quarterly Report on Form 10-Q for the quarter ended October 31, 1993.

By Order of the Board of

Directors,

Nick A. Caporella Chairman of the Board of

Directors

President and Chief

Executive Officer

Fort Lauderdale, Florida \_\_\_\_\_, 1994

125

# APPENDICES

Appendix A - Agreement dated as of October 15,
1993, among Burnup &
Sims Inc., and the stockholders of Church
Tower, Inc.
and Church & Tower of Florida, Inc. and
First and Second Amendment each
dated as of November 23, 1993
A-1
Appendix B - Opinion of PaineWebber Incorporated
B-1
Appendix C - Form of Agreement dated
1994, between
Burnup & Sims Inc. and National Beverage
Corp*

	Appendix D -	Certificate of Incorporation* D-1
Certifica		Proposed Amended and Restated
	of In	E-1
		Burnup & Sims 1994 Stock Option Plan Jon-Employee Directors*
Plan*	Appendix G -	Burnup & Sims 1994 Stock Incentive . G-1

<sup>\*</sup> Previously filed.

## EXHIBIT INDEX

LOCATION OF

EXHIBIT IN

SEQUENTIAL

NUMBERING

EXHIBIT

SYSTEM

- Appendix A Agreement dated as of October 15, 1993, among Burnup & Sims Inc., and the stockholders of Church & Tower, Inc. and Church & Tower of Florida, Inc. and First and Second Amendment each dated as of November 23, 1993
- Appendix B Opinion of PaineWebber Incorporated
- Appendix D Certificate of Incorporation\*
- Appendix E Proposed Amended and Restated Certificate of Incorporation\*
- Appendix F Burnup & Sims 1994 Stock Option Plan For Non-Employee Directors\*
- Appendix G Burnup & Sims 1994 Stock Incentive Plan\*

<sup>\*</sup>Previously filed.

#### SECOND AMENDMENT

THIS SECOND AMENDMENT TO AGREEMENT ("Second Amendment") is made as

of the 23rd day of November 1993, by and among Jorge L. Mas, Jorge Mas, Juan  $\,$ 

Burnup & Sims Inc., a Delaware corporation with principal offices at One  $\,$ 

North University Drive, Fort Lauderdale, FL 33324 ("Burnup"). All

capitalized terms used but not defined herein have the meanings specified in  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

the Agreement (as defined below).

 $\ensuremath{\mathtt{WHEREAS}}$  , the parties hereto have executed and delivered the

Agreement dated as of October 15, 1993, as amended by that First Amendment

dated November 23, 1993, pursuant to which Burnup has agreed to purchase, and

the Sellers have agreed to sell, the Shares in exchange for the  $\ensuremath{\mathsf{Burnup}}$  Shares

(the "Agreement");

WHEREAS, the parties desire to amend the Agreement to clarify the Disclosure Schedule.

 $\ensuremath{\mathsf{NOW}}$  , THEREFORE, the parties, intending to be legally bound and in

consideration of the promises herein contained, agree as follows:

Disclosure Schedule is hereby amended by deleting the text thereof in its

entirety and substituting the following:

\$11,500,000, \$8,500,000 of which will be paid

prior to the

Closing Date in cash (of which \$3,920,000 was

paid as of

September 30, 1993) and the remainder of which

will be paid by

delivery prior to the Closing Date of

promissory note in the  $% \frac{1}{2}\left( \frac{1}{2}\right) =\frac{1}{2}\left( \frac{1}{2}\right) =\frac{1$ 

principal amount of \$3,000,000, payable to

Sellers in  $\operatorname{six}$ 

consecutive semiannual installments of \$500,000

each,

commencing on August 1, 1994, together with

interest accrued

DC-126359.1

thereon, computed at a per annum rate equal to

two percent

(2%) above the rate announced by First Union

National Bank of

Florida from time to time as its prime rate,

which shall in no

event be less than eight percent (8%).

 $$\operatorname{Section}\ 2.$$  No Other Amendments. Except as amended hereby, the

Agreement shall remain in full force and effect in accordance with its terms

and all references to the Agreement therein or elsewhere shall mean the  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

Agreement as amended by this Second Amendment. All references to the Second  $\,$ 

Amendment in the Agreement or elsewhere shall mean this Second Amendment.

Section 3. Counterparts. This Second Amendment may be executed in

one or more counterparts, each of which when so executed and delivered shall

be an original, but all such counterparts shall together constitute one and  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

the same instrument. Each counterpart may consist of a number of copies  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

hereof, each signed by less than all, but together signed by all of the  $\,$ 

parties hereto.

and construed in accordance with the laws of the State of Florida without

regard to any applicable principles of conflicts of law. Burnup agrees to  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

the irrevocable designation of the Secretary of State of the State of Florida  $\,$ 

as its agent upon whom process against it may be served. Each of Sellers

agrees to the irrevocable designation of Eliot C. Abbott as his agent upon

whom process against him may be served. Each of the parties hereto agrees to

personal jurisdiction in any action brought under this Second  $\ensuremath{\mathsf{Amendment}}$  in

any court, Federal or State, within the State of Florida having subject

matter jurisdiction over such action. The parties to this Second Amendment

agree that any suit, action, claim, counterclaim or proceeding arising out of

or relating to this Second Amendment shall be instituted or brought in the  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

United States District Court for the Southern District of Florida, or, in the  $\,$ 

absence of jurisdiction, the state court located in Dade County. Each party

hereto waives any objection which it may have now or hereafter to the laying

of the venue of any such suit, action, claim, counterclaim or proceeding, and

irrevocable submits to the jurisdiction of any such court in any such suit,

action, claim, counterclaim or proceeding.

IN WITNESS WHEREOF, the parties hereto have executed this Second

Amendment as of the date first written above.

SELLERS:

/s/ Jorge L. Mas

Name: Jorge L. Mas

/s/ Jorge Mas

Name: Jorge Mas

/s/ Juan Carlos Mas

Name: Juan Carlos Mas

/s/ Jose Ramon Mas

Name: Jose Ramon Mas

Attest:

BURNUP & SIMS INC.

By: /s/ Margaret M. Madden
Name: Margaret M. Madden
Name: Nick A. Caporella
Title: Vice President
Title: Chief Executive

Officer

and Secretary

and President

January 18, 1994

Special Transaction Committee of the Board of Directors Burnup & Sims Inc. One North University Drive Fort Lauderdale, FL 33324

#### Gentlemen:

Burnup & Sims Inc. (the "Company") has entered into an agreement dated

as of October 15, 1993, as amended by the First Amendment and the Second  ${}^{\circ}$ 

Amendment, each dated as of November 23, 1993 (the "Agreement") with the

shareholders of Church & Tower, Inc. ("CT") and the shareholders of Church &

Tower of Florida, Inc. ("CTF" and collectively with CT, "CT Group") pursuant  $\,$ 

to which the Company will acquire all of the issued and outstanding  $\operatorname{\text{\rm common}}$ 

stock of CT Group (the "Acquisition"). In connection with the Acquisition,  $\$ 

the shareholders of CT Group will receive 10,250,000 shares of the Company's

common stock, par value \$0.10 per share ("Common Stock"). In addition, the

Corp. ("NBC") will agree to exchange all of the Company's common stock owned

by NBC (approximately  $3.154\ \mathrm{million}\ \mathrm{shares})$  for the cancellation of

\$17,500,000 of 14% Subordinated Debentures issued by NBC to the Company and

by crediting the next succeeding principal payments in the amount of \$592,313

of a \$2,050,000 Promissory Note issued by NBC to the Company (the

"Exchange"). The Acquisition and the Exchange shall be collectively referred  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

to herein as the Transaction.

You have asked us whether or not, in our opinion, each of the  $% \left( 1\right) =\left( 1\right) +\left( 1$ 

Acquisition, the Exchange and the Transaction is fair, from a financial point

of view, to the Company and its holders of Common Stock other than NBC and

its affiliates.

#### DC-126363.1

In arriving at the opinion set forth below, we have, among other things:

1. Reviewed the audited financial statements for CT and CTF for the  $\ensuremath{\mathsf{CTF}}$ 

three fiscal years ended December 31, 1992, and reviewed the

unaudited financial statements for CT and CTF for the six months

ended June 30, 1993;

2. Reviewed the combined audited financial statements for the CT Group
for the three years ended December 31, 1992, and reviewed the
unaudited combined financial statements for the CT Group for the
nine months ended September 30, 1993;

3. Reviewed the Company's Annual Reports, Forms 10-K and related
financial information for the three fiscal years ended April 30,
1993 and the Company's Form 10-Q and the related unaudited
financial information for the six months ended October 31, 1993;

4. Reviewed an estimated income statement for the CT Group for the year ended December 31, 1993 and an estimated income statement for the Company for the year ended April 30, 1994;

5. Conducted discussions with members of senior management of the CT
Group and the Company concerning their respective businesses and prospects;

6. Reviewed the summary appraisal reports dated June and July of 1991

and an updated market analysis dated August 12, 1993 prepared by an outside appraisal firm with respect to certain of the Company's real estate assets;

7. Reviewed the historical market prices and trading activity of the

Company's common stock and compared them with that of certain

publicly traded companies which we deemed to be reasonably similar

to the Company;

8. Compared the results of operations of the CT Group and the Company
and compared them with that of certain publicly traded companies
which we deemed to be reasonably similar to the CT Group and the
Company, respectively;

9. Reviewed the terms of the 14% Subordinated Debenture in the principal amount of \$17,500,000 and the Promissory Note in the principal amount of \$2,050,000 issued by NBC to the Company;

10. Reviewed the Agreement; and

11. Reviewed such other financial studies and analyses and performed

 $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

 $% \left( 1\right) =\left( 1\right) \left( 1\right)$  as we deemed necessary, including our assessment of general

economic, market and monetary conditions.

In preparing our opinion, we have relied on the accuracy and  $% \left( 1\right) =\left( 1\right) +\left( 1\right$ 

completeness of all information supplied or otherwise made available to us by

the Company and the CT Group, and we have not independently verified such  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +$ 

information or undertaken an independent appraisal of the assets of the  $\ensuremath{\mathtt{CT}}$ 

Group or the Company. This opinion does not address the relative merits of  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1$ 

the Transaction and any other transactions or other business strategies  $% \left\{ 1,2,\ldots ,2,3,\ldots \right\}$ 

discussed by the Board of Directors of the Company as alternatives to the  $\,$ 

Transaction or the decision of the Board of Directors of the Company to

proceed with the Transaction. This opinion does not constitute a

recommendation to any holder of Common Stock of the Company as to how such

holders of Common Stock should vote on the Acquisition. Our opinion has been

prepared solely for the use of the Special Transaction  $\ensuremath{\mathsf{Committee}}$  of the Board

of Directors of the Company and shall not be reproduced, summarized,  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left($ 

described or referred to or given to any other person or otherwise made  $% \left( 1\right) =\left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right) \left( 1\right) +\left( 1\right) \left( 1\right)$ 

public without PaineWebber's prior written consent, except for inclusion in

full in the proxy statement to be sent to the Company's holders of  ${\tt Common}$ 

Stock in connection with obtaining shareholder approval of the  $\operatorname{Acquisition}$ .

No opinion is expressed herein as to the price at which the securities to be

issued in the Transaction may trade at any time.

In rendering this opinion, we have not been engaged to act as an agent  $% \left( 1\right) =\left( 1\right) +\left( 1\right) +\left($ 

or fiduciary of, and the Company has expressly waived any duties or  $% \left( 1\right) =\left( 1\right) +\left( 1\right)$ 

liabilities we may otherwise be deemed to have had to, the Company's equity

holders or any other third party.

On the basis of, and subject to the foregoing, we are of the opinion  $% \left\{ 1,2,\ldots ,2,\ldots \right\}$ 

that each of the Acquisition, the Exchange and the Transaction is fair, from

a financial point of view, to the Company and its holders of Common Stock

other than NBC and its affiliates.

Very truly yours,

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Τ	n	C	0	r	р	О	r	а	τ	е	а

By:

\_\_\_\_\_