



Bio of Paul Lajoie

Paul started off his career in 1990 working in the Audit Department for Coopers and Lybrand. He worked on the audits on several publicly traded companies in industries ranging from real estate to banking to health care. During these Audits Paul worked closely with the heads of various departments, CFO's, controllers and internal audit personal reconciling accounts, vouching and confirming supporting documentation as well as making suggestions on better work practices. He also helped create the quarterly and year-end audit reports.

Paul left public accounting in 1994 and entered the communication industry working for several public companies from 1994 - 2000. During these 7 years Paul worked at Citizens Telecom, Excel Communications, Telergy and TXU Communications. His titles ranged from Revenue Accounting Supervisor, Revenue Accounting

Manager, Director of Revenue Management, Revenue Assurance Director, Cost Management Director and VP of Accounting. Revenue at these companies ranged from \$100 million to over \$2.0 billion. All four companies were startups or new into the industry. At all four companies Paul created all of his departments from scratch. Excel went public during his time there and he worked closely with the bankers and CFO compiling and auditing information and numbers for the IPO. At all four of these companies Paul worked directly with the internal and external auditors.

In October of 2000, Mr. Lajoie left the telecommunication industry and ventured into the flooring industry when he purchased Heritage Hardwood Floors. This first entry in entrepreneurship lead to the purchase and subsequent sale of 6 other business over the last 18 years. Paul also has started two companies from the scratch within the past 5 years; both of which are doing very well. His duties regarding these 9 different companies included doing all of the due diligence for the purchases and sales, working with the attorneys on all purchase/sale documents and providing documentation for all bankers associated with the transactions. Paul's daily work responsibilities include all accounting work, corporate insurance, compliance issues and documentation, all legal work, back office administration, financial statement compilation and analysis as well as working with our tax accountant on all corporate returns. Paul also acts as the CFO, COO for all of these companies.

Paul Lajoie holds a BBA with a double major in Accounting and Finance with a minor in Statistics from the University of Notre Dame. He was awarded a CPA license in 1992 and a series 7 license in 1994.

Married for 20 years to wife Marylee. 5 children. Active member at First United Methodist Church Richardson, played soccer at Notre Dame. Youth sports coach.