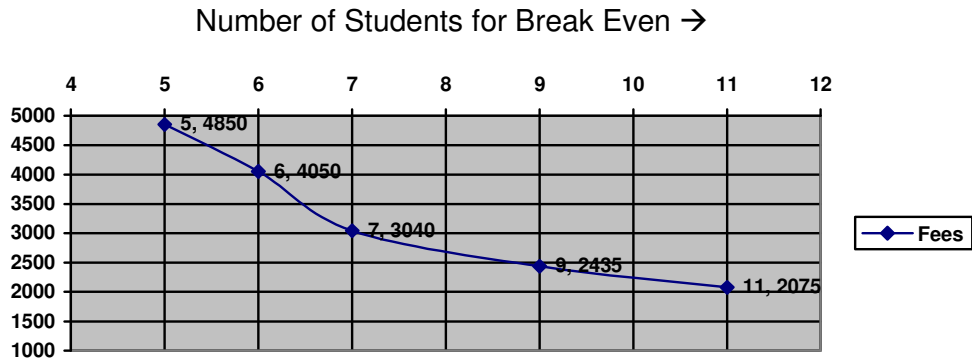


Dear Mr Teo,

Thanks for all the print outs. It gives us a clear picture of the various scenarios as shown below:



Looking at above, I feel, perhaps we should go for a minimum student number of seven students and charge them S\$ 3000.

As a second option, we could perhaps consider what Warsash Maritime Centre at Southampton is doing for their simulator courses. A flexible fee system is in place. So, if a company sends more cadets for a training course, then the course fee per participant is reduced. That way they have more flexibility. So, when the cadet numbers drop the course fee per participant is increased.

Drawing parallel to the evening COC Part A Classes for the last two semesters, we could not have the course as we did not have 13 students (the break even number), we only had 12. If the course fee per participant was increased slightly, the course could have been run and maybe the students would have agreed to pay slightly more. This is what they are doing in Southampton.

If this second option could not be done for administrative reasons, then maybe we should settle for a minimum of 7 students and a fee of S\$ 3000. If we compare this course fee with the COC Preparatory Course for Class I (also for 4 weeks), which is coordinated by Mr. Rajan, we found the course fee is S\$ 1700. The course is not fully guided and there is no simulator. Simulator-based courses are generally expensive. Then, a fully guided course with a simulator-based training with assessment could, I think, be justified to be priced at S\$ 3000.

Let me have you views.

Best Regards

Kalyan