

**PITTS AND ASSOCIATES, LLC AND ALTTECH, LLC
(Collectively, P&A)**

**STRATEGIC GROWTH AND PROJECT/TECHNOLOGY
DEVELOPMENT FOR THE ENERGY, NATURAL RESOURCES AND
INFRASTRUCTURE SECTORS**

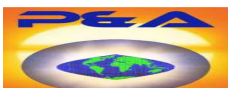
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CONTACT DATA

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HISTORY AND VISION

Pitts and Associates, LLC was formed in 2001. A separate operating entity, AltTech, LLC, focused on new technologies, was formed in 2012. The work with both is summarized in this brochure and collectively referred to as P&A. The associates of the firm are senior executives from the global engineering, construction, project finance and manufacturing industries. The skills of this group cover virtually all industry sectors that have significant capital programs. The group has worked in most developing or developed countries in the world with significant energy, resources and infrastructure capital project needs.

P&A's goals are:

- To develop private and public/private energy, resource and infrastructure projects and related technology in the US and selected international locations.
- To provide high level management consulting to owners, contractors and suppliers in those industries developing capital projects and providing crucial infrastructure services.

P&A's approach is to use its associates, their networks and selected service firms to form opportunity-specific teams to execute consulting engagements and project/technology development efforts for P&A and/or its customers and partners. All projects and engagements have confidentiality firewalls. Only those team members who have specific obligations with P&A's customers and partners are allowed access to information.

The industry sectors on which P&A is focused are:

- Renewable, alternative and conventional energy.
- Hydrocarbon, minerals and other natural resource development, utilization and transportation.
- Water resources development and water/wastewater treatment.
- Waste management and utilization.
- Surface, air and marine transportation systems.
- Security planning and refitting for infrastructure facilities.
- Information technology and enterprise management solutions for the above sectors.



SERVICES

P&A performs a wide spectrum of services for the capital project and related technology fields as summarized in the table below:

Technical and Financial Advisory Services for Projects, New Ventures and Technology Commercialization

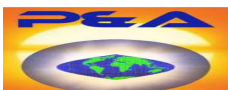
- Verification of technical and economic data.
- Assessment of technical and financial feasibility.
- Structuring the commercial and legal arrangements for development and implementation.
- Detailed financial assessments including development of cash flows return on equity, internal rate of return and debt/equity sources of funds. Risk assessments including IRR sensitivity to capital and operating cost variations, schedule delays, market changes, and changes in financing terms.
- Risk mitigation strategies
- Merger and acquisition activities to support growth plans.
- Distressed project, unit, region and company audits, recovery plans and interim management teams
- Strategic business sector, country and regional plans from an infrastructure development and project perspective.
- Facilitation and organizational development.

Technology/Project Development Services

- Company formation, structuring, recruitment and startup.
- Commercialization plans, structure and staffing for new technology.
- Business plan and offering memorandum preparation for venture capital, equity and debt searches.
- Access to debt and equity from commercial and private sources.
- Access to the major international development banks including the World Bank, IFC, ADB, IAB, European Development Bank, ERBD and the US TDA. There are increasingly good opportunities to involve these institutions in private sector projects.
- Global contacts with suppliers, funding sources and contractors.
- Institutional strengthening to facilitate project and technology development.
- Program management.
- Interim management teams.
- Complex, international project contract strategy.



P&A does not normally perform detailed design, construction or operating/maintenance services and will assist in choosing and managing the best technology providers and design/construction and O&M contractors for a capital program. However, P&A will, if required, take the prime responsibility and contract for these services on behalf of its customers, its partners or special purpose companies established to own and operate infrastructure or new technology assets. These special purpose companies may be owned by P&A and appropriate strategic, technology and financial partners.



CURRENT/RECENT WORK, CUSTOMERS AND STRATEGIC PARTNERSHIPS

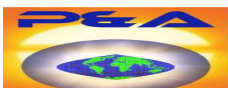
The following are project/technology development and strategic sector/regional growth and M&A projects performed by P&A between 2001 and 2009 when the founder worked full time for AREVA (see above), and in 2012 when the founder left AREVA Solar and re-energized P&A. Work in 2010-13 is highlighted in **bold**.

Project/Technology Development

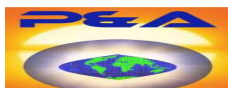
- *Risk management audit of a silver/gold project in Latin America (2015).*
- *Due diligence on JV entry into a large US biomass to biofuels project for an E&C company (2015).*
- *Turnaround advisory work for a challenged coal-based alternative energy project in the US (2014).*
- *Developing EPCM strategic partnerships for a confidential biologics-based technology for gas to chemicals (2014).*
- *Consulting on EPC aspects to a confidential CA-based new plasma-based technology startup using natural gas feed stocks for commodity chemical manufacture (2014).*
- *Project execution review for a confidential US-based minerals company for a base metals project in North America (2013).*
- *Advisory board and CEO-designee for Frontier Applied Systems (www.frontieras.com), a new partial pyrolysis technology for coal reformation to meet new EPA guidelines and a substantial revenue stream from recovered hydrocarbons (2012-Current).*
- *Global generation-scale solar thermal project development in Australia, India and Arizona for AREVA Solar (www.solar.areva.com). Became Senior VP of Project Delivery, Chief Industrial Officer and member of the Executive Committee beginning in 2010 (2008-12).*



- Development and operations support for a startup company, Waste2Energy, Inc., (www.waste2energy.com) consisting of their recently-purchased assets of EnerWaste International (www.enerwaste.com) and EnerWaste Europe Ltd in Iceland focused on waste gasification and energy recovery. Doug Pitts was interim President and COO, and CEO of the subsidiaries until 4Q 2008. In 2011, a 120 MTPD MSW to 5 MW plant was completed in Scotland and four smaller units for waste gasification were built or ordered in 2008 for Alaska, Kwajalein Atoll, Grand Cayman, Turks and Caicos and Wake Island.
- Assessment of alternative technologies and development plans for a coal to liquids plant for a confidential industrial development services company and an Appalachian coal producer.
- Commercialization assessment and project development plan for the Bay City, Texas hazardous waste and/or coal gasification to syngas, ethanol, or transportation liquids facility for Bay City Partners, LLC and Williams Industrial Services.
- Assessment of alternative contracting strategies and organizational development consulting for Brass LNG (www.brasslng.com), a new LNG project in West Africa owned NNPC, ConocoPhillips, Eni and Total with EPC/CM by Bechtel.
- Assessment of alternative ownership and operating structures for a major gas pipeline project in Alaska sponsored by a confidential, US-based, major oil and gas company.
- Private placement funding and opportunity search for Maxen Capital on the MaxWest waste gasification technology (www.maxwestenergy.com).
- Project finance assistance for Texas Hondo Petroleum on the Panama Bio Fuels project, a planned non-food product-fed bio-diesel facility in Panama.
- Project finance assistance on a confidential planned soybean oil-fed, bio-diesel facility in the Katrina Gulf Opportunity Zone in Mississippi.
- Project finance assistance for a confidential developer of public-private partnership transportation facilities in a West African country.
- Project development services for Crown Pacific Advisors, LLC for the Autopista Siglo XXI toll road concession in Mexico.

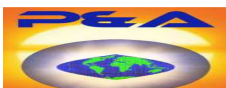


- Assessment of Arizona public-private partnership opportunities for a confidential private equity infrastructure fund.
- Assessment of public-private partnership approaches for the Big Chino water supply project for the City of Prescott Valley in Arizona.
- Development of contract coal mining approaches for a confidential merchant banking group for an independent power generating facility in SW Asia.
- Commercialization strategy for Stecher Proprietary Interests, LLC on a new sulfur transport, cogeneration and hydrogen recovery technology for the hydrocarbon industry.
- Project finance assistance for a confidential sugar cane to ethanol plant in South America.
- Project development with Foresight Wind Energy and a landowners' co-operative for a 300 MW wind park in Mexico.
- Technology commercialization for a DoD-funded semiconductor technology being developed by Amsen Technologies.
- Founding member of the ASU/ACE Renewable Energy Task Force focused on developing a sustainable business strategy for that sector in Arizona.
- Member of the ASU/ACE Alternative Project Delivery Method Task Force focused on public-private partnership structures for energy and infrastructure projects in Arizona.
- Development of a commercialization plan and funding strategy for Alchemix Corporation, a new technology for conversion of coal and coke to hydrogen manufacture with cogeneration. Doug Pitts was a member of the board in 2001.
- Power/gas market assessments in Mexico and California and owners'/lenders' engineer services for the Bolivia/Peru LNG to Baja/US project.
- Review of the Latin America/Caribbean business plan and identification of project development opportunities for a major Japanese design and consulting company.
- Private sector development advice to the Northern Arizona Municipal Water Users Association.



Strategic Sector/Regional Growth and M&A

- *Offshore production, condensate and LNG facilities operational review for a confidential West African government (different than below) on their production-shared oil and gas operations (Current).*
- *Review of project opportunities from the EPA's Clean Power Plan for an E&C company (2015).*
- *Due diligence services for private equity entry into the Latin American PV markets (2015).*
- *Advisory services for a major Western US construction firm to expand their oil/gas market share (2014).*
- *Advisory services to a private equity owner for re-structuring a solar thermal technology company (2014).*
- *Onshore production and pipeline operational review and inventory assessment for a confidential West African government on their production-shared oil and gas operations (2014).*
- *Assessment of entry into the PV EPC segment for a startup and commissioning company servicing the energy EPC sector (2013-2014).*
- *Funding support and due diligence for a confidential private equity group contemplating an acquisition in project services for the shale gas and tight oil sectors (2013).*
- *Development of an entry strategy (including M&A and project development) into the resources (oil/gas and mining) sectors for a confidential major, infrastructure-focused, US-based engineering and construction company (2012-13).*
- *Development of an entry strategy (including assistance in the acquisition of CT MAIN Engenheiros) into Brazil for Parsons Corporation (2012-13).*
- *Audit of strategic and ferrous metal mining operations for a confidential East African government (2012-13).*



- *Global generation-scale solar (CSP and CPV) strategy development and M&A activities for AREVA Solar resulting in the acquisition of Ausra, Inc. (2009-10).*
- Assistance in identifying Western US generation-scale solar thermal project opportunities and US-based engineering and construction resources for the AREVA Renewables unit's North American solar strategy (2009).
- Buyer-side M&A assistance (became strategic partnering) and project development support for the AREVA Renewables unit in finding EPC resources and project opportunities for ADAGE, their US-based biomass to energy initiative with Duke Power (2008-9).
- Strategic growth and M&A activities for WorleyParsons (www.worleyparsons.com), a \$4 billion plus integrated E&C company in the hydrocarbon, minerals, infrastructure and power sectors. Sourcing and preliminary due diligence for:
 - The purchase of UniField Engineering (www.unifield.com - power, hydrocarbons, industrial) based in Billings, MT in 2007.
 - The purchase of Polestar Applied Technology (www.polestar.com - nuclear engineering services) based in Palo Alto, CA in 2007.
 - The purchase of Komex International (environmental for the hydrocarbon and minerals sectors, water, geotechnical, brownfield development) based in Calgary in 2005.
- Seller-side assistance to Paladin LLC to sell Gregg Protection Services (www.greggprotection.com), a firm specializing in systems and tools for non-conventional weapons security.
- Strategic growth (funding and customers) support for Armor Designs, Inc. (www.armordesigns.com), a firm specializing in new technology for ballistic protection for individuals, vehicles and infrastructure.
- Strategic growth support for Kors Montgomery International, an executive recruiting group specializing in the engineering/construction and energy sectors.
- Business plan, and sales and marketing support for Real Foundations, Inc. (www.realfoundations.net), an enterprise systems management consulting firm

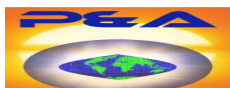


in the real estate, commercial, land development, E&C sector and related businesses.

- Strategic growth consulting and “rainmaker” recruiting for Pipeline Systems, Inc. (www.pipesys.com), a 600 person firm focused on slurry pipeline design and now owned by Ausenco (www.ausenco.com).
- Market consulting in the capital projects sectors for DeMatteo Moness (www.dmlc.com), an advisory group for institutional investors.
- Strategic growth and transition consulting for the Bioengineering Group (www.bioengineering.com - Doug Pitts was a member of the Advisory Board), an 8a, woman-owned firm, involved in sustainability engineering and disaster recovery remediation.
- Seller-side M&A services for a confidential energy-focused engineering and operating services company based in Brazil.
- Assessment of strategic growth strategies and M&A sourcing for services expansion in oil/gas O&M services for both a confidential, major E&C company and private equity group.
- Development of business and operating plans, and unit startup services for IAP Worldwide Services’ (www.iapws.com - owned by Cerberus Capital) Energy and Natural Resource Services unit, providing camp and infrastructure support services to the oil/gas, minerals and power sectors.
- Market characterization of the US surface and air transportation, and international aviation sectors for a confidential, major E&C company.
- Assessment of strategic growth strategies and M&A sourcing services expansion into the Latin American region for a confidential, major, internationally-based E&C company.
- Acquisition due diligence for IAP/Cerberus Capital’s acquisition of Johnson Controls Services, a major supplier of DOD base facilities management services.
- Evaluation of water/wastewater and renewable energy markets, acquisition/partnering targets, buyer side M&A, and regional/sector growth analyses for Michael Baker Corporation, a major consulting, engineering and energy O&M concern.



- Assessment for a confidential private equity buyout fund on a major E&C acquisition target in Canada.
- Business plan, M&A, sales and marketing support for Perot Systems Corporation's vertical to provide IT services to the E&C sector and related businesses.
- Due diligence to Deutschebank for distressed debt placement on an energy-focused engineering and construction company based in Europe.
- Sales and marketing support to Wartsila, a major manufacturer of power generator alternatives to gas turbines.
- Sales and marketing support to Materialink, a new procurement software application start-up.
- Assessment of an Americas energy and infrastructure market entry strategy for an a-e subsidiary of the largest power and water utility in Europe.
- Seller side M&A for Complete Plant Maintenance, a process, power and telecommunications facility construction and turnaround contractor.
- Seller side M&A for International Development Planners, an international infrastructure and energy planning firm.
- Member of the advisory boards of CT Main and ADTP (Sao Paulo Economic Development Council) in Brazil.

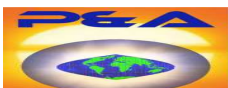


P&A Customers

Agave Partners Holding
AgEnergy
Alchemix
Alex Stewart International
Amsen Technologies
AREVA Inc.
Armor Designs, Inc
Bay City Partners
B.B. Intercapital
Bioengineering Group
Boxer Industries
Brass LNG
(ConocoPhillips, Eni,
Total, NNPC)
B.W. Engineering
Carlyle Group
Cerberus Capital
ConocoPhillips
Complete Plant
Maintenance

Credit-Suisse
Crown Pacific Advisory
CT Main
Deutschebank
DeMatteo Moness
Energy Allied
International
GolfStar America
Hill International, Inc.
Hull Associates
IAP Worldwide Services
International
Development
Planners
K&M Advisory
Kors Montgomery
International
Lahmeyer International
Materialink

Nippon Koie Latin
America/Caribbean
Paladin/Gregg Protection
Systems
Parsons Env & Infra
Parsons Transportation
Perot Systems
Pipeline Systems, Inc.
RealFoundations
Stecher Proprietary
Interests
Sundt Corporation
Texas Hondo Petroleum
Wartsila
Williams Industrial
Services
WorleyParsons
Waste2Energy, Inc.
Michael Baker
Corporation



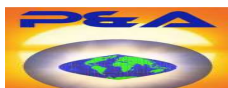
RESOURCES

To efficiently serve our customers/partners and quickly develop projects and ventures, P&A calls upon the following senior executives and experts, many of whom have worked together in the past, on an opportunity-specific basis. Teams are organized and contractually committed for specific projects. Firewalls are also in place to avoid conflicts and protect confidential information.

In addition to their sector knowledge and qualifications in energy and infrastructure project and technology development, their personal experience, networks and professional affiliations provide P&A the requisite resources and industry resources for all phases of new capital project generation and operation regardless of location or complexity.

Brief resumes of many of our 62 associates follow in Appendix A. The combined experience of our associates is extensive, diverse and spans the globe. Also included as Appendix B is a sampling of signature projects, and projects/transactions completed in recent years, on which P&A and its associates were and continue to be involved. These are in addition to those mentioned above as P&A work. More detailed information is available upon request. Following is an approximate summary of our associates' relevant experience:

Segment	% of Associates with Relevant Experience (not additive)
• Conventional and alternative energy	55%
• Hydrocarbons/chemicals	55%
• Minerals and industrial	65%
• Surface transportation	25%
• Air transportation	20%
• Marine transportation	20%
• Environmental and water-wastewater	50%
• Institutional, commercial and leisure buildings	20%
• Food and beverage	10%
• Pharmaceutical and biotechnology	15%
• IT, semiconductors and telecommunications	35%
• US Federal services	20%



APPENDIX A - ASSOCIATE RESUMES

The specific specialties of each of the P&A associates are highlighted in *red italics*. The countries/regions other than the US in which these individuals have relevant, recent experience are highlighted in *blue italics*. Seven of our associates are resident in Latin America – Venezuela, Panama, Colombia, Peru, Argentina and Brazil (2). One is resident in Australia, and one is resident in China

P&A's associate network is being re-configured based on current availabilities and market focus. Recent additions are:

- ***Terry Beckford***, former PCM and PM for Bechtel Mining and Metals (Mining)
- ***Ron Derammelaere***, former CEO of Ausenco PSI (Mining/Metals and Slurry Pipelines)
- ***Bill Conlon***, former SVP, Engineering for AREVA Solar (Solar, Power)
- ***Jerry Fee***, former VP of UP Holdings and Bechtel (Pipelines)
- ***Doris Galvin***, former SVP of WorleyParsons and CMS Energy (Power)
- ***Wendi Goldsmith***, Former CEO of Bioengineering before M&A with Chester (www.bioengineering.com - Environmental, Federal Infrastructure)
- ***Mike Harper***, associate at Jones and Day in Brazil (Legal)
- ***Hartsoch Consulting Group***, former employees of SolFocus (PV and CPV)
- ***Hugh James***, former CEO of Tethyan Copper Company and VP of Tenneco Energy (Mining, Hydrocarbons)
- ***Kate Maracas***, former VP of Abengoa Sola (Renewable energy, specifically solar thermal)
- ***Joe McGuirk***, CEO of Sun Miner and executive at Arizona DOT (Transportation, Solar Energy)
- ***David McKay***, currently resident in Australia. Former VP, Manufacturing for AREVA Solar (Solar, Power)
- ***Ed Morgan***, retired VP of ARCO Products (Refining)
- ***Velambur Rajan***, former VP AREVA India and Alstom India (Conventional Power, Solar Thermal)
- ***Frederic Reveiz***, Principal and Managing Member of Asilea Resources (Power, Infrastructure);
- ***Mike Rich***, former VP of international projects for KBR and SVP of same at Stone and Webster/Shaw Group (Refining and Chemicals)
- ***Kathy Santoro***, former VP HR for Molten Metal Technology and Bioengineering
- ***Milt Venetos***, former SVP, Product Development, AREVA Solar (Solar, Power)

Additional details on the above associates are available on request.



Doug Pitts is a founding partner and CEO of P&A. He is also currently on the advisory board of Frontier Applied Sciences (www.FrontierAS.com) and is the CEO designee. During the period 2009-12, he was retained full time by AREVA to assist in their US biomass and global solar initiatives. This included a two year period where he held the Chief Industrial Officer role for AREVA Solar. Now resident in Arizona, he was, until 2001, President of the Latin America business unit, Senior Vice President of Strategic Growth and a member of the Executive Committee for the Parsons Corporation, overseeing those activities in the energy, hydrocarbon, infrastructure, transportation, communications, advanced technology and environmental sectors. Prior to that, he was Executive Vice President of Operations and Sales for Molten Metals Technology, an MIT environmental technology startup. For 18 years at Bechtel Group, Inc., he was in project management and business development in the hydrocarbon, pipeline, energy and natural resources sectors, and executive management positions culminating in Group Vice President. He also held operations, project and research positions with Asarco, Inc., a base metals mining and manufacturing concern, and Hazen Research, a chemical processing contract research company. He holds a PE degree in Chemical/Metallurgical Engineering from the Colorado School of Mines, an MBA from Golden Gate University and a PE registration. *Solar thermal, biomass to energy, hydrocarbon production and pipelines, mineral processing, slurry pipelines, environmental technology, sulfur, Federal Services, new venture development, hydrogen, merger/acquisition. Latin America, Pacific Basin, Europe, Canada, Middle East, India.*

Dean Allen, based in Southern California, retired from Parsons Corporation in 2000 after serving 5 years as the Regional President for Europe, Middle East, Africa and Southern Asia. Based in London, UK, he had responsibility for business development and operations in that region. Prior to that assignment he was President of Johnson Development Company, developing land in Rancho California, California. He had served 24 years with the Fluor Corporation, starting as a Cost and Scheduling engineer and proceeding through several management positions ending as Chairman of the Engineering and Construction Group, Executive Vice President of Fluor Corp and a member of the Board of Directors. He graduated as a Mechanical Engineer from the University of Southern California and has an MBA from Wharton Graduate Division of the University of Pennsylvania. In addition, he attended the Senior International Managers Program of Harvard University in Vevey, Switzerland. Dean is a member of the USC Engineering School Board of Counselors and a member of the Institute for the Advancement of Engineering. *Hydrocarbons, infrastructure, real estate. Europe, Africa, Middle East, Southern Asia, Former Soviet Republics.*

Gary Aller, based in Arizona, is President of Educational Facilities Development Services (www.efdslc.com) and other related companies formed in 2012 to develop public-



private partnerships in the institutional sector where there is unfunded social need. He was Executive Director of ASU's Alliance for Construction Excellence. He also maintains a consulting practice focused on developing alternative project delivery methods for facilities and infrastructure projects. Prior to these activities, he was a VP with Bechtel and responsible for the Palo Verde Nuclear Generating Station construction. This is still the largest nuclear power plant in the US. **Nuclear power, fossil power, transmission, alternative project delivery, M&A, public/private partnerships, legislation/regulation, commercial, sports facilities, surface and air transportation.**

Dan Amsden, based in Pennsylvania, began his professional career at Sverdrup Corporation in 1973 and became Vice President and General Manager of Sverdrup's Industrial Division. Dan left Sverdrup in 1992 to become President and later Chairman of Fru-Con Engineering, as well as Executive Vice President of Fru-Con Construction Corporation. Fru-Con served similar industries as Sverdrup, and business volume at Fru-Con Engineering grew from \$15MM/year to \$47MM/year during Dan's tenure. NOI grew by a factor of nine during that same time frame. He left Fru-Con to establish his own consulting business, DMA Group, in 1997 and provided services in strategic planning, marketing, and business planning and product development. In 1999, Dan took a position with Parsons Corporation where he served as Vice President, then Senior Vice President and General Manager of the Industrial Division, and finally Senior Vice President and Manager of Operations for Parsons' Commercial Technology Group. In 2003, Dan became President of Automation Alliance Group (www.automationalliance.net), and is responsible for developing strategies and plans, and implementing those plans, to create profitable and sustained growth for this corporation specializing in automation, process control, and information systems/technology to a variety of industries. **Automation/process control, pharmaceuticals, food processing, semiconductors, water/wastewater, cement, mineral processing, Federal Services. Latin America, Europe, Middle East, SE Asia.**

Joel Bennett, resident in Los Angeles, CA, is an independent consultant and is currently CEO of Alchemix. Until 2006, he was member of the board of Parsons Brinkerhoff and Chairman of PB Power and PB International. Prior to PB, he was Executive Vice President of Parsons Corporation overseeing international operations and global business development. He was also President of Parsons' engineering science and environmental services unit and Senior Vice President of their petroleum and chemical unit. Prior to Parsons, he was with CF Braun as Senior Vice President of business development and engineering, and Vice President of the offshore and production unit and corporate development. He holds a BS and MS in Chemical Engineering from USC and an MBA from UCLA. **Oil/gas production and refining, petrochemicals, power, corporate development, M&A, environmental, transportation. Japan, UK, Italy, Saudi Arabia,**



UAE, Kuwait, Turkey, Mexico, Venezuela, Netherlands, Peru, Brazil, New Zealand, Korea, Taiwan, Singapore, India, China.

Gene Berman, based in Maryland, is a practicing attorney primarily focused on environmental law and intellectual property. He held numerous posts with Dupont from 1964-85 culminating in the position of Senior Supervising Environment Attorney for worldwide operations. He then became Executive VP and General Counsel for Clean Sites, a non-profit focused on cleanup of hazardous waste sites. In 1992, he became VP of Regulatory Affairs for Molten Metal Technology, an innovative environmental technology funded by MIT, and developed a unique approach to recycling and BACT with the EPA and for projects in Tennessee and Texas. He then became VP, Legal for Quantum Energy Technologies. In both the latter companies, he led the efforts on very complicated and successful intellectual property strategies. He is a member of the D.C. Bar and the Maryland Bar, and is a registered patent attorney. He holds a BS in Chemical Engineering from the University of Pennsylvania and a JD from Georgetown University. *Environmental law, intellectual property/patent law, technology commercialization, hazardous waste disposal and recycling. Europe.*

Charlie Bisbee, based in Northern California, is a senior project manager with Genentech in biomedical manufacturing. He still maintains a consulting business in E/C claims resolution. Prior, he was with Bechtel involved in the project management of pipelines, arctic production facilities, chemicals and power. *Pipelines, arctic production, power, biotechnology, internet infrastructures, construction claims. Venezuela, China, Europe.*

Jeff Bodington, based in Northern California and CEO of Bodington and Company (www.bodingtonandcompany.com), specializes in financial advisory services to the power sector. He has focused on development activities for fossil and renewable energy projects around the world since the company's formation in 1990. In addition, he provides financial advisory services to financial institution and owners groups for financing and restructuring capital investments in other energy-focused sectors. Prior to forming his company, he was with Bechtel Group, Inc. for 8 years focused on business and financial analysis and project finance. He also worked with Resource Planning Associates on energy-related ventures for 14 years. He holds a BS in Economics and Statistics from University of California, Berkeley and an MS in Applied Economics from Cornell University. *Fossil power, wind power, hydroelectric power, oil and gas, industrial, other energy-related ventures, project finance, restructuring, PPAs, owners/lenders representative. Alaska, Japan, Venezuela, UK.*

Mario Caroppo, based in Buenos Aires, Argentina, has managed the Latin American regional offices of Union Bank of Switzerland, Swiss Bank Corporation and Rothschild



Bank since leaving Italy in 1968, Since 1991, he has been involved in merchant and private banking in Buenos Aires specializing in the aggressive privatization programs in Argentina. Most recently, he has been the representative for Parsons Latin America in the Southern Cone in all sectors and has represented Ericsson in the same region. He maintains his strong business relationships back to Italy and other European business centers. He holds degrees from the University of Zurich and Ludwig-Maximilians University. **International banking and finance, infrastructure development and privatization, merger and acquisition, hydroelectric, telecommunications. Italy, Argentina, Uruguay.**

Douglas Charlton, based in the San Francisco, California, is a Professional Geologist with expertise in precious and base metals ore deposits, environmental liability management, and related economic and risk analyses. In his most recent position, he was the Director of the Mining and Metals Practice for Professional Infrastructure Consulting Services, a team of former Bechtel executives and senior technical specialists. His experience includes the evaluation of mineral resources and transaction opportunities involving gold, silver, copper, zinc, nickel, cobalt, limestone, iron ore, coal, platinum and precious gemstones in a broad range of geological settings. He professionally qualified to prepare, defend, or validate mining feasibility studies that disclose and evaluate the economics of mineral resources and reserves, meeting the globally-recognized standards of Canadian National Instrument 43-101. Dr. Charlton is also an experienced environmental consultant, having led regional and national environmental practices at DuPont, Deloitte, and the Shaw Group. His expertise is in water resource management and the quantification of environmental liability as used in transaction negotiation and dispute resolution. This environmental experience is relevant to mine feasibility analysis, certain aspects of mine design engineering, mine waste management, mineral economics analysis, and mineral processing. He holds a Professional Geologist degree and is a PhD in Geology. **Precious metals, base metals, economic analysis, risk analysis, feasibility studies, environmental liability analysis, dispute resolution. Western Hemisphere, Africa.**

Bill Cornman, based in Texas, is an independent consultant focused on chemical and industrial plant operational improvements. He does part time work in this field for Sinclair Group. He was formerly with Celanese Chemical leading their operations and technical departments at the Bay City and Pampa plants. At Celanese, he was responsible for the relationship with Molten Metal Technology on their planned waste recycling to syngas plant at Bay City. He continues to be involved with that as a consultant. He holds a BS in Mechanical Engineering from the University of Tulsa. **Petrochemicals, plant operations and maintenance, engineering and construction. Germany.**

Energy Allied International (www.energyallied.com) - Rod Ragan, based in Houston, TX is President and Co-Founder of Energy Allied International, a major project development firm focusing on downstream petrochemicals and refining on North & West Africa, as well as the Caribbean. . He has progressed through positions in engineering, project management, sales and marketing management, and operations senior management directing domestic and international businesses to record levels of sales and profits. Mr. Ragan started his career with Fluor Corporation. He has extensive international experience – lived in Indonesia, Iran and Republic of South Africa – managed alliances, operations, cross-border projects and teams in multiple countries throughout Asia Pacific, Middle East, Africa, and the Americas. He also won Fluor’s coveted Tappan Award for securing a major project in Indonesia. He has been extremely effective in the international arena, with extensive knowledge and experience in the Middle East and Africa and Asia Pacific. Later in his career, he increased the revenues of Worley Parsons Energy and Chemicals Power Group over 600% in just four years. He holds a BSEE from Iowa State University and is a registered professional engineer. **Power, M&A integration, alliances, mining, chemicals, industrial, upstream oil and gas development, automotive, synfuels, refining, oil and gas. Trinidad & Tobago, Indonesia, Singapore, , South Korea, South Africa, West Africa, Egypt, Turkey, Western and Eastern Europe, and Brazil.**

Cesar Fernandez, based in Buenos Aires, Argentina, he has been involved in project development and management for the power, gas, gas liquids, chemicals and other industrial sectors in the Southern Cone of Latin America. A mechanical engineer by training, he has worked as an executive for the engineering and construction industry, with PlusPetrol, Capex, Refinor, Filo Morado, Pritchard/B&V, Purvin and Gertz, Tecnipetrol, Sade, Astra Evangelista, Transener, YPF, Perez Companc, Total, Central Puerto, Central Termica San Miguel de Tucuman, Repsol, CAMISEA (Peru), Transportadora de Gas del Peru, Hunt, Pagoreni, Trnasportado de Gas del Sur, Endeas (Chile), Sonatrach, Ave Fenix, PASA, Pro-Quip and Tecgas. He was a BD representative for the Parsons Latin America in Argentina as well as Parsons engineering assignment on AES Caracoles. **Power generation, T&D, hydroelectric, refineries, gas liquids, gas field development. Argentina, Peru, Chile, Guatemala, Bolivia**

John Ferrell/Pacific Minerals International, Inc. is a company pursuing development of small international copper and gold properties. Based in Northern California, John Ferrell, its founder, was Manager of Project Development for BHP-Utah International (now BHP Minerals of Australia), one of the world’s largest natural resources companies, in 1993 when he formed his own company. In that position, he was involved in major transactions in Turkey, Chile, the UK, and Zimbabwe. He also had several executive positions there in property/facility operations, product sales, and financial analysis during his 17 year tenure. Major efforts included management of the



Samarco complex in Brazil and the development of the Alton Coal Field in Utah. Prior, he was with Kaiser Aluminum in finance. He spent two years in US Army Intelligence, and holds an MBA from Harvard and a Professional Engineers degree in Physics and Metallurgy from the Colorado School of Mines. **Copper, gold, coal, iron, new venture equity/debt, financial analysis, coal-fired power. Australia, Zimbabwe, UK, Chile, Brazil, Turkey, Kyrgyzstan and other Central Asian countries.**

Shirley Gaufin, based in the Kansas City area, is a human resources executive consultant with expertise in the areas of organization assessment and transformation; talent management, including succession planning and performance management; operations management; governance, including officer guidelines and code of conduct; and coaching and mentoring of HR executives. Her prior experience includes almost 20 years as chief human resources officer at four major global engineering and construction companies, starting with Bechtel Group, Inc. where she was employed for 22 years in various human resources and administrative management roles culminating in the top human resources position. She also served as chief human resources officer at Parsons Corporation and Raytheon Engineers & Constructors prior to her last position at Black & Veatch where she was chief human resources officer for ten years before retiring in late 2011. **Succession planning, talent management, performance management, employee engagement surveys, organization effectiveness, organization design, leadership development, governance, and charitable giving foundation management. Global reach.**

Barry Gifford, based in Massachusetts, is a Principal and COO of Cambridge Chemical Technologies (www.cambchemtech.com), a firm focused on process engineering in the chemical and oil/gas sectors and, in itself, an associate of P&A. Prior to this, he was VP and General Manager, Badger Technology Center for Washington Group International, VP Hydrocarbons for Raytheon Engineers and Constructors, held several positions culminating in VP Petrochemical Technology for Badger Engineers, and Refinery Operations Superintendent for Gulf Oil. He holds a BS in Chemical Engineering from Syracuse University. **Petrochemicals, technology licensing and commercialization, LNG, M&A, refining, operations, commissioning. New Zealand, South Africa, Brazil, Bahamas, Canada, Germany, France, Taiwan, Korea, Netherlands, China, Malaysia, Thailand, Singapore.**

Wendi Goldsmith, based in Massachusetts, was founder and CEO of Bioengineering before its sale to Chester Engineers. She is known for building consensus among diverse and often antagonistic stakeholder groups to help advance large public infrastructure projects. She played a lead role on the planning, design, and program management of the \$14 billion post-Katrina Hurricane Storm Damage Risk Reduction System, the first regional-scale climate adapted infrastructure system in the US. Ms. Goldsmith is highly



regarded for her expertise in practical application of climate science in the built environment. As a licensed professional geologist, she is trained and experienced in state-of-the-art procedures for assessment, analysis, and restoration design of river corridors and coastal landforms. She has played leading roles in coordinating the science, policy, and engineering disciplines involved in structuring climate forecast informed engineering design criteria for disaster resilient infrastructure systems for numerous government and private clients. She has written and presented extensively on climate change resilience in urban settings, and frameworks for decision-making under risk and uncertainty. **Risk management; consulting science/engineering; sustainability science/policy; new product/service development for innovation-based business; strategic planning; regulatory and public affairs; expert communications; and technology RDT&E. North America, Europe, Asia.**

Joseph Harper resident in Northern California, is partner of Naveran, LLC, a business and political advisory firm providing knowledge, access and execution for U.S. entities seeking to penetrate the Latin American marketplace, as well as Latin American entities seeking access to the U.S. Market, U.S. venture capital, and relevant U.S. government institutions. Naveran is headquartered in San Francisco, CA with offices in Buenos Aires, Argentina. An affiliate of Explorador Capital Management (www.explorador.net), Naveran has an extensive network of elected officials, top political consultants and business associates engaged throughout the region. Joe has an extensive background working with Latin American political parties through his years with the Latin American & Caribbean division of the International Republican Institute, with a focus on El Salvador and Southern Cone countries. He holds a BA from Southern Methodist University and was a participant in SMU-in-Spain and Spanish language courses at Centro Bilingue in Cuernavaca, Mexico. **Private equity, US political process, marketing. Latin America, Spain.**

K&M Advisory, LLC and Dorado Group – William Kappaz and Alfonso Guzman, based in Washington DC (www.kmec.com), this group does engineering, EPCM management, consulting and project development in the power and resources sectors all over the world. They were P&A's customer on the 2012-13 audit of mining operations in East Africa and the 2014 audit of oil/gas operations in West Africa. **Project development in the power sector, EPC for power projects. Egypt, Africa, Latin America, Middle East.**

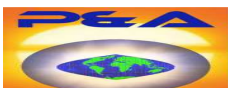
Greg Lamberson, based in Oklahoma, is currently CEO of International Construction Consulting, LLC. He is experienced in all phases of the business, project, and construction management of upstream & midstream oil, gas, products, and energy-related projects with an emphasis on meeting and exceeding world class safety and quality expectations. He has managed work for EPC contractors, engineering consultancy services companies, as well as E&P owner companies in North, Central, and



South America, the Caribbean, the Middle East, Central Asia, China, Russia, the Far East, and Africa. He has a BS in Industrial Engineering from East Central University and an MBA in-progress from Robert Kennedy College. Clients include Comision de Regulacion de Energia y Gas (CREG), Snelson Companies, Chevron Neftegas, Universal Strategic Alliance; Germer Gertz, LLP; Dueltex Energy (Nigeria) Ltd; Repsol, Jahind Projects Limited, Chevron, Angola LNG Ltd, Goldman-Sachs, AGA Resources, Project Management Resources, Inc, Boardwalk Partners, Branford Castle, Guidepoint Global Advisors, ExxonMobil, Shell, Parsons E&C, Alaska Gas Producers Pipeline Team (BP, Phillips, and ExxonMobil), Select Equity Group, Network Oil & Gas Ltd, Cumming Company, confidential major investment bank, Willbros International, and Willbros Engineering. **Oil and gas production, pipelines, project finance, construction management, contracts/risk management, cost/schedule control, operations. Russia, Angola, Malaysia, Nigeria, Mexico, Bangladesh, China, Qatar, Colombia, Kuwait, Indonesia, Saudi Arabia, Chad, Cameroon, Chile, Venezuela, Bolivia, Brazil, Alaska, Yemen.**

Leonard Leal, based in North Carolina, left Innovative Environmental Technologies in 2003 to form his own consulting practice in water/wastewater treatment. At IET, he was VP of Industrial Services responsible for sales and installation of plasma gasifiers. Prior to IET, he was VP, Industrial Services for Molten Metal Technology, an innovative environmental technology funded by MIT. Before MMT, he was Group VP of Engineering, Construction, Technology and Regulation for Rollins Environmental Services, then the largest hazardous waste incinerating company in the US. He also had executive positions with 3D International, Clark Dietz and Associates and CRS Group, all specialty civil and water/wastewater treatment engineering firms. He is a registered professional engineer in Texas and Mississippi and holds a BS in Civil Engineering and an MS in Engineering from Oklahoma State University. **Water/wastewater treatment, hazardous wastes treatment, plasma, new technology commercialization, engineering/construction, operations, permitting. Saudi Arabia, Abu Dhabi.**

Larry Lien, based in Northern California, is currently owner of the consulting firm United Finance and Management Services (www.unfms.com). This company provides services in financing, technology transfer and protection, and recruiting. Prior, he provided financing services at Citi and Wells Fargo banks, engaged in venture financing with Tandor Investments, and was an economic, technology and joint venture consultant for the UN, the World Bank and firms such as Ericsson, Rolls Royce, American Standard, Gencour and Bechtel. He was also head of the Operations and Maintenance group for Bechtel's mining and metals business unit managing projects in several international locations including China and Australia. He holds a B.S. and M.S. from Creighton University and an MBA from Golden Gate University. **Venture capital and new technology development, intellectual property, operations and maintenance,**



telecommunications, eCommerce, power, equity placement. Peoples Republic of China, Russia, Australia, Middle East, Africa.

Don Miller, based in Northern California, has spent most of his 50-plus year career in the pipeline industry. Beginning in the pipeline construction industry where he achieved the position of Superintendent Mainline Construction. This experience laid the groundwork for a lifelong career as a pipeliner, and as a pipeline consultant. This career was interrupted by drawn out, but eventually successful, university studies. He started in 1959, and received a B.A. in 1970 and a M.A in 1972 in Geography from the University of Colorado. He also served in the U.S. Army in Europe and Vietnam during this period. His consulting career began with Woodward-Clyde Consultants on the Trans Alaska Pipeline where he was the field manager for the development of the oil spill contingency plans for the pipeline and marine terminal. His career there included the development of over thirty major pipeline environmental documents culminating in being appointed Director of International Business where he assisted in establishing practices throughout Western Europe, Australia and New Zealand, Southeast Asia, and portions of South America. His focus throughout his career has been, and still is, participating in a wide range of engagements with the oil and gas industries with a brief, but educational, stint assisting the nuclear power industry. As an employee, he was the western region director of strategic planning for a major environmental risk consultancy, and worked as a pipeline expert for a major forensic engineering firm. For past twenty years he has been an independent consultant working on a wide array of industry assignments. Pertinent examples follow. He developed the oil spill contingency plan framework for the Baku-Tbilisi-Ceyhan pipeline. Rerouted and developed construction plans for portions of the Millennium pipeline in New York, to include a Hudson River crossing, in response to regulatory agency concerns. He mentored a group of young environmental professionals on becoming efficient self-supporting project managers. For the past eight (8) years he has work with a major multinational engineering, procurement and construction (EPC) firm in developing and implementing successful entrée strategies into the large-project oil and gas business. The geographic focus of this engagement has been, and remains, Alaska although it has dealt with many of the coterminous state shale plays. He received a BA and MA in Geography/Geology from the University of Colorado. *Pipelines, regulatory, environmental, risk assessment, oil spill contingency, marine terminals, strategic planning. Australia, Europe, Jordan, Middle East, SE Asia, Former Soviet Republics.*

Rogelio Molina, based in Northern California, is Principal of The M8Consultants where he provide technical services to the power industry (utilities and IPPs) and energy & water use conservation in industrial facilities. Clients, include Duke International, PSEG Global, Areva Solar, San Miguel Corp., Chevron, Sacramento Municipal Utility District, City of Glendale Water & Power, Modesto Irrigation District, Kvaerner, and Tractebel.



Project involvement range from business development & project development phase through construction of coal, gas, biomass, solar, and oil-fired power plants. Key participant in project planning including site selection, fuel supply investigation, technology selection, feasibility studies, conceptual design, cycle optimization, environmental impact studies and budget estimates. Participated in the preparation of specification for EPC bid solicitation, response to request for proposal, major equipment technical specification, bid evaluation and negotiation. Supported the preparation of Stakeholders Agreement, Power Purchase Agreement (PPA), O&M Service Agreement, and project financial modeling. Project assignments in South Korea (2x200 MW coal-fired power plant), Italy (coal-fired cogeneration plant for Alumina Refinery in Sardinia), Australia (coal-fired cogeneration plant for Alumina Refinery in Western Australia), Spain (cogeneration project for Ford in Valencia), Guatemala (multiple units coal-fired power plant), and the Philippines (power consultant for a San Miguel Corporation subsidiary and country representative for PSEG Global –ex CEA, Asia). Also worked in Japan associated with the design and procurement of major equipment. He was previously with eSolar, Inc. (Director), Tamal Energy Inc. (Vice President), C-E Power Projects, Inc. (Project Engineering Manager), Brown & Root (Project Consultant) and Kaiser Engineers (Project Manager). He has a degree in Bachelor of Science in Mechanical Engineering from Mapua Institute of Technology (Philippines) and attended continuing education in engineering/economics at UC Berkeley. A registered Professional Engineer in California and the Philippines and ASME member. **Conventional power, solar thermal, biomass to energy. S Korea, Italy, Australia, Spain, Guatemala, Philippines.**

BJ Montgomery, based in Mississippi, spent 34 years with Kerr McGee Chemical Corporation with direct experience in manufacturing operations, marketing, business management, acquisition evaluation/implementation, environmental valuation negotiations and engineering/technology transfer and startup of chemical operations in numerous parts of the world including Japan, India, Saudi Arabia, Holland and Australia. Most recently, he evaluated the technical competence, operating capability and environmental risks for potential acquisition targets in Germany, England, Belgium, Brazil, New Zealand and the U.S. Four operations were purchased at a cost of \$600 million. He was Managing Director of an Australian Joint Venture from conception, erection and operation of the only vertically integrated Titanium minerals operation in the world with annual sales approaching \$500 million. He has a BS Degree in Chemical Engineering from Mississippi State University. **Chemicals, titanium oxide pigments, acquisition, manufacturing operations, design and construction, technology transfer. Australia, Europe, Middle East.**

Waheed Mukaddam, based in Cambridge, MA, is a Principal of Cambridge Chemical Technologies, a firm focused on process engineering in the chemical and oil/gas sectors



and, in itself, an associate of P&A. Prior to this, he was Vice President of Research and Development at Raytheon's Badger Technology Center, a process development and technology licensing company that has commercialized worldwide over 40 technologies in as many years. In his 30-year career at Badger and elsewhere, he has led commercialization of over 12 technologies. At Badger he was also part of the strategic planning team responsible for expansion of its technology portfolio through development and acquisitions. He was also Vice President of Engineering and Construction at Molten Metal Technology, an environmental technology startup. Initially as Director of Process Design, he led the process design effort as the company moved from development to commercial scale activities. Thereafter he managed for the company engineering and construction of several commercial projects with capital outlay of about \$175 million. He holds a B.Sc. in chemistry and a BS and an MS in chemical engineering from Cornell University. **Process development, process design, commercialization, licensing, hydrocarbons, petrochemical, technology transfer; Pacific Basin, China, Middle East, India.**

Leigh Noda, has operated his own consulting practice since 2000 focused on regional planning, gas to liquids technology, environmental assessment and downstream hydrocarbon projects. Prior to this, he was with Arco in positions covering Manager of Commercial Ventures, Latin American Refining and Marketing Business Development, Manager of Business Evaluation and Planning, Manager Refinery ESH and Manager Refinery Technology. He holds a BS in Chemical Engineering from University of California, Davis, and an MBA from UCLA Anderson. **Refining, petrochemicals, regional planning, marketing, technology management, business planning, financial and economic analysis, ESH. China, Mexico, Venezuela, Indonesia.**

Robert O'Neil, based in Maryland, Mr. O'Neil is an independent consultant and currently serves on the Governor's committee to route Washington Metro through the Dulles Corridor. He is President Emeritus of Parsons Transportation Group (formed from De Law Cather, Steinman Boynton and Barton-Ashman) after over 35 years with Deleuw Cather/Parsons including engineering oversight of the Washington Metro activities for virtually its entire existence. In his position with Parsons Transportation and a member of the Parsons Executive Committee, he oversaw several aviation projects at Miami, Seoul, St. Louis, San Francisco, Seattle, San Diego, Athens, Lima, and Aruba. Key surface transportation projects included the complete Abu Dhabi transportation program; Eurotunnel; I-93, New Jersey Turnpike, Taiwan Metro; Los Angeles' Rail Rapid Transit; Kuala Lumpur's and Bangkok's LRT; the TransRapid maglev prototypes in Germany and the US; and the Alameda Corridor (CA) and I-15 design-build (UT) projects He holds a BS in Civil Engineering from the University of Notre Dame and an MS in Civil Engineering from Catholic University of America. **Surface transportation, high speed rail, light rail, aviation, intelligent transportation systems, bridges. Malaysia, Thailand, Korea, Abu**



Dhabi, Taiwan, Peoples Republic of China, UK, Russia, US/State DOTs, Canada, Peru, Panama, Greece.

Bill Paris, based in California, has over forty years of executive experience working for top international engineering and construction companies including Bechtel, Fluor, Parsons and WorleyParsons. Served in operations and project management for solar, fossil, biofuels and nuclear energy, environmental and federal projects. Held corporate positions of increasing management responsibility ranging from Senior Director, Executive Manager, Vice President, Corporate Senior Vice President and President. Responsibilities included P&L, business development, client relationships and project execution. Skilled in communication, operations, problem solving and organization. Successfully integrated diverse groups to meet corporate goals. Experienced in strategic planning, marketing strategy, office/project turnaround, change management, recruiting, competitor analysis and M&A due diligence. Served as Corporate Relationship Manager, Corporate Sponsor or Program Manager for Fortune 100 companies (i.e.: Chevron, Pacific Gas & Electric, Arizona Public Service, Xcel, and Alliant Energy). International experience in Taiwan and Russia. Participated in US Trade Mission to Jakarta and Viet Nam in 2012. Served on the Board of ARA WorleyParsons Ambar environmental subsidiary in Chile. Operational experience includes accountability to achieve revenue and profit goals by improving and increasing market share, controlling costs, ratios and optimizing the allocation of resources. Standardized a National Accounts Program and Lead Office Contact Program to increase sales at a minimum cost and developed a national marketing program to position company into a national full-service environmental provider. Participated in due diligence of several potential acquisitions. Served as Program Manager for technology evaluation of proprietary biomass to ethanol process. Served as President of the Association of Engineering Geologists, appointed member of the U. S. National Committee on Geology and participated as Delegate to the International Geologic Congress. Registered Professional Geologist in California. **Transportation, power, renewables. North America, EU, Asia.**

Renee Pitts is a partner and the CFO for Pitts and Associates, LLC. She is also an historical fiction author (www.cataclysmminbluewater.org). A CPA, she has experience with KPMG and Armstrong, Lorenz and Gilmour in audit and tax accounting. Her duties for P&A include the financial structure and management of the business and financial assessments involved in P&A's project development and management consulting work for its customers. Her experience prior to Pitts and Associates includes commercial property evaluations and accounting. She holds a BS in Accounting from California State University and MBA in Financial Planning from Golden Gate University. **Commercial and residential real estate development, finance. UK, Australia.**

Tara Pitts is the Chief Marketing Officer for Pitts and Associates, LLC. She has worked for 20 years in health care and was most recently a manager for child and adolescent

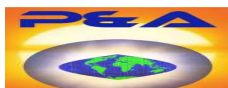


therapy for a non-profit organization. She also is an accomplished designer of fashion and jewelry (www.greentaradesigns.com). Her duties for P&A include complex marketing programs, web site and brochure management and direct sales. She holds a PS in Psychology from the University of Utah, and MA from Argosy University and is working on her MBA from Argosy. *Health care, psychology, therapy, IT.*

Jeff Reynolds, based in California, was until recently a partner in Global Capital Group with Charlie Snyder. His experience includes acting as lead advisory, arranging and underwriting of project financing and corporate leveraged acquisitions. He has experience in all capital layers including senior debt, subordinated debt, and equity and he has a strong background in related fields of due diligence, valuation, consulting and workouts. His corporate finance experience covers a wide range of sectors and his project financing sectors include air transportation and infrastructure. Mr. Reynolds has a BA from the University of California in Los Angeles with a major in Economics and an MBA from the University of Southern California. *Air transportation, infrastructure, investment services, financing, equity. Australia, Europe, UK, China, Vietnam, Honduras, South America.*

Gilberto Rincon, was most recently VP and Regional Manager for Parsons Latin America where he lead Parsons to win over \$2.5 billion in process and power E&C revenues in 1997-2001, and to form a successful alliance with Venezuela's biggest EPC contractor. Prior to Parsons, he was a VP and Senior Regional Representative for Bechtel in Venezuela. He also led strategic moves into the Latin American market for Bechtel's Petroleum and Chemical business unit. Prior to Bechtel, he held management positions with Heyward Robinson, Corimon, The Lummus Co., Mobil Oil, Shell Oil, and Hideca Trading. He was also an Economic Officer for the United Nations Mission in Chile. He holds a BS in Petroleum Engineering from Marietta College and an MBA in Industrial Management from Wharton. *Petroleum engineering, processing and trading, chemicals, power, infrastructure. Venezuela, Colombia, Trinidad and Tobago.*

David Scriven. Dave's qualifications, as CEO of Western States Mining Consultants (www.westernstatesmining.com) , based in Wyoming, include his experiences as a production shift superintendent in charge of mine operations; planning engineer performing economic feasibility studies on mining projects in the United States, Canada and Mexico; consultant to a financial institution on financial and engineering aspects of mineral and energy development; engineering supervisor in charge of mine design and capital and operating cost estimating for several large coal mining projects in western United States; project manager, geotechnical engineer and construction manager for the reclamation of coal, uranium and metal mines in the Rocky Mountains, U.S.A.; and project manager and engineer on several southwest Wyoming trona tailings and evaporation pond design and construction projects, mine designs, exploration projects and economic feasibility studies. He holds an Engineer of Mines degree from the



Colorado School of Mines and is a registered Professional Engineer. ***Mining and mine planning, coal, base and precious metals, deep methane recovery, coal to synfuels and gas, gas pipelines, environmental and land restoration, financial assessment of mining and oil/gas properties for the financial community. Many countries in Latin America, China, Canada, Europe.***

Denis Slavich, based in China, is a board member of China-based Synthesis Energy Systems (www.synthesisenergy.com) and Astrata Group (www.astragroup.com). He is also Managing Director of Infrastructure World and Hull Associates. He is currently providing financial advisory services for energy and infrastructure development, has more than thirty years of international experience in finance, marketing and sales, and project development. He has worked in engineering, construction, power development and high technology companies. This experience has included over ten years of experience as a CFO for both public and privately owned companies ranging in size from multi-billion dollar companies to startups. Dr. Slavich also has extensive experience in corporate and project finance. The companies he has worked for include Bechtel, Fluor Daniel, Morrison and Knudsen, M W Kellogg, and BigMachines. Dr. Slavich has a BS degree in electrical engineering from UC Berkeley, an MBA from the University of Pittsburgh, and a PhD in economics and finance from MIT. ***Corporate finance, project finance, international economics, power project development, desalination, web portal startups, corporate turnaround and workouts. China, Middle East, Europe, Asia, Colombia.***

Charlie Snyder, based in Northern California, has a consulting practice focused on infrastructure project development, particularly focused on air transportation. He was most recently Senior Vice President with Dyncorp International overseeing privatized air transportation projects in Serbia and Nigeria. Prior to this, he was president of Global Capital Enterprises focused on project development and financing advisory services in China. Earlier, he was Managing Director for PriceWaterhouseCoopers' airport privatization advisory practice, Senior Vice President/CFO for Airports Group International, an international airport developer/operator originally owned by Kiewit and Bechtel, Managing Director of Bank of America/BA Securities for international power and telecommunications projects, and Managing Principal/CFO for Bechtel Investments. He holds a BA in History/Economics and MBA from the University of Michigan. ***Project development/finance, corporate finance, international finance, engineering and construction, air transportation, power, telecommunications. Middle East, China, Serbia, Nigeria, UK, Canada, Caribbean, Vietnam, Central America, Australia, Bolivia, Peru, Philippines.***

Sergio Sokoloff, based in Bogota, Colombia, is currently a consultant to Parsons Corporation after retiring from them in early 2001. He was formerly VP and Regional



Manager, Colombia, Panama and Ecuador, for Parsons Latin America. In that role, he was executive director of the management committee for two gas-fired combined cycle power plants built in Colombia 1999-2001. Prior to Parsons, he was President of Carbocol, the Colombian National Coal Company, and CEO of industrial and manufacturing affiliates in Colombia, including a director of Sherwin Williams.. He is a board member of Chigener, a major Chilean energy concern, and was a board member of the World Coal Institute. He holds a BS in Chemical Engineering from McGill University. *Coal mining and power, gas-fired turbines, water pipelines/distribution, hydrocarbon production/refining, chemicals, paints/inks. Colombia, Venezuela, Panama, Central America, Portugal, Chile, Argentina.*

Daniel G. Stecher, based in Washington State, is a chemist and independent consultant specializing in novel value chain awareness to develop, monetize and market remote or otherwise disadvantaged energy-rich waste streams to a wide variety of agronomic and industrial sectors. He has thirty-five years of market intelligence experience in the transaction intersects between the energy, agricultural, forest products, metals, minerals, power and petroleum sectors. Daniel began his career as a physical chemist while completing business graduate school. He then joined Unocal in development to monetize flared associated gas and forge new value chains for, among others, refinery bottoms, involuntary sulfur, and heavy crude oil. Included in his development experience are world-scale fertilizer complexes (with pipelines, refrigerated tankers and marine terminals), cokers, calciners, graphite plants, novel sulfur products, feedstock pipelines, co-generation projects and railroad work-arounds. He left Unocal in 1983 to independently pursue new ventures and personal inventions. Daniel holds a BS in Chemistry and BA from the University of Washington and a Pepperdine University MBA. *Sustainability, carbon capture/storage, geologic/terrestrial sequestration, zero-emissions power, CO₂ injection, SO₂ injection, enhanced oil recovery, enhanced biofuels recovery, pipelines, liquefied gas slurries, slurry pipelines, energy, minerals, hydrocarbons, metals, coke, sulfur, hydrogen, fertilizer, barges, tankers, terminals. Indian Ocean Basin, North Pacific Basin, Canada.*

Kathleen Swartz, resident in Chicago, is currently Program Management Director for Alcatel-Lucent and consults in non-competitive fields. She was previously Project Manager for Quality and Customer Satisfaction at Lucent, and Cost of Quality Manager, Quality Systems Manager, and Continuous Improvement Manager for Bechtel Group, Inc. She holds certifications with PMI PMP and Deming Productivity and Quality Methods, and is a certified Sterling Institute and Zenger Miller instructor. She holds a BS, MBA and PhD in Business Administration/Management from Golden Gate University. *Telecommunications, transportation, refining, quality management, teambuilding, facilitation, program management.*



Taylor-Dejongh (www.taylor-dejongh.com) – **Terry Newendorp, Kathryn Lindquist and Jennifer Hara**. P&A has formed a teaming agreement with this Washington DC-based financial advisory group. Jennifer is the manager in charge of the P&A relationship. They are specialists in energy and project finance and are unique in that they are one of the few independent advisory groups. This allows them to access the most favorable terms for their customers. They have experience in power, hydrocarbons, minerals, transportation and other infrastructure sectors. They also do a significant amount of multilateral development bank-funded and US TDA work to get involved in development activities at early stages. Their international work is a sizeable portion of their backlog. **Mining, power, hydrocarbons, pipelines, water, chemicals, transportation. Numerous countries in Asia, Latin America, the Middle East, Africa, the FSR and Europe; Australia, Russia, Canada.**

Alejandra Tello, based in Lima, Peru, is Operations Manager for NK LAC Co., Ltd. (www.nklac.com). Responsible for Nippon Koie's work in South America. Prior to that, she was with Parsons Latin America as VP, business development, in charge of infrastructure, environmental and water/wastewater for the region. She was also involved Parsons' execution of water/wastewater projects in Peru, Ecuador, Bolivia and Chile. Prior, she was business development manager, project manager and cost/schedule control manager for Grana y Montero, the largest construction company in Peru. She holds Civil Engineer and MBA degrees from Piura University and is registered Professional Engineer. **Water resources, wastewater, highways, commercial buildings, mining, hydrocarbons, resorts. Peru, Bolivia, Chile, Ecuador, Colombia.**

Kevin Tynes, resident in Peru, is Managing Director of NK LAC Co., Ltd and responsible for Nippon Koie's activities in Latin America and the Caribbean. Prior to that, he was VP of NJS Corporation and project manager of NJS' water projects in Mexico. He was also VP of Parsons Latin America responsible for all infrastructure work in the region and head of the Houston Office for Parsons Engineering Science. He has a BS in Industrial Engineering from the University of Texas. **Water/wastewater, telecommunications/internet infrastructure. Resort/leisure, institutional strengthening, environmental compliance and remediation. Latin America, the Caribbean, Japan.**

Jody Westby/Global Cyber Risk, based in Washington DC. Ms. Westby founded Global Cyber Risk (GCR, formerly named The Work-IT Group) in January, 2000 (www.globalcyberrisk.com). GCR is a boutique firm that provides first-tier advisory, forensic, and technical services to corporations and governments in the areas of technology risk management, privacy, security, cybercrime, and IT governance. GCR is a preferred provider of privacy and security consulting services to Reed Smith LLP. The firm's experts work with some of the world's largest corporations in managing breaches,



investigating cyber security incidents, evaluating cyber security programs, and conducting cyber risk assessments. Ms. Westby is a professional blogger for *Forbes* and is an Adjunct Professor at Georgia Institute of Technology's School of Computer Science. She is the author of the biennial Carnegie Mellon CyLab governance survey and reports on how boards and senior executives are governing the privacy and security of their digital assets. She was lead author of the *Governing for Enterprise Security Implementation Guide* developed by Carnegie Mellon's Software Engineering Institute. Prior to forming Global Cyber Risk, Ms. Westby served as senior managing director for PricewaterhouseCoopers (PwC), specializing in outsourcing and cyber security/privacy issues. Before that, she was president of The Work-IT Group; launched In-Q-Tel, an IT venture capital/solutions company for the CIA; served as director of domestic policy for the U.S. Chamber of Commerce; and was senior fellow and director of IT studies for the Progress & Freedom Foundation. Earlier in her career, Ms. Westby practiced law with two top-tier New York firms and spent ten years in the computer industry specializing in database management systems. She is a member of the bars of the District of Columbia, Pennsylvania, and Colorado and serves as chair of the American Bar Association's (ABA) Privacy and Computer Crime Committee. She served on the ITU Secretary-General's High Level Experts Group on Cybersecurity. Ms. Westby led the development of *the International Toolkit on Cybercrime Legislation* and is an editor and co-author of the 2010 UN publication, *The Quest for Cyber Peace*. She is co-author and editor of four books on privacy, security, cybercrime, and enterprise security programs and author of two books on legal issues associated with cybersecurity research. She speaks globally on these issues. She holds a B.A., summa cum laude, University of Tulsa; J.D., magna cum laude, Georgetown University Law Center; Order of the Coif. **IT, cybersecurity, privacy, critical infrastructure, cybercrime, intellectual property, IT infrastructure, emerging technology, cyber risk, governance, economic espionage, breach, forensic investigation.** . **Russia, Europe, Middle East, SE Asia.**

Richard Westfahl, resident in Texas, is President of Worldwide Capital Partners II and an independent consultant developing power systems for remote/high risk locations such as Iraq, Afghanistan and Kuwait. He retired in early 2001 as Managing Director of Enron Engineering and Construction and Exec VP of NEPCO. Prior to that, he was President of Raytheon Environmental Services, Director of Business Development for Harding Lawson and VP and Deputy Manager of Stone and Webster Engineering. He holds a BS for the US Naval Academy and an MS in Oceanography from the US Naval Post Graduate School. **Power, nuclear, environmental compliance and restoration, transmission and distribution, services company acquisitions, offshore oil production, steel manufacturing, water resources and treatment.** **Brazil, Peru, Chile, the Middle East, Europe, SE Asia.**



APPENDIX B - OTHER PROJECT AND TRANSACTION EXPERIENCE

The combined experience of our associates is extensive, diverse and spans the globe. Following is a sampling of signature projects, and projects/transactions completed in recent years, on which P&A and its associates were and continue to be involved. These are in addition to those mentioned above as P&A work or in the associate resumes.

New Venture/M&A Activities:

Parsons Communications - Acquisition of Hennigh Const., a communications facilities direct hire construction company and spinout of Parsons Communications, Inc. (2000-2001).

Parsons Advanced Technology - Integration of Protectair, a transactional database company acquired in 1999, and spinout of Parsons Advanced Technology, Inc. (2000-2001)

Parsons Corporation – Sale and consolidation of Parsons Energy and Chemicals Group, Inc., Parsons Corporation’s business unit focused on hydrocarbon, chemical and energy projects, oversight of their troubled projects and consolidation of their activities (1999-2001). Merged with Worley in 2004.

Parsons Corporation – assessment of new venture in hazardous and remote environment wireless monitoring and sensing with complex transactional database tools focused on the Federal facilities, industrial and agricultural sectors (2000-2001).

Parsons Transportation Group – assessment of expansion by merger or acquisition to expand current capabilities in transportation in selected regions of the US and international (2000-2001). PTG acquired Finlay-McNary, a bridge engineering firm in late 2001.

Bechtel – acquisition of PMB Systems Engineering, an arctic and offshore production structure firm (1988).

Power:

CCGT power projects in Colombia for EPM and Isagen – LSTK with GE (1998-2000)

Manaus SCGT barge mounted power plant for El Paso Energy in Brazil – PM with Main Engenharia (1997-1999)

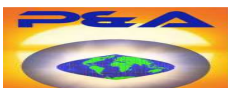
Cuiaba CCGT power plant and gas pipeline for Enron in Brazil – OE with Main Engenharia (1998-2000).

Caracoles hydroelectric power plant for AES in Argentina – OE with Inconas (1998-2000)

Transportation:

Washington Metro – engineering services on the original and expanded systems (1974-2001)

Corredor Norte tollway for ICA in Panama – owners engineer services (1998-2000).



Interstate 15/Utah – part of the design build team (1998-2001)

Alameda Corridor/California – part of the design build team (1999-2001)

Spata Airport in Athens, Greece – owners engineer (1999-2001)

NorthEast Corridor – management of intelligent transportation systems installations (1998-2001)

Airport Expansion in Aruba – project management services (1999-2001)

Environmental/Water/Wastewater:

DOE Hanford Environmental Restoration Projects – tank farms restoration, waste isolation, deep well programs.

Mica Sur water distribution and wastewater project in Ecuador for EMAAP (Quito) – CM with CorpConsul (1999-2000)

South Lima wastewater project in Peru for SEDAPAL – engineering services (1998-1999).

Superfund remediation in Barceloneta, Puerto Rico – engineering and management services (1999-2001).

Natural Resources, Hydrocarbons, Pipelines and Chemical:

Heavy oil production projects in Venezuela for Exxon Mobil and BP/Amoco/Arco – LS EPC and EPCM contracts with Parsons/Inelectra (1998-2000)

Egnitia Highway project in Greece – grass roots highway design and construction (1999-2001)

Jorge Chavez airport privatization, Lima, Peru – technical advisory services to privatization authority (1998-2000)

US Mag Lev Prototypes – involved with several of the teams implementing German TransRapid technology on DOT-sponsored programs (2000-2001)

Piura/Talara water resources and treatment project in Peru for PRONAP – engineering services with CESEL completed in 2000.

EPCON desalinization, power plant, transmission lines and seawater cooling facility and Yanbu, Saudi Arabia – financing and project development (1999-2001)

Water projects in Chile and Bolivia – process engineering for two small municipal potable water systems in Chile, and institutional strengthening of water authorities in Riberiera, Bolivia (1997-2000)

Yacheng gas project in China (1991-1995)

Shell Rayong refinery project in Thailand – turnkey export refinery with utilities and pier



Heavy oil upgrading projects in Venezuela for Petrozuata (Conoco) and Sincor (Total) – LS EPC contracts with Contrina (KBR, Technip, Parsons, DIT Harris, Proyecta) (1996-2001)

Shenhua Coal liquefaction project in China (2002)

Dolphin gas project in Qatar (2000-2001)

Cathedral Bluffs oil shale project in Colorado for Tenneco – detailed engineering, environmental assessment and prototype construction

Other:

Marriott Renaissance Resort Hotels in Lima, Peru – construction management services (1997-2001).

Tula and Madero refinery expansions for Pemex in Mexico – project management services (1998-2001)

PGT/PG&E Alberta to California gas pipeline expansion – \$1.3 billion turnkey installation.

CATS Central Area gas treatment plant in Teeside, UK – EPCM services (1996-1999)

Slurry pipelines for ETSI and Alton coal in the US, Samarco iron in Brazil and Kudremukh iron in India – EPCM/EA/ROW.

Marriott Renaissance Resort Hotel in Rio de Janeiro, Brazil – construction management services (1997-2001).

