

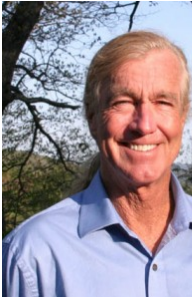

## FutureMetrics – Overview – July 2017

*FutureMetrics is recognized as one of the leading global consultants in the wood pellet sector. FutureMetrics provides information, analysis, operations guidance, and strategic advice to many of the world's leading companies in the wood pellet sector.*

Our team's experience and expertise covers every part of the wood pellet supply chain. Key members of the FutureMetrics team are highlighted below. A selection of our current and recent clients is listed below.

Since 2001 FutureMetrics has specialized in the wood pellet sector. FutureMetrics believes that the foundation for all biomass based projects, from both an environmental and an economic/business model point of view, must be the sustainability of the forests from which the raw materials are harvested. Continuously renewing forests and the maintenance of the forest carbon stocks are essential for the support of the long-term security of project cash flows and the low carbon characteristics of the refined wood pellet fuel.

### Key Associates of the FutureMetrics team:

- William Strauss, MBA, PhD - William Strauss is the President and founder of FutureMetrics, LLC [www.FutureMetrics.com](http://www.FutureMetrics.com). Bill is globally recognized as a leading expert in the wood pellet sector. Bill continues to be a thought leader in the sector and has published numerous papers on a variety of subjects relevant to the wood pellet sector. He is also a founder and a Director of Maine Energy Systems [www.MaineEnergySystems.com](http://www.MaineEnergySystems.com), the largest manufacturer of European style automatic pellet fueled central heating systems in North America. Bill is the chief economist for the Biomass Thermal Energy Council (Washington, DC). Bill has been named as one of the most influential leaders in the biomass sector in 2016 and again in 2017 by Argus Media, and is the 2012 recipient of the International Excellence in Bioenergy award. Bill has more than forty years of strategic and policy planning, project management, data analysis, operations, and modeling experience in the renewable energy sector including 10 years operating large waste-to-energy plants in the 1980s. He has an MBA (specializing in finance) and a PhD (economics, earth systems science).
- John Swan – John, often called “the grandfather of North American wood pellets,” is widely recognized as one of the leading operations experts in the wood pellet sector. John's experience, wisdom, and history in pellet manufacturing is legendary. In 1994, John founded Pacific BioEnergy Corporation located in Prince George, British Columbia, where he successfully established one of Canada's leading wood pellet exporters. In 1996, John was instrumental in establishing the Wood Pellet Association of Canada and served as its executive director from 2005-2009. He manufactured and shipped the first ever transatlantic shipment of pellets from North America (to Sweden) in 1997. John joined FutureMetrics in 2012. He offers a broad range of wisdom and skills key to the sector: from forest management and sustainability, to pellet manufacturing, to logistics optimization, to negotiating shipping contracts. John is the recipient of the 2014 Founders Award at the International Biomass Conference.

- Seth Walker, MS - Seth has extensive knowledge and experience in the bioenergy and forest products sectors. Prior to joining FutureMetrics, Seth spent seven years leading the bioenergy services team at RISI as their Senior Bioenergy Economist. Seth was the author of RISI's *North American Bioenergy Forecast* and the *Global Pellet Outlook* report. His previous experience also includes roles as an analyst of North American and international timber markets. Seth has presented at more than two dozen conferences in numerous countries across North America, Europe and Asia. Seth works in FutureMetrics consulting services and also is leading the development of new reports and products for the wood pellet sector. He holds a B.S. in Resource Economics and Commerce and an M.S. in Environmental and Natural Resource Economics from the University of Rhode Island.



- Les Otten, BS (business administration) - Les is a successful businessman and a leader in the development of biomass thermal energy systems in the US. Les is the cofounder of Maine Energy Systems. Les brings a lifetime of entrepreneurial and deal making experience to our team. Les is involved in every M&A project FutureMetrics engages in. Les is also our government affairs leader. He has direct access to many federal and state political leaders. Before joining FutureMetrics, Les was the CEO of American Ski Company and was an owner and the Vice Chairman of the Boston Red Sox.



- Laurenz Schmidt, MBA - Laurenz was the Chief of Global Operations and the Chief Technology Officer for Fairchild Semiconductor before his planned retirement in 2008. Since joining FutureMetrics in 2008 Laurenz has focused on the renewable energy sector and provides our team with business sensitive and rigorous material and energy balance analytical skills that complement his chemical engineering background. Laurenz has extensive global contacts in the renewable energy sector. Laurenz holds a Diploma Degree Dipl.-Ing (FH) from the Technische Universität Mannheim in Chemical Engineering and an MBA in Technology Management from the University of Phoenix



- Nicholas Morrill, Attorney at Law - Nick focuses his business services practice on representing partnerships, nonprofit corporations, closely-held corporations and limited liability companies in entity selection, creation, acquisitions, sales, financing and mergers. Nick creates or reviews all of our proposals, agreements, and other legal documents. Nick received his Bachelor's degree from Bates College and his J.D. from the University of Maine Law School.



## A Selection of Current and Recent Clients of FutureMetrics (in alphabetical order):

- Agrinika – Provide project feasibility analysis for a pellet project in Indonesia. (April, 2015)
- Ayo Biomass – Strategic guidance and market analysis for a new pellet production project in Vietnam. (April, 2017 and ongoing)
- Aroostook Band of Micmacs – Comprehensive feasibility study for a new pellet plant and conversion of tribal buildings to pellet heat. (March, 2017 and ongoing)
- BFL Canada – Lead consulting role for the development of a captive insurance strategy for Canadian wood pellet manufacturers. FutureMetrics provided pellet sector specific training and guidance to BFL’s loss control engineers. (October, 2014- December, 2016)
- BioDean – Due diligence for the investment team and then feasibility analysis and early stage project development guidance for a pellet manufacturing and export project in southeast Mexico. (November, 2013)
- Biomass Thermal Energy Council – Ongoing analysis including recent detailed assistance with Senator Angus King’s BTU Act. William Strauss is the chief economist for BTEC (2011 to present)
- Bridge Lane Capital – A detailed technical audit and a comprehensive information memorandum for the sale of their holdings in Bayou Wood Pellets, Louisiana. (October, 2015)
- Cate Street Capital – Feasibility study for a pellet manufacturing and export project in New Hampshire, US. (February, 2012)
- Clean Energy Finance Corporation – Comprehensive analysis of the potential for co-firing wood pellets in Australia including a detailed technical analysis for power plant conversion costs and estimates of LCOE based on selected locations in Australia. (November, 2016 and ongoing)
- Cosan – Technical and operations analysis and project operations coaching for a sugarcane by-product pellet production plant in Brazil. (October, 2015, November, 2016, May, 2017)
- DiCarbon – Due diligence for the technical, logistical, and market characteristics for project development. (2011 by John Swaan prior to joining FutureMetrics)
- Diversified Port Holdings / Seonus – Due diligence - Confidential. (July, 2016)
- Doosan – FutureMetrics and Doosan have formed, along with Ramboll, a strategic partnership for providing conversion and modification services to pulverized coal power stations for co-firing wood pellets. (April, 2016 and ongoing)
- Drax Biomass – Strategic guidance and pellet market analysis - Confidential. (August 2015 and ongoing)
- Ekman and Co AB – Sale of pellet production equipment. (October, 2016)
- EMO – Evaluate torrefaction systems for EMO coal yard and power plants at the port of Rotterdam. (May, 2014)
- Enviva – Confidential (July, 2015)
- Equis Pte. Ltd. – Market analysis for a potential pellet manufacturing project in southeast Asia. (Sept., 2016)
- GDF Suez – Due diligence for technical and operations characteristics for more than a dozen wood pellet manufacturing plants and/or new projects that were seeking long-term offtake with GDF. (2010-2011 by John Swaan prior to joining FutureMetrics)
- Fragrant Group – Pre-feasibility study for a pellet export project in Myanmar supplied by plantation grown wood. (June, 2016)
- Fulghum Fibres – Led a project development team for a pellet manufacturing and export project in Maine, US, and delivered a shovel-ready project (June, 2013 to January, 2015) Performed due diligence valuation analysis for a prospective pellet plant acquisition. (July, 2013)
- Hancock Lumber – Feasibility study for pellet manufacturing for the domestic US market in Maine. (January, 2017)
- Hancock Natural Resources Group – Confidential (May, 2015) and strategic guidance. (January, 2017 and ongoing)
- Highland Wood Pellets – Confidential (January, 2017)

- Holson Forest Products – Feasibility study and wood supply analysis for a sawmill and pellet manufacturing project in Newfoundland, Canada. Owner’s representative for finding investors for the project. (September, 2012; October, 2015)
- Interfor – Feasibility study for a wood pellet manufacturing and export project in southern British Columbia. (July, 2013)
- Inversiones Volcan Choshuenco – Complete feasibility analysis for a CHP/pellet project in Chile co-located with a large eucalyptus plantation. (December, 2014)
- Iogen Corp. – Pre-feasibility study for manufacturing and exporting pellets made from a by-product of a cellulosic ethanol process. (March, 2014)
- JD Irving – Confidential. (July, 2017)
- Kirtland Pellets – Technical operations audit for improving pellet plant productivity. (August, 2015)
- Maine Energy Systems – Ongoing market analysis and strategic planning advice. Worked with state policymakers throughout the NE US to craft and implement incentive plans for new pellet boiler installations. (2008 to present)
- Maine Forest Service – Performed a complete audit of the 23 biomass thermal systems installed under MFS grants and created an interactive tool for viewing statistics and comparative charts. (February – June, 2013, with follow-up update of the data, March, 2015)
- Midwest Biomass Thermal Working Group and the Northeast Biomass Thermal Working Group – Wrote comprehensive “vision” reports on the biomass thermal markets and feedstock availability for both the NE and Midwest US working groups. (September, 2010 and June, 2013)
- Ministry of Forests, Province of Ontario – Feasibility study for new pellet production. (September, 2015)
- Mitsui & Co. – Confidential. (July, 2017)
- Mohegan Tribe, Northeast Wood Products, and Therma Glo (a Mohegan pellet manufacturing subsidiary) – Feasibility study for a wood pellet manufacturing and export project in the northeastern US and analysis of several potential acquisition targets. Market study of global pellet markets. (November, 2013 and October, 2014, August, 2016)
- National Renewable Energy Lab (NREL) – Feasibility study for the development of a wood pellet manufacturing project. (June, 2013)
- Navigator Company (formerly Portucel) – Operations and technical audit for the Colombo 450,000 tonne per year pellet export project in South Carolina. (May, 2016); Operations optimization at the Colombo plant (February, 2017 and ongoing)
- North Pacific Energy – Feasibility study and early phase development guidance. (June, 2013)
- Northern Community Investment Corporation – Feasibility analysis and wood study for a wood pellet manufacturing project in northern Vermont, US. (March, 2013)
- Northcrest Forest Products – Due diligence for the investment group and then feasibility analysis for a pellet manufacturing project in northern California. (February, 2014). Managing the development process for a new ~200,000 tpy industrial pellet plant (wood procurement, early stage engineering, permitting, offtake). (June, 2017 and ongoing)
- Northern Energy Solutions – Economic impact analysis for new pellet plant in New Brunswick Canada. Due diligence review of project design, equipment specifications, and financial models to verify expected production outputs and quality. (September, 2015 and February, 2016)
- Prodesa – Financial analysis and mass and energy balance advice on an ORC turbine and low temperature belt dryer project at a pellet manufacturing plant in the northeast US. (May, 2014)
- Ramboll - FutureMetrics and Ramboll have formed, along with Doosan, a strategic partnership for providing conversion and modification services to pulverized coal power stations for co-firing wood pellets. (April, 2016 and ongoing)
- ReGen Inc. - Feasibility study for a pellet manufacturing and export project in Maine, US. (April, 2011)
- Rentech, Inc. – Identified, analyzed, and prioritized pellet producers for acquisition. Initiated and performed due diligence and preliminary valuation on the \$51 million acquisition of New England Wood Pellet. (March, 2014)

- Sewall – Pellet market study for a northeast US pellet project. (March, 2017)
- Sumitomo Corporation – Due diligence for joint venture and continued support. Confidential (April, 2016, current and ongoing)
- Romspen – Technical audit with a feasibility assessment for a pellet project in Ontario. (January, 2015)
- TransPacific Fiber – Feasibility study for converting a chip export business to a pellet export business in Chile (January, 2015)
- Vattenfal – Provided due diligence via detailed technical audits and project risk assessments for several Canadian wood pellet projects. (2011 by John Swaan prior to joining FutureMetrics)
- Viridis Energy, Inc. – Provided studies on optimal bark/white wood blending and on the benefits of covered storage. Provide a detailed operations optimization audit with recommendations for improving production outputs, quality, and consistency at their Nova Scotia pellet plant. (September, 2014, May, 2015). Produced an information memo and was the exclusive representative for the sale of Viridis assets. (April-July, 2016)
- West Oregon Wood Products – A detailed technical audit and a comprehensive information memo for the sale of their two pellet plants in Oregon. Represented the owners in negotiations. (November, 2015)
- Wikwemikong First Nations – Heating pellet market study for a new pellet plant in Ontario, Canada (Dec. 2015), market analysis for pellet sales (January, 2016), business plan for the project. (February, 2016)

# Consultants to the World's Leading Companies in the Wood Pellet Sector

## Selection of Current and Recent Clients

