

**ENERGY VENTURES ANALYSIS INC.
RESUME BOOK 2014**

RESUME OF
SETH SCHWARTZ

EDUCATIONAL BACKGROUND

B.S.E. Geological Engineering, Princeton University, 1977

PROFESSIONAL EXPERIENCE

Current Position

Seth Schwartz is a co-founder of Energy Ventures Analysis. Mr. Schwartz directs EVA's coal and utility, practice and manages the COALCAST Report Service. The types of projects in which he is involved are described below:

Fuel Procurement

Assists utilities, industries and independent power producers in developing fuel procurement strategies, analyzing coal and gas markets, and in negotiating long-term fuel contracts.

Fuel Procurement Audits

Audits utility fuel procurement practices, system dispatch, and off-system sales on behalf of all three sides of the regulatory triangle, i.e., public utility commissions, rate case intervenors, and utility management.

Coal Analyses

Directs EVA analyses of coal supply and demand, including studies of utility, industrial, export, and metallurgical markets and evaluations of coal production, productivity and mining costs.

Natural Gas Analyses

Evaluates natural gas markets, especially in the utility and industrial sectors, and analyzes gas supply and transportation by pipeline companies.

Expert Testimony

Testifies in fuel contract disputes, including arbitration and litigation proceedings, regarding prevailing market prices, industry practice in the use of contract terms and conditions, market conditions surrounding the initial contracts, and damages resulting from contract breach.

Acquisitions and Divestitures

Assists companies in acquisitions and sales of reserves and producing properties, both in consulting and brokering activities. Prepares independent assessments of property values for financing institutions.

Prior Experience

Before founding Energy Ventures Analysis, Mr. Schwartz was a Project Manager at Energy and Environmental Analysis, Inc. Mr. Schwartz directed several sizable quick-response support contracts for the Department of Energy and the Environmental Protection Agency. These included environmental and financial analyses for DOE's Coal Loan Guarantee Program, analyses of air pollution control costs for electric utilities for EPA's Office of Environmental Engineering and Technology, Energy Processes Division, and technical and economic analysis of coal production and consumptions for DOE's Advanced Environmental Control Technology Program.

Publications

Crerar, D.A., Susak, N.J., Borcsik, M., and Schwartz, S., "Solubility of the Buffer Assemblage Pyrite + Pyrrhotite + Magnetite in NaCl Solutions from 200° to 350°", Geochimica et Cosmochimica Acta (42)1427-1437, 1978.

RESUME OF
STEPHEN L. THUMB

EDUCATION

C.P.A. West Virginia, 1977
M.B.A. Finance, American University, 1972 (cum laude)
B.S. Chemical Engineering, Northwestern University, 1967

EXPERIENCE

Current Position

Stephen Thumb joined Energy Ventures Analysis in 1988 and became a partner in 1990. Mr. Thumb is responsible for the oil and natural gas practice at Energy Ventures Analysis, Inc. (EVA) and has been involved in a wide variety of projects for each fuel, primarily for industrial and power industry clients. Examples include preparation of strategic plans, development of bidding programs for natural gas supplies, coordination of market studies, production of price forecasts, as well as being an expert witness. Mr. Thumb has presented testimony before the U.S. Senate. In addition, Mr. Thumb has authored or co-authored over 33 EPRI and Gas Technology Institute (GTI) reports on key topics concerning oil and natural gas. The types of projects in which Mr. Thumb is involved are described below:

Natural Gas Procurement

Evaluates natural gas procurement strategies for consumers taking into account the changing regulatory environment. For example, the procurement must address the mix of long- and short-term supply contracts, the mix of firm and interruptible transportation, and the mix of services.

Natural Gas/Oil Industry Analyses

Evaluates the natural gas and oil industries for clients concerned about supply options and availability. Studies have focused on structural issues such as pipeline and storage capacity.

Forecasting

Provides clients with general or customized forecasts of natural gas and oil prices. Natural gas price forecasts are developed on both a wellhead or burner tip basis. Oil prices are developed for crude and refined oil products.

Financial Analysis

Serves as EVA's senior financial analyst and performs financial analyses as required.

Acquisition and Divestiture Analysis

Has directed or been involved with acquisition and divestiture analyses for both energy related firms and specific energy assets. The latter includes the potential divestiture or

acquisition of over 40 different power plants, most of which were gas-fired, several major interstate pipelines and gathering systems, storage fields and processing plants.

Prior Experience

Before joining Energy Ventures Analysis, Mr. Thumb had 15 years of diversified industry experience having worked for three Fortune 100 companies. From 1982 to 1988, Mr. Thumb worked for Burlington Northern, Inc., most recently as Vice President of Planning for Meridian Oil, a wholly-owned subsidiary. Mr. Thumb's responsibilities included acquisitions, economic analysis, strategic plans, annual budgeting. Mr. Thumb's most significant accomplishment was the identification, analysis, and implementation of two major energy-related acquisitions (the El Paso Co. and Southland Royalty).

From 1974 to 1982, Mr. Thumb worked for Ashland Oil, Inc., most recently as Executive Assistant to the Chief Executive Officer. Mr. Thumb managed a number of special projects in the areas of operations and finance such as the development and marketing of a \$200 million institutional drilling fund and an analysis of the firm's largest international oil production contract. Mr. Thumb also established a special employee incentive program for an oil and gas subsidiary in consultation with human resources and coordinated the redesign of an exploration and production accounting function.

From 1972 to 1974, Mr. Thumb worked for Nuclear Fuel Services, a wholly-owned subsidiary of Getty Oil. Mr. Thumb, as Manager for Financial Planning, was responsible for the preparation of economic analyses and long- and short-term plans. He also assisted the controller in numerous accounting functions.

From 1967 to 1972, Mr. Thumb worked for the Division of Naval Reactors, a joint operation of the Atomic Energy Commission and the U.S. Navy, as an engineer in the fluid design section for surface ships and the radiological and chemical sections. From 1965 to 1967, Mr. Thumb worked at the Naval Ordnance Plant as a chemical and metallurgical technician.

**RESUME OF
THOMAS A. HEWSON JR.**

PROFESSIONAL EXPERIENCE

1981-Present **Energy Ventures Analysis, Inc.**
Principal

Directs firm's electricity and environmental practices. Provides regular power industry forecasts of future electricity demand growth, generation mix, regional power prices, inter-fuel competition, environmental compliance and production cost changes. Completed numerous studies examining the effect of future environmental regulation on grid reliability, fuel prices, supplier capacity decisions (new, repower, retire), generation/environmental technology choice, wholesale electric prices, renewable energy credit values and emission allowance values. Provides market assessments for new fuel, generation and pollution control technologies. Evaluated repowering generation technology options, costs and risks. Completed studies on renewable power options, costs, state REC values, incentives and price impacts. Performs assessments of electricity demand, energy conservation potential and alternative energy charge frameworks for power consumers.

Responsible for corporate emission allowance and renewable forecasts and assessments. Provides ongoing forecasts of emission trading market prices and fundamentals of existing Acid Rain SO₂ market, seasonal NO_x market, CSAPR, RGGI and individual state new source offset markets. Assesses future market trading values for carbon dioxide. Evaluates wide range of state legislative multi-pollutant proposals and their effect on regional production costs, state GDP, and environmental benefits. Engaged in developing new rules and regulations to expand existing emission allowance trading markets to include non-traditional sources (e.g. mobile sources). Directs studies of biomass market price forecasts and analyses of regional power markets. Examines future renewable resources and cost for meeting state renewable portfolio standards.

Directs technical feasibility and environmental permitting studies. Expert in electric utility generation technologies, fuel upgrading and environmental control technologies. Work includes several plant specific analyses on the costs of reducing SO₂ emissions through allowance purchases, switching to lower sulfur fuels, least emission dispatching, plant retirements, repowering and FGD scrubber retrofits for all major coal and oil fired utility stations. Examined feasibility/costs of hazardous waste treatment/disposal for all major industrial waste streams in Louisiana.

1976- 1981 **Energy and Environmental Analysis, Inc.**
Project Manager

Responsible for environmental and regulatory analysis. Examined, for governmental and industrial clients, the requirements and associated impacts on current industrial practices of the Clean Water Act, Clean Air Act, Resource Conservation and Recovery Act, Toxic Substances Control Act, Safe Drinking Water Act, Fuel Use Act, Natural Gas Act, Natural Gas Policy Act,

Surface Mining and Reclamation Act and Occupational Safety and Health Act. Results of these policy, economic and technical analyses have been used for Congressional hearings, EPA rulemaking, court testimony, industrial policies, administrative hearings and permit negotiations. Developed Federal and state regulatory compliance strategies for the Department of Energy and several industrial clients. On behalf of several clients, he has applied for construction, NPDES, air, solid waste, hazardous waste, water use and land use permits.

Responsible for solid waste/hazardous waste management analyses. Evaluations have included analyses of solid waste and hazardous waste treatment/disposal options for the fertilizer, fermentation ethanol, petrochemical, inorganic chemical, electric utility, synthetic fuel, pulp and paper and mineral processing industries.

Publications

Mr. Hewson has presented and published several papers on the electric utility industry and emission allowance markets. Also co-author on two papers on innovative wastewater treatment technologies.

Educational Background

1976 B.S.E. (Civil Engineering), Princeton University.

Former vice chairman and member of the Alexandria Environmental Policy Commission

**RESUME OF
EMILY S. MEDINE**

EDUCATIONAL BACKGROUND

M.P.A. Woodrow Wilson School of Public and International Affairs, Princeton University, 1978
B.A. Geography, Clark University, 1976 (magna cum laude, Phi Beta Kappa)

PROFESSIONAL EXPERIENCE

Current Position

Emily Medine, a Principal, has been with Energy Ventures Analysis since 1987. Her experience includes forecasting, bankruptcy support, market strategy development, fuel procurement audits, fuel procurement, acquisition and investment analyses, and strategic studies. She has also provided expert testimony on utility fuel procurement practices and coal contract disputes. The types of projects in which she is involved are described below:

Fuel Procurement

Ms. Medine develops and implements fuel procurement strategies for U.S. and foreign coal consumers. Fuel procurement assistance has ranged from determining an appropriate strategy to soliciting bids and negotiating purchase agreements. In the last five years, Ms. Medine has advised several international coal consumers of their fuel procurement activities. Ms. Medine continues to advise numerous U.S. and international coal consumers on their coal and petroleum coke procurements.

Fuel Procurement Audits

Ms. Medine manages and performs fuel procurement audits on behalf of regulatory commissions, utility management, and third-party interveners. She has performed over 25 audits of utilities regulated by the Public Utilities Commission of Ohio and testified in a number of proceedings. She also managed two major audits of the fuel procurement practices of PacifiCorp. Recent audits include Appalachian Power (2006 and 2007) and Monongahela Power (2007) on behalf of the Consumer Advocate of the State of West Virginia, Tucson Electric Power on behalf of the Arizona Corporation Commission in 2007/2008 and 2012, AEP Ohio on behalf of the Ohio's Consumer Counsel, and AEP Ohio (2009, 2010, and 2011) and Dayton Power & Light (2010, 2011, and 2012 [on-going]) on behalf of the staff of the Public Utilities Commission of Ohio.

Forecasting

Ms. Medine develops forecasts of U.S. and global solid fuel demand and prices for alternative coal types, coke and market segments. These forecasts are provided to individual clients and are documented in various FUELCAST/COALCAST reports.

Acquisition and Investment

Ms. Medine was the agent for Lexington Coal Company in the sale of its assets in Indiana and Illinois. As part of this engagement, Ms. Medine was responsible for the sale of three mines to Peabody Energy. Ms. Medine also routinely evaluates the economics of potential projects or acquisitions for producers, developers, and industrials. For coal projects, this includes market and financial forecasts. In addition to the above, Ms. Medine has completed the sale of multiple mine assets. Ms. Medine was an advisor to and on the board of The Elk Horn Coal Company until its sale in June 2011.

Market Strategy Development

Ms. Medine assists clients in the development of marketing strategies on behalf of coal suppliers and transporters. She has helped to identify the high value markets and strategies for obtaining these accounts.

Bankruptcy Support

Ms. Medine was an advisor to the Horizon Natural Resource companies which operated as a debtor-in-possession in the development of a plan to accomplish reclamation on all permits not sold and transferred as part of the plan of reorganization. For a period of 15 months, Ms. Medine served as Executive Vice President of Centennial Resources, Inc., a debtor-in-possession, as part of EVA's contract to manage this company post-petition. In this capacity, she managed the day-to-day operations of the company as well as serving as the liaison between the company, state and county regulatory agencies, the bankruptcy court, and the lenders. This assignment ended upon the filing of Centennial's plan of reorganization. Ms. Medine has also served as the advisor to secured lenders in another coal industry bankruptcy. In this capacity, she reviewed and developed independent financial forecasts and operating plans of the debtor-in-possession.

Expert Testimony and Presentations

Ms. Medine prepares analyses and testimony in support of clients involved in regulatory and legal proceedings. She provides testimony in commission hearings on fuel procurement issues and arbitration proceedings on contract disputes. Ms. Medine regularly speaks in to industry groups about coal markets.

Prior Experience

Prior to joining EVA, Ms. Medine held various positions at CONSOL including Assistant District Sales Manager – Chicago Sales Office and Strategic Studies Coordinator. Prior to CONSOL, Ms. Medine was a Project Manager at Energy and Environmental Analysis, Inc. where she directed two large government studies. For the Environmental Protection Agency, Ms. Medine directed an evaluation of the energy, environmental and economic impacts of New Source Performance Standards on Industrial Boilers. For the Department of Energy, Ms. Medine directed an evaluation of the financial impacts of requiring utilities with coal capable boilers to reconvert to coal. Ms. Medine worked as a Research Assistant at Brookhaven National Laboratory while she attended graduate school.

RESUME OF
BENJAMIN STRAVINSKY

EDUCATIONAL BACKGROUND

M.B.A. – Smeal College of Business - Pennsylvania State University, 2008

B.S. - Civil Engineering, Pennsylvania State University, 1999

PROFESSIONAL EXPERIENCE

Current Position

Manages EVA's power group and oversees the development of customized analyses within the North American power sector.

Power Analyses

- Formulates long-term outlooks on electricity demand, electricity supply and generation by fuel technology type, and wholesale power prices
- Simulates complex power market scenarios based on various economic, regulatory and operational viewpoints

Coal Analyses

- Analyzed the hedging practices of non-regulated utilities for coal purchases and power sales, and then utilized the information to recommend a short-term coal purchasing strategy
- Evaluate coal supply and demand, including studies of utility, industrial, export, and metallurgical markets and evaluations of coal production, productivity and mining costs
- Built valuation model for seed investor in Central Appalachia start-up coal mining company potentially worth \$110M; Estimated the ownership share of investors convertible debenture; Also determined the total cost of debt of two \$30M capital infusions
- Publish a quarterly coal financial report that allows coal buyers and sellers to efficiently analyze trends in the coal market and make informed transactional decisions; Report uniformly presents analyzed revenue, cash costs, and earnings directly related to the sale of coal for the top 30 coal producers in the U.S. and is becoming the industry's go-to source for such information
- Developed a Monte Carlo simulation to determine a Texas utility's coal inventory target level, the results of which saved the company roughly \$4M annually in inventory and carrying costs by reducing the target inventory level by 250,000 tons while maintaining a <4% chance of running out of coal

Natural Gas Analyses

- Developed a model to estimate the monthly coal-fired generation lost to natural gas combined cycle units due to low natural gas prices
- Analyzed the market value and liquidity ratios of shale reserve owners for a potential investor seeking to create a joint venture
- Formulated a methodology to estimate the magnitude of wind generation that has displaced natural gas and coal generation

Legal

- Formulates financial analyses to estimate and mitigate damages due to international contract disputes (ranging from \$10-400M) between fuel suppliers, consumers, and related parties

Regulatory

- Performs fuel procurement audits on behalf of regulatory commissions, utility management, and third-party interveners. Has worked for the Public Utilities Commission of Ohio and Utah's Office of Consumer Services

Prior Experience

- Prior to joining EVA, Inc, Mr. Stravinsky was a Project Manager at the Philadelphia Water Department where he oversaw the development and implementation of the Department's infrastructure inspection and improvement program for each of its water, wastewater and pumping facilities and its thousands of miles of underground piping. In addition, Mr. Stravinsky was responsible for overseeing the development of customized web solutions to improve engineering processes regarding the Department's infrastructure programs and its entire facility and street-side work order activities.
- Associate with J.P. Morgan's infrastructure investment fund where he performed due diligence on potential investments, created marketing material highlighting the opportunity and trends associated with infrastructure investment and developed programmatic revenue forecasting models.

**RESUME OF
AQEEL ADENWALA**

EDUCATION

GEORGETOWN UNIVERSITY, McDonough School of Business

Washington, DC, USA

Master of Business Administration

May 2012

- Georgetown MBA merit scholar. GMAT: 720.

DHARMSINH DESAI UNIVERSITY

Nadiad, India

Bachelor of Engineering, Information Technology

May 2005

PROFESSIONAL EXPERIENCE

ENERGY VENTURES ANALYSIS, INC.

Arlington, Virginia, USA

Consultant

Oct 2012 – Present

- Assisted in the delivery of a critical project for a major utility company by analyzing long term implication of the carbon taxes on electricity generation and capacity in the U.S. using Aurora XMP forecasting tool.
- Managed multiple projects for utilities as well as government agencies, analyzing effects of various regulatory and environmental assumptions on electricity demand, generation, capacity and power prices in the U.S. with the help of Aurora XMP forecasting tool.
- Synthesized and automated a mine cost model that estimates the detailed cost components associated with every coal mine in the U.S. Results from the model will allow clients to formulate operational, market, and financial strategies to maximize return on investment and optimize mine assets.
- Assisted in the publication of various EVA reports by providing detailed analysis of the power sector in the U.S.

Consultant – Summer Associate

June 2011 – Aug 2011

- Created a financial forecasting model using statistical analysis and simulation to accurately predict the impact of natural gas prices on electricity generation and the demand of coal in the US helping clients make informed investment decisions.

TATA CONSULTANCY SERVICES LTD.

Mumbai, India

Project Manager and Associate Consultant

Nov 2009 – July 2010

- Leveraged cross-cultural competencies managing an international team of 10 associates and a \$300,000 budget to provide a web solution to GE Aviation, resulting in cost benefits and increased profit margins of \$1.3 million per month for the client.
- Advised clients on ways to further improve their performance by leveraging technical analysis to eliminate redundancies and bottlenecks and devise a 2 year plan for application rollout.

GURUKUL (INDIA) COM LTD.

Internet Marketing Manager

Mumbai, India

Feb 2009 – Nov 2009

- Established a web presence strategy by leveraging online marketing and SEO expertise, resulting in an 800% increase in revenues from online resources.
- Innovated an e-learning module which increased market penetration from 200 students to over 700 students within a span of 6 months as it continues to grow by over 150% each year.

TATA CONSULTANCY SERVICES LTD.

Project Leader and Technical Leader

Mumbai, India

Jan 2008 – July 2008

- Leveraged expertise in Six Sigma methodology while directing an international project team of 15 members for improving process and quality assurance within 7 months and meeting a budget constraint of \$150,000. This application is currently used by more than 5,000 GE Energy managers globally.

Module Leader and Business Development Associate

July 2005 – Dec 2007

- Led a 4-member team for implementing a solution simulating turbine maintenance cycle resulting in a 20% improvement in process performance and 100% reduction in defect rate.
- Instrumental in writing winning proposals and responses to RFPs by leveraging firm wide expertise and detailed resource estimations that led to 6 project wins worth more than \$2 million for TCS.

RESUME OF
ROB JENNINGS

Professional Experience

2013 – Present **Energy Ventures Analysis, Inc.**
Associate

Specializes in dispatch modeling and tracking unit retirements, new builds, conversions, mothballs and repowers. Uses a fundamentals-based approach involving fuel costs, power demand, capital costs, and environmental regulations to project unit dispatch, revenues, and costs as well as regional market prices in both competitive and utility-centric markets. Analyses are largely used in support of utility long-term planning assessments.

Responsibilities include maintaining EVA's coal unit retirement outlook, developing capacity price projections, updating the dispatch model to best simulate actual power market operations, and developing a system to assess the likelihood of nuclear unit shutdowns.

2011 – 2013 **Pace Global, a Siemens business**
Consultant

Performed power market analyses in North America and Western Europe. Projected regional wholesale electricity prices and plant operations based on proprietary modeling and contract review. Performed numerous analyses to assess plant value, environmental retrofit and new build economics, market redesign feasibility and gaming opportunities, and integrated resource plans.

Education

2011 B.S. (Integrated Science & Technology, Energy), James Madison University

RESUME OF
KATIE MARVIN

EDUCATION:

University of Minnesota, Twin Cities September 2006-May 2010
Bachelor of Science in Economics; mathematical emphasis
Minor in Asian Languages and Literature, Japanese language proficiency
Relevant Coursework:
Microeconomics for Minors: completed first year of economics masters coursework as undergraduate
Advanced Statistical Analysis: econometric analysis, deterministic and stochastic process methods

WORK EXPERIENCE:

Energy Ventures Analysis, Arlington, VA September 2013- Current
Associate

- Forecast FOB and delivered prices for steam coal using company models and assumptions.
- Integrate external data and model growth patterns in target industries.
- Produce periodical publications and reports covering international coal trade, transportation, production, and demand.
- Assist in damage assessment calculation for litigation and contract disputes.

U.S. Department of Energy - Energy Information Administration (EIA), Washington, DC
Contracted by IMG – Crown January 2012-September 2013

Power Plant Operations Survey Project Lead

- Manage collection, analysis, and publication cycles for the U.S. Energy Information Administration electric power industry data in the EIA-923 surveys.
- Leverage Microsoft Excel and SQL to implement quality control analysis, improving efficiency and reliability of published data.
- Analyze impacts of market trends including demand shifts in fuel supply, price changes, increased development of renewable infrastructure, and utilization of existing capacity.
- Developed a state-level model of wind generation which seasonally maps wind capacity utilization.
- Authored a white paper covering thermoelectric cooling systems, water use management and best practices across the industry.

McBee Strategic Consulting, Washington, DC

October 2011-December 2011

Capital Markets Intern

- Conducted research for the Washington Research subsidiary of the Sanford C. Bernstein group into current legislative affairs. Illustrated the likely impacts of Capital Hill decisions upon capital markets activity.
- Assisted in developing research and presentation materials for Institutional Investor clients.
- Principally wrote a research piece covering the complex “Volker Rule” component of the Dodd-Frank Act.

Technical Proficiencies

Microsoft Office Suite, Statistical Analysis Software (SAS, STATA, R, MatLab), Oracle Database Management

RESUME OF
ANTHONY PETRUZZO

EDUCATIONAL BACKGROUND

George Mason University

Fairfax, VA. January—May 2009

Design and Inventive Engineering, CEIE 511

Miami University

Oxford, OH. 2003—2007

Bachelor of Science in Business, Major in Economics

PROFESSIONAL EXPERIENCE

Analyst

Energy Ventures Analysis, Inc. June 2010—Present

- Responsible for the design, upkeep, and application of a variety of company models relating to the industries of emissions, coal, and natural gas.
- Research and analyze data from various sources to thoroughly emulate target markets to be modeled.
- Build databases and information systems to enhance company resources.
- Work with clients to assist in defining requirements and extract maximum value out of company products and services.
- Produce price forecasts for multiple commodities and industry benchmarks, per client requests.

Cost Estimator

Tecolote Research, Inc. October 2009—May 2010

- Contracted with the United States Marines Corps (USMC) to perform cost estimating and modeling as an integral part of the Department of Defense Acquisition Management System.
- Conceptualized and defined defense-oriented problems in terms of management information, technical data, and operational requirements/constraints.
- Collected, validated, and integrated data into cost and risk methodologies, applying sound judgment and statistical tests.
- Analyzed drawings, specifications, proposals, and other documentation to prepare time, cost and labor estimates.
- Formulated algorithms and mathematical models simulating problems for solution by computation.

- Prepared finding reports and final deliverable materials for Program Objective Memorandum (POM) briefs.

Electric Power Analyst

The Information Millennium Group. January 2008—October 2009

- Contracted with the Energy Information Administration (EIA) to perform analytics regarding electric power system design, operation and efficiency. Substantial knowledge of power plant operations including: fuel receipt, consumption, and inventory; electricity generation and distribution; and emission rates and allowances.
- Participated in the overhaul, testing, and implementation of the EIA-923 Oracle-based survey, which collects information from electric power plants and combined heat and power (CHP) plants in the United States.
- Produced a variety of data interpretation reports used to explain the status and trends of the electric power industry and contribute to many EIA publications including the *Electric Power Monthly* and *Electric Power Annual*.
- Established and maintained effective relationships with EIA customers through written and verbal communication in order to verify data and acquire a comprehensive understanding of plant operations beyond quantitative fields.
- Lead effort establishing state profile ranges for the delivered cost of coal.
- Helped lead efforts establishing ranges for environmental parameters including emission rates and cooling water temperatures, interpreting environmental compliance practices, and validating reported data in order to provide a clean database to the Environmental Protection Agency (EPA).
- Developed a working knowledge of trends and practices in many domestic and international energy markets to determine economic relationships amongst reported data.

Economics Tutor

Miami University. August—December 2006

Siphoned textbook material into a comprehensible format for business students by relating economics to a college lifestyle. Responsible for periodic follow-up assessments and evaluations as requested.

TECHNICAL PROFICIENCIES

Desktop Utility - Microsoft Office Suite (Access, Excel, Word, Power Point, Outlook, Publisher)

Statistical Analysis - ACEIT Suite (ACE, POST, CO\$TAT, Inflation Utility), SAS, Minitab, eViews, R

Database Software - Oracle Applications Server, Java Edition,

Operating Systems - Microsoft Windows, Mac OS X , Ubuntu Linux

Market Research – CRB, SNL, EDGAR, VAMOSC, LexisNexis

RESUME OF
ERIK LANDSTROM

EDUCATIONAL BACKGROUND

M.A. International Affairs (Energy & Environment), Columbia University, 2013
M.A. International Affairs (International Energy), Paris School of International Affairs, 2012
B.A. Politics and Economics, Lund University, 2010

PROFESSIONAL EXPERIENCE

Energy Ventures Analysis, Inc. Arlington, VA

Senior Analyst for EVA specializing in natural gas and NGL market and financial analysis. Mr. Landstrom's work covers nearly every aspect of the natural gas and NGL markets, including supply, demand by sector, infrastructure, acquisitions and divestures and competition analysis. In addition, Mr. Landstrom is responsible for the preparation of several of EVA's periodic (monthly, quarterly, and annual) reports on the two industries.

Alelrod Energy Projects, LLC New York City, NY
Intern as Oil Market Analyst

- Wrote articles and analysis, primarily on shipping movements and refineries for subscription based service called the Fuel Oil & Feedstock Trader.
- Maintained a network of contacts in operations around the world.

Landstrom Consulting Paris, France
Owner

- Primary focus on forward-looking projections and scenario-building for energy, strategic industries, banking & finance.
- Consulted for companies and research projects on energy, specifically outlooks on natural gas transportation (LNG & pipelines) as well as policy and market analysis of the oil, natural gas and shipping markets.
- Worked on a book project focused on building scenarios for European banking, I focused on the impact of financial regulation reform and risk management related to said reform.

Columbia University, Center for Energy Marine Transportation & Public Policy
Research Assistant New York City, NY

Cerdo Bankpartner Helsingborg, Sweden
Department of Finance and Investments (Bank-Office company for financial institutions)

Sparbanken Oresund Lund, Sweden
Programmer and Tester (Project to change the banking system)

Additional Information

- Fluent in six languages.
- Superior computer skills.

**RESUME OF
ADAM PICKETTS**

EDUCATION

The Pennsylvania State University, University Park, PA May 2010
Bachelor of Science in Energy, Business, and Finance, with Distinction
Minor in Economics

EXPERIENCE

Energy Ventures Analysis, Inc. Arlington, VA June 2010-Present
Energy Analyst

- Forecast U.S. electricity demand and power sector generation across all fuels
- Analyze environmental policies and their impacts to energy markets
- Model emission market dynamics and forecast emission allowance prices for various EPA cap and trade programs
- Track U.S. capacity additions and retirements with EVA's Power Plant Tracking System
- Perform fundamental and financial analysis of emission allowance markets
- Forecast flue gas desulfurization reagent demand for lime and limestone across the coal power sector
- Manage and support core company models to aid in EVA's consulting practice
- Aid in due diligence and specific analysis of energy industry companies
- Support senior analysts and experts by maintaining critical databases

TCO Fly Shop, State College, PA 2007-2010
Guide and Account Manager

- Manage clients' trip logistics and expenses
- Promote the TCO brand and market TCO's product lines
- Guide and instruct fly fishing through the Central PA region
- Coordinate corporate team-building trips
- CPR / First Aid Certified

TECHNOLOGY SKILLS

MS Excel, MS MapPoint, MS Word, MS PowerPoint, VBA Macros

ACTIVITIES

- Member of Appalachian Anglers competitive fly fishing team
- Three-time member of US Youth Fly Fishing Team- Placed 8th in the world in 2007
- Mentor and teach fly fishing and fly tying to youth and young adults
- Active member of Trout Unlimited

RESUME OF
DANIEL HONG

EDUCATION:

University of Maryland - Robert H. Smith School of Business

B.S. Accounting - 3.4 GPA

Anticipated CFA Charter

Fluent in Mandarin

May 2010

May 2015

WORK EXPERIENCE:

Energy Ventures Analysis, Arlington, VA

January 2011 – Current

Internationally recognized energy consulting firm focused on coal, natural gas, emissions, and electric power.

Junior Energy Analyst

- Obtained annual reports, financial statements, and press releases on a quarterly and annual basis to populate database with over 30 United States and Canadian coal companies.
 - Summarized company performance based on financial metrics related to production, sales, and expenses.
- Developed a standard procedure for tracking 350+ major and minor natural gas pipeline projects in addition to improving database integrity.
 - Documented specific project details to support higher level analysis conducted by senior level partners.
 - Tailored specific maps of pipeline projects using ArcGIS, Microsoft Excel and Publisher.
- Added value by providing visual enhancement to major company monthly, quarterly, and bi-annual publications while implementing company standard formats and industry best practices.

David C. Driskell Center, University of MD, College Park, MD **February 2007 – May 2010**

Educational institution dedicated to preserving the culture of African American Art.

Undergraduate Assistant

- Organized and led a software installation project to document and organize 1,000+ pieces of museum quality archive material that had been gifted or loaned to the Center. Evaluated options, selected, installed and trained colleagues in PastPerfect (Access-based museum software).
 - Integrated three databases and streamlined access to insurance and loan information while implementing rules based on the nine-digit trinomial accession system so that Center's asset management is now on par with museum best practices.
 - Improved inventory control procedures by standardizing data entry procedures for recording the Center's assets and designed and modified pre-loaded reports that enabled more precise management of inventory and reduced the risk of loss to the Center's \$2Million+ collection.
 - Individually sorted and matched each piece in the permanent collection to its origin/history.

- Coordinated the relocation of Center's library of 1,000+ books. Prepared moving schedule and process checklist to minimize risk and insure security. Created an inventory control process; reconciled inventory after the move with zero loss.
- Assisted in preparing for major events, publications, and exhibitions by balancing multiple research, writing, and editing projects as assigned. Researched artists, style, collection pieces and wrote biography section for the catalog "Highlights from the Permanent Collection."
- Provided analytical support to Museum management. Prepared spreadsheets to summarize event attendance; matched company expenditures to receipts; summarized insurance values for grants; proofed grant proposals.

**RESUME OF
PHILLIP GRAETER**

EDUCATION

THE GEORGE WASHINGTON UNIVERSITY

School of Engineering and Applied Science

Master of Science in Engineering Management

Bachelor of Science in Systems Engineering, GPA 3.89

Minor in Mathematics and Statistics

Washington, DC

May 2014

May 2013

WORK EXPERIENCE

Energy Ventures Analysis, Inc.

Junior Analyst

Arlington, VA

May 2013 -present

- Assisted senior analysts in developing long-term and short-term forecasts of the United States energy market
- Analyzed the California carbon emissions cap and trade program for Annual Forecast
- Calculated environmental operations and maintenance costs for coal-fired power plants
- Reorganized Input data to forecast electricity demand and supply for the entire United States for the next 20 years more efficiently
- Programmed excel specific functions to calculate rail road delivery prices for coal industry using Visual Basic programming
- Developed unique heat rate curves for coal and gas-fired boilers to improve forecast model

George Washington University Varsity Swim Team

Team Captain

Washington, DC

August 2011- May 2013

- Reinforced team rules and expectations to ensure end goal's success
- Prepared meeting agendas and facilitated team meetings
- Promoted and encouraged participation in community service events
- Communicated with coaching staff about team member's concerns to create positive work environment

Liebherr MCCTec GmbH Rostock

Team Captain

Rostock, Germany

June 2011- August 2011

- Supported senior process engineer to create production plan for heavy-duty crane projects
- Coordinated communication between design and testing departments with end customer to calculate acting forces on new crane type
- Developed price estimates for construction hall crane system, then supervised and coordinated mounting set-up
- Collected and analyzed air flow data to develop paint shop's fire alarm system

AWARDS

- 2012-13 Atlantic 10 Conference Scholar- Athlete of the Year
- 2012-13 CoSIDA/Captial One Academic All American Third Team
- 2012-13 and 2011-12 CoSIDA/Captial One Academic All District First Team
- Two time Atlantic 10 Conference All-Academic Team
- Atlantic 10 Commissioner's Honor Roll for six out of six semesters
- GW Athletics and GW SEAS Academic Dean's List six out of six semesters

SKILLS/ACTIVITIES

Computers: SAS, R, Minitab, ARENA, AMPL, LINGO, HTML, Java and Visual Basic Programming; Microsoft Office, Visio, Access

Languages: English (Proficient), German (Native), French (Basic)