



LINK RESOURCES INC. NAICS EXPERIENCE

The following are descriptions of Link experience, categorized according to the North American Industry Classification System (NAICS):

221111 Electric power generation, hydroelectric

Most recently, Link completed a major assessment of the hydro-electric generation assets of NorthEast Utilities. This included an examination of staffing, best practices, equipment condition, morale, management structure, and safety compliance - - and all as they relate to NU's competitiveness compared to neighboring electric utilities. Link additionally supported the Commissioner of the Public Utility Commission of Ohio in his evaluation of new-technology run-of-the-river hydro-electric. Additionally, Link's alliance with Manitoba Hydro (one of the largest hydro-electric based utilities in North America) has offered considerable insight and available resources in the field of hydro-electric power generation.

221112 Power generation, fossil fuel electric

Link's core competencies revolve around power generation from fossil fuels (in addition to nuclear), including coal, waste coal, natural gas, oil, diesel, biomass, garbage, and biofuel. Our experience includes the spectrum of technologies from standard steam boilers/turbines (PC, stoker, CFB, etc.) systems, water and air-cooled condensers, the array of fuel handling systems, simple cycle, combined cycle, and trigeneration. Link pursues long term, full-scope operations & maintenance contracts, increments of scope in the middle, and transition management for clients who are optimizing their related objectives.

221113 Power generation, nuclear electric

The Cofounders of Link had roots in the nuclear industry, both commercial and Naval, which covered the breadth from operations to technology to human capital to procedural - - and we have maintained competency in those roots. Incorporated experience included program management of offshore commercial reactors. Most recently, Small Modular Reactors have emerged as an environmentally sustainable solution; the challenges faced in optimal transition from concept to successful implementation of SMRs can be mapped by Link.



221119 Electric power generation (other than fossil fuel, hydroelectric, nuclear)

Link has extensive experience in non-traditional electric generation, whether derived from biodiesel, cellulosic ethanol, biomass, wind, or solar. Non-traditional energy transformation technologies are rapidly evolving - - such that current paradigms are likely incorrect. For instance, the capital cost per MW capacity is declining while energy storage capabilities (battery technology, pumped storage, etc.) are mitigating the downsides of solar and wind.

221121 Electric power transmission systems

As Link has assumed full-scope accountability for energy production facilities, scope has grown to include substations and transmission lines into the larger electric grid. Responsibilities largely included visual patrolling, electronic monitoring, general maintenance, and root cause analysis of problems. Additionally, Link led a consortium of parties (SNC-Lavalin, Manitoba Hydro, and UtiliWorks) in pursuit of the largest outsourcing of a T&D management contract in the world. Since 1999, Link has had an alliance with Manitoba Hydro International as they expanded their offering of full-scope electric utility management into more than 36 countries. Link's scope has included proposal development, transition management, mobilization assistance, and related services to their transmission and distribution division.

221122 Electric power distribution systems

Echoing themes in the prior paragraph, Our experience in Saudi Arabia additionally involved the interconnection of the King Khalid Military City power block with Saudi national grid; and on a smaller scale, Link was involved in the Kingdom's National Commerce Bank efforts to create a smart-grid to integrate distributed generation capabilities of their various facilities.

221330 Steam/Chilled water production and distribution

Link has provided full-scope operations and maintenance (O&M) services, onshore and offshore, to projects wherein steam production and/or cooling were integral to the success of the venture. Most recently for a Mid-East client, Link managed the operations of existing large chilled water facilities, and assisted in the bidding, negotiations, and implementation planning of the largest energy privatization project in the Mid-East. A prior sample contract was to operate and maintain a 225MW gas/oil fired combined cycle plant generating electricity, yet also providing process steam for an adjacent cardboard recycle facility.



236210/237120 Construction Management; Biofuel Refineries

Effective "*Construction Management*" requires a comprehensive understanding of the *transition* from development through financing through engineering, procurement, construction, startup, commissioning, testing, and culmination in viable long-term operations. For example, Link was a key stakeholder in the development of a major biodiesel project in St. Louis wherein Link developed the turn-key project execution plan, which included negotiation of construction contracts and construction management. Similarly, Link was responsible for planning the construction management of the aforementioned cellulosic ethanol plant. Link has provided similar construction management projects to multiple clients, including construction management of large chilled water facilities in the Mid-East.

237130 Alternative energy; Cogeneration

Link has provided energy consulting services to many *alternative energy clients* and full-scope operation and maintenance services for alternative energy facilities, including cogeneration facilities, both regulated utility, industrial, and commercial. Link has been working extensively in Saudi Arabia over the past 3 years developing cogeneration and trigeneration projects. Link was also directly involved in the DOE evaluation of advanced alternative energy and biofuel technologies during the ARRA programs. The larger question lies in the definition of alternative energy - - which is often naively defined as "energy derived in ways that do not use up natural resources or harm the environment". The fact is that only the "nega-watt" meets this lofty standard, and thus Link has since 2004 been aggressively involved in the high-tech insulation industry. Whereas *alternative energy* and *cogeneration* may be often viewed from a jaundiced perspective in the U.S., they are a logical solution for most countries.



325199 Transesterification of vegetable oils to produce fuels or fuel additives

Link's experience in biofuels began in 2000, when we were selected as the commissioning agent and long-term operator of the first-of-a-kind \$400M cellulosic ethanol plant. Scope included consulting to the client through-out the development and EPC process. Link provided subsequent consulting in the biofuels, and in the process evaluated all current biofuel technologies. We concluded that biodiesel from non-food-based feedstock was the optimal biofuel for many reasons, and were selected to assist an Australian company start up and commission a new-technology tallow-based continuous transesterification process. Link later allied with Tadanac Biofuel, LLC to develop and construct a 50 mgpy biodiesel plant in St. Louis using the Australian technology. Link also worked for the DOE in their evaluation of advanced biofuels as market entrants solicited ARRA funds.

541611 Business management consulting services

Business management consulting services are an integral part of "Transition Management" - - which since the inception of Link has been at the core of our competencies. In fact we trademarked Link as *the Transition Company*, focusing on assisting clients rejuvenate their facilities, whether newly acquired or in simply need of reengineering. In addition to the operational and technical aspects of *transitioning* energy facilities, the scope almost inevitably involved business process improvement including human capital management, accounting, regulatory compliance, safety, quality control, training, record-keeping, labor union negotiations, information technology, risk management, restart analysis (RA), operational readiness reviews (ORR), etc. On several occasions when Link was engaged to operate a facility (including the waste coal, cellulosic ethanol, and biodiesel plants mentioned above), Link was responsible for the development of the entire ground-up business process infrastructure - - tasked with incorporating best practices in the construction and implementation of all policies, procedures, programs, and processes.



541613 Marketing management consulting services

As Link Resources' *transition management* practice grew, we found it appropriate to create an unincorporated affiliate, *Link Solutions Group*, to provide a broad array of marketing services not only to Link Resources but also to third party clients. Since its founding in 2003, Link Solutions Group has focused primarily on market strategy development for technology clients in both the energy and chemical industries. Scope typically also includes collateral development (e.g. datasheets, MSDS, specifications, case studies, press releases, technical bulletins, and so forth), as well as website development, search engine optimization, pay-per-click internet management, and social media management. Some projects included public relations.

541614 Productivity improvement consulting services

As mentioned above, primarily in the Business Management Consulting paragraph, the vast majority of Link's assignments and projects have included business process improvement (BPI) which is often a component of productivity improvement programs. Yet in addition to BPI, Link has provided consulting services to numerous clients where either or all of the following were required: employee skill-set gap analysis, job task analysis, position description/role evaluation and improvement, organizational structure review, operational readiness analysis (ORR), policy & procedure clarity and effectiveness, manufacturing process and quality control efficiency analysis, power plant heat rate and capacity factor tracking and improvement, employee motivation analysis and performance appraisal, working environment review, shift schedule management and shift turnover effectiveness, maintenance management (including preventive, corrective, predictive, outage, root cause analysis, reliability centered, work scheduling) and so forth.

541618 Utilities management consulting services

Link has of course managed electric utility facilities on both a full-scope and partial-scope basis, yet this category also incorporates the management of other utility resources such as water, fuels, electrical consumption, and waste management. In the course of operating facilities, and/or assisting clients in the management of their own operations, Link has by necessity evaluated such utility usage and raw material consumption as part of its scope to improve performance and operating efficiencies.



541690 Energy consulting services

Energy consulting over the broadest sense is a core competency of Link Resources, having had consulting and hands-on experience in virtually all aspects of electric power generation and transmission, bioenergy, alternative energy, energy efficiency, fuel and feedstock management, fuel beneficiation, and energy facility development, construction, commissioning, and operations. Our scope has included energy facility performance evaluation and improvement for most types of facilities and fuels, including coal, gas, oil, diesel, waste coal, biomass, biofuel, wind, solar, cogeneration, trigeneration, nuclear, large HVAC, emissions/pollution control, LEEDs credits, and so on.

541990 Patrolling of electric transmission or gas lines

As mentioned above in paragraph 221121, a portion of Link's scope in Facilities Management contracts sometimes included the monitoring, patrolling, and maintenance of electric substations and the transmission facilities between the power plants and the higher main grid. Additionally, natural gas fuel piping and pressure reducing station monitoring, patrolling, and maintenance was required.

561110 Business management services

Link provides Executive Management Services most often consisting of a team of senior managers experienced in energy facility management who either become the full or partial *management team* necessary to manage the facility during an interim period (such as upon the unexpected loss incumbent senior managers), or during a period of transition, such as after an acquisition where the Link team is responsible for continuity of operations and/or process improvement. Link also provides full or partial executive services to supplement a facilities management team during periods of rejuvenation, and/or to act as *shadow managers* to oversee senior staff new in their roles.



561210 Energy facilities operations and maintenance

As can be perceived by the above discussions, Link's core competence in this NAICS arena is the operations and maintenance of complex energy facilities, including power generation, beneficiary, fuel transformation or beneficiation, and chemical. Our experience includes power generation from fossil fuels (in addition to nuclear), including coal, waste coal, natural gas, oil, diesel, biomass, garbage, and biofuel. This has encompassed the spectrum of technologies across steam boilers/ turbines (PC, stoker, CFB, etc.), CHP systems, water and air-cooled condensers, an array of fuel handling and processing systems, air pollution control systems, simple cycle, combined cycle, and trigeneration. Link has full and partial-scope operation and maintenance services for alternative energy facilities, particularly with advanced biofuel technologies. Link has been working extensively in Saudi Arabia over the past 3 years developing cogeneration and trigeneration projects, often with electric and waste heat chillers, steam production, and electric generation. Link pursues long term, full-scope operations & maintenance contracts, increments of scope in the middle, and transition management for clients who are transitioning or rejuvenating their facilities to meet new objectives, or simply to improve deteriorating performance. Basic facility management functions such as minor maintenance, janitorial, security, etc. are of course included in the scope of these more complex contracts, yet Link is typically not competitive with local janitorial-type companies.

562213 Power generation, solid waste combustor electric

Most recently, Link assisted investors in the acquisition and transition of the Greater Detroit Resource Recovery plant, one of the largest such plants in North America. The municipal solid waste is processed into refuse-derived-fuel (RDF) which is then burned in stoker-fired boilers to yield steam for heating, cooling, and electricity. Link's other experiences have included the full-scope operation and maintenance of an 80MW waste-coal-fired circulating fluidized bed (CFB) electric power generation plant in West Virginia, and the commissioning of an incinerator-type technology capable of destroying a wide range of liquid mixed and low-level radioactive wastes using a licensed combustion process. Link's existing staff also retains the experienced gleaned from the construction, startup, and operation of several wood-waste-fired Cabs that generated electricity and steam.



811310 Repair and maintenance of industrial equipment and machinery

An essential scope component in Link's resume of Facility O&M includes the repair and maintenance of machinery, equipment, systems, and instrumentation integral to the continuity of operations, whether the output was electricity, steam, biofuel, or other. Such repair and maintenance runs the gamut from repair and maintenance of rolling stock, calibration of boiler instruments, tuning of control systems, preventive and predictive maintenance of complex energy transformation or generation systems, to management of major outages where major repairs of boilers, turbines, conveyors, and auxiliary systems was required.

926130 Energy development/conservation and licensing and inspecting of utilities

Link's experience within this rather broad NAICS code firstly includes energy development and conservation programs. Many lessons have been learned from the successful and sometimes unsuccessful development of programs and projects to achieve sustainable energy production and/or to conserve energy (the *negawatt*). Such programs and projects have included energy generation from waste fuels, ethanol from cellulosic waste, biodiesel from non-food feedstock, energy conservation from the utilization of high-performance insulants, increased efficiency via conversions from simple-cycle to combined-cycle and beyond, etc. While Link does not present itself as a one-stop-shop for licensing and regulatory compliance, we have had extensive experience in adapting to the various licensing and regulatory issues that face the energy industry. Safety, emissions control, product efficacy (e.g. biofuels), noise pollution, and so forth are inherent issues we face - - and we have garnered capabilities and approaches to effectively manage.



CONTACT INFORMATION

- CEO: Kirk D. Belmont

kbelmont@linkresources.com

Office: +1 (770) 919-7070

Fax: +1 (770) 919-9200

- President: Gary A. Sanden

gsanden@linkresources.com

Office: +1 (770) 919-7070

Fax: +1 (770) 919-9200