



RESPONSE TO RFP TIER 4 (PUBLIC NARRATIVE)

SERVICES IN THE ENERGY INFRASTRUCTURE SECTOR



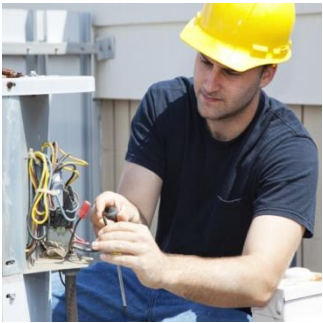
PROJECT
DEVELOPMENT



SOLAR
MANUFACTURING



ASSET MANAGEMENT
(O&M):
Solar, Wind, Hydro,
Waste-to-Power,
Energy Efficiency and
Energy Storage



A portfolio company of ACO Investment Group

www.convalt.com



Executive Summary

Convalt Energy, Inc. (Convalt), is a U.S.-based global independent power producer owned by the investment firm ACO Investment Group ("ACO"). Convalt is focused on developing, owning, and operating renewable energy assets, especially solar, wind, hydro, waste to power, and geothermal.

Convalt is submitting an Expression of Interest for the Tier 4 RFP dated May 12, 2021 to NYSERDA. Working via the Jefferson County Industrial Development Agency we have been provided the following site for the development and operation of the solar manufacturing plant which will produce all the panels needed for our projects.

[redacted]

The location of the site is on Route 12F in the town of Hounsfield near Watertown International Airport, New York. The site is [REDACTED] hectares in total. The map below gives the location of the site with the coordinates of the corners of the site underneath the map.

DIAGRAM REDACTED

Impact of COVID on Proposer and Project Development

Convalt Energy, Inc. (Convalt) is a global operator of renewable power and we had impact in our Indian operations but contingency measures helped us weather the storm. There are significant delays in construction, transportation but this should get better in the next year. Our project development while delayed by 4 months is proceeding without interruptions.

Proposer Experience

Convalt Energy, Inc. (Convalt) is a global operator of renewable power and has extensive experience in project development and now setting up the 2nd largest manufacturing plant in the United States to produce solar panels in Watertown, NY. Please see the company profile document for further explanations

7.6.3.5

- Construction Lender – TBD
- Operating Lender – Redacted
- Financial Advisor – Redacted
- Environmental Consultant – DigiCollect
- Facility Operator & Manager – Convalt Energy
- Transmission Consultant – Lincoln Infrastructure
- Legal Counsel – Redacted
- Entity that owns the asset – MACS 911 LLC
- NYISO – MACS 911 will engage with NYISO. Convalt Energy owns MACS 911 and has been in touch with NYPA, ConEd, National grid and Avangrid for a number of discussions pertaining to similar concepts

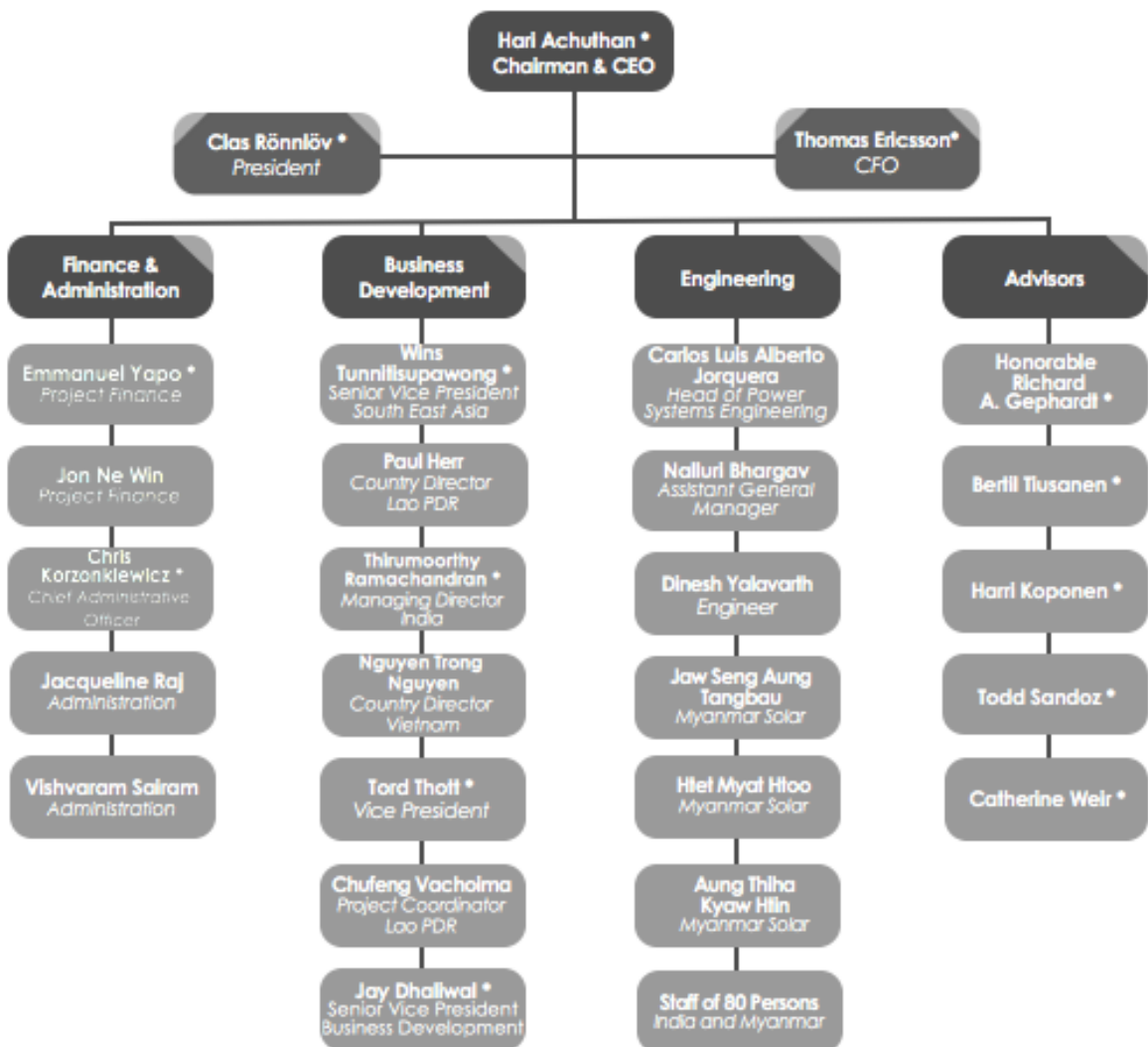
Company Experience and Structure

The management team comprises of professionals with direct principal operating experience in target sectors and geographies.

- Experienced and diverse team with first-class reputation and high integrity
- More than 40 years of cumulative energy operations track record
- More than 30 years of experience in distressed turnarounds

The team members have known and worked with each other since 2006, building the spirit of strong mutual trust with complementary skill set.

- High-level contacts among investors, banks, law firms, government organizations, management teams and operational improvement groups
- Clean energy focus on solar, hydropower, onshore and offshore wind, waste-to-power, energy efficiency and smart city LED lighting



*Principal owners of the entity

Project Resource Description

Convalt Energy, Inc. (Convalt) is locating this project adjacent to Watertown airport. The project would install transmission along with the local and state highways and inject the electricity to Zone J in NY by connecting to an underwater HVDC cable. We are maintaining confidentiality on this aspect until we file the patents for the methodology.

Injection point will be **[redacted]**.

Project Status

Project in under development and will take two years for development.

Project Site Control

[Redacted]

Injection Point Rights

[Redacted]

Non use of Agricultural Lands

The reason for us to maintaining confidentiality is that our process does not use agricultural lands and we will be filing for patents for methodology.

New Transmission & Interconnection Description

Convalt Energy, Inc. (Convalt) will be delivering the energy to a location close to the water in Zone J in [**redacted**] Via HVDC cables the energy will be transported and a substation will be built in this location where our strategic partner and us will have site control by December 31, 2021.

Please note that the methodology for which we are applying patents for will provide constant supply of renewable power and this electricity will conform to all the requirements of this RFP.

- Facility name: MACS 911 Substation
- Owner: MACS 911
- Parent: Convalt Energy, Inc
- Location: [**redacted**]
- Proposed Route: Confidential
- Status of Right of Ways: Process to request for ROW will start in September 2021
- MW capability: 1200MW
- Expected Service in Date: June 1 2024
- Entity for scheduling the New Transmission – MACS 911
- Entity for NYISO Market Participant: MACS 911
- Resource Breakdown: Confidential but adheres to this RFP. Expect to file material changes to this submission after patent submission with USPTO
- Interconnection process: This will be a new substation build and the process to file will start in September 2021.

Baseline Verification

We consent to baseline verification and will adhere to this RFP requirements. We will also provide transparent data to NYISO and NYSERDA

Resource Assessment

Please see resource data in the attached excel file

Energy Storage

Our methodology will require lower amounts of storage for which we are filing with USPTO.

Financing Plan

Convalt Energy, Inc. (Convalt) has been developing renewable projects since 2012. Since then, in project financing, all lenders require long term contracts with bankable companies or government entities. This is especially true in Asia and Africa and more importantly in the U.S especially due to political winds from change in administrations.

Convalt is confident in its ability to raise the funding. Further we are currently in the process of establishing our solar panel manufacturing facility in Watertown.

Business Structure

The entire structure is provided below. MACS 911 is a subsidiary of Convalt Energy, Inc. and will be the project vehicle majority owned by Convalt.

Structured diagram redacted

Financing Terms

Convalt Energy, Inc. (Convalt) will be the owner of this project. We are currently raising a significant amount of equity for our projects. Please see teaser for capital raise.

- Entity name: MACS 911
- Parent: Convalt Energy, Inc
- Substation Location: redacted
- Proposed Route: Confidential
- Status of Right of Ways: Process to request for ROW will start in September 2021
- MW: 240MW DC
- Expected Service in Date: June 1 2024
- Entity for scheduling the New Transmission – MACS 911
- Entity for NYISO Market Participant: MACS 911
- Capex: redacted
- Equity: redacted
- Debt: redacted
- Construction Start Date: June 1, 2024
- Construction End Date: May 31, 2024
- Lenders: redacted
- ITC requirement: Yes
- PTC requirement: No
- ESD Tax Credits: redacted
- Credit Ratings: N/A – privately held
- Litigation: None
- Investigations with any government entity: None
- Panels from: redacted
- U.S Content: redacted
- NY Content: redacted

Permitting Plan:

List of permits redacted

Company Profiles - Management

Hari Achuthan, Chairman and CEO

Hari Achuthan is the Founder, Chairman and Chief Executive Officer of ACO Investment Group and Convalt Energy. Prior to founding ACO and Convalt, Hari was a Director at Credit Suisse Asset Management in the Alternative Investment group, where he covered hedge fund, real estate and private equity strategies. Prior to this, he worked at Credit Suisse Securities (USA) LLC, where he led the group's global pension strategy and transition management business.

In 2009, Hari was selected as one of the emerging leaders at Credit Suisse Asset Management and named one of the "Rising Stars in Public Pensions" by Money Management Letter. During his tenure at Credit Suisse Securities (USA) LLC, the firm was consistently ranked as a top provider of pension strategies and transition management services.

Hari has a B.S. in Applied Economics from Hofstra University. He has volunteered with the Jacksonville Police Athletic League and is a frequent guest lecturer at Louisiana State University School of Business. Hari has also authored a series of papers on the transition management industry which have been published in Institutional Investor and Pensions & Investments.

Clas Rönnlov, Senior Advisor

Clas Rönnlov is a Director at ACO Investment Group and the President at Convalt Energy. Clas is a former Citigroup executive who has spent more than 27 years at Citigroup as a senior banker. His experiences include being Citi Country Officer and Managing Director for Citi in Sweden from 2006 – 2014. Clas was also the Citi Corporate Officer and Managing Director with full P&L responsibility, as well as responsible for marketing, risk, compliance and control and overseeing all of Citi's operations in Sweden.

From 2004 – 2014, Clas was head of Banking and responsible for marketing Citi's products to Swedish clients globally while also performing the role of Risk Officer with sign off for all Swedish clients.

Clas was educated at Stockholm University where he completed his degree in Macroeconomics in 1987. Clas was on the board of Swedish Banker's Association from 2008 – 2014, American Chamber of Commerce since 2012, Ivaldi, Ivaldi Master, MSK and Armas since 2012 and GotaTraneberg Ice Hockey Club from 2008 – 2014.

Company Profiles - Management

Thirumoorthy Ramachandran, Managing Director (Convalt Energy India)

Thirumoorthy Ramachandran, (Thiru) is the Managing Director of ACO Investment Group and the head of Convalt Energy's India Operations. He has over 30 years of experience in the power sector of India. Previously Thiru has served as a renewable energy sector advisor for Larsen & Toubro, one of the largest EPC firms in India. He has also sourced more than 15 solar transactions while working at Sterling & Wilson, a company owned by the Shapoorji Pallonji Group. Prior to that he has worked for companies such as Caterpillar, Detroit Diesel Corporation, Kohler Power Systems and Mitsubishi Heavy Industries.

Throughout his career he has developed an extensive network across India in the power sector and has delivered power solutions for corporate and government entities. He is a member of the Institution of Engineers, Institution of Automobile Engineers and Society of Automotive Engineers. Thiru has published technical papers on topics such as diesel generator sets and solar power. He has completed his Bachelor of Technology from MIT Chennai in Automobile Engineering and his Master's Degree in Technology from IIT – Mumbai, specializing in I.C. Engines.

Anand N.D., Chief Operations Officer (Convalt Energy India)

Anand is the Chief Operating Officer of Convalt Energy's India Operations including running the operations of Redan Infrastructure Private Limited (Redan), which is wholly owned by Convalt Energy India.

Currently Redan is a 8MW waste to power plant operating in Palamaner, Andhra Pradesh, India.

Anand joined Convalt and Redan in 2019 after eight years at KEC International where he was Manager of Commercial for the Power Transmission Division focused on ensuring that costs to complete projects and their assumptions were properly supported and disclosed. He also provided ongoing financial advice and support to the Project Managers and their team in Laos PDR.

Anand has also worked at GET Power in India, ABB in India, CEAT Limited and Gati Transport. With extensive experience in the power sector, Anand is one of the senior management team members of Convalt India and Redan.

Company Profiles - Management

Christopher Korzonkiewicz, CAO and CCO

Christopher Korzonkiewicz is the Chief Administrative Officer and Chief Compliance Officer at ACO Investment Group and Convalt Energy. Prior to joining ACO, Chris was employed at TIG Advisors as a senior trader where he was responsible for the execution of equities, futures, derivatives, commodities, and foreign exchange. He collaborated and co-built a global centralized trading desk and co-designed portfolio software that was applied throughout the firm.

Previously, Chris had worked at the New York Mercantile Exchange trading energy products where he managed an alpha generation strategy in energy futures. From 2006 to 2008, he was a global equity trader for Cotton Hall Asset Management. During the firm's inception, he established and managed the operations and back office. Prior to joining Cotton Hall Asset Management, he was employed by Tiedemann Investment Group which he joined in August 2000. He has vast experience in the global equity markets including arbitrage related deals.

Chris has an MBA in Finance and a B.S. in Accounting from Hofstra University. He played four years of Division I Lacrosse while attending the university. Additionally, he holds a Certificate in Financial Risk Management from New York University. Chris is a dual citizen of both the United States and Switzerland.

Emmanuel Yapo, Investment Principal

Emmanuel Yapo joined Convalt Energy and its parent company ACO Investment Group as an Investment Principal. His main focus will be in deal structuring and origination. Emmanuel has been investing in infrastructure for more than 10 years. He worked at Macquarie Infrastructure and Real Assets Inc. (MIRA), Macquarie's US infrastructure investment platform, and Macquarie Infrastructure Corporation (MIC), a NYSE-listed infrastructure fund focusing on transportation and energy infrastructure assets in the United States. He executed more than \$1.5 billion of investments and \$1.0 billion of leveraged recapitalization in the aviation infrastructure sector. He also served as Director of Corporate Development at MIC's aviation infrastructure and airport services' portfolio company.

Prior to Macquarie, he worked in financial planning and analysis at General Electric and auditing at Mazars Group. Emmanuel holds an MBA from the Wharton School and a MSc from ESCP Europe. Emmanuel graduated from General Electric's Financial Management Program. Emmanuel also is a Senior Adviser to Aquamarine Investment Partners.

Company Profiles - Management

Wins Tunnitisupawong, Senior Vice President

Wins Tunnitisupawong is a Vice President of Business Development for South East Asia at ACO Investment Group and is a Director of Convalt Energy, a subsidiary of ACO's portfolio company. Wins will be focusing on the business growth and strategies of Convalt Energy within Southeast Asia. Prior to joining ACO Investment Group, Wins held multiple management roles within the energy and electrical distribution sectors with the most recent as General Manager of Rexel Thailand.

Initially starting his career through GE's Commercial Leadership Program in 2002, he went on hold commercial and management positions at GE Industrial Systems, GE Energy, GE Supply and Rexel. Throughout his career Wins specialized in utilizing variable frequency drives, solar and LED lighting technologies to support utilities, architectural engineering firms, oil & gas companies and EPC companies, to maximize energy efficiency for their customers.

Wins holds a B.S. in Industrial Engineering from the University of Washington in Seattle, U.S.A. and an MBA in International Business from the University of Hawaii at Manoa.

Paul Herr – Country Director, Lao PDR

Paul is the Laos PDR Country Director at ACO Investment Group and Convalt Energy. In this role, Paul is also the Country Director for ACO's portfolio companies Convalt Energy, Oxaio Networks and DigiCollect. Convalt Energy is currently developing renewable energy projects in Lao PDR. Prior to joining ACO, Paul was the Lao PDR Country Manager for ADB, where he was leading the startup of the Small and Medium Entrepreneurs' (SME).

Prior to this role at ADB, he was a CUSO International fellow volunteer, and an independent consultant for the Centre for Humanitarian Dialogue based in Switzerland. Paul also held the post as Chief Operating Officer for PMH LLC, an independent Information Technology Consultant to Telesis Corp; as Senior Consultant and Resource Manager assisting AMDEX Corp; as Program Manager at the U.S. Department of Homeland Security; as Deputy Division Director at the U.S. Department of Energy; as General Manager for IBM and Merrill Lynch Corps; and as Assistance Vice-President for Chase Manhattan Bank.

Paul has received numerous Awards from the U.S. Federal Government, the U.S. Embassy in Laos, and Humanitarian organizations. He graduated with a BA (high honor) in Political Science at Columbus University, U.S.A.

Company Profiles - Management

Thirumorthy Ramachandran, Managing Director (Solar & Wind)

Thirumorthy Ramachandran, (Thiru) is the Managing Director of ACO Investment Group and the head of Convalt Energy's India Operations. He has over 30 years of experience in the power sector of India. Previously, Thiru has served as a renewable energy sector advisor for Larsen & Toubro, one of the largest EPC firms in India. He has also sourced more than 15 solar transactions while working at Sterling & Wilson, a company owned by the Shapoorji Pallonji Group. Prior to that he has worked for companies such as Caterpillar, Detroit Diesel Corporation, Kohler Power Systems and Mitsubishi Heavy Industries.

Throughout his career he has developed an extensive network across India in the power sector and has delivered power solutions for corporate and government entities. He is a member of the Institution of Engineers, Institution of Automobile Engineers and Society of Automotive Engineers.

Thiru has published technical papers on topics such as diesel generator sets and solar power. He has completed his Bachelor of Technology from MIT Chennai in Automobile Engineering and his Master's Degree in Technology from IIT – Mumbai, specializing in I.C. Engines.

K. M. Balasubramaniam, Director – India Operations

K.M. Balasubramaniam, is a Director of Indian operations at ACO Investment Group and Convalt Energy. He is primarily focused on business development along with management responsibilities including sourcing of transactions, client relationship management and government relations.

From his previous experiences, K.M. has had extensive exposure to Infrastructure Industries within India managing, identifying projects and building relationships with Industries and Government Authorities to secure projects for the companies he worked for. His experiences included obtaining the necessary permits and licenses in addition to sourcing transactions.

K.M. has worked for Dodsal Limited, Punj Lloyd Ltd., Olex Pty, Australia and Gammon, His expertise spans across Energy & Power and Oil & Gas sectors. His relationships with Senior Management of Public Sector Undertakings and Central Government departments were critical to the success and thereby appreciated by the management of the companies he worked for.

Company Profiles - Management

Nguyen Trong Nguyen – Country Representative, Vietnam

Mr. Nguyen Trong Nguyen (pronounced Win Win) has more than 35 years of professional experience in architectural design and planning, industrial design, social services, community development, mainstream politics, policy formulation, business strategy, real estate, infrastructure, aviation navigation, aviation infrastructure, renewable energy, high technology solution development, finance and investment project development of which 20 years are dedicated for the development of businesses and projects in Vietnam.

Nguyen Nguyen is currently the Vietnam Representative for ACO Investment Group focused on development of renewable energy projects and “Smart City” infrastructure development via its portfolio companies Convalt Energy, Oxaio Networks and DigiCollect. Nguyen Nguyen is also the Vietnam Representative of The MITRE Corporation, a non-profit corporation specializing in aviation technology and air traffic solutions. Since 2009, Nguyen Nguyen has been the Vietnam partner responsible for Asia operations at AIRIS International Holdings, LLC headquartered in Houston, Texas, a private corporation specializing in aviation infrastructure development. Nguyen Nguyen is also the founder of Anson Limited and Cando Co., Ltd. in Vietnam with business activities in trading, investment consulting service, real-estate, project development and government relations. Mr. Nguyen was the former Executive Officer of the Overseas Vietnamese Business Club (OVBC) with offices in Ho Chi Minh, Ha Noi, Can Tho and Vung Tau cities of Viet Nam, and is a member of the Business Association of Overseas Vietnamese / BAOOV with activities spanning globally. Nguyen Nguyen also served on the Board of Governors of the American Chamber of Commerce in Hanoi for the 2012 term.

Before returning to Viet Nam to live and work, Mr. Nguyen was the first appointed Vietnamese-American Commissioner on Community & Economic Development in the USA for the City & County of San Francisco and a Senior Consultant policy staff to the California State Senate as well as Director of several community-based organizations in the San Francisco Bay Area, California, USA.

Nguyen Nguyen is trained in architecture, industrial design, mental health and youth counseling at the University of California at Berkeley, San Francisco State University and Presbyterian Pacific Medical Center (Dr. Don Cohon) in San Francisco, USA respectively. He is fluent in English, Vietnamese and French.

Company Profiles – Operations and Engineers

Carlos Luis Alberto Jorquera, Head of Power Systems Engineering

Carlos Luis Alberto Jorquera is a senior consultant and executive in waiting (Head - Power Systems Engineering) at Convalt Energy. With over 25 years of experience in the field of electrical power systems including working for AFConsult, Fichtner, Black & Veatch, specializing in electrical plant design, power system studies, transmission planning, design of electrical power systems up to 500 kV and project management and quality assurance. During his career, Mr. Jorquera has been involved in power generation projects across Myanmar, Abu Dhabi, Al Ain, Argentina, Azerbaijan, Bahrain, Bolivia, Brunei Darussalam, Dubai, Indonesia, Japan, Kazakhstan, Lao PDR, Libya, Malaysia, Mongolia, Mozambique, Myanmar, Oman, Peru, Qatar, Republic of Georgia, Russia, Saudi Arabia, Senegal, Singapore, South Africa, South Korea, South Yemen, Sweden, Tajikistan, Thailand, Vietnam.

Mr. Jorquera spent 5 years in Myanmar as a Resident Manager/Power System Analyst Expert for AFConsult responsible for coordinating the tasks with Ministry of Electric Power (MOEP) / Myanma Electric Power Enterprise (MEPE) regarding the Consultancy Services for Power System of Myanmar Power Grid, Myanmar including power plants feasibility studies. This experience included the transmission planning expansion studies for the Myanmar Grid covering the existing 230 kV, 132 kV, 66 kV networks including on the job training of the Electrical Engineers of MEPE. Coordinating the preparation of substations specifications, site supervision, participating in meetings with MOEP/MEPE, ADB, World Bank, IFC, etc. Coordinating the works for the new National Control Centre in Nay Pyi Taw and Regional Control Centres in Yangon and Mandalay. Attendance to FAT and witnessing SAT. The assignment also includes continuing training of the Counterparts on NEPLAN software and power system planning and load forecast as well as defining the requirements for the creation of a Planning and Design department within MEPE.

Mr. Jorquera has extensive experience in feasibility studies, due diligence, conceptual design, preparation of specification and tender document and cost estimates, tender evaluation, design review, equipment witnessed testing and inspection, site supervision and project management. This also includes projects involving submarine cables and supervision of erection and commissioning of SF₆ switchgear and oil filled cables. Mr. Jorquera's experience also includes detailed electrical power system studies, load flow, short circuit and transient stability, having used ERACS, IPSA, PSANAL, ACS, T2000, CAPE, CAPTOR, DAPPER, CAPE, ETAP and PSLF software and currently using NEPLAN software and DigSILENT.

Nalluri Bhargav, Assistant General Manager

Nalluri Bhargav is an electrical engineer with over 5 years of experience in the field of Solar Power Plants. He is a graduate of Electrical and Electronics Engineering from VR Siddhartha Engineering College (Vijayawada). Nalluri's experience is through LANCO, Apex Clothing Company (Solar Plant) and Cyber Motion Technologies.

His areas of core competence are Solar Power plant designing where he is involved in both testing and commissioning and Operation and Maintenance. His experience has given him the opportunity to work up to a voltage level of 132KV substations. Nalluri has been involved to date in 80MW of solar installations in India.

Company Profiles – Operations and Engineers

Htet Myat Htoo, Project Coordinator

Htet Myat Htoo is a Mechanical Engineer for Convalt Energy in Myanmar focused on operations and power production for Convalt Energy's solar project in Mandalay Region. Htet is a graduate of Thanlyin Technological University with the Bachelor of Engineering in Mechanical Engineering and completed a Diploma in Port Management from Myanmar Maritime University. Htet started his working career at MAX Power (NAVIGAT Energy) in Myanmar in 2013 as a Power plant operator. In 2014 Htet worked as a consultant for APR Energy in Kyaukse, Mandalay Region, Myanmar as a Field operator in the gas fired power plant.

Htet's experiences involve mechanical work and planning, scheduling and execution of technical deviation, designing scope of work using Microsoft office, excel and computer applications. Htet's experiences include Natural Gas power plant installation, maintenance, servicing of gas train and gas line, operation of gas engines, operations of Module Interface Panel, Module Control Panel, Technical Specifications of controls, Operating Materials, Technical Instruction, Wiring Diagram, Piping & Instrument diagram, Customer Documentation, Failure Checklist, Diane XT3 for gas engine, control panel for 11/33 kV.

Aung Thiha Kyaw Htin, Operations and Logistics

Aung Thiha Kyaw Htin ("Milo") has been associated with Convalt Energy since 2014. Milo was educated in the United States at Ohio University in Mechanical Engineering. He is focused on operations and logistics for Convalt Energy's solar project in Mandalay Region. His experience is in engineering applications in the field of renewable energy.

Milo has travelled to rural areas for surveying centralized solar plant installations, installation of commercial off-grid solar systems and has developed programs to calculate solar system designs based on loads. He is fluent in English and Burmese.

Jaw Seng Aung, Tangbau, Engineering

Jaw Seng Aung Tangbau joined Convalt in February of 2015. Jaw is a graduate from Mohawk Valley Community College with a Civil Engineering degree.

His work experience includes PSI Myanmar, Broadcasting Media and as a site engineer at Inzali Phyto Construction where he was exposed to construction and sales for condominiums. He is fluent in Kachin, English and Burmese.

Company Profiles – Advisors

Richard A. Gephardt, Senior Advisor and Shareholder

Richard A. Gephardt is both an equity shareholder of Convalt and advisor of ACO. Mr. Gephardt is also President and CEO of Gephardt Government Affairs. He provides strategic advice to clients on issues before the House, Senate and Executive Branch in the federal government. Mr. Gephardt has brought successful resolution for clients on issues related to negotiations, crisis management, and strategic communications. He represents a broad array of Fortune 100 clients on Capitol Hill and before the Administration, in addition to serving as public spokesperson for clients on coalitions to bring about policy solutions to healthcare reform and climate change.

Mr. Gephardt served for 28 years in the United States House of Representatives from 1976 to 2004. In his role as Leader, Mr. Gephardt emerged as one of the leading strategists of the Democratic Party's platform and chief architect to landmark reforms ranging from healthcare, pensions, education, energy independence and trade policy. He was elected to serve as House Democratic Leader for more than 14 years, as House Majority Leader from 1989 to 1995 and Minority Leader from 1995 to 2003.

Mr. Gephardt was a colleague in the House to 49 currently serving U.S. Senators and members of the Executive Branch. He enjoys strong bipartisan relationships in the House of Representatives, serves as a trusted advisor to senior officials in the Administration and on Capitol Hill, and has counselled numerous CEOs during negotiations with labour. He has been featured in national publications, including The New York Times, The Wall Street Journal, The Washington Post, National Journal, Roll Call, The Hill and Time.

Thomas Eriksson, Senior Advisor

Thomas Eriksson is a senior advisor and a shareholder of ACO Investment Group. Mr. Eriksson has been Chief Executive Officer and President of Carnegie Investment Bank AB since August 2012. In addition, Mr. Eriksson has been Chief Executive officer and President at Carnegie Holding AB since September 2012 and has more than 20 years of experience of wealth management. Mr. Eriksson joined Carnegie Holding from Swedbank Robur AB where he served as the Chief Executive Officer from August 1, 2010 to May 2012 and also served as head of Swedbank Robur Asset Management.

Mr. Eriksson served as the Head of broker/dealer operation at Swedbank AB (publ) since April 2001 and served as Managing Director at Swedbank First LLC. Mr. Eriksson has extensive experience within asset management and from SEB, where he served as Head of Private Banking. Mr. Eriksson served as the Head of Asset Management at both SEB and Nordea and was responsible for the savings area at Nordea in Sweden and globally. Mr. Eriksson serves as Director of Banque Carnegie Luxembourg S.A. Mr. Eriksson served as a Member of Swedbank's senior management as well as the boards of the fund companies Swedbank Robur Funds AB, Swedbank Robur Fonder AB and Swedbank Robur Asset Management AB. He served as Member of Nomination Committee of SSAB AB and NCC AB. Mr. Eriksson has a Bachelor's Degree in Economics and Statistics from Uppsala University.

Company Profiles – Advisors

Bertil Tiusanen, Senior Advisor

Bertil Tiusanen, a senior advisor at ACO is currently a Director General and CEO at Lanekassen, the Norwegian State Education Loan Fund in Oslo, Norway. Mr. Tiusanen also serves on the board of Respect Europe of Sweden AB that offers market-leading services and tools within sustainable development and climate, and in SIVA- The Industrial Development Corporation of Norway. Mr. Tiusanen is also Chairman of the Board in CBRE-Atrium a real estate services company in Norway. Mr. Tiusanen was previously a board member at Statkraft, Europe's largest renewable energy company, served as president and chief executive officer of Protegrity, Inc., a leading provider of privacy solutions and was previously acting president and chief executive officer of Vattenfall AB, the largest public utility in northern Europe, with assets of more than \$10 billion.

From 1990 to 1992, he was senior vice president for finance and a member of the executive board at Procordia AB, a Swedish conglomerate. Before that he was executive vice president and CFO at Pharmacia AB, a leading pharmaceuticals and biotechnology firm. Mr. Tiusanen has served on the boards of several Swedish companies including serving on the board of JM AB, one of the largest construction companies in Sweden, and was previously chairman of JP-Bank. He is a graduate of the Gothenburg School of Economics.

Harri Koponen, Senior Advisor

Mr. Harri Koponen is a sector advisor to ACO covering Information Technology, Telecom & Media. Mr. Koponen is a prominent Finnish business leader and an experienced management turn-around specialist with cutting edge experience in the telecommunications industry. He is currently working with Rovio Mobile looking after a physical part of the business at Rovio (Angry Birds), licensing, merchandising, public relations and retail operations.

Mr. Koponen has served as the Chief Executive Officer and President of Tele2 AB from August 18, 2008 to February 18, 2010 and oversaw a period of increased focus on profitability.

Mr. Koponen has also served as the Chief Executive Officer, President and General Manager of Wataniya Telecom in Kuwait (now National Mobile Telecommunications Co. (K.S.C.) from 2004 till 2008. Prior to his role at Wataniya Telecom, Mr. Koponen served as the President of TeliaSonera International Operations of Teliasonera AB since October 7, 2003 and served as the Chief Executive Officer and President of Sonera Corporation (former Telecom Finland) from October 1, 2001 to July 1, 2004. Mr. Koponen had also served as its Deputy Chief Executive Officer responsible for the Corporate Unit Marketing, Products and Services at TeliaSonera HQ.

Mr. Koponen held various positions at Hewlett-Packard from 1989 to 1994. Before that, he served as the Chief Planner and an Office Manager at Oy Shell Ab.

Company Profiles – Advisors

Catherine Weir, Senior Advisor

Catherine Weir is a senior advisor for ACO. Catherine's extensive investment banking career includes her current role as Chief Credit Risk Officer for Julius Baer based in Switzerland. Prior to joining Julius Baer, Catherine was a Managing Director at Citigroup till 2014, starting her investment banking career in 1988 at Citi London within the Capital Markets division working in the FX, Credit and Debt Underwriting markets. Catherine, during her 26 year Citigroup career was assigned with executive responsibilities including: Head of Citi Global Family Office Group, Vice Chairman of Citi Institutional Client Group, Europe, Middle East and Africa (EMEA), Chief Country Officer (CCO), Switzerland, Chief Country Officer (CCO), Monaco, Chairman of Citibank (Switzerland) AG., Chief Executive Officer at Citi Private Bank, EMEA and Head of ASEAN Markets and Banking.

Catherine has served as a board member of the Swiss American Chamber of Commerce and the Association of Foreign Banks in Switzerland and as an advisor to Nanyang Technological University, Singapore. Catherine's previous roles include: Member of Financial Services Committee of the MAS (Monetary Authority of Singapore), board member of the Singapore Art Museum, Advisor to Hong Kong University of Science and Technology, Advisor to Prime Minister's Financial Markets Committee, Vietnam. Catherine Weir is married with two children.

M.S. Ramachandran, Senior Advisor

Madras Seshmani Ramachandran is a senior advisor at ACO. Mr. Ramachandran is a former CEO and Chairman of Indian Oil Corporation Ltd (IOCL). He is a Mechanical Engineer by qualification and started his career in Ashok Leyland before joining IOCL as a Manager Trainee in 1969. He has handled diverse assignments during the career with IOCL including supply logistics, shipping, commercial, sales operations and international trade. He was the chief of the Oil Coordination Committee the de-facto Regulatory Body under the Ministry of Petroleum and Natural Gas during 1998 – 2000. He joined IOC's Board in 2000 as Director Business Development and took over as CEO and Chairman in the year 2002. Mr. Ramachandran was also the Chairman of IOC's Group Companies including Chennai Petroleum, Bongaigaon Refineries and Petrochemicals, IBP Company and also Indian Oil Tanking, a joint venture company with Oil Tanking of Germany. He was IOC's nominee Director in ONGC, Lubrizol India Ltd, AVI Oil India Limited and Petronet LNG. He had played a key role in drafting the Hydro Carbon Vision 2025 and the Draft Regulatory Authority Bill and over saw the phased de regulation of the oil industry.

Mr. Ramachandran has received several awards including Chemtech Pharma Bio Hall of Fame Award in 2005 and National Institute of Industrial Engineers Lakshya Business Visionary Award in 2004. He was one of two finalists of Platts Global CEO of the Year Award in 2004, Foundation of Indian Industry & Economists Best Corporate Man of the Year in 2002. Mr. Ramachandran holds a Bachelor Degree in Mechanical Engineering. He attended Advanced Management Programmes in Ashridge Management College in England and Indian Institute of Management, Ahmedabad.

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| Parent Organization | ACO Investment Group |
| Line of Business: | Independent Power Producer |
| Place of Incorporation | Delaware, United States |
| Tax ID | 27-4706015 |
| Number of Employees | 200 (Global FTE & non FTE employees) |

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