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LINK RESOURCES, INC. SELECTED CLIENT EXPERIENCE

Link’s breadth of experience in biofuel plants, power generation, and energy facilities in general covers the spectrum of services. Link has managed every phase from:

- energy technology design review, reliability and operability analysis, and risk analysis/mitigation
- owner representation, providing oversight of construction activities [team member to total management responsibility of startup and commissioning, commercial operations and maintenance activities, re-fit/retrofit analysis and management, to transitioning ownership of facilities during many different operational phases.
- energy efficiency, process efficiency, and lifecycle analysis.
- Link’s lifecycle management experience across the range of project phases and contexts, energy technologies, fuels and feedstocks gives us a unique perspective on how to achieve optimal facility performance over the long-term.

Yet Link has also provided general consulting to a range of energy and non-energy clients such as:

- business process improvement
- change management
- strategic planning

American Electric Power	Joint venture to identify prospective operations/maintenance projects, and execute.
Australian Biodiesel Group	Biofuel consulting and construction and commissioning support in Australia. Within a consortium of four small businesses operating as Tadanac BioEnergy, represented ABG in their penetration of the North American market, and subsequently acquired the rights to the ABG biodiesel technologies for building a 50 MGY biodiesel plant in the U.S. utilizing beef tallow feedstock.
Babcock & Wilcox and subsidiaries	Several contracts where B&W subsidiaries were the prime contractor at DOE nuclear/weapons facilities. Link’s role was generally to provide consultation and/or hands-on support via a team of experts to “restart” facilities or process lines that had been shut down due to regulatory or process problems.
Brooklyn Energy Center	Major audit of risks/opportunities of a power generation facility in Nova Scotia, including the spectrum of “people, plant, and process”. The final deliverable was the graphical and textural quantification of risks and opportunities as well as a Rejuvenation Plan for going forward.
CH2M Hill	Joint venture to operate and maintain the energy generation and distribution on military bases on Guam - - in essence the micro-grid.
Constellation Energy	Provision of the management team and the transition plan to operate and maintain several Constellation projects, both coal-based and natural gas combined cycle.
Department of Energy (DOE)	Several consulting assignments relating to the review of proposals submitted to DOE re: grants and loans for biofuel and biomass projects, either in the R&D, pilot, or demonstration phase that could reasonably considered as commercially viable.
Dominion Virginia Power	Long-term operations and maintenance of two electric generation stations (80Mw coal-fired CFB and 225Mw combined cycle), assuming full-scope accountability for performance. Both projects required a detailed Transition Plan to transition from the prior Owner/Operator (in the first instance B of A/RW Beck, and in the second Enron/Enron).



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Duffey Communications	Energy consulting to the leading Atlanta-based communications/marketing company that needed to understand the energy landscape.
Duke Engineering & Services	Start-up, commissioning, and testing of several simple-cycle and combined-cycle gas and oil-fired electric/steam generation facilities.
Dyplast Products	Dyplast is a sophisticated manufacturer of polyisocyanurate and polystyrene insulation utilized in both building envelop and industrial pipe applications. Since 2003, Link has been an exclusive provider of energy consultation as well as marketing plans and collateral associated with getting the energy message out to a complex community.
Electricity Supply Board of Ireland	As background, ESBI competed for the role to manage the Regional Transmission Organization (RTO) in the Southeast. Link was engaged to assist ESBI, providing technical advice, client strategy re: Southern Company and other regional players, public relations services, marketing, and transition strategies. ESBI was eventually awarded the contract.
Emory Healthcare	Marketing and human resource consulting.
Enron	As Enron was disengaging from active involvement with plant O&M, they engaged Link to develop the optimal <i>transition plan</i> to ensure continuity of operations as well as focus on supporting displaced staff.
Entergy	Start-up, commissioning, and testing of several simple-cycle and combined-cycle gas and oil-fired electric/steam generation facilities.
Evantage, the since-renamed ESCO for Dominion Energy	Energy consultation to assist Evantage in their growth strategy to engage in contracts to build/own/operate energy facilities to supply industrials in the Southeast.
Fitzgerald & Company	Energy consulting to the leading Atlanta-based communications/marketing company that needed to understand the energy landscape.
Foster Wheeler	Advice and services related to identification of potential acquisition of synergistic companies, subsequent vetting of such companies, and preparation of transition plans.
GPU International	General consultation regarding the independent power industry and development of the optimal going-forward business plan.
Hunton & Williams	Expert witness testimony regarding industry-standard responses to plant emergencies.
International Paper	Commissioning, operation, and maintenance of a gas/oil fired combined cycle generation facility.
J.A. Jones	Multiple contracts providing startup, commissioning, and testing services for simple and combined cycle energy facilities.
LATA/Parallax Portsmouth (a JV between Los Alamos Technical and Parallax)	Link led the transition as LPP assumed the multi-year M&O contract from Bechtel-Jacobs Company at the Portsmouth Gaseous Fusion Facility. This involved the interviewing, culling, and/or re-hiring of over 400 staff, the blue-sheeting of 15,000 procedures, the risk/opportunity assessment, and the development of the optimal plan for going forward.
Lockwood Greene	Multiple contracts providing startup, commissioning, and testing services for simple and combined cycle energy facilities.
Manitoba Hydro International	Joint venture to develop facility management projects offshore, primarily in Africa. Subsequent successes included full-scope utility management contracts in Liberia, Nigeria, Lesotho, Mozambique and more.
Masada Resource Group	MRG developed the first credible cellulosic-ethanol company with a commercially viable business plan. As Stone & Webster withdrew from contracts with MRG due to the ongoing acquisition by the Shaw Group, S&W recommended Link as their successor. Link thus provided ongoing consultation relating to engineering, procurement, construction, and commissioning with direct interface with AIG, their agent RW Beck, TVA as a test-bed for pilot projects, and other stakeholders. Link was then awarded a 10-year contract to operate and maintain the first \$300M project in Middletown, NY.
McGraw Hill	Link conducted a research project in concert with McGraw-Hill to assess the Independent Power Industry's progress toward creating a viable business model at the plant level. The deliverable was one of McGraw-Hill's best-



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	selling studies in energy.
Merchant Energy Group	Link was engaged to assist MEG, as an energy broker/merchant/aggregator, to assess the viability of offerors of energy to perform.
Mettiki Coal	Link provided Mettiki an assessment of its potential opportunities selling coal to utilities and independent power generators.
Mirant (Southern Co.)	Multiple contracts providing startup, commissioning, and testing services for simple and combined cycle energy facilities
National Trigenation CHP Company	Since 2008, Link has been the facility operations partner with NTCC providing O&M services, staff, training, recruiting, safety/health/environmental compliance, and general energy consulting.
Northeast Utilities	Link was engaged by senior executives of NU to conduct a system-wide assessment of the high-level as well as low-level operations and maintenance capabilities of NU - - which appropriately included hydro as well as thermal. Additionally, Link created a consortium that included NU and Alstom to pursue the largest third-party outsourcing project in the world - - to operate and maintain the 5000+ MW fleet of Long Island Power generation.
NRG	Multiple contracts providing startup, commissioning, and testing services for simple and combined cycle energy facilities
PermaTherm	Permatherm manufactures Insulated Metal Panels that are frankly the most energy efficient and lowest cost construction building envelop. Link was engaged in 2007 to assist Permatherm the evaluation of the energy industry, and the role Permatherm may contribute. Link has since been an exclusive provider of energy consultation as well as market planning and collateral development associated with getting the energy message out to a complex community.
Sawyer Riley Compton	Energy consulting to the leading Atlanta-based advertising agency that needed to understand the energy landscape.
Source Energy	Since 2008, Link has been the facility operations partner with NTCC providing O&M services, staff, training, recruiting, safety/health/environmental compliance, and general energy consulting.
Standard Power & Light	Under Link's contract with SP&L, Lin was tasked with identifying potential energy facility acquisitions, evaluating risks and opportunities, and putting forth valuations as well as transition plans to achieve stakeholder expectations.
Step Management	Engaged by the former General Manager of FruCon Engineering and Construction, Link executed task order related to evaluation of the energy market.
Syrgis Specialty Chemicals	Syrgis is a specialty chemical company achieving dramatic growth via acquisition. We were engaged to review the disparate strategic visions and business plans of acquired companies and consolidate.