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| Assignment Name: Major Capital Project Execution Controlled Operating Procedures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                       | Value of the Contract (in USD):<br>\$400,000                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                       | Country: Saudi Arabia                                                    |
| Location within Country: Al Jubail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                       | Professional Staff Provided by the firm: 8                               |
| Name of Client: National Industrialization Company (TASNEE)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       | Nº of Staff: 8                                                           |
| Address: P.O. Box No.35579; Jubail 31961, Saudi Arabia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                       | Nº of Staff-Months: 36<br>Duration of Assignment: 9 months               |
| Start Date (Month/Year):<br>1/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Completion Date (Month/Year):<br>9/17 | Approx. Value of Services (in Current US\$): \$800,000                   |
| Name of Associated Consultants, If Any:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                       | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                       |                                                                          |
| Narrative Description of Project: The objective of the project was to assure tight control of interdepartmental processes to keep capital projects on time and on budget in anticipation of an increasing number of major capital projects, especially megaprojects over \$1 billion in Total Invested Capital.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                       |                                                                          |
| Description of Actual Services Provided: Conducted gap analysis vs. best-in-class, updated processes per best practice, secured approvals of all stakeholders, and documented “controlled” (“official approved”) processes for every aspect of project management across the company. The scope covered six major processes: Cost Estimation, Scheduling, Health Safety & Environmental, Construction Management, Logistics & Warehousing, and Procurement & Contracting processes, tools and techniques. The scope specifically developed standard procedures for managing Mega Projects (over \$1 billion) and wrote procedures manuals for key departments, including Third Party Projects (projects managed in joint ventures with partners), Project Support & Assurance (quality assurance & controls department), Procurement Department (which handled tendering and contracting), and Site Projects (smaller, decentralized capital projects managed by internal departments). |                                       |                                                                          |

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| Assignment Name: Transportation Planning and Policy Analysis                                                                                                                                                                                                                                                                                                                                                                       |                               | Value of the Contract (in USD):<br>\$60,000                                      |
|                                                                                                                                                                                                                                                                                                                                                                                                                                    |                               | Country: United States                                                           |
| Location within Country: Washington D.C.                                                                                                                                                                                                                                                                                                                                                                                           |                               | Professional Staff Provided by the firm: 1                                       |
| Name of Client: American Association of State Highway Transportation Officials                                                                                                                                                                                                                                                                                                                                                     |                               | Nº of Staff: 1                                                                   |
| Address: 444 N. Capitol St. N.W, Suite 249, Washington, D.C. 20001                                                                                                                                                                                                                                                                                                                                                                 |                               | Nº of Staff-Months:<br>Duration of Assignment:<br>8                              |
| Start Date (Month/Year):                                                                                                                                                                                                                                                                                                                                                                                                           | Completion Date (Month/Year): | Approx. Value of Services (in Current US\$): \$40,000 (part of a larger project) |
| Name of Associated Consultants, If Any:<br>Cambridge Systematics                                                                                                                                                                                                                                                                                                                                                                   |                               | Nº of Months of Professional Staff Provided by Associated Consultants:           |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>Lance Grenzebach                                                                                                                                                                                                                                                                                                             |                               |                                                                                  |
| Narrative Description of Project:<br>A series of reports that summarize economic growth trends and structural changes in the economy and logistics that will drive and shape the demand for freight over the next 20 years.                                                                                                                                                                                                        |                               |                                                                                  |
| Description of Actual Services Provided:<br>Contributed supply chain analyses and chapters. Analyzed the competitiveness and efficiency of the rail, truck, and ocean freight sectors in the United States. Identified bottlenecks that would impede companies from achieving the benefits of supply chain management. Developed new frameworks for quantifying the value of supply chain management using an economic multiplier. |                               |                                                                                  |

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| Assignment Name: National Chamber Foundation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                       | Value of the Contract (in USD):<br>\$200,000                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                       | Country: United States                                                      |
| Location within Country: Washington D.C.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                       | Professional Staff Provided by the firm: 1                                  |
| Name of Client: National Chamber Foundation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                       | Nº of Staff: 1                                                              |
| Address: 1615 H Street, NW, Washington, DC 20062-2000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                       | Nº of Staff-Months:<br>Duration of Assignment: 8 months                     |
| Start Date (Month/Year):<br>8/07                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Completion Date (Month/Year):<br>1/08 | Approx. Value of Services (in Current US\$): \$50,000                       |
| Name of Associated Consultants, If Any: Cambridge Systematics<br>Gary Maring                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                       | Nº of Months of Professional Staff Provided by Associated Consultants:<br>5 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>Lance Grenzebach                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                       |                                                                             |
| Narrative Description of Project:<br>Spelled out a national transportation policy agenda in a widely publicized report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       |                                                                             |
| Description of Actual Services Provided:<br><br>For the US Chamber of Commerce, whose members are some of the largest companies in the US, developed international transportation comparisons that explored the link between transportation infrastructure capacity and long-term economic productivity, growth and competitiveness. Examined linkages between congestion, capacity, logistics cost, and logistics competitiveness in countries worldwide. We further interviewed dozens of shippers and selected carriers to formulate conclusions and recommendations. The documented findings were included in a |                                       |                                                                             |

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| Assignment Name: National Cooperative Freight Research Program (NCHRP)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                       | Value of the Contract (in USD):<br>\$200,000                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                       | Country: United States                                                      |
| Location within Country: Edina, Minnesota                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                       | Professional Staff Provided by the firm: 1                                  |
| Name of Client: NCFRP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                       | Nº of Staff: 6                                                              |
| Address: 5275 Grandview Square, Edina, MN 55436                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                       | Nº of Staff-Months: 2 months<br>Duration of Assignment: 5 months            |
| Start Date (Month/Year):<br>3/08                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Completion Date (Month/Year):<br>9/08 | Approx. Value of Services (in Current US\$): \$30,000                       |
| Name of Associated Consultants, If Any: Cambridge Systematics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                       | Nº of Months of Professional Staff Provided by Associated Consultants:<br>8 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>Michael Fischer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                       |                                                                             |
| Narrative Description of Project:<br>Analysis of how state departments of transportation should set goals and targets.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                       |                                                                             |
| Description of Actual Services Provided:<br>For the National Academy of Science's National Cooperative Highway Research Program (NCHRP), Boston Strategies International examined and described the tools and data-management systems that underlie private sector performance-based resource allocation processes in order to guide public sector organizations such as state Departments of Transportation in setting appropriate targets and processes for allocating resources. Boston Strategies International helped to identify and describe the institutional relationships within private sector companies that are needed to support performance-based resource allocation. This involved describing and categorizing the complete decision-making context for private sector organizations. We compiled actual case studies to identify and describe the practices of private-sector transportation and logistics companies that have undertaken performance measurement programs and initiatives. |                                       |                                                                             |

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| Assignment Name: Iron Mountain Record Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                        | Value of the Contract (in USD):<br>\$280,000                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                        | Country:USA                                                                  |
| Location within Country: Collegeville, Pennsylvania                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                        | Professional Staff Provided by the firm: 1                                   |
| Name of Client: Iron Mountain Record Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                        | Nº of Staff: 3                                                               |
| Address:1000 Campus Drive, Collegeville, PA 19426                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                        | Nº of Staff-Months:<br>Duration of Assignment: 12 months                     |
| Start Date<br>(Month/Year):8/01                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Completion Date (Month/Year):<br>12/02 | Approx. Value of Services (in Current US\$): \$180,000                       |
| Name of Associated Consultants, If Any:<br>Precision Logistics LLC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                        | Nº of Months of Professional Staff Provided by Associated Consultants:<br>13 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>Patrick Barry                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                        |                                                                              |
| <b>Narrative Description of Project:</b><br>For the courier operations of a \$1 billion records management company, developed standardized work methods & standards, storage & shuttle configurations, and organization and compensation structures. Implemented a sophisticated routing & scheduling information system.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                        |                                                                              |
| <b>Description of Actual Services Provided:</b> <ul style="list-style-type: none"> <li>• Work Methods &amp; Standards - industrially-engineered work standards, inside and outside workflows, procedures for monitoring productivity, and a detailed driver methods manual.</li> <li>• Storage and Shuttle Configuration – mapped business density, determined the ideal location to store product and start drivers and what type of shuttle/relay to operate to get the goods there, and designed manifests and schedules for daily and nightly operations.</li> <li>• Routing Optimization and System Implementation. We documented how to prepare high-quality data, how to best configure routing parameters, standardize daily routing procedures, baseline, and set targets. We also prepared templates for managing drivers, vehicles, and zones, a self-correcting feedback loop, etc. Implemented a sophisticated routing and scheduling software.</li> <li>• Organization/HR/Comp. - divisional, local, and project organization structures and job descriptions, communications program, metrics, targets, and a driver evaluation process.</li> <li>• Vehicles - benchmarks, a fleet modernization program, new vehicle type, and new vehicle introduction process.</li> <li>• Systems. Supported a major effort at process and systems improvement from the ground up.</li> </ul> |                                        |                                                                              |

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| Assignment Name: Project Appraisal and Economic Analysis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                       | Value of the Contract (in USD):<br>\$20,000                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       | Country: United States                                                      |
| Location within Country: Cambridge, Massachusetts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                       | Professional Staff Provided by the firm: 1                                  |
| Name of Client: US Department of Transportation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       | Nº of Staff: 1                                                              |
| Address:<br>100 CambridgePark Drive, Suite 400, Cambridge, MA 02140                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                       | Nº of Staff-Months:<br>Duration of Assignment: 1                            |
| Start Date (Month/Year):<br>8/05                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Completion Date (Month/Year):<br>4/06 | Approx. Value of Services (in Current US\$): \$16,000                       |
| Name of Associated Consultants, If Any: Cambridge Systematics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                       | Nº of Months of Professional Staff Provided by Associated Consultants:<br>0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>Daniel Hodge                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                       |                                                                             |
| Narrative Description of Project:<br>a study designed to establish a methodology for quantifying the benefits of large-scale freight infrastructure investments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       |                                                                             |
| Description of Actual Services Provided: Boston Strategies International developed objective, quantifiable methodologies to quantify national vs. local/regional benefits. The methodology highlighted allowed industry specificity of the benefits, and allowed for comparisons across modes and types of projects. While traditional transportation and economic impact modeling had addressed the impacts on industry somewhat irregularly, with few studies addressing exactly how businesses benefit from improved transportation, this document explained and quantified the industry impacts from transportation improvements with emphasis on supply chain effects. The supply chain effects of transportation improvements are a critical element of that improvement and this analysis provides needed information on the logistics (aka, second order effects) benefits to industry. Integrated leading-edge supply chain thinking with transportation planning methods to determine the supply chain impact of various types of transportation investments. The study quantified key baselines and variables by industry to facilitate its use in specific project evaluations. |                                       |                                                                             |

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| Assignment Name: New York City Housing Authority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                        | Value of the Contract (in USD):<br>\$90,000                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                        | Country: United States                                                      |
| Location within Country: Long Island City, New York                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                        | Professional Staff Provided by the firm: 4                                  |
| Name of Client: New York City Housing Authority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                        | Nº of Staff: 4                                                              |
| Address:<br>2302 49th Ave, Long Island City, NY 11101-4529                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                        | Nº of Staff-Months:<br>Duration of Assignment: 3 months                     |
| Start Date (Month/Year):<br>9/06                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Completion Date (Month/Year):<br>12/06 | Approx. Value of Services (in Current US\$): \$90,000                       |
| Name of Associated Consultants, If Any:<br>None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                        | Nº of Months of Professional Staff Provided by Associated Consultants:<br>0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                        |                                                                             |
| Narrative Description of Project:<br>NYCHA desired to quantify and model end-to-end supply chain costs and operations, and model alternative scenarios, in order to determine the most efficient and effective degree of centralized warehousing.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                        |                                                                             |
| Description of Actual Services Provided:<br><br>Boston Strategies International's approach was to: 1) compile a baseline supply chain cost; 2) develop a baseline of the flows, unit costs, and service levels; 3) evaluate the costs of several decentralized scenarios; 4) audit the current operation and identify any gaps in management practices that would affect the comparison; 5) document the findings in a full-text report with graphic illustrations, diagrams, and supporting tables.<br><br>The deliverables were: 1) a model detailing the current supply chain costs; 2) an analysis of various decentralized options; 3) a preliminary determination of the option that balances total cost and high customer service; 4) identification of the implications for resources, competencies, and best practices that could improve performance in either system; and 5) a summary of recommendations for additional enhancements, programs and/or strategies to further reduce procurement/warehousing costs. |                                        |                                                                             |

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| Assignment Name: Saudi Aramco                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                          | Value of the Contract (in USD):<br>\$6,000,000                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                          | Country: Saudi Arabia                                                       |
| Location within Country: Dhahran                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                          | Professional Staff Provided by the firm: Dozens                             |
| Name of Client: Saudi Aramco                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                          | Nº of Staff: 30                                                             |
| Address: North Park 1, Dhahran, Saudi Arabia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                          | Nº of Staff-Months: 350<br>Duration of Assignment: 5 years                  |
| Start Date (Month/Year):<br>1/07                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Completion Date (Month/Year):<br>ongoing | Approx. Value of Services (in Current US\$): \$6,000,000                    |
| Name of Associated Consultants, If Any:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                          | Nº of Months of Professional Staff Provided by Associated Consultants:<br>0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                          |                                                                             |
| Narrative Description of Project:<br>A multi-year supply market intelligence and outlook program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                          |                                                                             |
| Description of Actual Services Provided:<br><br>The program involved forecasting quantitative market aspects and making qualitative assessments of the outlook for about 30 types of specialized materials and equipment divided into six major categories. We researched global supply markets and established warning systems related to capacity, mergers and acquisitions, price differentials, and order lead times. Each report contained a dashboard of risk factors and metrics, and recommended procurement and supply chain strategies to cope with market change and challenges. |                                          |                                                                             |



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| Assignment Name: Alcoa                                                                                                                                                                                                                                                                                                                                                                                                                     |                                       | Value of the Contract (in USD):<br>\$25,000                                          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                       | Country: United States                                                               |
| Location within Country: Pittsburgh, Pennsylvania                                                                                                                                                                                                                                                                                                                                                                                          |                                       | Professional Staff Provided by the firm: 4                                           |
| Name of Client: Alcoa                                                                                                                                                                                                                                                                                                                                                                                                                      |                                       | Nº of Staff: 4                                                                       |
| Address:<br>201 Isabella St at 7th St Bridge, Pittsburgh, PA 15212-5858                                                                                                                                                                                                                                                                                                                                                                    |                                       | Nº of Staff-Months:<br>Duration of Assignment: each assignment lasted about 2 months |
| Start Date (Month/Year):<br>3/08                                                                                                                                                                                                                                                                                                                                                                                                           | Completion Date (Month/Year):<br>5/08 | Approx. Value of Services (in Current US\$): \$50,000                                |
| Name of Associated Consultants, If Any:<br>None                                                                                                                                                                                                                                                                                                                                                                                            |                                       | Nº of Months of Professional Staff Provided by Associated Consultants:<br>0          |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Jacoby                                                                                                                                                                                                                                                                                                                         |                                       |                                                                                      |
| Narrative Description of Project:<br>For the largest aluminum producer in North America, analyzed critical supply markets and recommended actions to secure supply through 2014.                                                                                                                                                                                                                                                           |                                       |                                                                                      |
| Description of Actual Services Provided: Included a ranking of the world's top suppliers, quantified and forecasted capacity, lead time, and prices from 2008 to 2014, provided forecasts of capacity, lead time, cost structures, and prices by region and size. They also analyzed capacity utilization, providing detailed listings of new capacity additions, and benchmarked capacity utilization and capacity reservation practices. |                                       |                                                                                      |

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| Assignment Name: <i>Supply Market Intelligence Program</i><br><u>Contact:</u><br>Phil Roberts, Projects & Strategic Purchasing Department<br>Saudi Aramco<br>North Park 1<br>Dhahran 31311, Saudi Arabia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                     | Value of the Contract (in USD):<br>\$10,000,000 cumulative<br>Country: Saudi Arabia (work performed globally including in Saudi Arabia) |
| Location within Country: Dhahran                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                     | Professional Staff Provided by the firm: 60 (cumulative)                                                                                |
| Name of Client: Saudi Aramco                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                     | N° of Staff: 60                                                                                                                         |
| Address: North Park 1, Dhahran, Saudi Arabia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                     | N° of Staff-Months: 1,300<br>Duration of Assignment: 12 years                                                                           |
| Start Date (Month/Year):<br>1/07                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Completion Date (Month/Year): 12/15 |                                                                                                                                         |
| Name of Associated Consultants, If Any:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                     | N° of Months of Professional Staff Provided by Associated Consultants: 0                                                                |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Jacoby, Account Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                     |                                                                                                                                         |
| Narrative Description of Project:<br>A multi-year supply market intelligence and contracting support program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                     |                                                                                                                                         |
| Description of Actual Services Provided:<br><br>The Market Intelligence program involved forecasting quantitative market aspects and making qualitative assessments of the outlook for 55 types of specialized materials and equipment. We researched and modeled global supply markets and established warning systems related to capacity, mergers and acquisitions, price differentials, and order lead times.<br><br>The team made over 1,100 recommendations to reduce cost, compress lead time, and improve technological leadership. Over 100 reports contained dashboards of risk factors and metrics, and recommended specific procurement and supply chain strategies and tactics to profit from market change |                                     |                                                                                                                                         |

and challenges. BSI also developed an integral custom web-based software platform with a suite of customized decision-making tools to support the program.

Benefits included:

- \$1.7 billion+ (28%) savings identified ('cash' basis, excluding opportunity costs and production benefits)
- 1.0 - 1.4% reduction in total corporate operating cost
- 4.0 - 6.7% increase in total corporate return on assets
- Quicker delivery of equipment by identifying pockets of supplier capacity
- Lower inventory through local sourcing and lead time reduction
- Deployment of newer technologies

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| Assignment Name: <i>Investment &amp; Business Development: Capital Equipment Business Strategy and Implementation</i><br><u>Contact:</u><br>Mr. Muneeb Shaikh<br>Nasser S. Al-Hajri Corp Tower<br>Dammam-Khobar Road                                                                                                                                                                                                                                                                                                                                                                                                                               |                                          | Value of the Contract (in USD):<br>Approximately \$2 million (cumulative)<br>Country: Saudi Arabia (work performed globally including in Saudi Arabia) |
| Location within Country: Al Khobar                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                          | Professional Staff Provided by the firm: 15                                                                                                            |
| Name of Client: Al Suwaidi Holding Company                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                          | Nº of Staff: 15                                                                                                                                        |
| Address:<br>PO Box 3909 Al Khobar 31952<br>Nasser S. Al-Hajri Corp Tower<br>Dammam-Khobar Road                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                          | Nº of Staff-Months: 88<br>Duration of Assignment: 18 months of work over two engagements                                                               |
| Start Date (Month/Year):<br>February 2013                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Completion Date (Month/Year): April 2016 |                                                                                                                                                        |
| Name of Associated Consultants, If Any: None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                          | Nº of Months of Professional Staff Provided by Associated Consultants: 0                                                                               |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Jacoby, Account Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                          |                                                                                                                                                        |
| Narrative Description of Project:<br><br>Conducted an assessment of the business strategy of a division of a holding company. Studied 5 strategic sectors and dozens of equipment types and applications, with a deep dive on 10 of them. Developed a quantitative market sizing and decision-making model encompassing all possible equipment types, applications, end-user markets, and channels of distribution. Evaluated the strategic options, articulated the optimal strategy, and developed detailed financial projections.                                                                                                               |                                          |                                                                                                                                                        |
| Description of Actual Services Provided:<br><br>Conducted a detailed and quantitative assessment of 135 Saudi Arabian markets. Sized each market, forecast demand, performed detailed competitive analysis. Recommended strategy and developed an implementation plan. In a subsequent phase, built unique competencies, built an optimal portfolio of products, suppliers, and target customers and tenders for custom engineered high-value pumps, valves, water treatment and process control equipment, and registered with strategic customers. Participated in tenders to assure sales and demonstrate the durability of the business model. |                                          |                                                                                                                                                        |
| Benefits realized included: <ul style="list-style-type: none"> <li>• 18% increase in projected operating margin</li> <li>• Projected Return on Investment (ROI) among the highest in the company's portfolio</li> <li>• Decision to recapitalize the business for a 7-10 year horizon</li> </ul>                                                                                                                                                                                                                                                                                                                                                   |                                          |                                                                                                                                                        |

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| Assignment Name: <i>Major Offshore Capital Program Supply Chain Strategy</i><br><u>Contact:</u><br>Erik Hiensch, Director of O&M Offshore bij Vattenfall<br>Vattenfall AB<br>SE-162 87 Stockholm, Sweden<br>Jämtlandsgatan 99<br>Räcksta, Sweden                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                        | Value of the Contract (in USD): \$650,000<br><br>Country: Sweden (work performed globally including in Sweden) |
| Location within Country: Stockholm                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                        | Professional Staff Provided by the firm: 10                                                                    |
| Name of Client: Vattenfall (East Anglia Offshore Wind)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                        | Nº of Staff: 10                                                                                                |
| Address: Sturegatan 10, Stockholm SE-162 87                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                        | Nº of Staff-Months: 40<br>Duration of Assignment: 3 months                                                     |
| Start Date (Month/Year):<br>9/11                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Completion Date (Month/Year):<br>12/11 |                                                                                                                |
| Name of Associated Consultants, If Any: None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: 0                                       |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Jacoby, Account Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                        |                                                                                                                |
| Narrative Description of Project:<br><br>Master supply chain planning, category sourcing strategies, financial modeling, and implementation planning for a \$25+ billion offshore wind farm.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                        |                                                                                                                |
| Description of Actual Services Provided:<br><br>Developed a master supply chain strategy and detailed plan, comprising category sourcing strategies and detailed plans for wind turbines, foundations, towers, electrical equipment, and installation vessels. Our financial model and robust implementation plan assured the ability to meet all deadlines and maximize profit. It identified bottlenecks and provided plans to mitigate them, quantified the needed financial commitments, and ensured internal alignment around strategic supplier partnering strategies. The plan resulted in a 13% reduction in projected capital and operating expenses compared to the baseline.<br><br>Benefits realized include: <ul style="list-style-type: none"> <li>• 13% reduction in projected capital and operating expenses</li> <li>• Minimization of risks by locking in a feasible project plan</li> <li>• Minimization of internal supply chain management costs</li> <li>• Robust plan to meet all deadlines and maximize profit by leveraging proven supply chain strategies</li> <li>• Identification of bottlenecks and plans to mitigate them</li> <li>• Quantification of needed financial commitments</li> <li>• Internal alignment around supplier partnering strategies</li> </ul> |                                        |                                                                                                                |

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| Assignment Name: <i>Lithium-Ion Battery Chemistry Business &amp; Marketing Strategies</i><br>Rodolfo Morgado, Head of Special Products<br>CBMM Technology Suisse S.A.<br>Avenue Pictet-de-Rochemont, 8<br>1207 Geneva<br>Switzerland                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                        | Value of the Contract (in USD): \$435,000 (cumulative)<br><br>Country: Brazil (work performed in USA, Europe and China) |
| Location within Country: NY, Brussels, Shanghai, etc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                        | Professional Staff Provided by the firm: 15+                                                                            |
| Name of Client: Companhia Brasileira de Metalurgia e Mineração                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                        | Nº of Staff: 15+                                                                                                        |
| Address: Avenue Pictet-de-Rochemont, 8<br>1207 Geneva, Switzerland                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                        | Nº of Staff-Months: 20<br>Duration of Assignments: 15 months                                                            |
| Start Date (Month/Year):<br>9/18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Completion Date (Month/Year):<br>12/19 |                                                                                                                         |
| Name of Associated Consultants, If Any: None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: 0                                                |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Jacoby, Account Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                        |                                                                                                                         |
| Narrative Description of Project:<br><br>Value chain strategies and plans for specialty metals in energy. Deep technico-commercial and value chain competitiveness analyses for batteries, pipe, and over a dozen specialty markets.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                        |                                                                                                                         |
| Description of Actual Services Provided:<br><br><ul style="list-style-type: none"> <li>• Defined and sized US market for battery components including cathode materials, anode materials, and electrolytes</li> <li>• Analyzed and sized US market opportunities for niobium-based chemistries for batteries in Battery Electric Vehicles, Hybrid Electric Vehicles, Forklifts, Electric Buses &amp; Trucks, Energy Storage, Consumer Electronics, Power Tools, and High-Performance Markets</li> <li>• Quantified penetration potential of 52 new battery chemistries</li> <li>• Identified and evaluate strategic options</li> <li>• Assessed gaps, Key Success Factors, and SWOT</li> <li>• Defined criteria for assessment of strategic options</li> <li>• Recommended strategic options and financials</li> <li>• Developed operational implementation plan</li> </ul> Benefits realized include: <ul style="list-style-type: none"> <li>• Up to \$1 billion of potential battery market identified and quantified by chemistry, market sub-segment and year</li> <li>• Approximately 20,000 tons of incremental niobium potential in specialty oil &amp; gas pipe construction segments</li> <li>• Approximately 7,000 tons of incremental niobium potential in high-value niche energy markets and other industries</li> </ul> |                                        |                                                                                                                         |

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| Assignment Name: <i>Gas Turbine Service Market Strategy</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                        | Value of the Contract (in USD):<br>\$130,000                             |
| <u>Contact:</u><br>Roger Wilson<br>NOMAC Maintenance Energy Services<br>United Arab Emirates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                        | Country: UAE (work performed globally)                                   |
| Location within Country: Dubai                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                        | Professional Staff Provided by the firm: 5                               |
| Name of Client: ACWA Power                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                        | Nº of Staff: 5                                                           |
| Address:<br>Sheikh Zayed Road Barsha Heights, Dubai                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                        | Nº of Staff-Months: 20<br>Duration of Assignment: 5 months               |
| Start Date (Month/Year):<br>9/24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Completion Date<br>(Month/Year): 01/25 |                                                                          |
| Name of Associated Consultants, If Any: N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: 5 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Jacoby, Account Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                        |                                                                          |
| Narrative Description of Project:<br>A detailed strategy study for entering the market for certain gas turbine maintenance and repair services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                        |                                                                          |
| Description of Actual Services Provided: <ul style="list-style-type: none"> <li>Validated the market trend toward smaller GTs</li> <li>Decided if NMES should expand beyond the ACWA power portfolio to offer services to 3rd party Owners and Operators (“Owners”)</li> <li>Recommended OEM, GT model(s), and product/service offering</li> <li>Evaluated tech alliance vs. full-parts strategies</li> <li>Recommended M&amp;A action</li> </ul> Benefits included: <ul style="list-style-type: none"> <li>\$800 million revenue opportunity</li> <li>Presented an attractive return on investment</li> <li>Optimized an initial capital investment + upgrading costs to achieve market supremacy</li> <li>Recommended a defensible technological differentiation at scale</li> </ul> |                                        |                                                                          |

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| Assignment Name: <i>Fast-Charging Lithium-Ion Battery Commercialization Strategy and Plan</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                        | Value of the Contract (in USD):<br>\$400,000                             |
| <u>Contact:</u><br>Robson Monteiro<br>CBMM Technology Suisse SA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                        | Country: Brazil (work performed globally)                                |
| Location within Country: Brazil                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                        | Professional Staff Provided by the firm: 5                               |
| Name of Client: Companhia Brasileira de Metalurgia e Mineração (CBMM)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                        | Nº of Staff: 10                                                          |
| Address:<br>HiFLOW Chemin du Champ-des-Filles 36A<br>1228 Plan-Les-Ouates<br>SWITZERLAND                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                        | Nº of Staff-Months: 36<br>Duration of Assignment: 12 months              |
| Start Date (Month/Year):<br>3/24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Completion Date<br>(Month/Year): 12/26 |                                                                          |
| Name of Associated Consultants, If Any: N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: 3 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Jacoby, Account Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                        |                                                                          |
| Narrative Description of Project:<br>A detailed strategy study for entering fast-charging, lightweight, high-power segments of the lithium-ion battery market.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                        |                                                                          |
| Description of Actual Services Provided: <ul style="list-style-type: none"> <li>• Develop Market-specific Positioning <ul style="list-style-type: none"> <li>○ Map optimal technology-application pairings</li> <li>○ Identify energy transition regulations and guidelines and pursue embedding or linkage</li> <li>○ Identify industry standards and specifications and pursue embedding or linkage</li> </ul> </li> <li>• Develop Technical Marketing Documentation <ul style="list-style-type: none"> <li>○ Identify target end-users and their supply chain partners, develop pilot project roadmaps</li> <li>○ Develop optimal channel strategy</li> <li>○ Develop technical marketing briefs around specific use cases and benefits</li> </ul> </li> <li>• Facilitate Pilot Project Sales to Target Accounts <ul style="list-style-type: none"> <li>○ Product sales plan</li> <li>○ Key customer sales plan</li> <li>○ Negotiations support</li> <li>○ Monitoring and measurement</li> </ul> </li> </ul> |                                        |                                                                          |
| Benefits included: <ul style="list-style-type: none"> <li>• Identified \$2.5 billion in addressable market revenue potential</li> <li>• Helped to focus on highest-potential regions and applications</li> <li>• Facilitated relationships with strategic customers in Europe and China</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                        |                                                                          |



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| Assignment Name: <i>Gas Megaplex Investment Dispute</i><br><u>Contact:</u><br>Mr. Aaron Zeisler<br>Zeisler PLLC                                                                                                                                                                                                                                                                                                                                                                                          |                                        | Value of the Contract (in USD):<br>\$700,000 including all managed expert services |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                        | Country: USA                                                                       |
| Location within Country: USA                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                        | Professional Staff Provided by the firm: 3                                         |
| Name of Client: Confidential                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                        | Nº of Staff: 1                                                                     |
| Address:<br>Confidential                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                        | Nº of Staff-Months: 9<br>Duration of Assignment: 8 months                          |
| Start Date (Month/Year):<br>3/24                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Completion Date<br>(Month/Year): 12/24 |                                                                                    |
| Name of Associated Consultants, If Any: N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: 9           |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Jacoby, Account Manager                                                                                                                                                                                                                                                                                                                                                                      |                                        |                                                                                    |
| Narrative Description of Project:<br>Expert witness services for the plaintiff in a dispute between investors in an energy complex                                                                                                                                                                                                                                                                                                                                                                       |                                        |                                                                                    |
| Description of Actual Services Provided: <ul style="list-style-type: none"> <li>• Hired a team of top tier company valuation experts</li> <li>• Digested over 10,000 pages of testimony and deposition transcripts</li> <li>• Catalogued timelines, organizational relationships and arguments in support of plaintiff's cause</li> <li>• Developed a damages calculation based on "unjust enrichment" methodology</li> <li>• Wrote an expert report</li> <li>• Provided multiple depositions</li> </ul> |                                        |                                                                                    |
| Benefits included: <ul style="list-style-type: none"> <li>• Proposed and defended a \$400 million damages claim in court</li> </ul>                                                                                                                                                                                                                                                                                                                                                                      |                                        |                                                                                    |



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| Assignment Name: Critical Minerals Equity Investment Strategy                                                                                                                                                                                                                                                                                                                                                  |                                        | Value of the Contract (in USD):<br>\$5,000                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                |                                        | Country: USA                                                             |
| Location within Country: Boston                                                                                                                                                                                                                                                                                                                                                                                |                                        | Professional Staff Provided by the firm: 1                               |
| Name of Client: Bank of Montreal                                                                                                                                                                                                                                                                                                                                                                               |                                        | Nº of Staff: 1                                                           |
| Address: 119, rue Saint Jacques in Montreal, Quebec, Canada                                                                                                                                                                                                                                                                                                                                                    |                                        | Nº of Staff-Months: 1<br>Duration of Assignment: 2                       |
| Start Date (Month/Year):<br>11/19                                                                                                                                                                                                                                                                                                                                                                              | Completion Date (Month/Year):<br>12/19 | Approx. Value of Services (in Current US\$): \$25,000                    |
| Name of Associated Consultants, If Any: 1                                                                                                                                                                                                                                                                                                                                                                      |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: 1 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                      |                                        |                                                                          |
| Narrative Description of Project: Bank of Montreal's equity research division sponsored a global minerals conference including speakers and equity investment strategy workshops tailored to the needs of its traders.                                                                                                                                                                                         |                                        |                                                                          |
| Description of Actual Services Provided: Definition of products, markets, channels, partners, and timing of investments in critical minerals and rare earths, downstream battery materials, and end uses such as electric vehicles, ceramics, optical sensors, building materials, etc. Boston Strategies had a day of curated one-on-one meetings with stock traders to advise them on trends and valuations. |                                        |                                                                          |

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| Assignment Name: Due Diligence of a Renewable Energy Acquisition Target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                        | Value of the Contract (in USD):<br>\$10,000                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                        | Country: China                                                             |
| Location within Country: Shanghai                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                        | Professional Staff Provided by the firm: 2                                 |
| Name of Client: Energy Impact Partners                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                        | Nº of Staff: 2                                                             |
| Address: 600 3rd Ave, New York, NY 10016, USA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                        | Nº of Staff-Months: 1<br>Duration of Assignment: 1                         |
| Start Date (Month/Year):<br>11/24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Completion Date (Month/Year):<br>12/24 | Approx. Value of Services (in Current US\$): \$10,000                      |
| Name of Associated Consultants, If Any: N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: N/A |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>Xinyang Jiang                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                        |                                                                            |
| Narrative Description of Project: Energy Impact Partners, a venture capital firm, had identified a privately-held company for potential investment, and needed to conduct due diligence on the firm before closing on the deal.                                                                                                                                                                                                                                                                                                                         |                                        |                                                                            |
| Description of Actual Services Provided: Investigated the company using primary, secondary, and private channel resources including reference databases such as National Bureau of Statistics, State Administration of Taxation, and officially registered corporate credit reporting agencies. Verified compliance with GHG Protocol, ISO 14000, Global Reporting Initiative (GRI), UN Guiding Principles on Business and Human Rights, OECD Due Diligence Guidance for Responsible Business Conduct, EU Human Rights Standards and UN Global Compact. |                                        |                                                                            |

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| Assignment Name: **** Capital Partners (confidential)                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                       | Value of the Contract (in USD):<br>\$250,000                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                       | Country: USA                                                               |
| Location within Country: Missouri, USA                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                       | Professional Staff Provided by the firm: 2                                 |
| Name of Client: **** Development Group (confidential)                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                       | Nº of Staff: 2                                                             |
| Address: MO 63131 USA (confidential)                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                       | Nº of Staff-Months: 1<br>Duration of Assignment: 13 months                 |
| Start Date (Month/Year):<br>3/24                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Completion Date (Month/Year):<br>5/25 | Approx. Value of Services (in Current US\$): \$250,000                     |
| Name of Associated Consultants, If Any: N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                       | Nº of Months of Professional Staff Provided by Associated Consultants: N/A |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                            |                                       |                                                                            |
| Narrative Description of Project: Client invested in a major energy infrastructure project and was later illegally ousted by majority investors. The majority investors developed and ultimately sold the venture for 20+ times the original investment amount. Client sued to recover lost profits.                                                                                                                                                                                                 |                                       |                                                                            |
| Description of Actual Services Provided: Boston Strategies assessed, based on our background and experience in energy projects and management of energy supply chains, the value of the damages suffered by the Client as a result of the defendant's breach of a signed non-disclosure agreement and subsequent illegal actions that conflicted with its obligations under the purchase and sale agreement. Services included advisory, report-writing, deposition, cross-examination and rebuttal. |                                       |                                                                            |

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| Assignment Name: Decarbonization Platform and Online Training Platform                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                       | Value of the Contract (in USD):<br>\$250,000                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       | Country: USA                                                               |
| Location within Country: New York                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                       | Professional Staff Provided by the firm: 10                                |
| Name of Client: Revchain LLC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                       | Nº of Staff: 10                                                            |
| Address: 1740 Broadway, New York NY 10019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                       | Nº of Staff-Months: 120<br>Duration of Assignment: 20 months               |
| Start Date (Month/Year):<br>12/21                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Completion Date (Month/Year):<br>2/23 | Approx. Value of Services (in Current US\$): \$350,000                     |
| Name of Associated Consultants, If Any: N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                       | Nº of Months of Professional Staff Provided by Associated Consultants: N/A |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                       |                                                                            |
| Narrative Description of Project: Revchain, a company that helps companies to decarbonize, had developed a Software-as-a-Service product plan, and needed help executing on the vision.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                       |                                                                            |
| Description of Actual Services Provided: Boston Strategies International developed a software and training platform based on Revchain's decarbonization methodologies, and documented the method in a book that was subsequently published. Modules included: 1. Getting Started (How to Correctly Define the Key Roles and Responsibilities, How to Establish a Durable Governance Structure, How to Estimate the Time Horizon Required, and How to Set a Feasible Project Schedule); 2. Baseline (Introducing Carbon Footprint, How to Define Your Carbon Footprint Boundaries, How to Calculate the Baseline Carbon Footprint, How to Validate the Baseline Carbon Footprint, and How to Estimate the CO2 Reduction Potential); 3. How to Reduce Scope 1 Emissions (How to Align Net Zero with the Business Strategy, How to Engage Adaptive Behavior, How to Establish and Implement Net Zero Standards, and How to Shift to Clean Energy Operations); 4. How to Reduce Scope 2 Emissions (How to Reduce Carbon Footprint and Cost by Lowering Energy Intensity, How to Reduce Emissions and Cost Through Transportation Optimization, How to Reduce Building Emissions Through Green Design, and How to Access Clean Energy Offsets and Credits); 5. How to Reduce Scope 3 Emissions (How to Design Products and Services to Minimize Carbon Footprint from Cradle to Grave, How to Manage Product Portfolios to Minimize CO2 Footprint, How to Source to Minimize CO2, and How to Incentivize Supplier Collaboration), and 6. Developing The Plan (How to Quantify the Carbon Take-Out and the Operating Cost Impact of Getting to Net Zero, How to Quantify the Impact on CapEx, ROI, and Shareholder Value, How to Document the Plan, and How to Present the Plan). |                                       |                                                                            |

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| Assignment Name: Water Treatment Infrastructure Analysis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                        | Value of the Contract (in USD):<br>\$220,000                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                        | Country: USA                                                               |
| Location within Country: Ohio                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                        | Professional Staff Provided by the firm: 1                                 |
| Name of Client: Major Multinational Conglomerate (confidential)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                        | Nº of Staff: 1                                                             |
| Address: Munich, Germany                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                        | Nº of Staff-Months: 4<br>Duration of Assignment: 6 months                  |
| Start Date (Month/Year):<br>7/23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Completion Date (Month/Year):<br>12/23 | Approx. Value of Services (in Current US\$): \$250,000                     |
| Name of Associated Consultants, If Any: N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: N/A |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                        |                                                                            |
| Narrative Description of Project: The client had sold and developed a municipal water treatment plant in conjunction with other Engineering, Procurement and Construction providers and major component suppliers. The plant failed, including a major destructive fire. Its customer sued the client, after which the client sued its suppliers and other parties, and a number of related lawsuits ensued.                                                                                                                                                                          |                                        |                                                                            |
| Description of Actual Services Provided: Boston Strategies International analyzed and provided an expert opinion, based on our background and experience in procurement and supply chain management, as to which terms and conditions should apply to the transaction between the client, its related companies that supplied key components, the EPC firm, and the municipality. At issue were the nature of the relationships between the parties, the validity of the contracts themselves, and clauses especially as relates to payment terms, liquidated damages, and liability. |                                        |                                                                            |

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| Assignment Name: Aeroderivative Turbine Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                       | Value of the Contract (in USD):<br>\$130,000                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                       | Country: UAE                                                               |
| Location within Country: Dubai                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                       | Professional Staff Provided by the firm: 3                                 |
| Name of Client: ACWA Power                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                       | Nº of Staff: 3                                                             |
| Address: Riyadh, Saudi Arabia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                       | Nº of Staff-Months: 6<br>Duration of Assignment: 3 months                  |
| Start Date (Month/Year):<br>9/24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Completion Date (Month/Year):<br>1/25 | Approx. Value of Services (in Current US\$): \$250,000                     |
| Name of Associated Consultants, If Any: N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       | Nº of Months of Professional Staff Provided by Associated Consultants: N/A |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>Mohammed Taha Ali                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                       |                                                                            |
| Narrative Description of Project: As the share of wind and solar in the energy mix is increasing, the client wanted to know to what extent aeroderivative gas turbines will replace gas turbines, especially for peak shaving and frequency regulation applications.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                       |                                                                            |
| Description of Actual Services Provided:<br>Boston Strategies International conducted a detailed and quantitative analysis of the original equipment and the service market for 10-100 MW aeroderivative-type gas turbines. Slices were made by OEM, custom region (specific countries in the Middle East, Africa, Central Asia ,Southeast Asia, China), application, model, size in MW, and OEM vs. third party service. Based on the results of Phase, 1, the consulting team studied two specific makes and models for breakdowns by component and subcomponent. Based on financial estimates and projections related to market size, price of equipment, cost of overhaul and service operations, the study recommended a specific strategy for participating in the aeroderivative gas turbine maintenance market. The strategy considered the costs and benefits of serving the market as an authorized service provider or an independent service provider. The final recommendation was to buy specific named service providers in the most attractive markets. |                                       |                                                                            |



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| Assignment Name: Minerals Company Investment Analysis                                                                                                                                                                                                                                                                                                                                                                                      |                                       | Value of the Contract (in USD):<br>Hourly                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                       | Country: United States                                                   |
| Location within Country: New York                                                                                                                                                                                                                                                                                                                                                                                                          |                                       | Professional Staff Provided by the firm: 1                               |
| Name of Client: Select Equity Group, L.P.                                                                                                                                                                                                                                                                                                                                                                                                  |                                       | Nº of Staff: 1                                                           |
| Address: 380 Lafayette St., New York, NY 10003                                                                                                                                                                                                                                                                                                                                                                                             |                                       | Nº of Staff-Months: 1<br>Duration of Assignment: 1                       |
| Start Date (Month/Year):<br>4/21                                                                                                                                                                                                                                                                                                                                                                                                           | Completion Date (Month/Year):<br>4/21 | Approx. Value of Services (in Current US\$): \$500/hour                  |
| Name of Associated Consultants, If Any:                                                                                                                                                                                                                                                                                                                                                                                                    |                                       | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                  |                                       |                                                                          |
| Narrative Description of Project: As US executive branch issued multiple directives aimed at assuring American self-sufficiency in critical ores and rare earth minerals, investors were trying to understand the nature and size of demand, and the location and cost of supply, not only mining but also processing. Asset management firms consulted Boston Strategies International for insights and outlooks on this subject.         |                                       |                                                                          |
| Description of Actual Services Provided: Boston Strategies International identified the sources and uses of about 50 metals and minerals of strategic and financial interest, and described the value chains through which they are transformed and sold. The insights drew on a similar based of knowledge as the work that Boston Strategies International did for the US Department of Energy in far more detail in a two-year project. |                                       |                                                                          |

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| Assignment Name: Energy Technology Demand and Cost Forecasts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                        | Value of the Contract (in USD):<br>Hourly                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                        | Country: Canada                                                          |
| Location within Country: Calgary, Alberta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                        | Professional Staff Provided by the firm: 1                               |
| Name of Client: University of Calgary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                        | Nº of Staff: 2                                                           |
| Address: 2500 University Dr NW, Calgary, AB T2N 1N4, Canada                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                        | Nº of Staff-Months: 1<br>Duration of Assignment: 1                       |
| Start Date (Month/Year):<br>6/17                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Completion Date (Month/Year):<br>12/17 | Approx. Value of Services (in Current US\$): \$1500/hour                 |
| Name of Associated Consultants, If Any:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                        |                                                                          |
| Narrative Description of Project: Calgary had traditionally been steeped in conventional fossil fuel exploration and production, especially of heavy oil in the tar sands. As the energy transition took shape, the province, and indirectly the academic apparatus, questioned which energy technologies would become adopted in the province, and what the impact on its native oil industry would be. The University sponsored a large and inclusive community event to learn more about the topic and find a basis for future study and possibly legislation. |                                        |                                                                          |
| Description of Actual Services Provided: A Boston Strategies International consultant gave the keynote address at a luncheon dedicated to exploring the issue. The speech, which spurred active engagement and dialogue of those favoring both conventional and the renewable technologies, explained the underlying cost and demand drivers, and presented forecasts for Calgary, Alberta, and all of Canada in a changing global energy landscape.                                                                                                              |                                        |                                                                          |

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| Assignment Name: Electricity Grid Cybersecurity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                        | Value of the Contract (in USD):<br>Hourly                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                        | Country: United States                                                   |
| Location within Country: New York                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                        | Professional Staff Provided by the firm: 1                               |
| Name of Client: aDolus Technology Inc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                        | Nº of Staff: 1                                                           |
| Address: 535 Yates St #200, Victoria, BC V8W 2Z6, Canada                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                        | Nº of Staff-Months: 1<br>Duration of Assignment: 2                       |
| Start Date (Month/Year):<br>8/19                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Completion Date (Month/Year):<br>11/19 | Approx. Value of Services (in Current US\$): \$2500                      |
| Name of Associated Consultants, If Any:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                        |                                                                          |
| Narrative Description of Project: The US electricity grid had become a source of cyber attacks, which needed to be blocked in the interest of public safety, economic stability, and national security. The North American Electric Reliability Corporation (NERC, an affiliate of the Federal Energy Regulatory Commission, or FERC) had been working on myriad schemes and technologies to protect against intrusion.                                                                                                                                                                          |                                        |                                                                          |
| Description of Actual Services Provided: Boston Strategies International analyzed the demand, competitive, and regulatory market affecting cybersecurity software in the electric power utility sector, assessed the client software functionality and features, and proposed positioning and early sales opportunities in large accounts. The initiative closely aligned with the Supply Chain Working Committee set up to establish best practice standards that US electric power utility operators should adopt to ensure provenance of their software and IoT systems from cradle to grave. |                                        |                                                                          |

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| Assignment: Management Controls in Logistics & Warehousing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                        | Value of the Contract (in USD):<br>Hourly                                |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                        | Country: United States                                                   |
| Location within Country: New York                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                        | Professional Staff Provided by the firm: 1                               |
| Name of Client: Great Southland Limited                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                        | Nº of Staff: 1                                                           |
| Address: 535 Yates St #200, Victoria, BC V8W 2Z6, Canada                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                        | Nº of Staff-Months: 1<br>Duration of Assignment: 2                       |
| Start Date (Month/Year):<br>8/19                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Completion Date (Month/Year):<br>11/19 | Approx. Value of Services (in Current US\$): \$2500                      |
| Name of Associated Consultants, If Any:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                        |                                                                          |
| <p>Narrative Description of Project: Several bad actors centered around the principal defendant in a legal case, had infiltrated global logistics organizations under the guise of working there, whereas in reality they were using their warehouses as a prop to scam about ten lenders out of \$8 million. The scammers, one of whom worked for a global third party logistics company, portrayed the warehouses as secure locations that they would supervise to ensure safety of high-priced, oversized (“monster”) heavy duty construction vehicle tires. In reality, however, they were fabricating stories about tires that did not exist in order to convince banks to loan money to conspiring buyers, and misrepresenting the logistics company as the deposit point for the tires. When it became clear that the tires never showed up at the warehouse, the conspirators left town and repeated the cycle with other unsuspecting lenders. The Ponzi scheme that stole about \$8 million from lenders globally over a five-year period.</p> |                                        |                                                                          |
| <p>Description of Actual Services Provided: On behalf of the plaintiff, Boston Strategies International analyzed the adequacy of corporate management procedures in warehousing and storage, which bore on the logistics company’s liability, either by simply failing to detect it, or by obstructing the investigation into it, or by serving as a co-conspirator in the fraud, or all of the above. We reviewed over 14,000 pages of prior testimony, researched the case and the companies involved, and wrote multiple reports and rebuttals to the defendant’s expert reports.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                        |                                                                          |

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| Assignment: Heavy Duty Energy & Transport Supply Chain Competitive Assessment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                        | Value of the Contract (in USD):<br>\$50,000                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                        | Country: India                                                           |
| Location within Country: Delhi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                        | Professional Staff Provided by the firm: 2                               |
| Name of Client: RKB International Ltd.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                        | Nº of Staff: 2                                                           |
| Address: 2nd Floor, Shreeji Krupa Complex, Madhusudan Marg, Bisra Road, Rourkela-769001, Odisha, India                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                        | Nº of Staff-Months: 1<br>Duration of Assignment: 2                       |
| Start Date (Month/Year):<br>8/21                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Completion Date (Month/Year):<br>11/22 | Approx. Value of Services (in Current US\$): \$30,000                    |
| Name of Associated Consultants, If Any:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby and Alok Gupta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                        |                                                                          |
| Narrative Description of Project:<br><br>Developed strategies for supplying energy supply chain subcomponents as a wholesaler into the Indian market. Commodities included Gearboxes (for wind turbines and more), ID/FD Fans (for wafer and substrate processing, e.g., solar panels), Bearings (for wind turbines and more), Graphite Electrodes (for battery materials), and Compressors (for natural gas derivatives and more).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                        |                                                                          |
| Description of Actual Services Provided: Crane Components<br><br>Developed market entry strategies for each of the categories, tailored to the needs of the Indian client. Analysis and accompanying reports each included an Executive Summary and independent sections on Demand, Capacity, Costs and Prices, Competitive Dynamics, Supply Chain, Technology, and Strategic Implications. All analyses were specific to the Indian market.<br><br>Sub-chapters (excluding charts and table) included: Demand Drivers, Trends, Largest Consuming Industries, Demand History and Forecast , Total Capacity, Capacity Utilization, Order Lead Times, Analysis of Cost Drivers, Cost Trend and Forecast, Analysis of Profit Margins, Price Forecasts, "Should-Cost" Analysis, Top 10 Suppliers, Potential New Entrants, Barriers to Entry and Exit, Discussion: Recent Contracts, Trends and Changes in Industry Structure; Substitutes, Technological Innovations; Manufacturing Strategies and Technologies, and Key Success Factors. |                                        |                                                                          |

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| Assignment: Order Fulfillment and Logistics Surcharges Analysis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                        | Value of the Contract (in USD):<br>\$50,000                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                        | Country: United States                                                   |
| Location within Country: California                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                        | Professional Staff Provided by the firm: 2                               |
| Name of Client: Rent-A-Center                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                        | Nº of Staff: 2                                                           |
| Address: 2nd Floor, Shreeji Krupa Complex, Madhusudan Marg, Bisra Road, Rourkela-769001, Odisha, India                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                        | Nº of Staff-Months: 1<br>Duration of Assignment: 2                       |
| Start Date (Month/Year):<br>8/21                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Completion Date (Month/Year):<br>11/22 | Approx. Value of Services (in Current US\$): \$30,000                    |
| Name of Associated Consultants, If Any:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby and Alok Gupta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                        |                                                                          |
| Narrative Description of Project:<br><br>Developed strategies for supplying energy supply chain subcomponents as a wholesaler into the Indian market. Commodities included Gearboxes (for wind turbines and more), ID/FD Fans (for wafer and substrate processing, e.g., solar panels), Bearings (for wind turbines and more), Graphite Electrodes (for battery materials), and Compressors (for natural gas derivatives and more).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                        |                                                                          |
| Description of Actual Services Provided: Crane Components<br><br>Developed market entry strategies for each of the categories, tailored to the needs of the Indian client. Analysis and accompanying reports each included an Executive Summary and independent sections on Demand, Capacity, Costs and Prices, Competitive Dynamics, Supply Chain, Technology, and Strategic Implications. All analyses were specific to the Indian market.<br><br>Sub-chapters (excluding charts and table) included: Demand Drivers, Trends, Largest Consuming Industries, Demand History and Forecast , Total Capacity, Capacity Utilization, Order Lead Times, Analysis of Cost Drivers, Cost Trend and Forecast, Analysis of Profit Margins, Price Forecasts, "Should-Cost" Analysis, Top 10 Suppliers, Potential New Entrants, Barriers to Entry and Exit, Discussion: Recent Contracts, Trends and Changes in Industry Structure; Substitutes, Technological Innovations; Manufacturing Strategies and Technologies, and Key Success Factors. |                                        |                                                                          |

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| Assignment: Rail and Intermodal Valuation for M&A Transaction                                                                                                                                                                                                                                                                                                                                                                                                                                |                                          | Value of the Contract (in USD):<br>\$150,000                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                          | Country: New Zealand                                                     |
| Location within Country: Wellington                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                          | Professional Staff Provided by the firm: 2                               |
| Name of Client: New Zealand Railways Corporation (NZRC)                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                          | Nº of Staff: 2                                                           |
| Address: Wellington Railway Station, 2 Bunny Street, Wellington, 6140                                                                                                                                                                                                                                                                                                                                                                                                                        |                                          | Nº of Staff-Months: 4<br>Duration of Assignment: 2                       |
| Start Date (Month/Year):<br>07/1991                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Completion Date (Month/Year):<br>11/1991 | Approx. Value of Services (in Current US\$): \$150,000                   |
| Name of Associated Consultants, If Any: Credit Suisse First Boston (CSFB)                                                                                                                                                                                                                                                                                                                                                                                                                    |                                          | Nº of Months of Professional Staff Provided by Associated Consultants: 3 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                    |                                          |                                                                          |
| Narrative Description of Project:<br>The Crown had decided to privatize the national railroad and hired an investment bank to handle the transaction. The investment bank hired a consultant to determine the correct valuation and prepare an offering memorandum that comprehensively included an analysis of management organization and processes, and potential for improvement and maximizing the valuation.                                                                           |                                          |                                                                          |
| Description of Actual Services Provided: Crane Components:<br><br>Assessed the Business Plan and quantified expected sales price. Interviewed senior executives to determine realism of management projections. Analyzed customer profitability and the profitability of each line of business, and of the right-of-way separate from the operations. Developed scenarios to sell, "run down," or break up the railway, estimating sales revenue for the government's Treasury in each case. |                                          |                                                                          |

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| Assignment: Third Party Distribution Competitive Analysis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                       | Value of the Contract (in USD):<br>\$52,000                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                       | Country: United States                                                   |
| Location within Country: California                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                       | Professional Staff Provided by the firm: 1                               |
| Name of Client: Rent-A-Center Inc. (Upbound Group Inc.)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                       | Nº of Staff: 1                                                           |
| Address: 5501 Headquarters Dr, Plano, Texas, 75024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                       | Nº of Staff-Months: 2<br>Duration of Assignment: 6                       |
| Start Date (Month/Year):<br>05/18                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Completion Date (Month/Year):<br>1/19 | Approx. Value of Services (in Current US\$): \$52,000                    |
| Name of Associated Consultants, If Any: N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                       | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                       |                                                                          |
| Narrative Description of Project:<br>Rent-A-Center, a retail store for renting appliances, was being sued by three customers who claimed that the company had over-charged them by passing through third-party logistics costs, thereby violating a California consumer protection law that regulated the consumer rental industry that guaranteed transparency and prevented retail outlets from inflating profits.                                                                                                                                                                                                                 |                                       |                                                                          |
| Description of Actual Services Provided: Crane Components:<br><br>Boston Strategies International's scope of work evaluated the prevalence of the use of third party (outsourced) logistics and assessed whether the outsourced provider was operating in a standard and efficient way. Factors evaluated included the network structure, the use of master distribution centers, the billing practices, and the profit margins. It concluded that the outsourced provider was operating in an arms-length way and organized its transportation, logistics, warehousing and billing operations in an independent and reasonable way. |                                       |                                                                          |



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| Assignment: Transfer Price Analysis in Logistics Operations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       | Value of the Contract (in USD):<br>\$20,000                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                       | Country: United States                                                   |
| Location within Country: Stamford, CT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                       | Professional Staff Provided by the firm: 1                               |
| Name of Client: RTA International, Inc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                       | Nº of Staff: 1                                                           |
| Address: 189 Bedford Street, Stamford, Connecticut 06901                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                       | Nº of Staff-Months: 1<br>Duration of Assignment: 2                       |
| Start Date (Month/Year):<br>6/16                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Completion Date (Month/Year):<br>8/16 | Approx. Value of Services (in Current US\$): \$25,000                    |
| Name of Associated Consultants, If Any: N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                       |                                                                          |
| <p>Narrative Description of Project:</p> <p>Two partners in a joint venture were involved in a dispute about whether a 40% profit margin billed by one party to the other over a protracted billing interval was fair and reasonable. The issue was important because the sum was large, the duration was long, and the possibility of transfer price irregularities affected the parties' stock values in the jointly-held enterprise.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       |                                                                          |
| <p>Description of Actual Services Provided:</p> <p>Boston Strategies International determined whether the prices and profit margins charged by the logistics service company were in line with those of third party logistics companies (3PLs) offering similar services.</p> <p>We analyzed the product, interviewed the parties and the relevant staff, and reviewed a series of documents. We also conducted a data analysis of the profit margins of similar companies performing supply chain services across a range of industries, and assessed what the value of the charge would have been had it been conducted by a qualified external service provider. This involved stratifying the market of end-users as well as the types of 3PLs, and determining which activities were value-adding and how much they were each worth, and how much they were worth in the aggregate.</p> <p>Based on our evaluation of the data and information made available to me, we concluded that the profit margin was fair and reasonable, and was even low compared to industry norms.</p> |                                       |                                                                          |

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| Assignment: Sensors and Instrumentation Accuracy in Bulk Transloading                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       | Value of the Contract (in USD):<br>\$33,000                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                       | Country: Mexico                                                          |
| Location within Country: Toluca                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                       | Professional Staff Provided by the firm: 1                               |
| Name of Client: Valeo                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       | Nº of Staff: 1                                                           |
| Address: Juan Salgado s/n, 50223 San Miguel Totoltepec, Méx., Mexico                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                       | Nº of Staff-Months: 1<br>Duration of Assignment: 6                       |
| Start Date (Month/Year):<br>4/22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Completion Date (Month/Year):<br>4/23 | Approx. Value of Services (in Current US\$): \$36,000                    |
| Name of Associated Consultants, If Any: N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                       | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                       |                                                                          |
| <p>Narrative Description of Project:</p> <p>A major supplier presented the client, a manufacturing company, a demand for payment for backward-looking accounting adjustments totaling \$1.6 million for deliveries to its Mexico plant. The cumulative charges and net adjustments spanned a period of nine years. In response, the client investigated its consumption of the input during that time and concluded that not only did it NOT owe the supplier the \$1.6 million, but that the supplier invoiced for \$3.4 million more than was actually delivered.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                       |                                                                          |
| <p>Description of Actual Services Provided:</p> <p>Boston Strategies International conducted a forensic analysis of the bills, receipts, and physical product delivery records during the entire period, and identified discrepancies in delivery volumes versus amounts charged. The analysis took into account exchange rate conversions, telemetry and measurement inaccuracies, delayed billing, disparate data sets from production, and transportation departments.</p> <p>Possible causes investigated included skimming off the top by company or supplier Production staff; inadequate controls and staffing in Receiving and Transportation; mis-calibration, theft or pilferage by the outsourced weighing company; leakage, shrinkage or malfunctioning scales in the Storage area; and poor-quality injection equipment resulting in loss during the manufacturing process. The analysis showed that the quantities delivered closely matched the quantities billed by the supplier, and there was no conclusive evidence that the supplier had deliberately caused the shortages or overbilled.</p> |                                       |                                                                          |

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| Assignment: Supply Chain Independence and Local Value Added Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                     | Value of the Contract (in USD): \$1,600                                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                     | Country: Japan                                                           |
| Location within Country: New York & Texas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                     | Professional Staff Provided by the firm: 1                               |
| Name of Client: Japan Society                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                     | Nº of Staff: 1                                                           |
| Address: 333 E 47th St, New York, NY 10017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                     | Nº of Staff-Months: 1<br>Duration of Assignment: 12                      |
| Start Date (Month/Year): 9/23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Completion Date (Month/Year): 11/24 | Approx. Value of Services (in Current US\$): \$1,600                     |
| Name of Associated Consultants, If Any: N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                     | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed: David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                     |                                                                          |
| <p>Narrative Description of Project:</p> <p>The Japan Society is a thought leader in matters pertaining to economic, political, and cultural engagement between Japan and the rest of the world. The US branch sponsors high-profile speakers (e.g., Dr. Ian Bremmer of the Eurasia Group), workshops (e.g., Andrew Bender of Forbes), and educational programs such as Young Professionals exchange and networking programs for bilingual Japanese-English professionals interested in international economics and finance.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                     |                                                                          |
| <p>Description of Actual Services Provided:</p> <p>In a series of presentations and workshops, Boston Strategies International analyzed the need for supply chain independence and how US-Japan coordination could help establish competitive advantage for both countries in minerals extraction and processing, manufacturing, and technology.</p> <p>One workshop covered the Evolution of Global Supply Chains 1940-2010 covering the Transition from Manufacturing to Services, Growing Imports and Trade Deficits, and Dependence on China; Supply Chain Disruptions 1990-2020, including Deindustrialization, De-globalization and Polarization; and The Need for US-Japan Collaboration including Joint Technological Research, Joint Complex Supply Chain Planning, and Joint Demonstration and Commercial-Scale Investment Projects.</p> <p>Another workshop covered Japanese Leadership in Supply Chain Management Theory, including the evolution of Total Quality Management, the Toyota Production System, and Lean &amp; Six Sigma; Japan's Experience with Supply Chain Resilience including Supply Chain Risk Management, Time to Respond, and Time to Survive; Japan and Digital Supply Chain Management including Electrification, Automation, and Artificial Intelligence; and How to Address Challenges in Japan such as Productivity, Jobs, and Education.</p> |                                     |                                                                          |

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| Assignment: Geothermal Turbine Working Fluid Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                       | Value of the Contract (in USD):<br>\$75,000                              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                       | Country: USA                                                             |
| Location within Country: Hazen, Nevada                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                       | Professional Staff Provided by the firm: 1                               |
| Name of Client: Cyrq Energy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                       | Nº of Staff: 5                                                           |
| Address: 15 W South Temple STE 1900, Salt Lake City, UT 84101                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                       | Nº of Staff-Months: 4<br>Duration of Assignment: 1                       |
| Start Date (Month/Year):<br>5/22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Completion Date (Month/Year):<br>6/22 | Approx. Value of Services (in Current US\$): \$110,000                   |
| Name of Associated Consultants, If Any: N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                       | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                       |                                                                          |
| Narrative Description of Project: <ul style="list-style-type: none"> <li>• The price of an important fuel for a power plant quintupled due to emissions regulations.</li> <li>• Some alternative fuels were less costly but would have involved extensive engineering redesign.</li> <li>• Repowering the plant could cost as much as building a new one.</li> <li>• Boston Strategies was selected for its prior procurement experience at power companies, knowledge of hydrocarbon and fuels chemistries and properties, and intimate familiarity with national and state emissions regulations.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                       |                                                                          |
| Description of Actual Services Provided: <p>Project Scope</p> <ul style="list-style-type: none"> <li>• Explain refrigerant manufacturing and value chain and sales processes.</li> <li>• Elaborate on current and proposed legislation focused on R-134a and potential substitutes.</li> <li>• Explain how, when, and which replacement products will work their way into the system.</li> <li>• Forecast prices for R-134a and potential alternatives.</li> <li>• Offer strategies for future procurement initiatives.</li> </ul> <p>Project Approach</p> <ul style="list-style-type: none"> <li>• Technical and Economic Analysis of Fuel Procurement Options</li> <li>• Legislative Context</li> <li>• Working Fluid Operating Parameters and Options Considered for Preliminary Evaluation</li> <li>• Supply Chains of the Identified Potential Working Fluids</li> <li>• Price Outlook</li> </ul> <p>Definition of Potential Procurement Strategies</p> <ul style="list-style-type: none"> <li>• Value Strategies to reduce refrigerant leak volume by 30%-50%</li> <li>• Lifecycle Cost Strategies to achieve an 85% reduction in emissions</li> <li>• Tendering Strategies</li> <li>• Contracting Strategies</li> </ul> |                                       |                                                                          |

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| Assignment: Supply Chain Independence and Local Value Added Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                        | Value of the Contract (in USD):<br>\$1,600                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                        | Country: Japan                                                           |
| Location within Country: New York & Texas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                        | Professional Staff Provided by the firm: 1                               |
| Name of Client: Japan Society                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                        | Nº of Staff: 1                                                           |
| Address: 333 E 47th St, New York, NY 10017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                        | Nº of Staff-Months: 1<br>Duration of Assignment: 12                      |
| Start Date (Month/Year):<br>9/23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Completion Date (Month/Year):<br>11/24 | Approx. Value of Services (in Current US\$): \$1,600                     |
| Name of Associated Consultants, If Any: N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                        |                                                                          |
| <p>Narrative Description of Project:</p> <p>The Japan Society is a thought leader in matters pertaining to economic, political, and cultural engagement between Japan and the rest of the world. The US branch sponsors high-profile speakers (e.g., Dr. Ian Bremmer of the Eurasia Group), workshops (e.g., Andrew Bender of Forbes), and educational programs such as Young Professionals exchange and networking programs for bilingual Japanese-English professionals interested in international economics and finance.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                        |                                                                          |
| <p>Description of Actual Services Provided:</p> <p>In a series of presentations and workshops, Boston Strategies International analyzed the need for supply chain independence and how US-Japan coordination could help establish competitive advantage for both countries in minerals extraction and processing, manufacturing, and technology.</p> <p>One workshop covered the Evolution of Global Supply Chains 1940-2010 covering the Transition from Manufacturing to Services, Growing Imports and Trade Deficits, and Dependence on China; Supply Chain Disruptions 1990-2020, including Deindustrialization, De-globalization and Polarization; and The Need for US-Japan Collaboration including Joint Technological Research, Joint Complex Supply Chain Planning, and Joint Demonstration and Commercial-Scale Investment Projects.</p> <p>Another workshop covered Japanese Leadership in Supply Chain Management Theory, including the evolution of Total Quality Management, the Toyota Production System, and Lean &amp; Six Sigma; Japan's Experience with Supply Chain Resilience including Supply Chain Risk Management, Time to Respond, and Time to Survive; Japan and Digital Supply Chain Management including Electrification, Automation, and Artificial Intelligence; and How to Address Challenges in Japan such as Productivity, Jobs, and Education.</p> |                                        |                                                                          |

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| Assignment: Supply Chain Independence and Local Value Added Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                        | Value of the Contract (in USD):<br>\$1,600                               |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                        | Country: Japan                                                           |
| Location within Country: New York & Texas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                        | Professional Staff Provided by the firm: 1                               |
| Name of Client: Japan Society                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                        | Nº of Staff: 1                                                           |
| Address: 333 E 47th St, New York, NY 10017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                        | Nº of Staff-Months: 1<br>Duration of Assignment: 12                      |
| Start Date (Month/Year):<br>9/23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Completion Date (Month/Year):<br>11/24 | Approx. Value of Services (in Current US\$): \$1,600                     |
| Name of Associated Consultants, If Any: N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                        |                                                                          |
| <p>Narrative Description of Project:</p> <p>The Japan Society is a thought leader in matters pertaining to economic, political, and cultural engagement between Japan and the rest of the world. The US branch sponsors high-profile speakers (e.g., Dr. Ian Bremmer of the Eurasia Group), workshops (e.g., Andrew Bender of Forbes), and educational programs such as Young Professionals exchange and networking programs for bilingual Japanese-English professionals interested in international economics and finance.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                        |                                                                          |
| <p>Description of Actual Services Provided:</p> <p>In a series of presentations and workshops, Boston Strategies International analyzed the need for supply chain independence and how US-Japan coordination could help establish competitive advantage for both countries in minerals extraction and processing, manufacturing, and technology.</p> <p>One workshop covered the Evolution of Global Supply Chains 1940-2010 covering the Transition from Manufacturing to Services, Growing Imports and Trade Deficits, and Dependence on China; Supply Chain Disruptions 1990-2020, including Deindustrialization, De-globalization and Polarization; and The Need for US-Japan Collaboration including Joint Technological Research, Joint Complex Supply Chain Planning, and Joint Demonstration and Commercial-Scale Investment Projects.</p> <p>Another workshop covered Japanese Leadership in Supply Chain Management Theory, including the evolution of Total Quality Management, the Toyota Production System, and Lean &amp; Six Sigma; Japan's Experience with Supply Chain Resilience including Supply Chain Risk Management, Time to Respond, and Time to Survive; Japan and Digital Supply Chain Management including Electrification, Automation, and Artificial Intelligence; and How to Address Challenges in Japan such as Productivity, Jobs, and Education.</p> |                                        |                                                                          |

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| Assignment Name: Critical Ores and Rare Earth Minerals Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                        | Value of the Contract (in USD):<br>\$125,000                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                        | Country: United States                                                   |
| Location within Country: Wyoming                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                        | Professional Staff Provided by the firm: 5                               |
| Name of Client: US Department of Energy via the University of Wyoming                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                        | Nº of Staff: 5                                                           |
| Address: 1000 Independence Ave., SW, Washington, DC 20585                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                        | Nº of Staff-Months: 1<br>Duration of Assignment: 1                       |
| Start Date (Month/Year):<br>5/22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Completion Date (Month/Year):<br>12/22 | Approx. Value of Services (in Current US\$): \$175,000                   |
| Name of Associated Consultants, If Any:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                        | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                        |                                                                          |
| Narrative Description of Project: As the US executive branch issued multiple directives aimed at assuring American self-sufficiency in critical ores and rare earth minerals, the DOE wanted to know whether the Powder River and Greater Green River Basins could be mined for valuable metals and minerals.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                        |                                                                          |
| Description of Actual Services Provided: Boston Strategies International identified the sources and uses of about 50 metals and minerals of strategic and financial interest, and described the value chains through which they are transformed and sold. The insights drew on a similar based of knowledge as the work that Boston Strategies International did for the US Department of Energy in far more detail in a two-year project.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                        |                                                                          |
| <p>The project scope covered approximately 50 metals and minerals of strategic and financial interest, including rare earths (Cerium, Dysprosium, Erbium, Europium, Gadolinium, Holmium, Lanthanum, Lutetium, Neodymium, Praseodymium, Samarium, Scandium, Terbium, Thulium, Ytterbium, Yttrium) and aluminum (bauxite), antimony, arsenic, barite, beryllium, bismuth, cesium, chromium, cobalt, fluorspar, gallium, germanium, graphite (natural), hafnium, helium, indium, lithium, magnesium, manganese, niobium, platinum group metals, potash, rhenium, rubidium, scandium, strontium, tantalum, tellurium, tin, titanium, tungsten, uranium, vanadium, and zirconium.</p> <p>Boston Strategies International mapped ultimate sources and ultimate uses, and all intermediate byproducts and processing stages (about 200 routes in all), for each mineral and processing stage. We also defined chemical processing routes for extracting each mineral from the existing deposits, and filtered via six technical, economic, and policy objectives, the set of viable routes from 24 to six processing routes: Burning with CCS (baseline), Burning without CCS, Pyrolyzing, Solvent Extraction, Concentration &amp; Separation from metal ores, including bio-leaching, Concentration &amp; Separation from coal ash, including bio-leaching.</p> <p>The project recommended viable commercialization pathways for future development based on Future Basinal Supply, Current Capital Expenditure, Payback, Job Creation, Carbon Footprint, and Scientific Complexity.</p> |                                        |                                                                          |

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| Assignment Name: Vehicle Parts & Components Sourcing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       | Value of the Contract (in USD):<br>N/A                                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                       | Country: Brazil                                                          |
| Location within Country: Sao Paulo                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                       | Professional Staff Provided by the firm: 1                               |
| Name of Client: General Motors do Brasil (via Kearney)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                       | Nº of Staff: 12                                                          |
| Address: Avenida Goias 1805, Sao Caetano do Sul, SP 09550-900                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                       | Nº of Staff-Months: 15<br>Duration of Assignment: 15                     |
| Start Date (Month/Year):<br>1/91                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Completion Date (Month/Year):<br>4/92 | Approx. Value of Services (in Current US\$): N/A                         |
| Name of Associated Consultants, If Any:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                       | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                       |                                                                          |
| <p>Narrative Description of Project:</p> <p>The consulting team worked with General Motors do Brasil to take advantage of a reduction in Brazil's tariff level by undertaking an enterprise-wide sourcing program for direct materials and parts from around the world, which were in many cases far less expensive than their Brazilian made counterpart after many years of protectionism. The program lasted several years and involved in depth technical and economic comparisons on a part-by-part level, which required monthly and in some cases weekly approvals at the C-Suite. The result was a transformation of the entire supply base, a dramatic reduction in the cost of the vehicle, and a remarkable improvement and profit for GM do Brasil. Moreover, the sourcing exercise benefited General Motors worldwide, as the results were adopted in Europe, the United States, and Australia.</p> |                                       |                                                                          |
| <p>Description of Actual Services Provided:</p> <p>The project involved structuring a robust process for review of every single part in a vehicle, implementing the change through every department from engineering to finance to IT, and switching suppliers in many cases or back-leveraging existing suppliers' prices in order to meet the world price. We saved 40-70% on most parts, and 25-30% on the weighted average cost of externally purchased parts. All work was conducted in Portuguese.</p>                                                                                                                                                                                                                                                                                                                                                                                                     |                                       |                                                                          |



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| Assignment Name: Vehicle Manufacturing Process Optimization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                       | Value of the Contract (in USD):<br>N/A                                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                       | Country: Brazil                                                          |
| Location within Country: Sao Paulo                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                       | Professional Staff Provided by the firm: 1                               |
| Name of Client: Mercedes-Benz do Brasil (via Kearney)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                       | Nº of Staff: 5                                                           |
| Address: R. Alfred Jurzykowski, 562 - Paulicéia, São Bernardo do Campo - SP, 09680-900                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                       | Nº of Staff-Months: 12<br>Duration of Assignment: 12                     |
| Start Date (Month/Year):<br>1/94                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Completion Date (Month/Year):<br>4/97 | Approx. Value of Services (in Current US\$): N/A                         |
| Name of Associated Consultants, If Any:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                       | Nº of Months of Professional Staff Provided by Associated Consultants: 0 |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:<br>David Steven Jacoby                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                       |                                                                          |
| <p>Narrative Description of Project:</p> <p>Mercedes-Benz do Brasil had a clever logistical approach of importing heavy duty truck parts in crates and assembling them in Brazil. The Completely-Knocked-Down (CKD) truck model should have been very efficient. However, it's actual implementation was slow, cumbersome, and costly due to delays at the port and customs, overly burning some processes for inspections and quality approvals, and insanely bureaucratic paperwork. The ship sailing schedules created lumpy production schedules and the process inefficiencies created an inflexible and high-cost situation.</p>                                                                                                                      |                                       |                                                                          |
| <p>Description of Actual Services Provided:</p> <p>The project engaged a consulting team to redesign the processes from end to end. We started by optimizing the packing of the vehicles in Malaysia and the shipping schedules to Brazil. Then we mapped the processes of customs clearance and dramatically simplified the process and cut the time for parts to clear customs and get to the warehouse. The process simplification extended to inspections and quality approval as well as records filings. The project, which was conducted in Portuguese, involved significant engagement by parties in all the departments across the process, since each department had the capability to create a bottleneck that would affect the other areas.</p> |                                       |                                                                          |