Overview of ECG Capabilities

May, 2018

The information contained in this report is privileged and confidential and intended only for the use of the recipient
For 40 years, ECG has helped clients accelerate growth, improve business profitability and enhance their competitive position...

- “Boutique” management consulting firm founded in 1978

- Clients are Fortune 100 companies, emerging technology firms, new ventures, R&D organizations, private equity firms, industry trade associations and government agencies

- Expertise in technology-driven industries

- Global experience at all stages of the value chain and all stages of the product life cycle

- Leverages industry and functional best practices throughout all client engagements
ECG team has significant strategy, marketing and C-level operating experience with global market leaders...

- A. Richard Goodman, Chairman & Founder
- Entrepreneur
- MBA, Harvard; BA, Williams

- Allen S. Goodman, President
- Booz Allen & Hamilton, Simon & Schuster
- MBA, Wharton: AB, Harvard

- Gordon Olson, Principal
- Lockheed-Martin, Knolls Atomic Power, General Electric, Boeing
- MBA, Harvard; BS, MIT

- Paul Friesen, Principal
- General Electric Executive
- GE Executive Program; BS, University of Houston

- Mark Mead, Engagement Manager
- United Technologies, Chubb
- MBA, RPI; BS, Clarkson

- William Goodman, Senior Associate
- General Electric, United Technologies
- GE, Financial Mgm’t Program; BA, Trinity

- John Reinker, Strategic Advisor
- General Electric Executive
- GE Executive Program; MS, RPI; BS, Michigan State
ECG provides its clients with management consulting services that have a significant impact on their businesses...

**Types of ECG Engagements**

- Corporate & Business Unit Strategy
- Market, Customer, Product & Competitive Assessments
- Identification & Evaluation of Growth Opportunities

- Market Segmentation, Size, Growth & Profitability
- Voice of Customer (VOC), Voice of Competitor
- Product Strategy, Roadmaps, Competitor Analysis & Strategies

- Sales Force Effectiveness & Management
- Business Process Best Practices, Improvement & Restructuring
- Organizational Design & Structure

- New Technology Evaluation & Screening
- Customer & Competitor Value Proposition
- Evaluation of Strategic Options & Partners

- Acquisition Target Identification, Evaluation & Screening
- M&A and Joint Venture Due Diligence
- Strategic Assessment, Market Valuation & Business Plan Development
ECG has expertise in a variety of technology-driven industries...

- Aerospace & Defense and Transportation
- Automation & Controls, Electronics and Communications
- Energy and Environmental
- Industrial Manufacturing
- Specialty Chemicals and Materials
- Material Handling and Supply Chain
Our clients and experience are with market leaders…
ECG’s experience spans a wide range of market segments, products and services...

- **Aerospace & Defense and Transportation**... aerospace engineering, alternative fuels, commercial aviation, EVs, flight systems, manned space vehicles, missile defense, naval fleet support systems, personal mobility vehicles, trucking

- **Automation & Controls, Electronics and Communications**... automation software, building control systems, communication products, computer hardware, data acquisition, digitization, expert systems, imaging and mapping, IoT, mobile phones, monitoring & diagnostics, office products, power electronics & supplies, robotics, sensors, telecom & network equipment, testing, UPS, TVs, VOIP

- **Energy and Environmental**... AGT, cable & wire, carbon capture, DG, energy storage, EPC, fuels, gas & steam turbines, generators, oil & gas transmission and E&P equipment, particulate measurement, reciprocating engines, renewables, smart grids, meters, interconnection, substation automation, T&D equipment, water & air filtration

- **Industrial Manufacturing**... boilers, compressors, heat exchangers, instrumentation, inverters, monitoring & diagnostics, motors & drives, process equipment, process optimization, pumps and valves, robotics, turbines, vibration monitoring

- **Specialty Chemicals and Materials**... adhesives, ceramics, coatings, composites, concrete, engineered plastics, glass, lead, nanomaterials, paper, sealants, superconductivity

- **Material Handling and Supply Chain**... AGVs, automation systems, conveyor handling systems, fleet management, forklifts trucks, global sourcing, material handling systems, power solutions, supply chain management, telematics, WMS

- **Services**... aftermarket, big data & analytics, contract manufacturing, consulting, economic development, engineering, equipment rentals, field repair & maintenance, finance, fuel delivery, IT, installation, M&A, organizational design, parts, PQ, predictive maintenance, R&D, O&M, upgrades
We leverage best practices and apply rigorous analytics in our project work to develop insightful & practical findings, conclusions & recommendations...

<table>
<thead>
<tr>
<th>Types of Projects</th>
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<tr>
<td>Market &amp; customer intelligence &amp; assessment... market drivers &amp; disruptors, segmentation, size &amp; growth, forecasting, VOC</td>
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<tr>
<td>Product &amp; technology assessment... product development roadmaps, competition, costing, positioning, features &amp; functionality</td>
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<tr>
<td>Competitor intelligence &amp; assessment... strategies, positioning, pricing, performance, voice of competitor, threats &amp; opportunities</td>
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<tr>
<td>Business &amp; market strategy... vision, goals &amp; objectives, target markets &amp; customers, offerings, channels, pricing, performance</td>
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<tr>
<td>Business development &amp; growth... opportunities in core &amp; adjacent markets, M&amp;A, strategic alliances, joint ventures</td>
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<td>Sales... customer value proposition, sales effectiveness, account management, dealers, incentives, performance, benchmarking</td>
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<td>Supply channels... mix, economics, dynamics, channel management</td>
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<td>Pricing... pricing structure, elasticity of demand, forward pricing, licensing, strategy &amp; tactics</td>
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<tr>
<td>Operations strategy... 360 assessments, organizational design, sales &amp; marketing, supply chain, engineering, manufacturing, IT</td>
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<td>Cost reduction... best practices, process restructuring &amp; redesign, work activity analysis, economies of scale</td>
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Our project proposals, which address the objectives and key issues facing our client’s business, are critical to performing excellent work...

- Projects are driven by client’s business objectives and key issues facing the business
- Our services are customized to address client’s business needs and key issues
- Engagements typically range from 2 and 12 months depending on the scope and amount of primary research required
- Proposals typically include:
  - Background
  - Project objectives & key issues
  - Methodology
  - Work plan & deliverables
  - Professional staffing requirements
  - Estimated fees and expenses
Our VOC work frequently involves interviewing C-level executives... For a global market leader, we interviewed > 70 C-level executives to better understand disruptions impacting the energy industry...
Our strategy work helps our clients identify the most attractive business growth and acquisition opportunities...

**New Growth Opportunities**

- **New Regions**
  - North America
  - Latin America
  - South America
  - Western & Central Europe
  - Middle East
  - Asia

- **New Customers**
- **New Channels**
- **New Value Chain**
- **New Business Models**
- **New Products & Services**
- **Materials**
- **Systems & Components**
- **Solutions**
- **Services**

- **Core Markets**

- **New**
  - Manufacturers Reps
  - Dealers
  - Direct Sales
  - Strategic Distribution

- **Adjacent markets**
- **Adjacent channels**
- **New type & size profile**

- **Structure**: JVs, Acquisitions
- **Sales**: Direct, Indirect
- **Pricing**: Lifecycle, Subscription

- **NextGen product development**
- **Adjacent technologies & services**
- **Finance or service extensions**
We provide in-depth customer, market and competitive intelligence to identify, screen and prioritize market, product and service opportunities...

**Commercial & Industrial**

**Instrumentation & Control Market Growth Opportunities**

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<tr>
<th>Potential Competitive Advantage*</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
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<td>Low</td>
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<td>High</td>
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Note: *Potential ability of any competitor to build competitive advantage through a differentiated product offering*
Our product strategy and roadmap work ensures that product and service offerings are tightly aligned with customer needs...

Factors Driving Willingness to Consider New Telecommunications Infrastructure Technology

- Smaller Footprint
- Lower Capital Cost
- Improved Reliability
- Extended Run Time
- Lower Maintenance
- Extended Lifetime
- Lower Operating Cost
- Lower Life Cycle Cost
- Environment
- Higher Power Density

Price Demand Curve

New Telecommunications Power Technology

Source: ECG interviews
We develop sound business & technology commercialization strategies that leverage our skills in market, customer & competitive analysis...

**Situational Analysis**
Assess current business plan, status and internal skills & capabilities to determine “gaps”

**Implementation Plan**
Set timing, allocate investment resources, organize resources, initiate strategic alliances, JVs & acquisitions

**Market Assessment**
Segment market & determine market size, growth, trends and regulatory environment impacting new technology

**Customer Assessment**
Determine customer needs, decision-making process and buying behavior by segment

**Business Plan & Pro Forma**
Develop business/TC plan, build financial pro formas and identify strategic alliances, JVs, acquisitions

**Competitive/CVP “Go/No Go” Decision**

**Competitive Analysis**
Evaluate competing technologies, products and service offerings by segment, conduct competitive analysis, identify sources of competitive advantage

**Market Demand & Share Forecast**
Forecast potential available market demand and determine market share penetration of new technology
ECG’s value proposition is compelling...

- **Senior level project teams**... Fortune 100 management consulting, C-level and operating experience

- **Industry experience & expertise**... spans energy, industrial, materials, electronics and service industries

- **Deep functional core competencies**... spans strategy, marketing, sales, M&A and operations

- **Rigorous data gathering & analytics**... generates insightful findings, conclusions & recommendations

- **Global contact network**... enhances client business development and improves quality & speed of work

- **Leverages industry best practices**... enhances quality of project work

- **World-class, quality-oriented culture**... emphasizes insightful, practical and actionable results

- **Strict confidentiality**... maintained throughout all of our work

- **Competitive billing rates**... provides clients with excellent value proposition

- **Strong ECG/client team working relationships**... foundation of great project work