

EXHIBIT C-9

***“Merger Information,”*** provide a statement describing any dissolution or merger or acquisition of the applicant last filed for certification.

FTR Energy Services LLC (“FTR Energy”) has become affiliated with several additional licensed competitive retail electricity and natural gas suppliers that supply these commodities to customers in several states. The new affiliations have materialized as a result of the previously mentioned Exchange Transaction. Specifically, on September 18, 2012, pursuant to an Exchange Agreement, each of the members holding ownership interests in Public Power and the stockholders owning shares of REH contributed a portion (approximately 75 percent) of their interests in Public Power and REH to Crius Energy, each in exchange for 50 percent of the ownership interests in Crius Energy. The Public Power members and the REH stockholders retained 25 percent of their respective ownership interests in Public Power and REH. The Exchange Agreement, thus, effected a transfer of 75 percent of the ownership interests in REH (FTR Energy’s immediate parent) to Crius Energy, and the remaining 25 percent of REH is owned by the same entities that owned it prior to the implementation of Exchange Agreement.

Crius Energy is ultimately owned by the Crius Energy Trust, a publicly-traded entity, traded on the Toronto Stock Exchange, under the ticker symbol “KWH.UN”. This initial public offering was consummated on November 13, 2012. The former owners of REH and Public Power remain significant owners of Crius Energy.

As stated above, Public Power and its wholly owned subsidiaries, with which FTR Energy is now affiliated, are licensed suppliers who provide electric and natural gas service at retail. For a table listing the states in which FTR Energy and its Public Power affiliates are licensed to provide retail electric and natural gas service, please refer back to Exhibit B-1.

EXHIBIT D-1

***“Operations”** provide a written description of the operational nature of the applicant’s business. Please include whether the applicant’s operations will include the contracting of natural gas purchases for retail sales, the nomination and scheduling of retail natural gas for delivery, and the provision of retail ancillary services as well as other services used to supply natural gas to the natural gas company city gate for retail customers.*

FTR Energy Services, LLC (“FTR Energy”) will market natural gas as a licensed competitive retail natural gas service supplier in Ohio to residential, commercial and industrial customers.

FTR Energy is a wholly owned subsidiary of Regional Energy Holdings, Inc. Regional Energy Holdings, Inc. is a wholly owned subsidiary of Crius Energy LLC (“Crius Energy”). FTR Energy along with all Crius Energy subsidiaries has entered into a Key Supplier Agreement (“KSA”) with Macquarie Energy LLC (“Macquarie”). Under the KSA, Macquarie is the financial responsible party and scheduling entity for FTR Energy’s natural gas supply in all markets. Macquarie is responsible for securing the physical natural gas as requested by our scheduling department and providing collateral as required by pipelines and utilities, and delivering natural gas supply to the respective city gates for retail customers.

FTR Energy does not currently own or operate, nor does it intend to own or operate any distribution facilities. FTR Energy does not currently, nor does it intend to be involved in the provision of retail ancillary services.

EXHIBIT D-2

***“Operations Expertise,” given the operational nature of the applicant’s business, provide evidence of the applicant’s experience and technical expertise in performing such operations.***

FTR Energy Services LLC (“FTR Energy”) has the necessary operational and managerial capabilities to serve all customer classes, including residential, commercial and industrial customers. FTR Energy’s management team is comprised of individuals with significant experience in wholesale and retail energy. Below find the qualifications of four individuals with the requisite operations experience:

- Michael Fallquist, CEO
- Chaitu Parikh, COO
- Peter Ramgolam, VP Energy Supply & Pricing
- Steve Bogin, Gas Supply Manager

Michael Fallquist, Chief Executive Officer

Michael Fallquist is the Chief Executive Officer of Crius Energy LLC (“Crius”). Mr. Fallquist has overseen the formation of Crius through an exchange transaction between Public Power LLC and Regional Energy Holdings, Inc. Crius is a holding company for several wholly-owned subsidiaries that engage in retail energy sales in 13 different states and the District of Columbia.

Prior to founding Regional Energy Holdings, Inc., Mr. Fallquist was the Chief Operating Officer of Commerce Energy where he was responsible for the day-to-day business operations which included sales & marketing, pricing, energy procurement, operations and human resources. In this capacity, Mr. Fallquist was responsible for the EDI and billing processes for more than 150,000 customers across 10 different states and 24 utility markets.

Prior to his role at Commerce Energy, Mr. Fallquist spent more than 3 years working for the Commodity Markets Division of Macquarie Bank in trading, structuring and marketing roles related to the electricity, natural gas and coal markets. In this capacity, Mr. Fallquist developed a detailed understanding of market structures, commodity risk and bi-lateral purchase contracts.

Mr. Fallquist’s full resume is attached in Exhibit D-3.

Chaitu Parikh, Chief Operating Officer

Chaitu Parikh is a 16-year veteran of the retail energy industry. Prior to joining Crius Energy in August 2013, Mr. Parikh spent 10 years with MXenergy, a leading supplier of power, natural gas and energy products and services for homes and businesses across North America, where he served as Executive Vice-President and Chief Financial Officer before being appointed President and CEO in 2011. His accomplishments include developing business strategy and overseeing a multi-office operation with locations throughout North America. Prior to this, Mr. Parikh served as Vice-President and Corporate Controller with The New Power Company, a retail energy and related services company, where he was

responsible for all external financial reporting, filings and tax reporting. Earlier in his career, Mr. Parikh held executive positions with AES Power Direct and Alliance Gas Management, where he gained experience in retail and wholesale energy marketing, equity issues and structured asset deals.

Mr. Parikh's full resume is attached in Exhibit D-3.

Peter Ramgolam, Vice President Energy Supply & Pricing

Peter Ramgolam has 25 years of experience in the energy industry. Mr. Ramgolam was previously the Vice President of Public Power LLC's commercial division. After the combination of Public Power and Regional Energy Holdings, Inc. to form Crius Energy LLC, Mr. Ramgolam became the Vice President of Energy Supply & Pricing. Mr. Ramgolam manages the forecasting, scheduling and nomination of electricity and gas across all of Crius Energy's markets. Mr. Ramgolam is responsible for executing the supply risk management strategy across PJM, NEISO, NYISO and MISO.

Mr. Ramgolam's full resume is attached in Exhibit D-3.

Steve Bogin, Gas Supply Manager

Steve Bogin is a 12-year veteran of the retail energy industry. As the Gas Supply Manager for Crius Energy and all of its operating entities, Mr. Bogin is responsible for pipeline nominations and local utility nominations for ten market areas. Previously Mr. Bogin was the Gas and Electric Supply Manager for Gateway Energy Services Corporation where he managed the scheduling of 24 natural gas and 11 electric territories.

Mr. Bogin's full resume is attached in Exhibit D-3.

Other Operations Expertise

Additionally, FTR Energy relies on EC Infosystems (ECI) to provide EDI, billing, and CIS services in all our markets. ECI is a recognized leader in providing these services and already has significant experience, providing service to 150 clients and connections to over 70 utilities.

Outsourcing its EDI and Billing/CIS to ECI allows FTR Energy to focus resources on sales, marketing, pricing, procurement, regulatory and administrative functions.

FTR Energy has entered into a Key Supplier Agreement ("KSA") with Macquarie Energy LLC ("Macquarie"). Under the KSA, Macquarie is the financial responsible party and scheduling entity for natural gas in all markets. Macquarie is responsible for scheduling natural gas on a daily basis, securing ancillary services to support the natural gas supply, providing collateral as required and delivering natural gas supply to the respective city gates for retail customers.

EXHIBIT D-2

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FTR Energy Services LLC (“FTR Energy”) has the necessary operational and managerial capabilities to serve all customer classes, including residential, commercial and industrial customers. FTR Energy’s management team is comprised of individuals with significant experience in wholesale and retail energy.

Michael Fallquist is the Chief Executive Officer of Crius Energy LLC (“Crius”). Mr. Fallquist has overseen the formation of Crius through an exchange transaction between Public Power LLC and Regional Energy Holdings, Inc. Crius is a holding company for several wholly-owned subsidiaries that engage in retail energy sales in 13 different states and the District of Columbia.

Prior to founding Regional Energy Holdings, Inc., Mr. Fallquist was the Chief Operating Officer of Commerce Energy where he was responsible for the day-to-day business operations which included sales & marketing, pricing, energy procurement, operations and human resources. In this capacity, Mr. Fallquist was responsible for the EDI and billing processes for more than 150,000 customers across 10 different states and 24 utility markets.

Prior to his role at Commerce Energy, Mr. Fallquist spent more than 3 years working for the Commodity Markets Division of Macquarie Bank in trading, structuring and marketing roles related to the electricity, natural gas and coal markets. In this capacity, Mr. Fallquist developed a detailed understanding of market structures, commodity risk and bi-lateral purchase contracts.

Mr. Fallquist’s resume is attached below.

Additionally, FTR Energy relies on EC Infosystems (ECI) to provide EDI, billing, and CIS services in all our markets. ESG is a recognized leader in providing these services and already has significant experience, providing service to 150 clients and connections to over 70 utilities.

Outsourcing its EDI and Billing/CIS to ESG allows FTR Energy to focus resources on sales, marketing, pricing, procurement, regulatory and administrative functions.

FTR Energy has entered into a Key Supplier Agreement (“KSA”) with Macquarie Energy LLC (“Macquarie”). Under the KSA, Macquarie is the financial responsible party and scheduling entity for natural gas in all markets. Macquarie is responsible for scheduling natural gas on a daily basis, securing ancillary services to support the natural gas supply, providing collateral as required and delivering natural gas supply to the respective city gates for retail customers.

## EXHIBIT D-3

***“Key Technical Personnel,”*** provide the names, titles, e-mail addresses, telephone numbers, and the background of key personnel involved in the operational aspects of the applicant’s business.

Please see the attached resumes for the following individuals.

<b>Name</b>	<b>Title</b>	<b>Email Address</b>	<b>Phone Number</b>
Michael J. Fallquist	CEO	mfallquist@criusenergy.com	203-663-7545
Roop Bhullar	CFO	rbhullar@viridian.com	203-883-9900
Chaitu Parikh	COO	cparikh@criusenergy.com	203-883-7503
Jan L. Fox	SVP and General Counsel	jfox@criusenergy.com	203-517-0130
Cami Boehme	SVP, Marketing & Brand Strategy	cboehme@criusenergy.com	203-663-7537
Michael Chester	VP Operations	mchester@criusenergy.com	203-663-7538
Steve Bogin	Gas Supply Manager	sbogin@criusenergy.com	203-663-7536
Peter Ramgolam	VP, Energy Supply & Pricing	prangolam@criusenergy.com	203-663-7521

**Michael J. Fallquist**  
42 Fairfield Ave, Westport, CT 06880  
(917) 975-3638  
michael.fallquist@gmail.com

## **SUMMARY OF QUALIFICATIONS**

Energy executive with significant leadership experience and a proven track record of success in challenging environments. Possesses deep energy industry expertise coupled with investment banking and management consulting skill-sets, international work experience and a strong background in operational restructuring and process improvement. Key competencies include:

- Business leadership
- Restructuring
- Entrepreneurship, Business start-up
- Transaction management
- Commodities trading & marketing
- Hedging
- People management
- Process improvement
- Fund raising (equity, debt)
- Client management
- M&A valuation
- Strategic planning

## **WORK EXPERIENCE**

### **CRIUS ENERGY, LLC**

**Stamford, CT**

*2012 - present Chief Executive Officer*

Company Overview: Crius Energy LLC formed in September 2012 when Regional Energy Holdings Inc. ("REH") combined with Public Power LLC. Founded in 2009, REH was set up as a holding company to manage a portfolio of energy service companies. Viridian Energy, Cincinnati Bell Energy, FairPoint Energy and FTR Energy Services are competitive retail electricity and natural gas providers. Jointly they are licensed to operate in twelve (12) states with license applications pending in several other states. Viridian Energy offers customer the opportunity to purchase green electricity compliant with the 2020 Federal Renewable Portfolio Standards at a discount to the local utility company.

- o Founded Regional Energy Holdings, Inc. in 2009
- o Developed concept for the company and wrote the business plan
- o Successfully raised equity and debt capital in a difficult economic environment
- o Established Viridian Network LLC to sell electricity through the direct selling channel

### **COMMERCE ENERGY, INC. (AMEX: EGR)**

**Orange County, CA**

*2008 - 2009 Chief Operating Officer*

- o Recruited in early 2008 as part of an executive management team tasked with turning around a business with few controls, significant bad debt exposure, declining customer margins, high operating costs and a negative \$10 million cash position
- o Staved off impending bankruptcy in the most difficult credit and financial markets in many decades by securing \$23 million in subordinated financing in August 2008, divesting multiple underperforming assets, implementing operating controls and expense reductions, and closing a transaction with Universal Energy Group to acquire the remaining assets of the business
- o Provided a positive result for EGR shareholders and maintained employment for 30+ FTEs in California. This result is a significant success considering that prior management had run a public auction process with RBC Capital Markets to sell the company in 2007-08 but

received no bids given the considerable operational and financial issues that existed at that time

- o Offered a position by Universal Energy Group to manage remaining US business as Senior Vice President, Commerce Energy

#### Operating Responsibilities

- o Responsible for the day-to-day business operations of a publicly listed retail natural gas and electricity provider with more than 150,000 customers across 10 states and 24 local markets
- o Direct management responsibility for more than 250 FTEs across 4 offices including functional management of sales & marketing, energy supply, pricing, operations, human resources, customer care and quality assurance

#### Experience Summary

- o Planned and implemented a successful company-wide restructuring which resulted in an 81 person reduction in force and annual expense savings of nearly \$11 million. Changes implemented include:
  - o Rationalize headcount: Saved \$7.4 million by reducing headcount by 81 FTEs, replacing consultants with FTEs and closing two offices (Boston, Houston)
  - o Implemented process improvements: Saved \$1.5 million by redesigning call center processes, moving 1<sup>st</sup> party collections in house and implementing legal processes to reduced dependency on external counsel
  - o Instituted operating controls: Saved \$1.1 million by implementing controls over travel & entertainment, dues & subscriptions, office expenses, insurance policies and telephones
  - o Renegotiated key contracts: \$0.7 million by renegotiating key IT, regulatory, and facilities contracts
- o Sold the ERCOT (Power) customer book to Ambit Energy, LP for nearly \$15 million in September 2008. Responsible for the entire deal life cycle including identifying a broker, leading preliminary discussions with the potential buyers, managing the due diligence process, dealing with the Public Utility Commission of Texas, negotiating commercial terms of the transaction and finalizing the asset purchase and transition services agreements
- o Raised subordinated debt facility in August 2008 to survive seasonal cash flow shortfall which was the result of significant exposure in electric markets (ERCOT, PJM, CAISO), regulatory requirements to purchase natural gas inventory for fixed price contracts, pre-payments from concerned suppliers and the 45 day lag between payables and receivables. Primary responsibility for discussions with potential debt providers and due diligence
- o Identified an opportunity to offshore the call center operations (customer care, quality assurance, and inside sales) to the Philippines which would result in improved service levels and reduced costs of approx. \$6.5 million per annum. Completed an RFP process with 9 potential BPO providers and visited potential sites in the Manila, Philippines and Bangalore, India. Implementation project is underway and is expected to be completed in Spring 2009
- o Presented business case to a FERC Settlement Judge in Washington, DC resulting in \$6 million reduction in legal exposure related to EGR's participation in the California energy crisis. Devised a strategy with legal counsel to reposition EGR as an entity that was negatively impacted by the energy crisis when considering customer attrition due to credit constraints and other fixed price sales obligations
- o Reduced bad debt exposure by more than \$2 million by implementing bad debt collection processes that were tailored to the specific market rules

#### **MACQUARIE BANK LIMITED**

**Los Angeles, CA**

2004 - 2008      *Senior Manager, Energy Markets Division*

- o Led the purchase of 437,500 tons of low sulphur Illinois Basin coal and marketed the coal to industrial consumers in the Midwest. Responsible for the coal marketing, contract

negotiations, counterparty credit review, and logistical support for the delivery of the physical coal. Realized profit of approx. \$1.25 million on an \$8.75 million investment within a 6 month timeframe.

- o Managed the deal teams evaluating several natural gas storage assets in North America which included responsibility for development of the economic model, review of all ISS / FSS third-party contracts, negotiation of the Purchase and Sale Agreement with the seller, liaising with engineering and environmental consultants, and evaluation of trading opportunities (eg hub services).
  - o 34 billion cubic foot, multi cycle natural gas storage facility in Northern California (Bid / runner up)
  - o 48 billion cubic foot, single cycle natural gas storage facility in British Columbia, Canada (did not bid due to significant difference in valuation with seller)
  - o 12 billion cubic foot, multi cycle natural gas storage facility in Mississippi (Bid / runner up)
- o Led the due diligence effort on a \$10 million equity investment in a longwall coal mine in Illinois which included responsibility for development of the economic model, negotiation with the equity partners, solicitation of senior / subordinated debt providers, analysis conducted by engineering consultants and discussion with United Mine Workers of America about renegotiation of the existing union contract
- o Developed a strategy to pursue natural gas production, gathering, processing, and storage assets west of the Rockies. The strategy process includes development of a prioritization matrix that will identify which assets offer the greatest value, synergies with the existing business and other assets, and availability for purchase

*Natural Gas Trader, Energy Markets Division*

- o Member of a two person team responsible for the NYMEX Natural Gas Futures and Options trading book which generated more than \$3 million in profits in 2006
- o 40% of profits derived from proprietary trading and 60% of profits derived from risk management of physical natural gas positions and client trades

*Consultant, Strategy Unit*

**Sydney, Australia**

- o Part of a four person team that was responsible for advising the CEO and Executive Committee on bank-wide strategic issues
- o Led a cross-functional team to evaluate and consider alternatives to MBL's status as an Australian licensed bank. This recommendation was ultimately accepted by the Board of Directors leading to the formation of the Macquarie Group
- o Conducted due diligence on significant transactions and new products prior to submission to Executive Committee for final approval
- o Selected by the Head of Strategy to serve as the Secretary to the MBL Executive Committee which included participation in weekly meetings, ad hoc analysis for Committee members and involvement in MBL's most sensitive issues

**DELOITTE CONSULTING**

**New York, NY**

*Summer 2003 Senior Consultant, Strategy & Operations (Internship)*

- o Worked for a customer relationship management software provider to drive additional value from an existing joint venture partnership

**TOWERS PERRIN**

**Los Angeles, CA**

*1999 - 2002 Senior Associate, Strategy & Organization*

- o Analyzed the viability of the benefits delivery strategy for the Hong Kong government and recommended a cost-effective plan for sustainability. Spent several months in Hong Kong interviewing key stakeholders, visiting medical / dental facilities and meeting with potential alternative providers

- o Participated in the development of the executive compensation structure for a \$1.5 billion private equity-backed fiber optics manufacturer headquartered in Japan. Travelled to Tokyo to meet with senior executives and completed benchmarking analysis
- o Optimised the rewards portfolio for a biotechnology firm and developed a strategy to increase retention by 10.1% and reduce cost by \$10 million. Created an employee survey using conjoint analysis methodology to determine which aspects of employee benefits had the most value and recommended a change in benefits strategy
- o Promoted twice during a three year period with Towers Perrin. Towers Perrin offered to pay for business school tuition in exchange for agreement to return after graduation

## **EDUCATION**

### **CORNELL UNIVERSITY**

**Ithaca, NY**

Johnson Graduate School of Management

*Master of Business Administration*, May 2004

### **COLGATE UNIVERSITY**

**Hamilton, NY**

*Bachelor of Arts*, May 1999

Concentration: Economics

## **PERSONAL**

- o Elected President of the Johnson School Consulting Club for 2003-04
- o Competed in NCAA Division I Rowing (NY State, Champion 1996)
- o Served as President for Junior and Senior seasons of Colgate Men's Rowing Team
- o Avid golfer
- o Enjoy world travel

# ROOP S. BHULLAR

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## EXPERIENCE

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### **CRIUS ENERGY, LLC** *Chief Financial Officer*

Stamford, CT  
April 2010-Present

Crius Energy LLC formed in September 2012 when Regional Energy Holdings Inc. ("REH") combined with Public Power LLC. Founded in 2009, REH was set up as a holding company to manage a portfolio of energy service companies. Viridian Energy, Cincinnati Bell Energy, FairPoint Energy and FTR Energy Services are competitive retail electricity and natural gas providers. Jointly they are licensed to operate in twelve (12) states with license applications pending in several other states.

- Head finance and wholesale energy supply functions of over \$200M electricity and natural gas retailing business servicing over 500,000 customers across 12 states and over 25 utility markets.
- Overall responsibility for wholesale energy procurement, risk management, hedging and pricing of electricity, natural gas and renewable energy certificates.
- Manage relationship with the Company's supplier, Macquarie Energy under the \$100M credit sleeve facility.
- Provide financial, analytical and strategic support to the CEO, executive management team and Board in the day-to-day operations and long term Company strategy.
- Overall responsibility for full-cycle monthly accounting process, audit, taxation, financial planning & analysis and treasury.

### **COMMERCE ENERGY** *Director, Finance*

Costa Mesa, CA  
August 2008 – March 2010

- Headed finance, accounting, energy accounting and risk functions of the \$460M electricity and natural gas retailing business and supervised a staff of eight.
- Overall responsibility for full-cycle monthly accounting and quarterly earnings process, audit, taxation, financial planning & analysis, treasury, risk management and counterparty credit/collateral requirements.
- Chosen to lead the comprehensive post-acquisition transition of accounting systems, personnel and operations following Commerce Energy's acquisition by Universal Energy and later, Just Energy Group.
- Coordinated financial and accounting due diligence and financial input to negotiations for a 5 year \$40M structured finance deal entailing an exclusive supplier agreement with Shell North America for physical and financial energy requirements, ancillary services, a revolver and collateral support.
- Financial analytical support to the Senior Executive Team on strategic issues including due diligence with potential lenders and acquirers, negotiations with existing primary and subordinated lenders on amendments to loan agreements, debt refinancing and restructuring and the eventual consensual debt foreclosure and \$26M sale of the business to Universal Energy.
- Managed treasury function including daily cash management, day-to-day bank relationships, loan covenant compliance monitoring and bank reporting for \$50M asset based lending facility and \$30M subordinated notes and revolver.
- Developed and maintained the company's liquidity model which analyzed all aspects of the cash conversion cycle to forecast cash and credit requirements and compliance with all borrowing base covenants on a daily basis.

### **KING COUNTRY ENERGY** *Finance Manager / Controller*

Taumarunui, New Zealand  
October 2003 – August 2006

- Led the finance team consisting of six staff, reported to the CEO and was a key member of the Senior Executive Team.
- Instrumental in a diverse range of decision-making and governance functions spanning all areas of the \$75M publicly listed energy business including strategy, sales/marketing, customer services, electric generation operations, commodity hedging and risk management, IT and human resources.

- As Corporate Secretary, interacted on a continuous basis with Chairman and Board of Directors, including attending and presenting financial results to monthly board meetings, finance & audit committee meetings and annual shareholder meetings.
- Reengineered and streamlined internal financial reporting processes and up-skilled staff to improve team performance, including expediting year-end accounts and audit process by one month and monthly accounts process by over 20 days.
- Initiated and conducted strategic review of retail electricity tariff structure, including detailed segmental profitability analysis. Presented recommendations to Board and implemented these, improving retail profitability by 15%.
- Oversaw Company risk management practices and \$29M electricity hedge book, including monitoring, forecasting and reporting spot market and electricity swaps exposures and requirements.
- Headed cross-functional team initiative to improve debt recovery. Achieved 22% improvement, taking debt recoveries to highest in the industry – evidenced by independent benchmarking exercise.
- Designed and presented to the Board in-depth overhead benchmarking model, which gave new and useful insights into cost competitiveness and allowed targeted improvements.

## **DELOITTE**

*Tax Manager, Senior Tax Consultant, Tax Consultant*

Auckland, New Zealand  
February 1998 – September 2003

- Managed ledger of over 50 multi-national, national and middle-market corporate clients with annual fees of \$2M and supervised team of seven, including performance evaluation, training and mentoring.
- Headed specialist Mergers & Acquisitions / Transaction Services team, interfaced with Corporate Finance division, provided due diligence and tax advice in relation to mergers, acquisitions, international tax planning, inbound and outbound deal structuring and execution.
- Received nation-wide award for highest individual 'Client Service Matrix' sales in 2002 and led team to winning team award. Became nation-wide specialist in selling Depreciation Maximization products, due to success at selling these products.
- Received merit based two year 'fast-track' promotions to Senior Consultant and then Manager.

## **EDUCATION**

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### **UCLA ANDERSON SCHOOL OF MANAGEMENT**

*M.B.A., Finance & Strategy*

**GPA 3.9/4.0**

Los Angeles, CA  
October 2006 - June 2008

- *Academic honors & leadership:* Dean's Scholar (top 10% of class), Dean's List, Exceptional International Student Fellowship (\$15,000 merit-based scholarship), Graduate Teaching Assistant (Business Strategy & Marketing Management), Director - South Asian Business Association
- *Financial Strategies & Analysis Intern:* HSBC Card Services, Salinas, CA (June 2007 – August 2007), performed in-depth evaluation of the performance and penetration of HSBC's \$600M suite of credit protection, identity protection and credit monitoring products by portfolio and by marketing channel. Presented findings to Senior Management in Marketing Department for use in channel selection, resource allocation and offer priority decisions. Identified, analyzed and forecasted the key value drivers behind these products and developed a financial model to calculate the present value per enrolment of products marketed through various prime, near prime and sub-prime card portfolios, and through various outbound and inbound marketing channels.

### **UNIVERSITY OF WAIKATO**

*Bachelor of Management Studies, (B.M.S. Hon), Accounting*

**GPA 8.1/9.0**

Hamilton, New Zealand  
March 1993 - December 1997

*Bachelor of Laws, (LLB), Commercial/Corporate Law*

**GPA 7.4/9.0**

- *Academic honors:* Graduated with First Class Honors (highest rank) and prizes for highest marks in the University in Advanced Taxation, Constitutional Law, Administrative Law, Introduction to Accounting & Finance
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## ADDITIONAL

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- *Professional memberships:* Chartered Accountant (CPA equivalent): Member of New Zealand Institute of Chartered Accountants (NZICA), 2001

Admitted to the bar as Barrister & Solicitor of New Zealand High Court, 1998

## **CHAITU PARIKH, CPA, CA**

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Ridgefield, CT 06877  
E-mail: ChaituParikh@outlook.com

Res: (203) 403-3585  
Cell: (914) 329-7399

### **PROFILE**

Entrepreneurial executive with extensive financial and operational experience. A strategic thinker with expertise in risk management, capital market transactions and mergers & acquisitions. Experience includes managing multi-office teams through periods of rapid growth, investor relations and rating agency/lender relationship administration. Most recently focused on integration of acquired businesses and working with Boards and leadership teams to develop and successfully execute strategic plans.

### **EMPLOYMENT HISTORY**

**2011 – 2012**

**MXenergy Inc., a Constellation Company**  
**President & CEO**

- P&L responsibility for the mass market retail energy business in North America (excluding Texas) – managed a team of over 200 people across multiple offices
- developed business strategy with new management team for the North American business
- advised on the transition of the legacy MX business into Constellation and new organizational structure
- managed the pricing and supply team in a successful bid to serve Ohio gas customers which resulted in \$2 million incremental margin
- led a project team to improve operational efficiency – over \$6 million in savings identified
- identified cross sell opportunities across the expanded business platform resulting in significant incremental gross margin

**2002 – 2011**

**MXenergy Inc. (\$700 million business serving over 500,000 customers with natural gas and electricity)**  
**EVP & CFO**

- successfully negotiated the sale of MXenergy for over \$200 million resulting in a 40% equity value IRR in coordination with the Board and investment bankers
- negotiated the acquisition of eight businesses ranging from \$3 to \$125 million in purchase price, evaluated and declined to pursue over 25 others
- managed project team to consolidate multiple billing and customer systems into a single platform which resulted in over \$2 million in annual cost savings
- recapitalized the business in 2009 through a financial restructuring involving secured lenders, unsecured bond holders, preferred and common shareholders
- raised \$190 million in 144a debt offering to finance the acquisition of Shell Energy Services Company
- managed investor relations with public debt holders and multiple private equity investors
- closed on a \$300 million bank revolver and structured hedge/supply facility with a syndicate of banks which allowed MX to procure supply from the most competitive source
- developed monthly key performance metrics and financial statement package for senior management and the board of directors
- oversaw the implementation of an internal audit department and compliance with SOX
- responsible for risk management, accounting, information technology, customer operations, credit, tax, FP&A and pricing teams across multiple offices

- 2001 – 2002**                      **The New Power Company (\$350 million + NYSE listed company)**  
Vice President & Corporate Controller
- responsible for all external financial reporting including SEC filings and tax reporting
  - prepared bankruptcy filings with counsel and prepared all required financial reports
  - led the operations group in implementing a receivables collection policy that reduced DSO by 30% over 6 months
  - worked closely with external auditors on complex accounting issues including FASB 133
- 1999 – 2001**                      **AES Power Direct, LLC & Titan Energy, Inc**  
CFO & Vice President, Finance
- managed growth of retail energy business from start-up to over US \$100 million in annual revenues (100,000 retail natural gas customers) within 2 years
  - structured asset sale to The New Power Company, which achieved a 15% increase in ultimate sale price
  - implemented monthly reporting package including key performance metrics
  - arranged for a \$25 million revolving credit facility and structured supply/hedge facility with Duke Energy
  - developed and implemented a risk management policy for the business
  - negotiated sale of Titan Energy to AES Power Direct for approximately \$30MM
  - jointly responsible for managing operations center in Toronto (90 person staff)
- 1997 – 1999**                      **Alliance Gas Management, Inc. (\$80 million + TSX listed income trust)**  
CFO & Vice President, Finance
- raised \$20 million through a follow-on equity issue; funds were used to finance an acquisition
  - responsible for all aspects of investor relations including presentations at analyst conferences and meetings
  - prepared annual and quarterly reports and presentation for AGM
  - presented financial results at all Board and Audit Committee meetings
  - completed long range business forecast models and annual budget
- 1991 - 1997**                      **KPMG LLP**  
Manager
- responsible for managing audit engagements (manufacturing, pharmaceutical, auto dealerships)
  - managed several clients through the IPO process
  - prepared due diligence reports for potential acquisitions

## **CERTIFICATION AND EDUCATION**

- 1992**                                  **Canadian Institute of Chartered Accountants**  
Chartered Professional Accountant (2012)
- 1988 to 1991**                      **University of Toronto**  
Bachelor of Arts - Major in Economics

**Jan L. Fox**  
597 Westport Drive, #316A  
Norwalk, CT 06854  
Phone: 203-517-0130  
E-mail: JFox@viridian.com

## **EXPERIENCE**

### **2011 to present                      Crius Energy, LLC Stamford, CT**

Crius Energy LLC formed in September 2012 when Regional Energy Holdings Inc. (“REH”) combined with Public Power LLC. Founded in 2009, REH was set up as a holding company to manage a portfolio of energy service companies. Viridian Energy, Cincinnati Bell Energy, FairPoint Energy and FTR Energy Services are competitive retail electricity and natural gas providers. Jointly they are licensed to operate in twelve (12) states with license applications pending in several other states.

#### **Senior Vice President and General Counsel, Secretary**

Executive responsible for strategic oversight, and management of all legal matters affecting the Companies, as well as providing regulatory expertise to maintain legal compliance and to assist in entering new markets. Responsibilities include (i) leading, developing and executing legal and regulatory strategy as it relates to energy, energy related products, commercial law matters, direct selling, and litigation; (ii) contract negotiation and drafting; (iii) coordinating compliance with all applicable laws and regulations such as FERC, PUCs, copyright and employment laws; and (iv) selection, management and evaluation of outside counsel.

### **2009 to July 2011                      JLF ENERGY CONSULTING, LLC Pittsburgh, PA**

JLF Energy Consulting provided businesses with strategic insight and analysis necessary to understand the complex legislative, regulatory, and legal issues involving energy, and assisted businesses in developing strategies for influencing public policy debate related to the evolving energy market.

#### **President**

Projects included (i) market entry strategy for smart grid, demand response and acquisition of a utility; (ii) legislative, regulatory and policy analysis and insights related to smart grid, electric vehicles, renewables and utility rate making; and (iii) analysis of demand response, RTO/ISOs and the wholesale power market. Under an Executive Affiliate Agreement with PRTM Management Consulting provided PRTM’s Energy Business Group strategic insights and analysis related to emerging energy policy, legislation and regulation and assisted in responding to RFPs and with new business development presentations.

### **2002 to June 2008                      STRATEGIC ENERGY L.L.C. Pittsburgh, PA**

Strategic Energy, the deregulated energy subsidiary of Great Plains Energy, was the fifth largest competitive retail electricity provider in the U.S. with over \$2 billion in annual revenues, and operated in eleven (11) states. In June 2008, Direct Energy Services, LLC, a subsidiary of Centrica plc, acquired Strategic Energy. As a result of this acquisition, all members of the Strategic Energy executive management team were severed.

General Counsel, Secretary, Executive Vice President Regulatory Affairs

Executive responsible for strategic oversight, management and development of the Legal Department, the Regulatory Affairs Department, and the Compliance Department, including the departments' budgets. Responsibilities included (i) overseeing all legal affairs including coordinating compliance with all applicable laws and regulations such as SEC, FERC, PUCs, copyright and employment laws; (ii) overseeing energy regulatory matters from both a state and federal level; (iii) assisting with SEC filings and audit reports to the GPE Board of Directors; (iv) selection, management and evaluation of outside counsel; (v) counseling and advising Human Resources on employee discipline, hiring, terminations, accommodations and other daily employee issues; and (vi) due diligence oversight, contract negotiation, and interim operating procedures during the pendency of the sale of the Company. Member of the Sarbanes Oxley (SOX) Steering Committee and 401k Investment Committee. Direct management responsibility for 26 full-time employees.

Interim Executive Vice President Marketing (December 2004 – June 2005)

Assumed role of Interim EVP Marketing at the request of Strategic Energy's CEO following resignation of EVP Marketing. Coordinated marketing functions and assisted sales in an effort to reposition Company for continued profitability in increasingly competitive environment.

**1995 - 2002**                      **LEBOEUF LAMB GREENE and MACRAE, L.L.P. (DEWEY & LEBOEUF, L.L.P.)**  
**Pittsburgh, PA**

Associate 1995-1999, Partner 1999-2002

One of four partners in the Pittsburgh office of an international law firm responsible for managing Alcoa's litigation nationwide under a fixed fee arrangement. Lead counsel on numerous litigation matters, including energy, commercial and employment litigation.

**1989 – 1995**                      **BABST CALLAND CLEMENTS and ZOMNIR, P.C.**  
**Pittsburgh, PA**

Litigation Associate (1991-1995), Legal Intern (1989-1991)

Team member and in some cases lead counsel for various commercial litigation matters. Focus on coal mining issues.

**EDUCATION**

**1991    JD**                              **UNIVERSITY OF PITTSBURGH SCHOOL OF LAW**  
Pittsburgh, PA  
*Cum Laude, Law Review*

**1978    BFA**                              **SYRACUSE UNIVERSITY**  
Syracuse, NY

**LICENSES**

Commonwealth of PA, 1991	Third, Fourth, Fifth, Ninth Circuits
Supreme Court of United States, 1999	Various Federal District Courts

## **Cami Boehme**

129 Good Hill Rd | Weston, CT 06883 | 435-764-7055 | [cboehme@viridian.com](mailto:cboehme@viridian.com)

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### **QUALIFICATIONS:**

Strategic marketing and branding executive with significant experience guiding holistic and cross-functional strategic implementation to create differentiated brands and go-to-market plans. Proven track record of balancing long-term strategic growth goals with the expediency of getting to market. Expertise includes an ability to guide teams with a balance of creative management and operational process improvement to efficiently execute across a variety of disciplines. Core competencies include:

- Brand Management
- Strategic Positioning
- Corporate Communications
- Media Relations
- Marketing & Promotions
- Creative Services & Direction
- Digital Media
- Leadership & Team Development
- Consultation & Planning
- Process Improvement

### **PROFESSIONAL EXPERIENCE:**

#### **Crius Energy, LLC**

*SENIOR VICE PRESIDENT, MARKETING AND BRAND STRATEGY*

September 2010 – current

#### **Strategic Positioning & Brand Management**

- Responsible for guiding the strategic positioning and brand equity across company's family of energy brands. Create, establish and increase brand awareness, preference and loyalty, including direction for use and treatment of brand messaging, talking points, style, voice and character.
- Define market opportunity strategic planning for new product and diversification strategies among company's family of brands. Lead efforts to explore product development and differentiated value proposition in the market place.
- Manage company's corporate responsibility and sustainability efforts including development of carbon offset program, local community presence, global outreach and education programs.

#### **Marketing, Communications, Creative Direction & Digital Media**

- Responsible for company promotions, marketing, communication and advertising across all channels and market segments.
- Guide a team of creative, marketing and interactive professionals to execute consistent, effective and strategic marketing initiatives.
- Manage media relationships, PR strategy and corporate communications, including development of talking points, message matrices and distribution plans for company media coverage and reputation management.

- Oversee development of company's online and digital presence, including all touchpoints in the customer lifecycle, interactive systems, and web-based promotional systems.

**Utah State University, Huntsman School of Business**

*ASSOCIATE DIRECTOR OF MARKETING*

March 2010 – September 2010

**Brand Development and Alumni Relations**

- Created brand communication tools to communicate and foster on-going relationships with successful alumni.
- Involved in ongoing efforts to differentiate the university and help guide its efforts to become a highly-ranked business school, through integrated communications, program development and strategic positioning.
- Led research initiative and strategic plan for development of a multi-disciplinary curriculum development focused on merging design thinking, business functional expertise and communication strategy into a unique training program.
- Led a creative team in the redesign and publishing of the School's alumni magazine, distributed internationally.

**Advent Creative**

*PARTNER, BRAND DIRECTOR*

September 2009 – September 2010:

**Management and Organizational Development**

- Initiated and negotiated merger with local firm to best utilize skills of each individual organization to the advantage of the merged entity. Oversaw remodel and relocation of firm and assisted in merging cultures of two firms into one cohesive team with common purpose.
- Involved in forming four functional departments within company and internal structures for efficient collaboration between departments with a focus on customer value. Expand opportunities with current historical tactical clients into opportunities to provide strategic services.
- Implemented new systems for job tracking, account services and internal operations, including profitability measures, new business development procedures and production standards.

**Brand Development and Customer Consultation**

- Consult and develop brand-positioning strategy for company and clients, based on growth stage and market potential of clients.
- Continue to provide strategic brand consultation and implementation services previously provided through Digital Slant, as defined below.

**Digital Slant**

*FOUNDER, PRESIDENT AND BRAND DIRECTOR*

August 1998 – September 2009

**Management and New Business Development**

- Manage a staff of design and marketing professionals to fulfill branding, marketing, design, advertising, media placement and other services for a variety of clients.
- Maintain face and voice of company, including conducting new business pitches, presentations of creative direction, and brand-training sessions with client staff.
- Prepare and deliver many community and industry presentations both for in-person events as well as online-delivered content.
- Work with in-house sales teams on “Sales Bridging”, a concept that bridges the communication gap between the marketing and sales functions of a company.

### **Brand Consulting and Marketing Strategy**

- Created “Core Branding” process to help companies identify and reflect core positioning strengths through effective branding initiatives.
- Provided direction of creative strategy and implementation of brand-focused marketing initiatives.
- Developed research plans for identifying best positioning messaging and marketing strategy.
- Developed point-of-contact strategies for companies in various industries. Oversaw implementation of these strategies.
- Worked with many different executive teams and CEOs to understand company goals, messaging, objectives and history in order to conceptualize best direction for company.

### **TEACHING EXPERIENCE**

#### **Utah State University**

August 1999 – December 2008: Utah State University, Department of Journalism and Communication – Adjunct Instructor

#### **Courses Taught**

- Integrated Communications course was a class developed to teach students how branding, marketing, design, advertising and public relations are closely related and integrated in today’s business climate. A focus on creativity, communication, and account management gave students the blend of thinking and execution necessary for successful campaigns.
- Web design and development class covered strategies for planning effective web sites, creating content for online delivery, designing effective interfaces and coding CSS-based HTML web pages. A class designed for students of communication, the focus was on planning and coordinating effective web pages more so than the technical aspects of programming.
- In addition to classes taught, was also a guest lecturer on many occasions, focusing on topics such as presentation skills, business communication, resume building and interviewing skills, creative thinking and idea generation.

## **EDUCATION**

**Bachelor of Science**, May 2000

Journalism and Communications

Utah State University, Logan, Utah

**Master of Business Administration**, May 2010

Huntsman School of Business

Utah State University, Logan, Utah

## **PERSONAL**

### **Accomplishments and Press**

- Business ranked on the Utah 100 two years in a row, a list that ranks the fastest-growing companies in Utah.
- Personally chosen to be on Utah Business Magazine's 40 Under 40 in 2007, a list that highlights Utah's top professionals.
- Chosen as one of Cache Valley's Top 10 Entrepreneurs by Herald Journal in 2007.
- Chosen to participate on the Women-in-Business industry round table for Utah Business in 2008.
- Work published in design books by Rockport Publishers.
- Selected as presenter at multiple business functions on topics including Integrated Marketing Communications, Brand Positioning, Design in Business and others

# MICHAEL A. CHESTER

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6 Forest View Drive, Newtown, CT 06482 • (203) 945-9244 • mac12269@yahoo.com

## SUMMARY

Results-oriented operations leader with extensive experience leading teams in start-up and established corporate environments. A successful track record of more than 20 years of experience working with organizations focused on increasing revenue, reducing costs and improving customer satisfaction. Diverse skills managing internal and outsourced operations as a client and vendor.

- Multi-Site Operational Leadership
- Service Level Agreements/KPIs
- Revenue Management & Cost Control
- Project Life Cycles (Waterfall, Agile)
- Business Process Re-engineering
- CIS Upgrades and Conversions
- Credit Management
- Exception Management
- Electricity & Gas Retail Markets
- Vendor and Client Relationship Management
- Organization & Staff Development
- Business Process Outsourcing
- Customer Information & Billing Systems
- Mergers & Acquisitions
- Collection Agency Management
- Quality Assurance
- Complex Contract Billing & Credit

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## EXPERIENCE

### Vice President Operations

Crius Energy LLC, Stamford, CT

*January 2012 - Present*

Crius Energy LLC formed in September 2012 when Regional Energy Holdings Inc. ("REH") combined with Public Power LLC. Founded in 2009, REH was set up as a holding company to manage a portfolio of energy service companies. Viridian Energy, Cincinnati Bell Energy, FairPoint Energy and FTR Energy Services are competitive retail electricity and natural gas providers. Jointly they are licensed to operate in twelve (12) states with license applications pending in several other states.

As an officer of the company, responsible for all aspects of the energy Call Center and back-office operations including billing, transaction management, credit, collections and back-end information systems in nearly two dozen electric and gas markets.

- Established and vetted Debt Management Policy and Strategy to gain financing approval to enter into new growth markets that have an increased exposure to bad debt.
- Launched new fixed term electric and gas products in several markets.
- Worked with credit reporting agency to increase customer identity throughput by more than 5% within 2 months.
- Developed systems, policy and process to launch white label partnerships with Telecommunications and Cable companies.

### Director of Retail Billing & Credit Management

First Choice Power (a Direct Energy company), Las Colinas, TX

*February, 2009 – January, 2012*

Responsible for all aspects of multi-site outsourced back-office operations for entire residential and commercial customer book as well as internal credit and collections organization for Commercial and Industrial contracts.

- Implemented solutions to reduce bad debt over 40% in 2+ years.
- Reduced unbilled revenue exceptions from 6% to less than 1/4 of 1%.
- 2010 ClearMark Award Winning Statement – "Best Redesign – Private Sector."
- Recognized and provided retention contracts as "Key" contributor achieving targets in 2011.
- Recognized and rewarded as "Key" contributor to excess earnings above maximum target level in 2010.
- Promoted to Director from Senior Manager during tenure with First Choice Power.

**Director of Billing & Revenue Assurance**

Commerce Energy (a Just Energy Company), Irving, TX  
*May, 2007 – February, 2009*

Responsible for all aspects of multi-site, multi-platform operations organization. Lead billing, account management and accounts receivables functions for mass market and commercial customer base in more than a dozen electric and gas markets.

- Reduced monthly unbilled revenue exceptions from 15% to less than ½ of 1%.
- Implemented bill print and insert vendor change reducing cost by ~6 cents per piece with value added services.
- Sponsored and implemented two dozen people, process and technology improvements on-time and under budget.
- Offered retention contract as “Key” contributor of the business.

**Senior Consulting Services Manager**

Alliance Data, Dallas, TX  
*October 2001 – May, 2007*

Provided leadership, strategic guidance and subject matter expertise on Alliance Data Business Process Outsourcing (BPO) projects and operations to ensure quality implementations, employ optimized business processes and consult on business development opportunities in order to meet both internal and external client objectives.

- Rewarded for role on implementation of process and system that brought additional \$20 Million of potential annual revenue to client.
- Multiple Spot Awards for excellence in performance and leadership.
- Recognized and rewarded for managing project to eliminate 310,000+ aged market open system exceptions.
- Reduced outstanding receivables held from credit action by \$11 Million.
- Raised Service Level for billing inquiries from mid 60% to more than 95% in 3 months.
- Awarded for role in conversion of 800,000+ accounts from a legacy CIS to Peace Software’s ENERGY CIS.
- Recognized and rewarded for role in sale of back-office operation.
- Promoted several times during tenure with Alliance Data.

**Senior Information Services Analyst**

New York State Electric & Gas, Binghamton, NY  
*March, 1997 – October, 2001*  
*February, 1996 – March, 1997 ( Computer Aid)*  
*April, 1995 – February, 1996 (Business Services by Manpower)*

Managed a team of 40+ analysts and testers in implementing business and technology strategies, policies and projects to support the billing of approximately 1.2 Million electric and gas customers in New York State.

- Raised Summary Billing “timeliness of billing” from 70% to 98% in one year.
- Reduced Summary Billing postage and payment costs ~\$62K per year.
- Recognized and rewarded several times for role in successful implementations of numerous large-scale projects primarily related to Year 2000, deregulation and customer service via the Internet.
- Developed and/or implemented numerous programs and projects that contributed to the successful expedited launch of NYSEG’s deregulated electricity program.

**Business Systems Consultant**

Independent Contractor, Le Roy, NY  
*May, 1992 – May, 1995*

Worked directly with small companies to understand their goals and objectives, perform business and systems analysis, and deploy optimal business and technical solutions to bring increased profitability to their companies.

- Re-engineered business processes and implemented a Work Order Invoice and Sales Tracking System allowing a small vacuum repair company to save approximately \$22K per year on invoicing.
- Successfully assisted the launch of satellite location for small Real Estate appraisal company by delivering hardware, software and data communication needs between main office and clients. Additionally, Co-Authored and implemented

HUD Review Appraisal database, Appraisal Tracking System and Petty Cash Tracking System to allow management greater visibility into their operational costs.

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#### **EDUCATION**

- **B.S. in Business Administration (Systems Management):** S.U.N.Y. College at Brockport, NY (1992).

# STEVE BOGIN

735 Manette Lane, Valley Cottage, NY 10989 • (845) 893-4260 • sbogin@vzw.blackberry.net

Senior level Retail Natural Gas and Electricity Scheduler with proven ability of enhancing portfolio optimization. Proven achievements in the energy trading industry; extensive experience in load and capacity forecasting, invoice reconciliation, process reengineering and due diligence activities around new market entry.

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## EXPERIENCE

### CRIUS ENERGY, LLC

#### GAS SCHEDULER

- Responsible for the market entry for new gas markets
- Responsible for forecasting customer usage
- Responsible for all procurement and financial hedging
- Schedule pipeline nominations and LDC nominations for 10 market areas
- Maintain tracking of all transactions
- Confirm deals with third parties are accurate
- Monitor billings to determine imbalance
- Responsible for financial reporting such as Pnl, Gross Margin reports , etc..

### Gateway Energy Services Corporation

#### Gas and Electric Supply Manager (2009-2012)

#### Responsibilities

- Manage the scheduling of 24 Natural gas and 11 Electric territories
- Performed due diligence activities for new market entry
- Perform functions around Load and Capacity Forecasting
- Purchase all bid week gas for the following month's baseload deliveries
- Trade entry and volumetric balancing for all Natural Gas activity in ETRM System
- Assisted Pricing department with gas price build-up and forward curve verification
- Work in conjunction with VP of Energy Supply to optimize pipeline scheduling and implement company's market strategy

#### Achievements

- Developed processes and procedures for improving Load and Capacity Forecasting
- Implemented new procedures for tracking gas and electricity flows in conjunction with company's ETRM System. Which resulted in a savings of 25 man hours per month
- Lead due diligence initiatives for new market entry in Ohio and Canada for Natural Gas and PJM for Electric

## **Gateway Energy Services Corporation**

### **Gas Scheduler (2003-2009)**

#### **Responsibilities**

- Nominate and track Natural Gas LDC Citygate deliveries for 28 aggregate pools and 5 Daily Metered pools
- Communicate flows and transaction terms with Wholesalers for pipeline nominations
- Reconcile invoices and evaluate third party delivery adjustments and penalties
- Forecast the volumes associated with daily metered Natural Gas customer pools
- Evaluate and manage storage for 15 storage pools
- Evaluating pipeline constraints and curtailments
- Managing pricing strategies for gas deliveries

#### **Achievements**

- Developed a good understanding of pipeline scheduling and market strategy.
- Developed training and procedure manuals.
- Displayed dependability by being on call 24/7 without a backup

## **Gateway Energy Services Corporation**

### **Customer Service/Sales/Accounts Receivable (2001-2003)**

#### **Responsibilities**

- Customer Service- helping customers understand bills and related customer issues
- Sales- Cold calling and customer retention
- Accounts Receivable- Data Entry

## **EDUCATION**

Rockland Community College, Rockland, NY

## **REFERENCES**

Upon request

8143 Quinn Terrace  
Vienna VA 22180

**PETER RAMGOLAM**  
*pramgolam@criusenergy.com*

Mobile: 201.401.1859  
Home: 703.942.5168

## **Qualifications Summary**

Twenty-five years of experience at the most sophisticated companies in the energy industry reflecting increasing leadership roles in commercial and operational functions. A record of significant achievements driven by strong commercial and analytical skills and a passion to deliver results.

## **Experience**

### **Crius Energy Trust; Stamford CT**

*Vice President – Supply, Forecasting & Pricing - 2/11 to current*

Started as the VP of Public Power Energy LLC's commercial division and promoted to current position after the merger of Public Power and Viridian Energy LLC to form Crius Energy Trust LLC. Responsibilities include:

- Manage the forecasting, scheduling and nomination of electricity and gas across all Crius' markets
- Responsible for executing Crius' supply risk management strategy across PJM, NEISO, NYISO & MISO
- Oversee matrix and discreet pricing for electric and gas commercial and residential accounts across Crius footprint
- Work with Commercial leaders in setting rates in all markets

### **Integrus Energy Services (IES); Washington DC**

*Director: Mid-Atlantic Operations - 9/06 to 1/11*

One of three principals hired from Direct Energy to launch IES in the Mid-Atlantic retail electricity business. Responsibilities include:

- Manage retail power and renewable supply across ten PJM price zones and one MISO zone
- Oversee pricing, contract acceptance, account set-up, enrollments and billing for all retail deals across the Mid-Atlantic region

### **Direct Energy (DE); Newark, NJ**

*Director: Power Structuring - 4/05 to 8/06*

Senior member of team hired by DE to enter the Mid-Atlantic retail electricity market. Responsible for pricing, deal capture, product /contract development and margin/portfolio management for the Mid-Atlantic region.

### **Scientific Applications International Corp (SAIC); Mclean, VA**

*Sr. Director - 11/04 to 3/05*

Responsible for building infantile energy practice by developing and delivering strategic consulting services to large energy users in the areas of energy risk management strategy and its execution through the procurement and contracting process.

- Secured contracts with the MTA of NYC and the Port Authority of NY & NJ worth \$2.3 M to provide advice on risk management strategies related to the long term electricity and diesel fuel supply

### **Sempra Energy Solutions (SES); San Diego, CA**

*Vice President: Commercial Structuring - 11/01 to 4/03*

Lead a department of Structuring and Project Finance in developing creatively structured energy outsourcing solutions to meet the underlying business objectives of national C&I customers. Achieved the following:

- Structured deals with a total contract value of \$1.3 billion and gross margin in excess of \$60 million
- Developed financial models to value-price deals structured on a platform of commodity power and gas supply
- Supported M&A due diligence efforts by valuing prospective books of energy supply and services contracts

### **Enron Europe; London, UK**

*Director: Deal Structuring - 3/00 to 10/01*

Part of a core US team sent to London to establish the retail energy business.

- Established pricing desk including pricing models and forward curve methodology for UK markets

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**PETER RAMGOLAM**  
[pramgolam@criusenergy.com](mailto:pramgolam@criusenergy.com)

Mobile: 201.401.1859  
Home: 703.942.5168

### **Enron Energy Services (EES); Houston, TX**

Director: Transaction Economics - 4/98 to 2/00

Supervised eight employees in structuring and pricing all integrated (electricity and gas) retail energy deals in North America.

Manager: Risk Management - 3/97 to 3/98

Supervised the California pricing desk comprising five analysts in pricing all retail electricity products for that market.

Manager: Rates & Tariff - 12/96 to 2/97

Responsible for developing proxy forward price curves of utility tariffs for the major IOUs in the states of TX, MI and NY.

### **Florida Power & Light; Miami, FL**

Supervisor of Financial Modeling & Analysis: Power Generation Unit - 10/93 to 11/96

Supervised two financial analysts in providing all financial support to the business unit particularly in the areas of capital budgeting, analysis of independent power generation projects and the evaluation of strategic issues.

Senior Financial Analyst: Corporate Finance - 5/87 to 9/93

Supported the strategic planning process by developing and scenario testing long-term financial forecasts. Determined the debt equivalency of contracted long-term power purchases. Quantified the synergies of combining FPL's operations with those of other major Florida utilities.

### **Electronic Data Systems (EDS); Dallas, TX**

Management Trainee - 7/85 to 4/87

Completed three six-month rotations in various commercial divisions developing financial models, a menu driven PC based budgeting system and performing accounting functions. Also completed EDS' ten-week systems engineering course.

### **Control Data Corporation; New York, NY**

Area Logistics Analyst / Financial Administrator - 10/82 to 6/85

Optimized \$6 million computer spare parts inventory by trimming stock by \$1.5 million while increasing availability from 78% to 90%. In previous position provided financial support to the New Jersey / New York marketing organization.

### **Chase Manhattan Bank; New York, NY**

Credit Analyst - 5/82 to 9/82

Determined department store credit limits for factoring business serving the garment industry.

### **Exxon; Kingston, Jamaica**

Process Engineer - 9/79 to 1/82

Initiated and implemented refinery projects, including preparation of design specifications as well as economic justification.

### **Education**

MBA, Finance - St. Johns University, New York

BS, Chemical Engineering - The University of the West Indies, Trinidad

### **Professional Certifications and Affiliations**

Certified Management Accountant (CMA)

Certificate in Financial Management (CFM)

Member of the National Association of Accountants (NAA)

### **Awards**

Winner of the EES Chairman's Award for Excellence - April 1999

**This foregoing document was electronically filed with the Public Utilities**

**Commission of Ohio Docketing Information System on**

**8/23/2013 1:47:34 PM**

**in**

**Case No(s). 11-5020-GA-CRS**

Summary: Application Renewal Application of FTR Energy Services, LLC Inc. (Part V)  
electronically filed by Mr. Stephen M Howard on behalf of FTR Energy Services, LLC Inc.