

## Earl Franklin

### Executive Director

406-570-0461  
earl.franklin@e3co.com

#### EXPERTISE

- Power asset restructuring
- Generating Company Management
- Energy market analysis and valuation
- Acquisition and divestiture
- Project Financing Due Diligence

#### EDUCATION

MBA, Wharton School  
University of Pennsylvania

BS Industrial Engineering  
Georgia Institute of  
Technology

#### EXPERIENCE

E3 Consulting, LLC  
Executive Director  
1998-2007, 2008-present

Prometheus Energy  
Company  
Chief Operating Officer  
2007-2008

PG&E (U.S.) Generating  
Executive Vice President-  
Operations  
1991-1998

U.S. Operating Services  
President & CEO  
1991-1998

Ebasco Plant Services  
President  
1986-1991

#### QUALIFICATIONS

Mr. Franklin has over 30 years experience in the power generating business. He has attained senior management positions from a base of expertise in business operations, asset management, merger and acquisition, and project development and finance. As an energy industry consultant, he brings this expertise to engagements advising clients on valuation, market analysis, restructuring and workout, and financing due diligence.

#### REPRESENTATIVE EXPERIENCE

**Energy Restructuring.** Mr. Franklin managed E3's engagements as energy advisors to the creditors of NRG Mid-Atlantic and Mirant Americas Generation Inc. E3 conducted analyses of issues leading to asset valuations, including power and fuel market forecasts, plant dispatch, capital expenditures and major maintenance, and environmental costs. E3 also provided oversight to energy trading which included both of these cases, E3 developed alternative, standalone business plans for the entities including organizational structures, going forward costs and cash generating potential. E3 also provided advice to creditors on matters associated with cash forecasts, cash draw requests, company business plans, proposed asset dispositions and various court filings. Mr. Franklin has advised creditors of other distressed assets on matters of valuation and alternative management.

**Generating Company Management.** As Chief Operating Officer for Prometheus Energy Company, Mr. Franklin was responsible for project development, engineering and construction, environmental health and safety, human resources, and product sales. He helped the company streamline its cost structure and developed an effective outsourcing strategy to accelerate its cash-flow-positive date. As the Executive Vice President of Operations for PG&E Generating Company, Mr. Franklin had P&L responsibility for a \$4.5B national portfolio of generating assets.

**Acquisition and Divestiture.** At PG&E Generating, Mr. Franklin led the post-acquisition integration of about 11 projects (\$2B) into existing portfolio. As an independent consultant, he advised senior management of Commonwealth Edison on its \$4.8B divestiture of existing fossil-fired generating plants.

**Financing Due Diligence.** Mr. Franklin provides advice to project sponsors and prospective lenders related to the financing of energy projects including pro forma analysis, market forecasts, and contract analysis.