

**Joe Mendez**  
**Executive Director**

713.956.1142  
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**EXPERTISE**

- Power Asset Restructuring
- Energy Marketing and Trading
- Asset Development
- Acquisitions
- Financial Modeling & Valuation
- Oil and Gas Project Management
- Gas Plant Design and Operations

**EDUCATION**

Masters of Business Administration, University of Texas  
J.D., UCLA School of Law  
BS CE, Texas A&M University

**EXPERIENCE**

E3 Consulting  
Executive Director  
2003-Present

FPL Energy  
Director, Asset Develop.  
2001-2002

Avista Energy  
Director, Asset Develop.  
Director, Power Mktg.  
1998-2001

PanEnergy  
Commercial Analyst  
Power Group  
1996

Exxon Company, USA  
Project Engineer  
1980-1986

**QUALIFICATIONS**

Mr. Mendez has over 25 years in the Energy Industry identifying and capturing value in markets and from assets. Extensive experience in asset development, advising large bank syndicates on distressed assets, project management, financial restructuring, financial/market analysis, power marketing, negotiations, contracts, international projects, acquisitions, due diligence and asset development. Mr. Mendez has earned degrees in Engineering (BS CE), Business (MBA-Finance) and Law (JD).

**REPRESENTATIVE EXPERIENCE**

*Energy Restructuring.* Mr. Mendez managed the development of the financial models in E3's engagements as energy advisors to the creditors of NRG Mid-Atlantic and Mirant Americas Generation Inc. ("MAGI"). Mr. Mendez has also managed the associated market simulation model work to confirm the forecasts provided by the Holding Company during the restructuring of the loan. Mr. Mendez has also developed and presented asset valuation opinions to Senior Creditor Committees on restructuring projects.

*Asset Development Consultant.* Currently acting as the primary advisor to Utility Company Board of Directors regarding the feasibility and investment analysis on a \$2.2 billion power plant project and the associated \$300 million 500 kV transmission line project. Providing on-going consulting services to assist the Board on negotiations of Partnership Agreements, Development Agreements, tax issues and investing analysis.

*Asset Development.* As Director of Asset Development for FPL Energy and Avista Power, Mr. Mendez has lead the effort in developing numerous power plant projects in ERCOT, Western US and the Southeastern markets, including leading the negotiations on Joint Venture, PPA, site option, fuel supply and water supply agreements.

*Oil and Gas Engineering and Project Management.* Mr. Mendez designed, economically justified, presented to management and implemented over 100 projects related to oil field and gas plant operations while working for Exxon Company, USA.