

Lewis G. Larsen, c.v.

Education: MBA, University of Chicago, Graduate School of Business, Operations Research and Finance, 1970; A.B. Biology, University of Chicago, 1968. In early 1970's, completed course work toward a Ph.D. in theoretical biophysics at University of Miami in Miami, FL. Was unable to finish writing dissertation because of funding cuts in (what was then called) the Atomic Energy Commission, taught for one year at a University of Wisconsin branch campus, and began business career in 1973.

May 2001 - present: President and CEO, Lattice Energy LLC, Chicago, IL.

1994 - May 2001: worked as independent free-lance consultant on variety of technology-oriented consulting and business development projects. In 2001, co-founded and launched Lattice Energy LLC.

1997 - December 1999: also served as business consultant and acting Chief Technology Officer for ComEnergy Technologies ("CET"), a start-up company in the energy information management and control systems business. CET was a wholly-owned, unregulated subsidiary of what was then ComEnergy System, Inc. of Cambridge, MA. (which subsequently merged with Boston Edison to form NStar), a regional electric and gas utility. During 1997, CET was founded by ComEnergy as a result of acquiring a small division of Ameritech Corporation in Chicago that had developed an innovative low-cost system for automatic meter reading and data collection for utilities. CET's business was to provide selected small to medium-large commercial and industrial customers with cost-effective, state-of-the-art energy information management, forecasting, and control solutions. In late October 1999, NStar sold CET to Euromicron AG, a German building control systems manufacturer. From 1998 through 1999, was also a subcontracting consultant on special projects to Cambridge Energy Research Associates ("CERA") of Cambridge, MA. CERA-IHS is a global consulting organization with corporate and government clients in electric utility, oil, and gas industries. Work for CERA primarily involved advice regarding impact and utilization of new information technologies and computers for energy information management and control solutions in the electric utility and gas industries.

1990 - 2001: in 1990, developed a business plan pertaining to commercialization of patented, very radical massively parallel logic-in-memory microprocessor chip and associated compiler technology invented by a Professor at the University of Texas, Austin, TX; subsequently co-founded start-up company, Linden Technology LLC, to serve as an IP licensing company. Served on Board of Managers of Linden, was a paid consultant to that Company and was a shareholder. Unfortunately, none of company's Japanese licensees were able to successfully execute the radical chip design; Linden was unable to create a continuing revenue stream and was ultimately disbanded.

1987 - 1994: began as a consultant to Chicago boutique investment banking firm of Hayes & Griffith, Inc. during 1987; then joined the firm as full-time employee in 1988. During career there, published investment research reports pertaining to U.S. manufacturing sector and provided strategic planning advice to manufacturing, marketing and distribution, and technology-oriented businesses. Also served as business development specialist pertaining to variety of marketing and distribution businesses; involved in a number of technology-oriented commercialization projects.

1984 - 1988: owner and President of TransGlobal Investment Services, Barrington, IL. Conducted research in macroeconomics, stock analysis, and industry studies for commission dollars with small to medium-sized institutions; also managed assets for individual investors. In September of 1986, Larsen's financial research was subject of a cover story in *Barron's* magazine; two follow-up stories were published in 1988; and a mention again in January 1999; also provided consulting services to Hayes & Griffith, Inc., Heinold Securities, Inc., and The Financial Research Center.

1982 - 1984: Executive Vice President and Principal, LaSalle Commodities, a futures and derivative instruments portfolio management company, Chicago, IL. Originated and implemented an international tax-advantaged hedge fund, designed and installed a new automated risk management system, and managed fund for individual investors.

1979 - 1982: Vice President at Commodities Corporation in Princeton, New Jersey; functioned as an international trader/researcher in commodity futures, derivative instruments, stocks, and interbank currencies. Also participated in management of an agricultural economics research group, based in Brussels, Belgium, that provided consulting services to international companies (e.g., what was then Nabisco) and government organizations such as the EEC.

1975 - 1979: Merchandiser at Louis-Dreyfus Corporation, Wilton, CT. Dealt in cash/futures international arbitrage and trading in physical commodities; had responsibility for international export programs in grain sorghum, vegetable oils (soybean oil), oats and rye; also conducted extensive price and arbitrage research in parallel with and in support of the company's merchandising activities.

1973 - 1975: Senior Systems Analyst at A.O. Smith Corporation in Milwaukee, WI; mainly worked on financial planning and forecasting systems used by top management and the Board.