

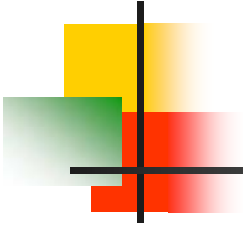


2013 Membership Report

ANNUAL MEETING SUMMARY

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- A decorative graphic on the left side of the slide consists of a vertical black line intersecting a horizontal black line. To the left of the vertical line are three overlapping squares: a red one at the top, a green one in the middle, and a yellow one at the bottom. To the right of the horizontal line is a long, light gray horizontal bar that extends across the width of the slide.
- Update of Membership Statistics
 - 2013 Membership Plan Update
 - 2014 Membership Plan

October 16-18, 2013



Membership Pursuit is a Full Time Job!

Membership is Everyone's Job!

Membership is a Selling Process!



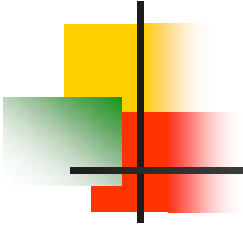
CIBO's Vision

CIBO is dedicated to ensuring that non-utility industrial, commercial and institutional energy producers can continue to provide safe, cost effective and reliable energy to sustain a strong and globally competitive economy.



CIBO's Mission

- CIBO represents the interests of America's non-utility energy producers and users. It is the organization of choice for accurate information and advocacy to achieve safe and cost-effective solutions for industrial energy, technology and environmental issues.
- CIBO activities are designed to:
 - Provide for the focused exchange of accurate technical information among organizational members, government and the public concerning policies, laws and regulations that impact industrial energy systems
 - Provide a forum for the continued education of organizational members, and the broader industrial energy community on advances in technology and operations to improve the reliability, cost-effectiveness and environmentally safe production and use of energy.



Our Challenge

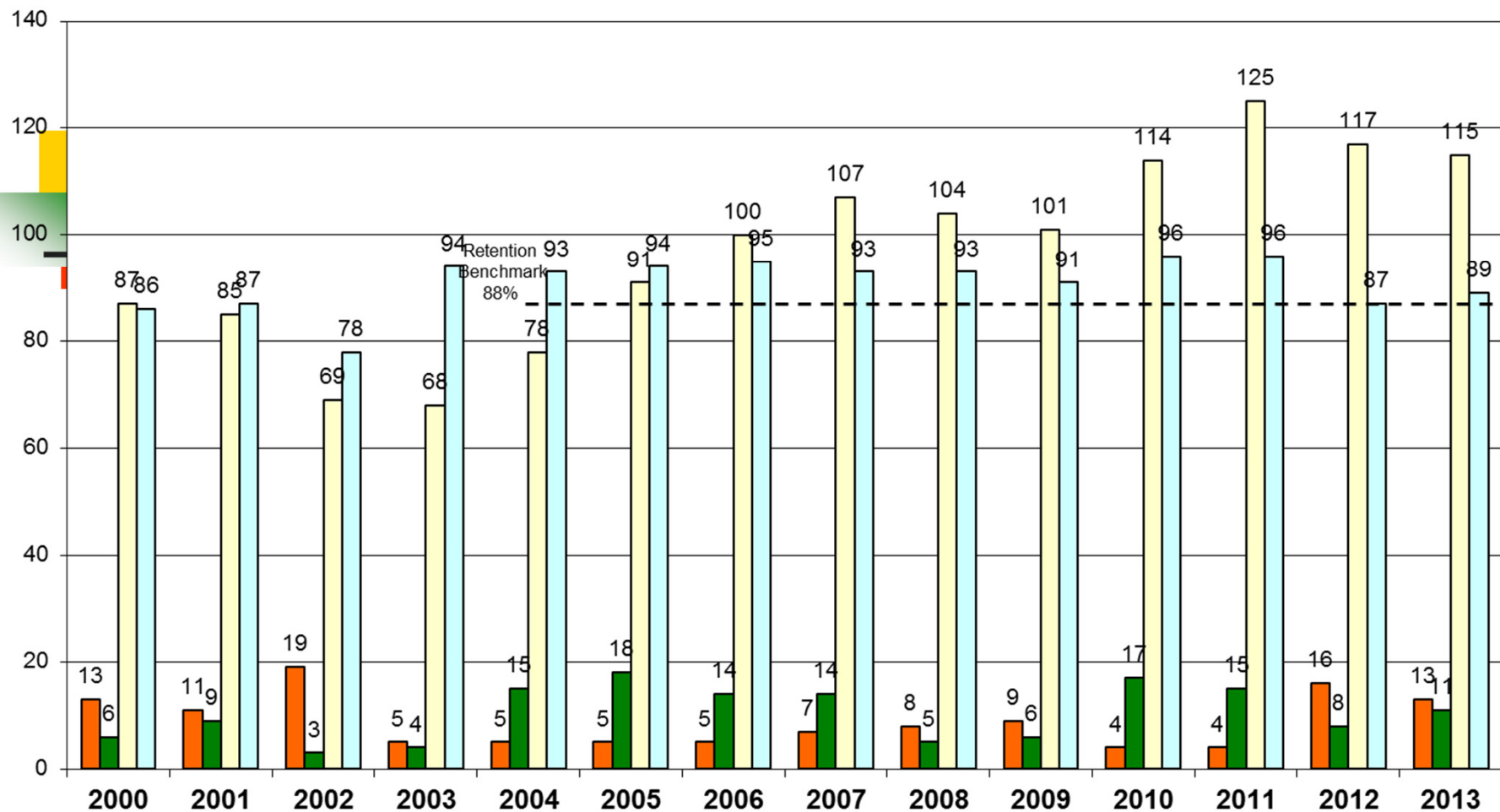
Staying Relevant Through A Constantly
Changing Political and Regulatory
Landscape



Membership Statistics

- Members (115), Owners (54), Services & Equipment Suppliers (61)
Active: (35), Small Entity Active (3), Associate: (61), University: (16)
- Members Gained (11)
 - **ABB Inc.**
 - **Altec Environmental Inc.**
 - **Eco Power Solutions**
 - **ESI Inc. of Tennessee**
 - **Exothermics Inc.**
 - **Karges-Faulconbridge, Inc.**
 - **KC Cottrell Inc.**
 - **NatronX Technologies Inc.**
 - **Primary Energy**
 - **Sentry Equipment Corporation**
 - **Solar Turbines Inc.**
- Members Merged/Acquired, Cancelled
 - Active (8), Small Entity Active (0), Associate (5), University (0)
 - Arch Coal, City Utilities of Springfield, Cogentrix, Colmac Clarion, Duke Energy, FL Smidth, Graymont, GWF, ICL-IP, New Page, Power Plant Management, TUV SUD, Wheelerbrator

CIBO Membership



losses gained total retention

| Recession & 9/11 | Membership Stabilized | Membership Growth: 57% | Recession | Growth: 13.9%
 Retention consistently above/near benchmark

Retention Benchmark Source: Association Management & Marketing Resources (AMMR)



2013 Membership Plan Update

1. Worked to Broaden CIBO Message

- Switching to Natural Gas is Not a "No Brainer"
- Burning Natural Gas Does Not Solve All of the Environmental Issues
- Energy Efficiency Will Become a Major Issue Going Forward
- Alternate Fuels are Critical to Survival of Many Plants
- Water Use is Becoming the Next Big Environmental Issue
- CO₂ Issue is Not Going Away
- Environmental Groups are Not Going Away



2013 Membership Plan Update

2. Worked to Advance the CIBO Position in Energy and Technical Areas

- Promote CIBO's Leadership in: Energy Efficiency, Fuel Diversity, and Emission Reduction Technologies in Charting a Path Forward
- Continue CIBO's Leadership in Defining the Boiler MACT & Climate Change Discussions Agenda
- As Boiler MACT Reaches Final Definition and Promulgation, Provide a Resource That Defines Practical Compliance Implementation
- One Stop Resource for current direction in Energy & Environmental Issues and Technology Development
- Work to Develop Bridges with Stakeholders, e.g. APPA, SBA, OTC



2013 Membership Plan Update

3. Continued Communication and Promotional Activities w/Emphasis on the Benefits to Members
 - Newsletter: Prospect Generator, Associate Profiles
 - Website: Associate Profiles Organized by Products/Services Provided
 - Targeted Communications to Potential Members

4. Continued Focus on Member Retention Utilizing Retention Process
 - Continued to Utilize Retention Process
 - Retention Rate: 88.9%
 - Owners: 86.9%
 - Concern of Recent Erosion
 - Associates: 91.9%



2013 Membership Plan Update

5. Continued Drive for New Members

- Signed 11 New Members, Most from Target List
- Additional New Member Signed –Up for 2014
- Solicited Active/Small Entity Active Leads from Members
- Sought out Defections from Trade and Industry Groups
- Small Entity Active Classification Pursuit: 1 New Member
- Continued to Utilize Recruiting Process

6. Continued Execution of Small Entity Active Marketing Plan

- Targeted Promotion & Recruiting



2013 Membership Plan Update

7. Continued Focus Group Meetings

- Developed Focus Group Meetings w/CEO Committee Based on Member Input
- Held Three Successful Focus Group Meetings Associated with Quarterly Committee Meetings

8. Continued to Solicit Input from Membership

- Validated CIBO Direction and Actions as we move forward
- Followed up on Prospect Leads from Members
- Heightened Member Participation in Conferences & Meetings Planning
- Strategic Planning Session (3/13)



Association Future Trends And Issues Forecast

- **Retention Will Continue to Require More Capacity**
- **Advocacy Will Heat Up**
- **Association Value Equation Will Play a Key Role in Retention Efforts**
- **Strategic Planning, the No. 1 Trend Among Associations, is Now Front and Center**
- **Peer Communication and Networking Among Younger Members is Becoming a Major Concern**

Source: Association Management & Marketing Resources



Market Environment/Trends/Drivers Energy & Environmental

- Economic Pressures
 - Slow/Modest Economic Recovery
 - Many Companies in Retrenchment/Survival Mode
 - Mergers/Acquisitions/Joint Ventures/Divestitures
 - Shift to Asset Management Business Model
 - Capital Availability
 - Hesitation to Pursue Projects
 - Lack of Confirmed Capital Projects Continue Stress on Associate Membership Commitments
 - Continued Cost & Headcount Reductions Emphasize Lost Knowledge Replacement
 - Low Cost Natural Gas Availability
 - Craft Labor Availability Putting Pressure On Projects



Market Environment/Trends/Drivers Energy & Environmental

- Increasing & Changing Environmental Laws & Regulations
 - BMACT/Area GACT/CISWI/NHSM
 - BART
 - Continued Regulatory Pressure on Use of Any Solid Fuel
 - Cross State Air Pollution Rule (CSAPR)
 - OTC (CSAPR+)
 - Criteria Air Pollutants/NAAQS
 - Water: Intake, Cooling, NPDS Discharge, Quality Std's
 - Coal Ash
 - Utility MATS
 - Climate Change/Global Warming Legislation/Carbon Tax?



Market Environment/Trends/Drivers

- Multiplicity of BMACT Solutions with Differing Risks
- Fuel Switching
- Natural Gas Price & Availability?
- CHP Opportunities
 - Executive Order for Increased Application of CHP
 - Utility Coal-Fired Plants Being Retired
- Summary
 - Marketplace is in a High State of Flux/Uncertainty/Confusion/Fear



Market Environment/Trends/Drivers Energy & Environmental

- Potential CIBO Membership Growth Areas
 - Actives & Universities Impacted by Boiler MACT
 - Small Business Membership Classification
 - Defections from Trade and Industry Groups
 - Associates: BMACT Compliance



Challenges for Owners

- Increase in Mergers/Divestitures
- Increase in Gas Conversions
- Increase in Shutdown of Plants
- Shrinking Coal Fleet



2014 Membership Plan

Musts for 2014/Our Challenge

1. Focus CIBO Message

- Switching to Natural Gas Has Many Issues & Challenges
- Energy Efficiency Will Become a Major Issue Going Forward
- Alternate Fuels are Critical to Survival of Many Plants
- Water Use is the Next Big Environmental Issue
- Climate Change is Not Going Away
- Environmental Groups



2014 Membership Plan

Musts for 2014/Our Challenge

2. Steady Voice of Reason in Energy and Technology

- Promote CIBO's Leadership in: Energy Efficiency, Fuel Diversity, and Emission Reduction Technologies in Charting a Path Forward
- Continue CIBO's Leadership in Defining the Boiler MACT & Climate Change Discussions Agenda
- Provide a Resource That Defines BMACT Practical Compliance Implementation
- One Stop Resource for current direction in Energy & Environmental Issues and Technology Development
- Work to Develop Bridges with Stakeholders, e.g. APPA, SBA, OTC



2014 Membership Plan

Musts for 2014/Our Challenge

3. Maintain Communication and Promotional Activities w/Emphasis on the Benefits to Members
4. Continued Focus on Member Retention
5. Drive for New Members
 - 30+ Top Owner Prospects
 - Seek out Defections from Trade and Industry Groups
 - Small Business Classification Pursuit
 - Owner Non-Members Affected by BMACT
 - Prospect Referrals from Members
 - Email Prospect's Contact Information to Candy Marriott
 - Direct Prospect to CIBO Website (Becoming a Member/Request Info)
6. Continue to Execute Small Business Marketing Plan



2014 Membership Plan

Musts for 2014/Our Challenge

7. Continue Focus Group Meetings

- Topics Based on Member Input

8. Continue to Solicit Input from Membership

- Validate CIBO Direction and Actions as we move forward.
- Heighten Member Participation in Conferences & Meetings



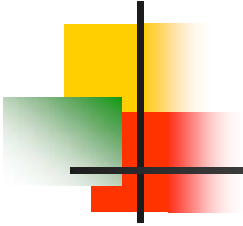
Membership.....

Pursuit is a

Full Time Job!

Membership is

Everyone's Job!



2013 Annual Survey Report

October 16-18, 2013



Agenda

- Response
- Top Legislative, Environmental, Energy, and Technical Issues
- Top Member Services
- Major Benefits of Membership
- Areas That Need Improvement
- Things Would Like To See Added
- Other Things CIBO Could Do



Response

- 42 Respondents (37% of Members)
- Response Breakdown
 - 16 Actives (46%)
 - 19 Associates (32%)
 - 7 Universities (44%)

How supports stakeholders' needs

	 Active Members ¹	 Associate Members ²	 Government	 Trade Associations ³	 Industrial Energy Users ⁴	 Public	
What CIBO Brings to You	One-stop, Time-Saving resource for energy & environmental issues, cutting-edge technologies, accurate & up-to-date information, advice	✓	✓	✓	✓	✓	
	Forum for networking with peers & stakeholders	✓	✓				
	Proactive & realistic planning resource	✓	✓				
	Means to preserve & recapture lost knowledge	✓	✓				
	Save \$, through energy efficiency, cost avoidance, cost effective compliance, etc.	✓	✓				
	Professional growth & career development	✓	✓				
	Forum to share ideas, give input, & discuss positions on regulations, legislation and key issues	✓	✓	✓			
	Leveraged advocacy	✓	✓	✓		✓	
	Education	✓	✓	✓	✓	✓	✓
	Forum to learn what's important to owners		✓	✓			
	Opportunity to present products & services		✓				
	Collaboration on key issues & litigation				✓	✓	
What You Bring to CIBO	Technologies, solutions & services		✓				
	Prioritized issues & needs	✓	✓		✓		
	Comments on proposed regulations & legislation	✓	✓				
	Positions on issues	✓	✓		✓		
	Advice	✓	✓	✓	✓		
	Support	✓	✓	✓	✓		
	"Heads Up" on future regulations & legislation			✓	✓		
	Overview / details of pending regulations & legislation			✓			
	Public perception					✓	

¹Active, Small Entity Active, and University Members

²Equipment Manufacturers, Service Providers, and Consultants

³ABMA, ACC, AF&PA, CAPCA, US COC, ELCON, NAM, etc.

⁴Non-members



2013 Annual Survey Results

Legislative Issues	Total Act (16)	Total Assoc (19)	Total Univ (7)	TOTAL
Clean Air Act Review & Amendments	5	4	5	4.52
Environmental Regulatory Advocacy (MATS, CATR, etc.)	4	4	3	3.95
Coal Ash	4	3	5	3.81
Clean Water Act Amendments	4	3	4	3.64
Global Climate Change	4	3	3	3.29
Fuel Supply (OCS)	3	3	4	3.19
Multi-emissions (3P-4P)	3	3	3	3.00
EGU, Non-EGU Definition	3	3	4	2.76
Energy & Environmental Taxes	3	2	2	2.71
Clean Coal/Carbon Capture & Sequestration	2	3	3	2.71
Electricity Transmission Access (grid)	2	2	2	2.10



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2013 Annual Survey Results

Environmental Issues	Total Act (16)	Total Assoc (19)	Total Univ (7)	TOTAL
Boiler MACT	5	5	5	4.67
NAAQS	5	4	4	4.48
Environmental Litigation	4	3	4	3.71
Cross States Air Pollution Rule (CAIR, CATR)	3	4	4	3.71
New Source Review Reform	4	4	4	3.57
RCRA Non-Utility Fossil Fuel Ash Classification	4	2	5	3.29
GHG Regulations and Permitting	4	2	3	3.12
Title V	3	2	5	3.10
Ozone Transport SIPs (State SIPs, EGU/nonEGU)	3	3	3	3.05
Water Issues	4	2	3	2.93
TRI Reporting	2	1	2	1.81
Waste Energy Registration	2	2	2	1.71



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Environmental Litigation	4	3	4	3.71
Cross States Air Pollution Rule (CAIR, CATR)	3	4	4	3.71
New Source Review Reform	4	4	4	3.57



2013 Annual Survey Results

Energy Issues	Total Act (16)	Total Assoc (19)	Total Univ (7)	TOTAL
National Energy Strategy	4	3	4	3.62
Natural Gas Supply	4	3	4	3.57
Regulatory Activity Relating to Fuels	3	3	4	3.38
Energy Efficiency	3	3	4	3.33
Carbon Management	4	3	4	3.29
Alternative (Opportunity) Fuels	3	3	4	3.24
Energy Project Evaluation	3	2	4	2.86
Electricity Supply	3	3	3	2.67
Utility Regulation	3	3	2	2.62
Operator Training & Certification	2	1	4	1.90
Ownership & Operations Options	2	2	2	1.81



2013 Annual Survey Results

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Carbon Management	4	3	4	3.29



2013 Annual Survey Results

Technical Issues	Total Act (16)	Total Assoc (19)	Total Univ (7)	TOTAL
Emission Control Systems	4	4	4	4.38
Energy Efficiency & Optimization	4	3	4	3.76
Burners	3	3	4	3.24
Boiler Design (Package, Stoker, FBC, PC, etc.)	3	3	3	3.14
Boiler Life Extension & Upgrades	3	3	4	3.14
Advanced Technologies (Monitoring & Development)	3	3	3	3.05
Burner Management System/Safety System	3	3	3	2.95
Ash Handling & Disposal	3	2	4	2.86
Fuels & Fuel Handling	3	3	3	2.86
Safety	3	2	4	2.81
Water Treatment	3	2	3	2.71
Turbine Generators	2	3	4	2.71
Performance Benchmarking	3	3	3	2.67
Controls & Instrumentation	3	2	3	2.67
Electric Generation Systems	2	3	3	2.52
Maintenance & Inspection	2	2	4	2.43
Codes & Standards	2	2	2	2.38
Risk Management	2	2	2	2.19
Operator Training & Controls Interface	2	2	3	2.10
Small Boilers	2	2	2	2.07
Refractory	1	2	3	1.62



2013 Annual Survey Results

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Burners	3	3	4	3.24
Boiler Design (Package, Stoker, FBC, PC, etc.)	3	3	3	3.14
Boiler Life Extension & Upgrades	3	3	4	3.14



2013 Annual Survey Results

Member Services	Total Act (16)	Total Assoc (19)	Total Univ (7)	TOTAL
Networking with Other Members	8	8	7	7.48
Email Notices & Reports Distribution	7	7	8	7.31
Issue Information Availability	7	7	7	7.19
Industry Issue Identification	7	7	6	6.81
Newsletter (BoilerBlast)	6	7	7	6.79
Quarterly Committee Meetings	7	6	5	6.40
Online Membership Directory	6	7	5	6.31
Internet Site - Members Only	6	7	5	6.29
Technical Conferences	5	7	7	6.21
Quarterly Committee Mtg. Minutes	7	6	5	6.07
Proceedings and Publications	6	6	6	5.74
Response to Request for Information	6	5	5	5.48
Problem/Issue Contact Referral	5	5	5	4.95
Quarterly Focus Group Meetings	5	5	5	4.83
Technical Conference Exhibit Booths	4	5	5	4.71
Internet Site - Public Side	5	5	2	4.64



2013 Annual Survey Results

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Issue Information Availability	7	7	7	7.19
Industry Issue Identification	7	7	6	6.81
Newsletter (BoilerBlast)	6	7	7	6.79



Major Benefits of Membership

- Keeping Up-To-Date on Ever Changing Regulatory, Legislative, and Policy Issues; Environmental Regulations Watchdog
 - Access To:
 - Current Information and Intelligence on Key Environmental, Energy and Technical Issues
 - Technical Information and Expertise (conferences, focus groups/forums, meetings)
- Networking/Interacting w/Counterparts/Customers/Vendors
- Leveraged Advocacy – Both Legislative and Regulatory
- Involvement & Access to Influence Environmental Regulations; Forum for Making Regulatory Comments
- Access to EPA, DOE, Congressional and Administration Staff



Areas That Need Improvement

- Conferences:
 - IECT: more case histories, broaden message to account for operating energy facilities with sustainable objectives while balancing drivers of air, water and solid waste under multi regulations
 - Increased coverage of non-solid fuel emissions technology
- Energy Committee needs to be more active on position development and advocacy
- Diversify focal point from air emissions regulatory concentration
- Be more aggressive on a committee basis in contacting members about attendance at conferences and meetings. Although attendance up, there are some members that do not participate actively
- Internet Site time-out problem filling out surveys



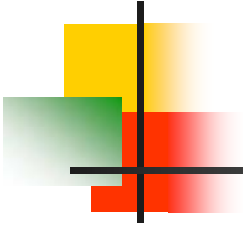
Things Would Like To See Added

- Workshops/Meetings/Conferences/Focus Group/Forum
 - Boiler MACT/GACT Compliance Planning & Implementation and path of least resistance
 - Energy Assessment/Optimization/Efficiency Conference
 - Boiler Operation, Maintaining High Reliability, Good Combustion Practices, Burner Performance, Avoiding Tube Ruptures
- Distributed Generation
- Work with MIT on their Energy Efficiency Program
- Quarterly update of current issues with situation and progress



Other Survey Comments

- Current activities and forums doing good job keeping us informed on the issues
- Meetings and conferences have been well formatted and presented
- Good survey



Other Things CIBO Can Do?