



August 17, 2017

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The Honorable Ann D. Begeman
Acting Chairman
Surface Transportation Board
Rail Energy Transportation Advisory Committee (RETAC)
395 E. Street, SW
Washington, DC 20423

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Dear Chairman Begeman:

This letter is my personal recommendation that Chadwick Conn be selected to fill either the biofuel or at-large vacancy on the Rail Energy Transportation Advisory Committee (RETAC). Since 2007, I have worked closely with Mr. Conn in his capacity as a distribution, operations and strategic executive of Eco-Energy Global Biofuels (Eco-Energy) and firmly believe he would an excellent addition to the committee.

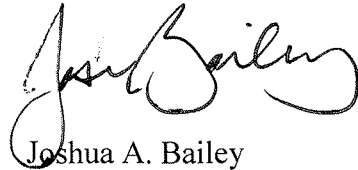
Eco-Energy is the leading independent provider of biofuel supply chain management solutions, handling 10 percent of the domestic market. Together with our partner, Copersucar S.A., we are the largest biofuels, logistics, and trading company in the world, handling 12 percent of the market share worldwide. With a broad geographic footprint and six complementary business units, Eco-Energy spans the entire ethanol supply chain. We have multiple touch points on every gallon we handle, allowing our customers to take full advantage of our flexible pricing solutions, market intelligence, and extensive distribution network.

Today, Mr. Conn serves as Eco-Energy's Vice President of Distribution and Corporate Counsel. In this role he is responsible for the day-to-day financial and operational management of Eco-Energy's distribution assets, complex vendor/customer negotiations, regulatory compliance and permitting, as well as working as a member of the executive team concerning long term corporate strategy. Additionally, Mr. Conn's experience managing the following tasks during his 10+ years at Eco-Energy will undoubtedly contribute to him being an excellent RETAC member:

- Led the infrastructure team in establishing and executing a \$100M+ capital outlay strategy to create a stable and repeatable revenue stream for corporation;
- Oversaw all the operational and legal aspects of the company's land use issues, zoning, municipal hearings, environmental inquiries, and permit applications;
- Counseled company leadership on legal matters including litigation, regulatory compliance and risk mitigation;
- Established and sustained rail freight vendor relationships while performing rate negotiations for transportation expenses, amounting to \$100M annually.

I highly recommend Mr. Conn be selected to serve on the RETAC. His talent, experience and dedication will undoubtedly benefit the Surface Transportation Board as it addresses energy rail issues on a national level. If you have any questions please feel free to contact me directly at (615) 786-0402.

Sincerely,

A handwritten signature in black ink, appearing to read "Josh Bailey", with a stylized, cursive script.

Joshua A. Bailey
Chief Executive Officer
Eco-Energy Global Biofuels

CHADWICK CONN

Eco-Energy Global Biofuels Address: 6100 Tower Circle, Franklin, Tennessee 37067

Phone: 202.997.9555 | 615.786.0401 **Email:** chadc@eco-energy.com

PROFESSIONAL EXPERIENCE

ECO-ENERGY, LLC. | FRANKLIN, TN, USA • MAY 2007–PRESENT

Vice President, Distribution and Corporate Counsel, Jan 2013–Present

- Administered identification of new business ventures, acquisitions, and partnerships, which involved formulating and executing vertical integration strategy for fixed asset downstream supply chain business.
- Supervised operational and commercial aspects of physical flow of products to/from company's downstream assets, with focus on optimizing profitability, safety, and customer satisfaction.
- Led the Eco-Energy Infrastructure Team in establishing and executing a capital outlay strategy to create a stable and repeatable revenue stream for corporation.
- Worked in collaboration with executive members and colleagues in creating new opportunities through market study initiation, data gathering, valuation analysis and due diligence.
- Managed the strategic planning and implementation of all marketing initiatives for current and future assets.
- Oversaw all the operational and legal aspects of the company's land use issues, zoning, municipal hearings, environmental inquiries, and permit applications.
- Assumed full responsibility in identifying, managing, training, and mentoring development staff tasked with financial evaluation, vendor and customer negotiations, supply chain forecast, and requests for funding.
- Conduct systematic negotiation, writing, review, summarization, research, and execution of various agreements, such as governance documents; marketing agreements; purchase and sales contracts; license agreements; real property leases; confidentiality agreements; and other general business contracts, both domestically and internationally.
- Render complete management oversight to the daily operations and safety initiatives of company's distribution assets and field employees.

Vice President, Operations, Aug 2009–Jan 2013

- Organized and managed the activities of the firm's supply chain operations, such as product scheduling, transportation, distribution services, and business development.
- Supervision to more than 50 employees responsible for the distribution of 1.4B gallons of fuel through truck, rail, and vessel throughout North America as well as the international movements from/to South America, Europe, and Asia.
- Executed analysis of business development to determine opportunities that existed for the firm to invest in downstream distribution assets and provided advice to shareholders to pursue fixed asset investments.

Director, Business and Legal Affairs, May 2007–Aug 2009

- Conceptualized and employed product scheduling and freight costing process through just-in-time inventory management.
- Observed operational adherence during rapid corporate growth by directing the recruitment and training of logistics professionals.
- Identified nationwide pricing strategy for distribution business by conducting market analysis.
- Formed client relationships on the largest and most influential customer and vendor accounts.

UNITED STATES AIR FORCE, JUDGE ADVOCATE GENERAL'S (JAG) CORPS • OCT 1999–MAY 2007

Appellate and Trial Defense Counsel (Washington, DC, USA | Aviano, Italy), *May 2002–May 2007*

Chief, Military Justice and Contracts (Kunsan, Korea | Nellis, NV, USA), *Oct 1999-May 2002*

EDUCATION

VANDERBILT UNIVERSITY, NASHVILLE, TN
MASTER OF BUSINESS ADMINISTRATION, 2015

UNIVERSITY OF MISSOURI-KANSAS CITY SCHOOL OF LAW, KANSAS CITY, MO
JURIS DOCTOR, 1999

MISSOURI STATE UNIVERSITY, SPRINGFIELD, MO
BACHELOR OF SCIENCE IN SOCIO-POLITICAL COMMUNICATIONS, 1995