



# Delivering The Next Generation of Food Production Now

*An introduction for the Colorado Joint Ag Committee*

*March 19, 2014*

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# Who is GULF?

- GULF is the world's leading Systems Integrator for Recirculating Aquaculture Systems (RAS), large scale hydroponic greenhouses and the renewable energy solutions that power them to produce: **Superior Food, Exceptional Profits, Better Environment & Sustainable Jobs**
- Our 20+ technology partners are *the* world leaders in:
  - ❖ Hydroponic growing, applied engineering and research, renewable energy, construction, management and operations

## We have:

- Access to significant capital
- An unsurpassed management team
- A stellar Advisory Board



Lt. Col. John Bickel - CEO



**GEN Wesley Clark**  
Chairman and CEO of Wesley  
K. Clark & Associates



**Michael Bowman**  
Founding Member, National  
Steering Committee  
Member "25x25"



**Hon. Thomas Ridge**  
President and CEO of  
Washington DC-based Ridge  
Global



# GULF Overview of Capabilities

GULF's unique renewable energy resources significantly reduce the operating cost of hydroponics and aquaculture production

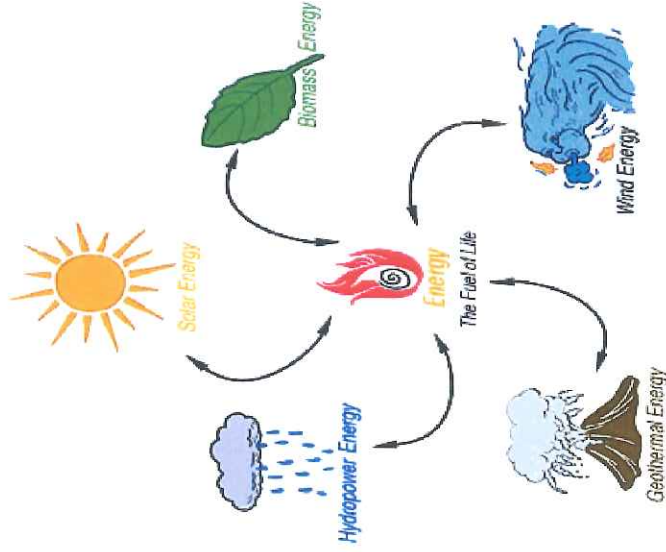
Hydroponics



Aquaponics



## Renewable Energy



In regulating the energy needs year round – helps keep profits consistent.





## How GULF Helps Colorado's 2<sup>nd</sup> Largest Economy?

- 1. Assist in water scarcity/preservation concerns**
- 2. Create jobs**
- 3. Generate revenue**
  - Food production
  - Energy (use less, sell back to the grid, utilize for additional revenue stream)
- 4. Reduce the costs of Ag energy**
- 5. Promote energy independence and farm production sustainability**



# Global Fish Market Dynamics

- Ocean Fish = “Last commodity food supplied primarily by hunter-gatherers”
- Ocean Fish depleted 3-7%/yr
- Global population +2%/yr
- Per capita fish consumption +4%/yr
  - +25% last decade
- Aquaculture *attempting* to fill gap
  - 11% CAGR



- By 2030, 2/3<sup>rd</sup> of our fish will be supplied via aquaculture. Currently, the US ranks 13<sup>th</sup> in aquaculture production, producing less than 1%.

or?



- US 3<sup>rd</sup> largest consumer of fish, yet imports 86% annually (\$20B)
  - #2 import behind oil
  - 2<sup>nd</sup> in leading the trade deficit
  - Increasing concerns about the source and quality - only 2% is EVER inspected

or?....



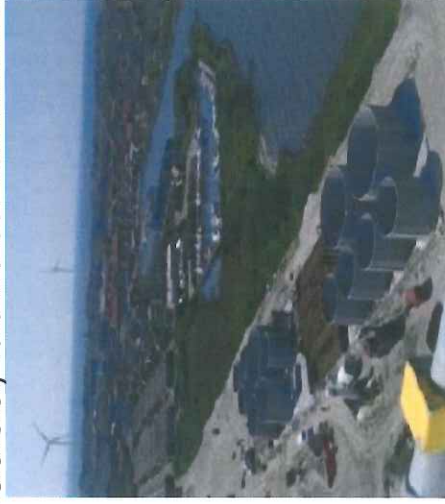


**BETTER THAN**  
Organic Foods™

**Ocean Fish**

The production of *industrial scale*, land-based, closed-containment “clean room” ocean fish is happening now

- 7 operations on 4 continents
- 18 being built and/or planned
- 30+ high value varieties, built to location



- Consistent supply, free from market fluctuations
- No Waste, Less Water – Sophisticated 5 point filtration system
- Free of: Parasites, diseases, pathogens, hormones, antibiotics & viruses
- Fresher, Better Tasting, Healthier & Better for the Environment



# GULF Ocean Fish = Gold Standard

- Better than Wild-Caught
  - Smaller carbon footprint
  - Fresh Sushi Grade
  - No mercury
- Better than Pen-Raised
  - Less expensive
  - Faster growth rates
  - High volume
    - Best conversion of energy to fish ratio
  - Lower mortality
  - MUCH lower distribution costs
  - 100% sustainable process
  - 50% more Omega 3 and 6 oils
  - More environmentally responsible
    - No pollution





# Agriculture Key Facts

CO uses  
85% of its  
water for  
agriculture  
purposes

## Water Use Efficiencies Agriculture Sector Liters of Water per \$100 of Output

Rice – 470,000  
Dairy Milk – 147,000  
Sugar – 123,900  
Beef Cattle – 81,200  
Vegetables & Fruit -37,900  
Wheat & Grain – 24,500  
Hydroponic Crops – 600

2005 by Graeme Smith – President, Australian  
Hydroponic & Greenhouse Association

**% of Mineral Depletion  
From Soil During The  
Past 100 Years, By  
Continent (1992):**  
North America 85%  
South America 76%  
Asia 76%  
Africa 74%  
Europe 72%  
Australia 55%

Although the  
US imports  
70% of our  
produce,  
mineral  
depletion is a  
problem  
around the  
globe.

**GULF's produce brings back historical levels  
of nutrition, utilizing less resources**





# BETTER THAN Vegetables

Organic Foods™

Large-scale, state-of-the-art hydroponic greenhouses located where Colorado wants them, to grow what you want



**CTSG . Manor, Texas**



**Customized hydroponic greenhouses based on:**

Geography, crop desired, labor situation and energy situation





# GULF Hydroponic Greenhouses = Gold Standard

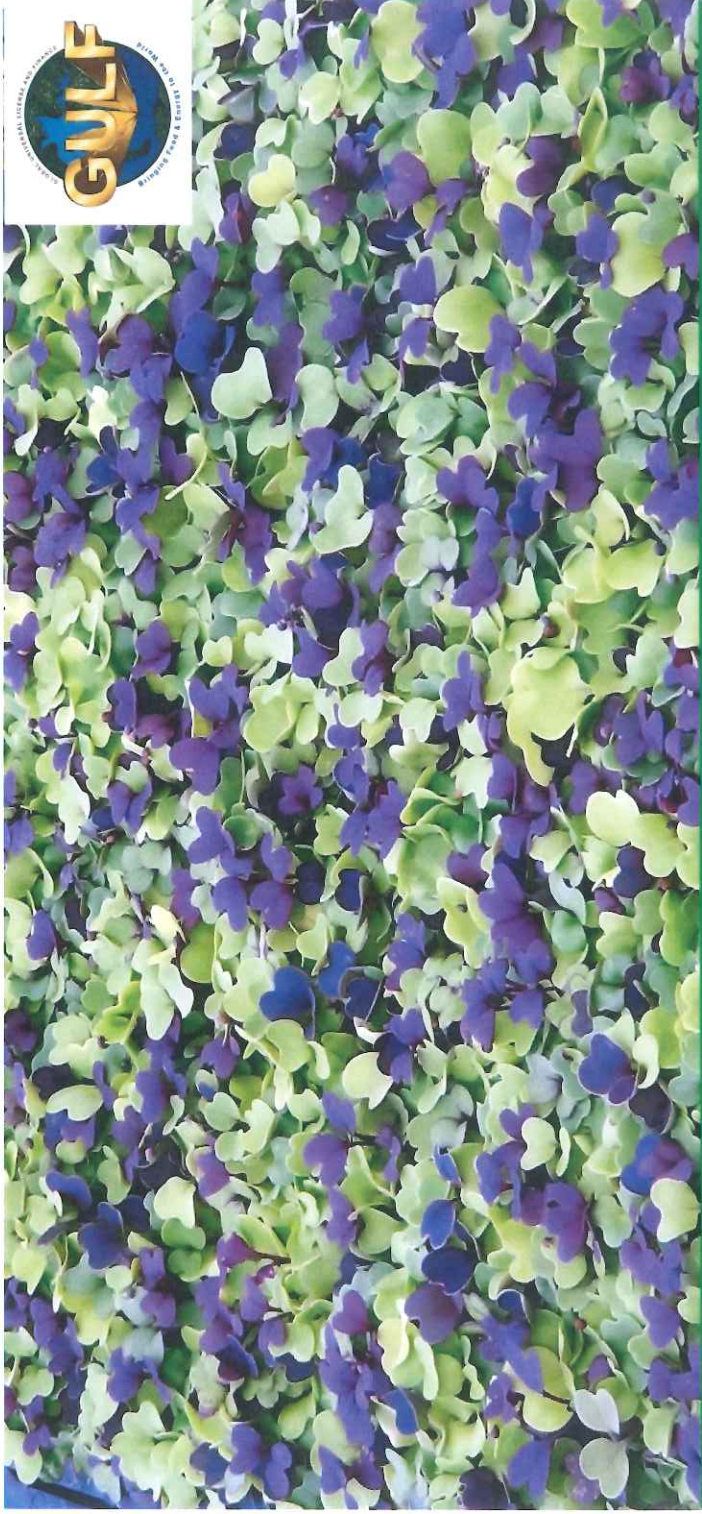


...A few days after hand-seeding





# GULF Hydroponic Greenhouses = Gold Standard



**CTSG**

*Proprietary Superfood Salad, artisan grown exclusively*



Cucumbers



Tomatoes



Leafy Greens



Kale



## Better than Organic:

- Much less expensive – majority of distribution cost eliminated (built to location), much less H<sub>2</sub>O (1/10<sup>th</sup> of typical farming) and energy used (implementing off grid capability)
- Environmentally Friendly - No runoff, much smaller carbon footprint
- Maximum grow rate conditions achieve greater yields (4-10X traditional); 24/7/365
  - Lettuce produced every 5 weeks
- No pesticides, herbicides or micro organisms
- Superior taste & freshness, Better looking, Higher nutrition content & Longer shelf life



# Renewable Energy and Storage Expertise

## G.U.L.F. Renewable Energy

### Alternative Engines

- Wind
- Solar
- Internal combustion engines
  - w/multiple fuels

### Hydrogen Generation/Storage

- Fuel Cells

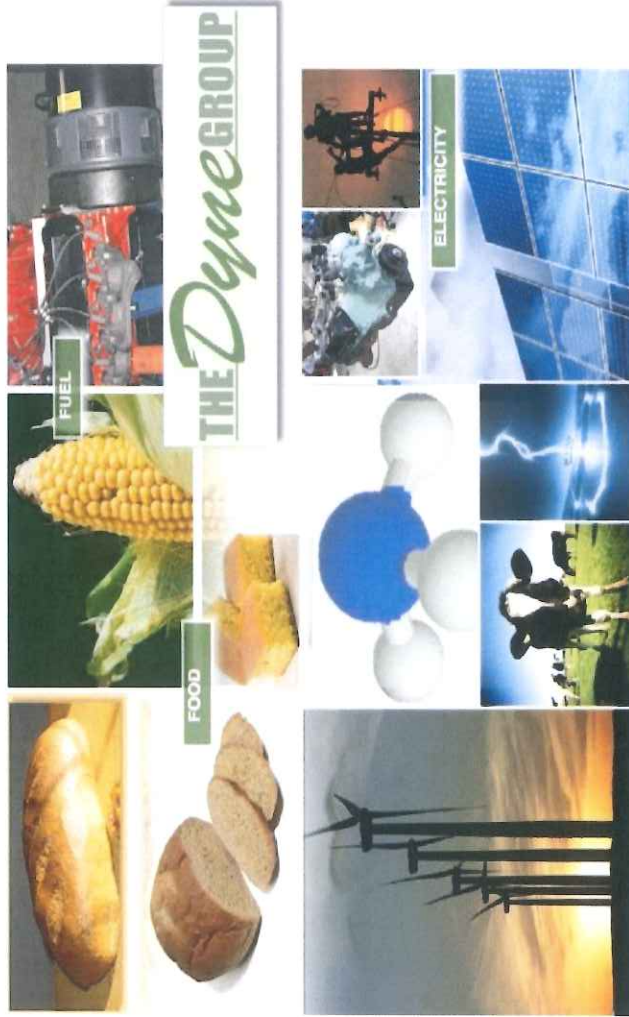
### Benefits

Least cost flexibility

Zero greenhouse gases

Off-grid electricity

Net metering



# Saint Louis Northside Revitalization Project

**The Scope:** Developer/Billionaire Paul McKee wants to revitalize the city his mother grew up in and make it his legacy.

## **The Project:**

Install

- 2 aquaculture facilities (salmon & red fish) = 9MM pounds (6 acres)
- 4 acres of hydroponic facilities = 400 tons
- Learning Center
  - Ranken Institute



## **The Upshot:**

**250+ jobs, Average salary \$47K**

**Generate \$15MM revenue & 32.1% profit by year #3**





# Harrisburg, PA Airport Project

**The Scope:** Harrisburg is a depressed town, high unemployment, blue collar city. Were wanting to utilize the airport to resuscitate the city

## **The Project:**

Install

- Produce 50-60 million saleable pounds of ocean fish (1-3 varieties) per year (Hatchery)
- Processing
- Feed Mill & Rendering Plant



## **The Upshot:**

**700+ jobs** by year #3 (could grow up to 1,000+), Average salary \$35K  
Generate \$110-115MM (EBITDA) revenue & 59.2% profit by year #3



# Financial Snapshot

- 70% project capital guaranteed by Danish Government (for Ocean Fish)
- Danish Pension Funding
- Return on invested Capital
  - 24-36 months aquaculture
  - 18-24 months hydroponic vegetables
- Significant Revenue generation
  - < 2 years fish
  - 6 months for vegetables
- Gross Profit and EBITDA% (year 2 onward)
  - 50+% ocean fish
  - 25-30% vegetables
- Financial Statements available: Financial Summary, Income Statement, Balance Sheet and Statement of Cash Flows
  - Flexible ownership and financing options





# WHY this is so Important



# Thank You for Your Time!

## Contact Information and Websites

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# Q&A





# Appendix / Bios





# Management Team



## **John Bickel, President / CEO**

Senior executive with significant experience at division and corporate headquarters of both Fortune 500 and start-up companies. Broad areas of expertise encompass virtually all facets of managing an organization, including considerable top & bottom line responsibility (>\$300 mil & \$35 mil respectively). Industry knowledge and experience include; manufacturing, (U.S. & Europe), high technology, (Telecomm), and consumer products, both domestic and internationally. Colonel Bickel possesses extensive M&A integration experience; and is a turn-around specialist. Bickel also holds a TS/SCI security clearance.

- Retired US Army Lieutenant Colonel
- Airborne, Ranger, Special Forces, Vietnam vet
- Assistant Professor, Electrical Engineering, West Point.

John has served on numerous boards in both public and private sectors and has also served on non-profits as part of his commitment to the community.

- MBA in Management, C.W. Post, Long Island University, Greenvale, NY
- MSEE, Georgia Institute of Technology, Atlanta, GA
- BS in Engineering, United States Military Academy, West Point, NY
- Registered Professional Engineer in Electrical Engineering



## **Richard Dunn, Executive Vice President, Licensing**

Mr. Dunn is a seasoned executive who is notably accomplished in international finance and business, with considerable experience and numerous achievements across several industries in the Middle East, Europe, and the United States. He is a former U.S. Marine who served his country honorably and with distinction during the Vietnam War. After the war, he assumed the role as CEO of a family-owned private construction and development company. In 1982, he was named President & General Manager of Muscat (Overseas) LLC in the Sultanate of Oman. Under Dunn's leadership, re-organization, and re-structuring, Muscat (Overseas) LLC became one of the largest companies in Oman.





**Thomas Ridge – Advisory Board Member  
Former Governor of Pennsylvania, the first Secretary of the U.S. Department of Homeland Security and the  
current president and CEO of Washington DC-based Ridge Global**



Tom Ridge was twice elected Governor of Pennsylvania and served as the state's 43rd governor from 1995 to 2001. Known for his commitment to high standards and results, Governor Ridge delivered on his promise to make Pennsylvania "a leader among states and a competitor among nations." Governor Ridge's aggressive technology strategy helped fuel the state's advances in economic development, education, health care and the environment. During his tenure, Secretary Ridge worked with more than 180,000-plus employees from a combined 22 agencies to create the U.S. Department of Homeland Security - an agency that facilitated the flow of people and goods, instituted layered security at air, land and seaports, developed a unified national response and recovery plan, protected critical infrastructure, integrated new technology and improved information sharing worldwide. Throughout his public and private sector career, Tom Ridge has received numerous honors, including the Woodrow Wilson Award, the Veterans of Foreign Wars' Dwight D. Eisenhower Award, the John F. Kennedy National Award, and the American Cancer Society's prestigious National Medal of Honor, to name a few. Secretary Ridge has also been awarded honorary degrees and awards from many national and international academic institutions. An engaging and dynamic speaker, Secretary Ridge regularly addresses audiences throughout the world on issues, such as security, terrorism, global engagement, leadership, technology and more. Additionally, the first U.S. secretary of Homeland Security serves on the boards of the Institute for Defense Analyses, the Center for the Study of the Presidency and Congress and other private and public entities, and since 2005, has served as chairman of the National Organization on Disability.



**Wesley K. Clark – Advisory Board Member  
Former NATO Commander, businessman, educator, writer and commentator**

General Clark serves as Chairman and CEO of Wesley K. Clark & Associates, a strategic consulting firm; Chairman of investment bank Rodman & Renshaw; Co-Chairman of Growth Energy; senior fellow at UCLA's Burkle Center for International Relations; Chairman of Clean Terra, Inc.; Director of International Crisis Group; Chairman of City Year Little Rock; as well as numerous corporate boards. General Clark has authored three books and serves as a member of the Clinton Global Initiative's Energy & Climate Change Advisory Board, and ACORE's Advisory Board. Clark retired a four star general after 38 years in the United States Army. He graduated first in his class at West Point and completed degrees in Philosophy, Politics and Economics at Oxford University (B.A. and M.A.) as a Rhodes Scholar. While serving in Vietnam, he commanded an infantry company in combat, where he was severely wounded and evacuated home on a stretcher. He later commanded at the battalion, brigade and division level, and served in a number of significant staff positions, including service as the Director Strategic Plans and Policy (J-5). In his last assignment as Supreme Allied Commander Europe he led NATO forces to victory in Operation Allied Force, saving 1.5 million Albanians from ethnic cleansing. His awards include the Presidential Medal of Freedom, Defense Distinguished Service Medal (five awards), Silver star, bronze star, purple heart, honorary knighthoods from the British and Dutch governments, and numerous other awards from other governments, including award of Commander of the Legion of Honor (France).







**Michael Bowman – Advisory Board Member**  
Founding Member, National Steering Committee Member, “25x25”

Michael is a fifth-generation native of Colorado. He is a founding member of the Sustainable Biodiesel Alliance, served as a board member of the Colorado Conservation Voters, chaired Colorado’s New Energy Future in 2006 and was co-chair of Governor-elect Bill Ritter’s energy transition team. He served as a steering committee member for Colorado’s Climate Action Plan where he focused on the opportunities for agriculture and Colorado’s rural communities in a low-carbon future.

Michael is a graduate of the Colorado Agriculture and Rural Leadership program, was a Next Generation Fellow in Columbia University’s American Assembly and a 2008 recipient of Gamma Sigma Delta’s Significant Achievement in Agricultural Award by Colorado State University. He ran for the Colorado State Senate District 1, the largest geographical district in the state.

<http://www.whitehouse.gov/champions/make-it-in-america/michael-bowman>



**Peder Hansen – VP Project Management**

Mr. Hansen’s family founded Vestas, a wind industry giant and one of the pioneers that brought wind energy mainstream. After over 25 years’ experience in the wind industry, Peder possesses a broad portfolio of valuable contacts and is widely respected as a team oriented business professional. Peder’s multi-faceted talent as an analytical thinker with a technical mindset, combined with his natural leadership ability, provides for unique approaches to complex technical issues.





**Drew Evan Stewart, Director, Licensing**

Mr. Stewart possesses a successful and distinguished track record in sales and marketing spanning nearly 30 years. After studies in psychology and philosophy at Brookhaven College, in Dallas, Texas, Drew began traveling in Texas, Oklahoma, Arkansas, Louisiana & Mississippi, in the wholesale apparel business, as a Regional Sales Representative. After 5 years of traveling Mr. Stewart spent several years in the auto sales industry before embarking on a 14 year career in new home sales and construction, excelling as a top sales executive and Regional VP of Sales for several notable home building companies, both public and privately held. In recent years, he developed and implemented a licensing division for a popular television series. Before joining GULF / BTOF, Mr. Stewart was a REALTOR with Ebby Halliday REALTORS in Dallas, TX, and also raised venture capital for several oil & gas projects in Texas, with both public & private companies.



**Kevin Purcell, Vice President & Chief Financial Officer**

Mr. Purcell currently serves as the Vice President - Finance. His prior industry experience included senior financial positions including CFO, Controller and Director for various publically-traded companies, as well as a number of years as a management consultant at KPMG. He has extensive financial management experience in domestic and international operations in public as well as private companies.



**Gary Amos, Vice President & General Counsel**

Mr. Amos is an attorney admitted to the Bar in 1984. He has an extensive background in legal education, law and technology, and is experienced in corporate law, international law, and international banking. He is also a certified forensic computer examiner and is experienced in conducting multi-national digital-forensic financial fraud investigation.







**David Leis, Vice President of Sales and Customer Relations**

Mr. Leis was previously the Chief Technology and Strategy Officer in a wireless and GPS location-based, consumer products company. Prior to this he was the Chief Marketing Officer in an enterprise software and vehicle tracking company in the wireless industry. His diverse experience spans government, non-profit, higher education, and Fortune 500 multinational industrial firms. His senior management responsibilities included the turn-around of a \$150 million dollar semiconductor division and skills in manufacturing, engineering, information technology, marketing, sales, and project management.



**Kristen Cooper, Venture Capital / Investor Relations**

For over a decade Kristen has consistently exceeded goals and expectations; driving sales and profitability. Whether in sales, marketing, analytics, or account management, with Fortune 500 or start-up companies; Mrs. Cooper possesses the proven ability to:

- Create and implement successful business strategies,
- Awaken established businesses,
- Lead cross-functional teams,
- Develop new products and concepts,
- Interpret data to design a solid business case, and cultivate lasting business relationships.



**James Marstiller, Director, Strategic Development**

Mr. Marstiller is a seasoned global executive with extensive experience in strategy, marketing, project management, business development and innovation. Geographic focus areas include Northern Europe, the Pacific Rim and the United States. His career spans working for Fortune 100 companies, including Nestle, to start-ups. In 2006, he began his own consulting company and has done business development and strategy work for a variety of clients from small-to-medium size manufacturers to blue chip consumer goods companies Gillette, Nestle, Nestle Purina, Safeway, Coke and Brown-Forman. Mr. Marstiller is a frequent speaker and has presented at multiple venues in Latin America, the U.S. and Canada.

He is the author of, The Power to Innovate: Rewiring the Minds of Individuals and Organizations.

