

EXHIBIT A

MANAGERIAL QUALIFICATIONS

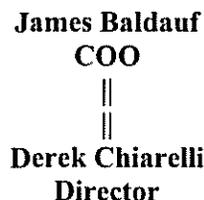
**James Baldauf was Director of the Regional Division at Energy Management Resources of Missouri, Inc. from Jan. 2005 – Jan. 2015. During this time, James supported and managed multiple individuals and various clients in IL, NY, NJ, MD, PA, and OP in the procurement of natural gas and electricity. Prior to Energy Management Resources Inc., James worked as an End User Developer on energy matters for GFI Brokers LLC from 2002-2004 and as an Account Director for Aquila Energy from 1991-2002 procuring energy for multiple clients during this tenure. His resume is noted at the bottom of this exhibit**

**Derek Chiarelli was a Business Analyst for Energy Management Resource of Missouri Inc. (Jan 2010 – May 2013). He spent his time tracking energy market data and trends as well as developing utility price to compare models and various other audit based models. Before and after his time at Energy Management Resources of Missouri, Inc., he was and is currently a Financial Controller and CFO in the construction industry.**

ORGANIZATIONAL CHART

**James Baldauf, COO – responsible for all Sales, Marketing, Business Development, and Operational aspects and functions**

**Derek Chiarelli, Director – responsible for all Financial, Accounting, Client Service, and Regulatory aspects and functions**



**JAMES W. BALDAUF**  
10126 Redbud Lane  
Lenexa, KS 66220  
(913) 488-1033  
Email: kcjbaldauf@gmail.com

### **OBJECTIVE**

A senior business procurement role using interpersonal, creative and analytical skills to drive bottom line results utilizing the following techniques:

- RFQ (Electric, Paper, Closed Bid)
- Reverse Auctions
- Over the counter markets
- Contract Negotiation
- Green Procurement
- Financial Hedging

### **BUSINESS EXPERIENCE**

#### **ENERGY MANAGEMENT RESOURCES**

**2005-2015**

*A supply side energy management consulting firm headquartered in Kansas City*

##### **Business Development Director**

Responsible for the financial risk management strategies for clients in key regional areas across the US

- Created and implemented a business plan which captured in excess of \$250 million in energy purchases on behalf of clients annually
- Utilized strong interpersonal communication skills to add key new clients and grow the business over 48% in a 2 year period
- Successfully negotiated agent relationships with 14 key suppliers nationally to enable attainment of predetermined goals
- Implemented strategic alliances with vertically integrated companies which assisted in explosive growth in a 1 year period
- Managed a team which attained new business goals and a 93% customer retention over a five year period
- Monitored regulatory changes effecting key regional US areas enabling effective market intelligence

#### **GFI BROKERS, LLC**

**2002-2004**

*A leading multinational brokerage firm headquartered on Wall Street in New York*

##### **Broker**

Responsible for the business development of the energy end user segment with weather, weather energy, and energy derivative products across the US

- Developed and implemented the energy end user market business plan to collect over \$500,000 in brokerage fees in Year 1
- Contacted over 300 end user prospects to gauge interest/identify needs
- Utilized unique, complex structures to attract and meet the needs of multiple customers
- Provided excellent customer service to attain consistent repeat business in Year 1

**AQUILA INC.**

**1991-2002**

*A leading multinational energy company with over \$7 billion in assets*

**Account Director (1999-2002)**

Responsible for developing relationships and growing margins to retail energy companies in the U.S.

- Developed and implemented the business plan which grew over 300% in the first year
- Contacted over 90%+ of the prospects universe to gauge interest/identify needs which led to consistently meeting annual goals
- Participated in a credit assessment that produced \$200,000 in mark-to-market commodity margins
- Marketed and traded weather contingent options in the professional market channel which led to over \$2.5 million in premiums and \$600,000 in mark-to-market margins in one quarter

**Retail Director (1997-1999)**

Responsible for growing margins across the US to over \$7 million through effective training and management of the direct and indirect sales force

- Aided in the industrial strategy and budget development that identified both profitable and unprofitable areas resulting in a focus on 28 local distribution companies (LDCs) and the departure of 20 LDCs
- Authored the industrial process and procedures manual which minimized exposures on deal closure
- Implemented marketing plans in each of the focused growth regions consisting of lead generation programs to aid in profitable deal closure which grew over 57% in one
- Managed a customer service platform designed to maximize field sales “growth” profitability and focus inside sales on customer issues to attain 95% customer retention rate while maintaining margins

**Account Executive (1996-1997)**

Responsible for maintaining and growing margins in Iowa and Nebraska totaling \$3.7 million annually through relationship building (and maintaining those relationships) with clients

**Project Leader: UtiliCorp (1995-1996)**

Planned and analyzed opportunities in company-identified areas to prioritize sales campaigns. Participated in sales efforts, managed the performance of sales teams, and tracked the effectiveness of sales campaigns

**DECK DOCTORS**

**1989-1992**

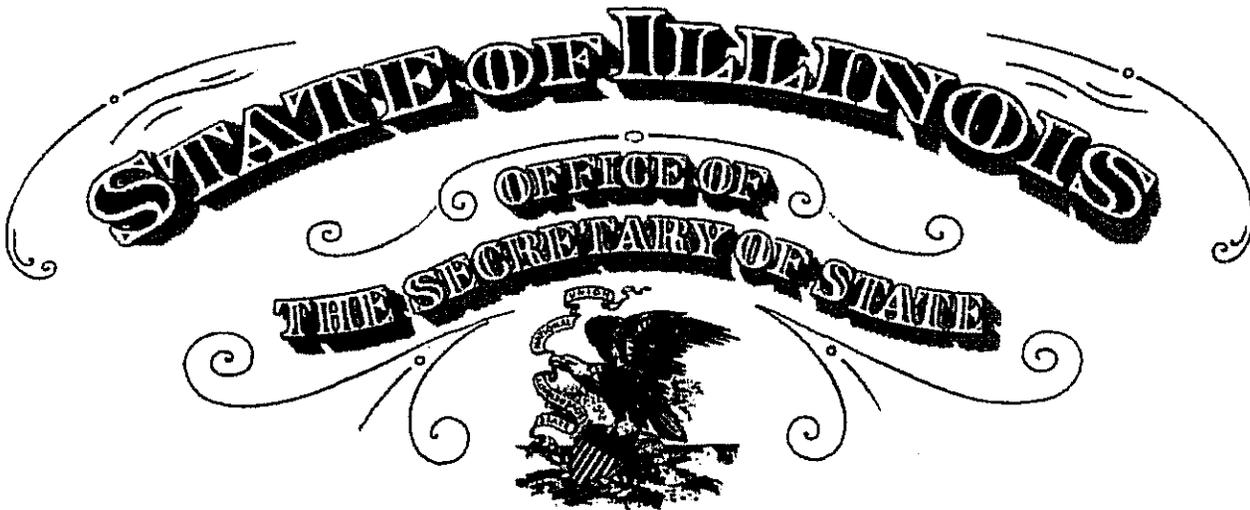
*A service firm providing refinishing, waterproofing, and painting of natural wood structures to commercial and residential customers*

**Co-Founder and Owner**

- Responsible for all aspects of the company from strategy development, start up, and implementation

**EDUCATION AND CERTIFICATIONS**

- University of Nebraska at Omaha  
Bachelor of Science in Business Administration  
Specialization: Accounting  
Graduated Cum Laude
- Passed the Certified Public Accountant (CPA) Exam
- Participated in numerous American Management Association courses for professional development
- Passed the Certified Energy Purchasing (CEP) Exam



**To all to whom these Presents Shall Come, Greeting:**

*I, Jesse White, Secretary of State of the State of Illinois, do hereby certify that I am the keeper of the records of the Department of Business Services. I certify that*

ROYAL ENERGY INC., INCORPORATED IN WYOMING AND LICENSED TO TRANACT BUSINESS IN THIS STATE ON MAY 27, 2016, AND MUST CONDUCT ALL BUSINESS IN THIS STATE UNDER THE ASSUMED NAME OF ROYAL ENERGY INC. II, APPEARS TO HAVE COMPLIED WITH ALL THE PROVISIONS OF THE BUSINESS CORPORATION ACT OF THIS STATE RELATING TO THE PAYMENT OF FRANCHISE TAXES, AND AS OF THIS DATE, IS A FOREIGN CORPORATION IN GOOD STANDING AND AUTHORIZED TO TRANACT BUSINESS IN THE STATE OF ILLINOIS.



**In Testimony Whereof,** I hereto set  
my hand and cause to be affixed the Great Seal of  
the State of Illinois, this 27TH  
day of MAY A.D. 2016

*Jesse White*

# Western Surety Company

## POWER OF ATTORNEY

### KNOW ALL MEN BY THESE PRESENTS:

That WESTERN SURETY COMPANY, a corporation organized and existing under the laws of the State of South Dakota, and authorized and licensed to do business in the States of Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware, District of Columbia, Florida, Georgia, Hawaii, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin, Wyoming, and the United States of America, does hereby make, constitute and appoint

Paul T. Bruflat of Sioux Falls,  
State of South Dakota, its regularly elected Vice President,  
as Attorney-in-Fact, with full power and authority hereby conferred upon him to sign, execute, acknowledge and deliver for and on its behalf as Surety and as its act and deed, the following bond:

One Retail Electric Agents, Brokers and Consultants

bond with bond number 71785803

Royal Energy, Inc.  
for d/b/a Royal Energy, Inc. II  
as Principal in the penalty amount not to exceed: \$ 5,000.00

Western Surety Company further certifies that the following is a true and exact copy of Section 7 of the by-laws of Western Surety Company duly adopted and now in force, to-wit:

Section 7. All bonds, policies, undertakings, Powers of Attorney, or other obligations of the corporation shall be executed in the corporate name of the Company by the President, Secretary, any Assistant Secretary, Treasurer, or any Vice President, or by such other officers as the Board of Directors may authorize. The President, any Vice President, Secretary, any Assistant Secretary, or the Treasurer may appoint Attorneys-in-Fact or agents who shall have authority to issue bonds, policies, or undertakings in the name of the Company. The corporate seal is not necessary for the validity of any bonds, policies, undertakings, Powers of Attorney or other obligations of the corporation. The signature of any such officer and the corporate seal may be printed by facsimile.

In Witness Whereof, the said WESTERN SURETY COMPANY has caused these presents to be executed by its Vice President with the corporate seal affixed this 7th day of July, 2016.

ATTEST

L. Nelson  
L. Nelson, Assistant Secretary

WESTERN SURETY COMPANY

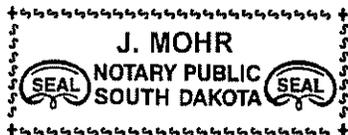
By Paul T. Bruflat  
Paul T. Bruflat, Vice President

STATE OF SOUTH DAKOTA }  
COUNTY OF MINNEHAHA } ss



On this 7th day of July, 2016, before me, a Notary Public, personally appeared Paul T. Bruflat and L. Nelson

who, being by me duly sworn, acknowledged that they signed the above Power of Attorney as Vice President and Assistant Secretary, respectively, of the said WESTERN SURETY COMPANY, and acknowledged said instrument to be the voluntary act and deed of said Corporation.



J. Mohr  
My Commission Expires June 23, 2021 Notary Public

To validate bond authenticity, go to [www.cnasurety.com](http://www.cnasurety.com) > Owner/Obligee Services > Validate Bond Coverage.





# Western Surety Company

## RIDER

It is hereby mutually agreed and understood by and between the Principal/Insured and Western Surety Company, that instead of as originally written:

The Principal's/Insured's name has been changed.

From:

Royal Energy, Inc.

To:

Royal Energy, Inc.

d/b/a Royal Energy, Inc. II

No further changes other than above.

Nothing herein contained shall be held to vary, alter, waive or extend any of the terms, limits or conditions of the Policy/Bond, except as hereinabove set forth.

This Rider becomes effective on the 7th day of July, 2016, at twelve and one minute o'clock a.m., standard time.

Attached to and forming part of Policy/Bond No. 71785803  
issued by WESTERN SURETY COMPANY of Sioux Falls, South Dakota,  
Royal Energy, Inc.  
to d/b/a Royal Energy, Inc. II

Signed this 7th day of July, 2016.

By Paul T. Bruflat  
Paul T. Bruflat, Senior Vice President

