

by GO LAB

INSULATE BETTER. LIVE BETTER.

TIMBER + HP =

High Performance
Healthy Planet
Healthy People



Building envelope, thermal, and acoustic solutions

A comprehensive, above-grade product line to create wind-tight, vapor-open assemblies offering stable, long-term R-values, improved temperature stability, and premium sound protection



Recyclable, renewable, non-toxic, and carbon negative

Made from residual wood chips to maximize the use of our renewable forest resource. As a high-value insulator with a negative carbon footprint, reduces a building's global warming potential on day one and everyday it operates



Moisture managing, safe, and sound absorbing

Installers benefit from the absence of dangerous fibers that harm skin and negatively impact air quality. Leads to the creation of safe, quiet indoor habitats, free of airborne toxins and trapped humidity



Wood Fiber Insulation
Made in America



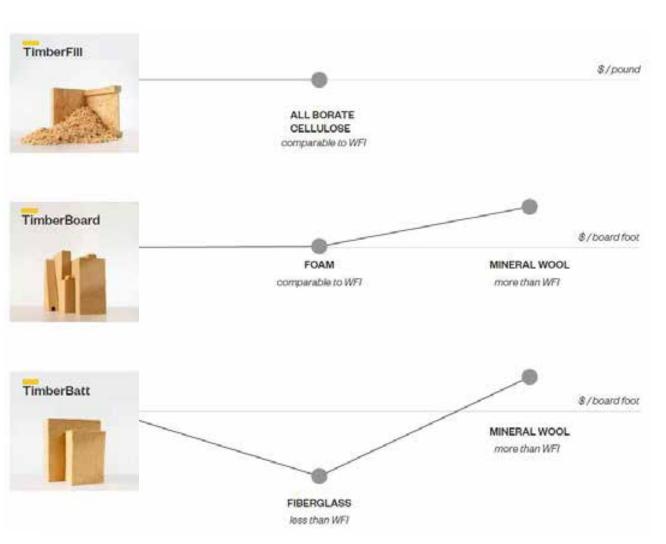




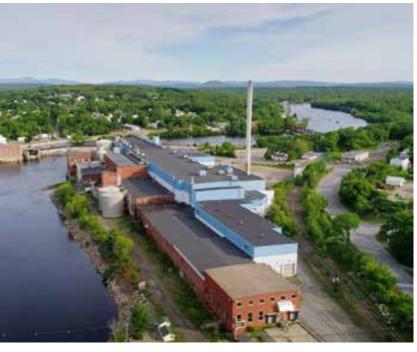
*Wood Fiber Insulation: Price Comparison



*Within Madison Target Market







In 2019, GO Lab purchased the former paper mill in Madison, Maine, for the purpose of manufacturing wood fiber insulation

AT FULL PRODUCTION IN 2025:

- Number of employees: 125 FTEs
- Indirect employment multiplier (durable manufacturing)
 = 16.5*
- Wood fiber requirements: 235,000+ green tons / year (softwood – species agnostic)





Photo courtesy of Cianbro







Solving Performance Demands Using Wood Fiber Insulation

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Questions related to specific materials, methods, and services will be addressed at the conclusion of this presentation.





Learning Objectives

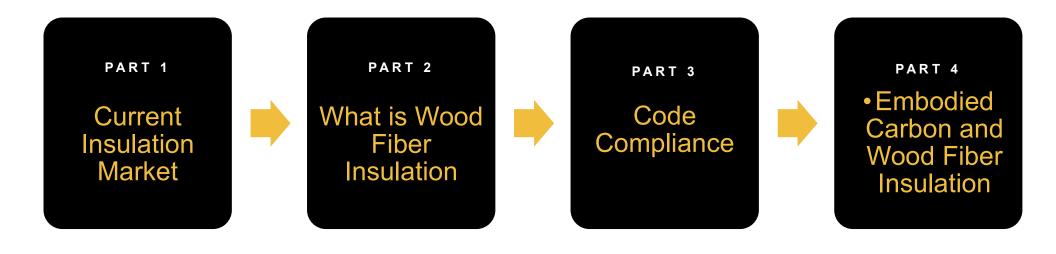
Learning Objective 1: Working knowledge of insulation products available on the market today and the impact of new building codes on the building envelope. Convey why now more than ever selecting the right insulation has a greater impact on our environment than ever before.

Learning Objective 2: Understanding of wood fiber insulation which includes a knowledge of positive sustainability implications; fire, bugs, and water; and why wood fiber stands up to these field liabilities and performs to code.

Learning Objective 3: Ability to explain the importance of code compliance and how climate zone impacts assembly design. Ability to understand thermal bridging and how to address the condition, especially in cold climate regions.

Learning Objective 4: Knowledge of Life Cycle Analysis modeling and how it is used to help better understand building materials impact on the environment. A strong understanding of Embodied Carbon Emissions and how product selection moving forward can help reduce its impact on the environment.

Course Outline









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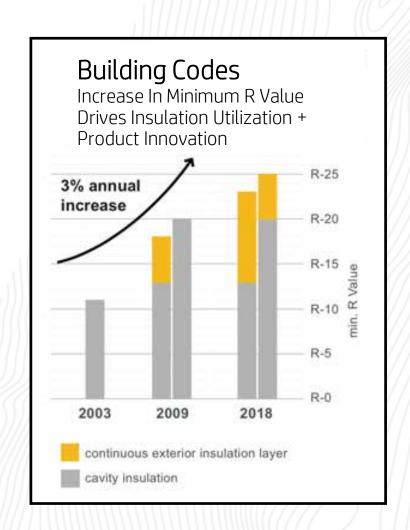


PART ONE

Current Insulation Market

Current Insulation Market

Increases to the minimum R-value (thermal value) within the mainstream US energy code—
International Energy Conservation Code (IECC)—
since 2006 have increased demand for insulation and driven new renovations.



Reducing Thermal Bridging With Continuous Insulation — Today's Solutions





Framing accounts for 20 – 25 % of exterior wall





In the US, Fiberglass & Foam dominate the market with over 90% of market share

Source: AIA 2030, IAL Consultants, Gupta-Verlag

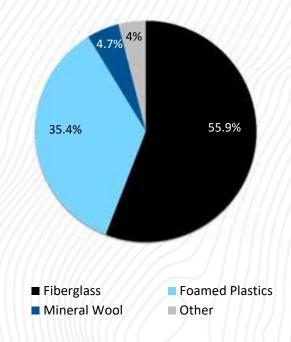


FOAMED PLASTICS 35.4%



FIBERGLASS 55.9%







MINERAL WOOL

4.7%

Current insulation options are costly, unsafe, or unsustainable:











FIBERGLASS	FOAMED PLASTICS	MINERAL WOOL	CELLULOSE	COTTON
1938	1950s	1953	1950s	1970s
Glass	Oil-derived chemicals	Rock	Shredded paper products	Recycled denim
Though most are now formaldehyde-free they can still off gas due to binders. Commodity fiberglass allows for cavity wind washing and doesn't rebound at install.	If applied improperly can cause fires or hold in damaging leaks and humidity. Requires protective gear for toxic off-gassing. Cannot be removed without damage.	Is flame-retardant but an extreme irritant when handled with bare skin. Can be hazardous, difficult to cut, and is not easily disposable. High embodied carbon and still uses formaldehyde.	Is falling victim to shrinking feedstock, resulting in more plastics. Powdered flame retardant can make install dusty and lead to long-term performance issues.	Has very little feedstock and is quite costly to produce. Requires application of powdered flame retardant .

Source: MarketWatch, AIA 2030, Focus Groups with all three audience groups conducted in Boston, MA & Seattle, WA by Schireson Associates & Blackbird Global (March 2019).



PART TWO

Introducing Wood Fiber Insulation



Carbon Storing

The only scalable carbon-negative insulation on the market Manages air,



High Performance

moisture, conductivity, and sound



Highly Recyclable

When you cut it, you get sawdust



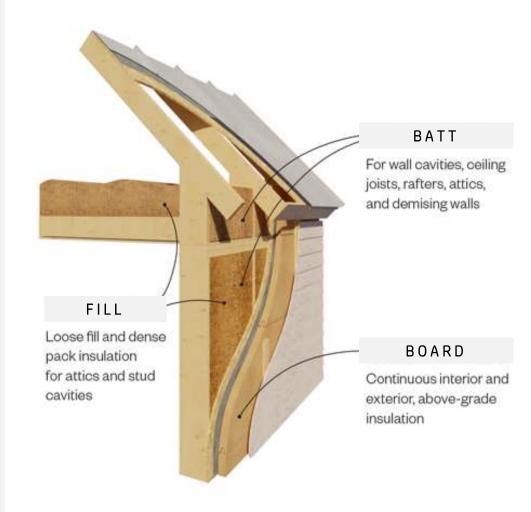
Nontoxic, Safe

Leading to healthy indoor air quality



Class A/B Flame Spread

Offers a high degree of fire protection



European wood fiber insulation market shows product potential in North America

- 15 manufacturing facilities in Europe with 5 more under construction
- Estimated \$800 m (~5% of total insulation market) for all three products (board, batt and loose fill)
- Freedonia forecast the European market will reach
 \$1 b in demand by the end of 2023
- Product is sold at a 20% premium in a market that is only 25% wood frame construction

EUROPEAN SUPPLIERS OF WOOD FIBER INSULATION:















Freight costs combined with high production costs limit the sale of European wood fiber insulation in North America to select projects only where price is not a factor.

EUROPEAN SUPPLIERS OF WOOD FIBER INSULATION





















Freight and high production costs limit the sale of European wood fiber insulation in North America

Utilizing an Abundant Waste Resource

Made from clean, species-agnostic, softwood residuals; insulating wood fiber composites are a perfect fit for the US wood products manufacturing sector.



Maine Makes the Difference

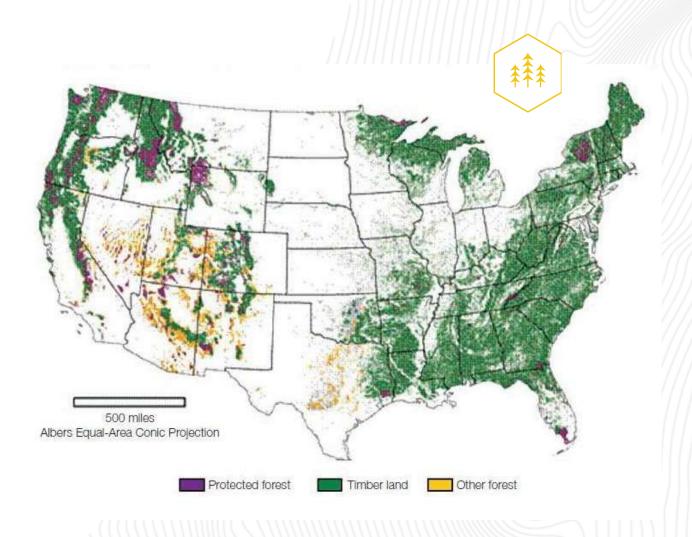
Since 2014, Maine alone has lost markets for over 4 million tons of low-grade wood that would have otherwise supplied paper and biomass mills

Wood fiber insulation production is able to provide a new market for those chips, supporting foresters and loggers throughout Maine and beyond



Reviving Our Forest Economy

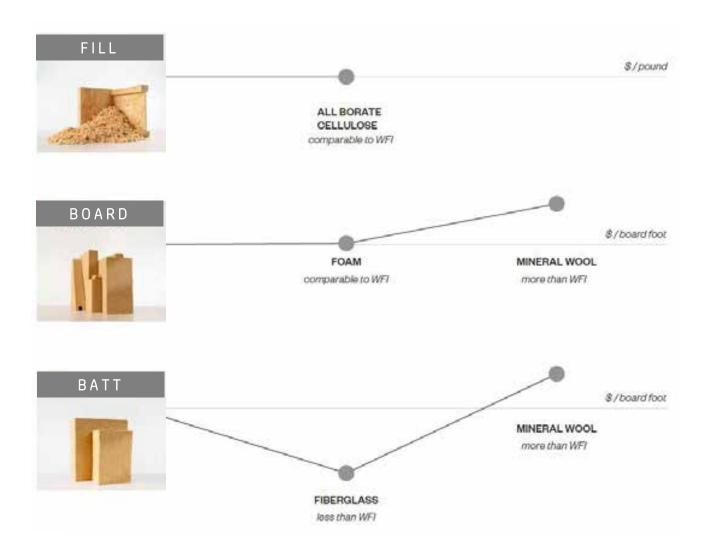
With the decline in paper production, the robust wood baskets of the US and Canada need new manufacturers who create high-demand products from sawmill residuals and low-value fiber.



Domestically
Produced Wood Fiber
Insulation: Price
Comparison*



*Within Madison Target Market



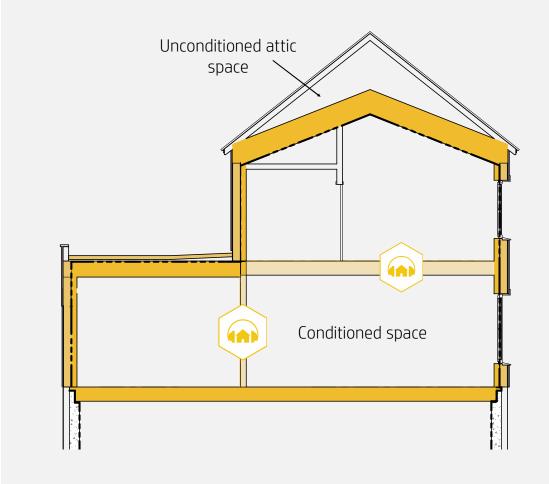
Market Position

Drop-In Replacement

- Affordable, low-risk replacement for foam, mineral wool, cellulose, fiberglass, and other traditional insulating products for above-grade assemblies
- Meet thermal and acoustic demands with the same product offering

Comprehensive Above-Grade System

- Full-line of insulating products made from one material to address cavity, continuous, and attic blanket applications
- Prescriptive building envelope approach to create wind-tight, vapor-open assemblies



Market Fit

- Code-compliant building envelope, thermal, and acoustic assemblies for residential new construction and remodeling
 - Single-family and multi-family
- Light Commercial and institutional (wood framed)
 - Mass timber and cross laminated timber
- Factory-built solutions
 - Residential and commercial prefab
 - Panel, full-scale, modular designs
- Passive House, net zero, carbon negative, bio-based









Loose Fill and Dense Pack Insulation APPLICATIONS



COMPOSITION

rafters and joists

Softwood fiber fire treated with boric acid

PRODUCT MERITS

- R-3.8/inch
- Achieve desired R-value with less volume compared to other blown-in options

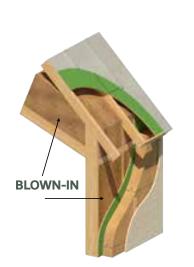
Dense pack cavity insulation in stud walls and between

- Shape and size of fibers prevent issues with settling, reducing voids and air pockets
- Boric acid full fiber penetration—Class A Flame Spread, mold/mildew and pest inhibitor
- Pure, consistent feedstock. Low dust, no toxins, free of printing ink, no foreign contaminants



Borate is more than a fire retardant; it inhibits mold and mildew growth and prevents pests.





R-3.8 / inch

Batt Insulation

APPLICATIONS

- Thermal cavity insulation
- Acoustic insulation for interior spaces and demising walls

COMPOSITION

Softwood fiber, polyamide binding fiber, boric acid

SIZING

- Wood and non-structural steel framing
- 16" and 24" OC
- 3"; 3.5"; 5.5"; 6"; 7.25"

DISTINCTIVE PRODUCT MERITS

- R-4/inch, vapor open
- Flexible, semi-rigid. Most durable batt on the market
- No toxins and no harmful fibers
- Boric acid full fiber penetration—Class A Flame Spread, mold/mildew and pest inhibitor
- Low thermal conductivity and high heat capacity







R - 4 / inch



Continuous Board Insulation

APPLICATIONS

- Exterior continuous insulation
- Interior insulation of walls, floors, and ceilings

COMPOSITION

• Softwood fiber, PMDI Adhesive, and Paraffin

SIZING

• Thickness 1"-9.25" Width 2' & 4' Length 4' & 8'

DISTINCTIVE PRODUCT MERITS

- Stable R-3.4 to 3.7/inch
- Hydrophobic and vapor open for superior performance
- High compressive strength (10 20 psi)
- Class B Flame Spread with no fire retardants
- Buffers changes in humidity and temperature















College of the Atlantic

Bulk moisture demonstration



High Performance

Wood Fiber Manages Moisture

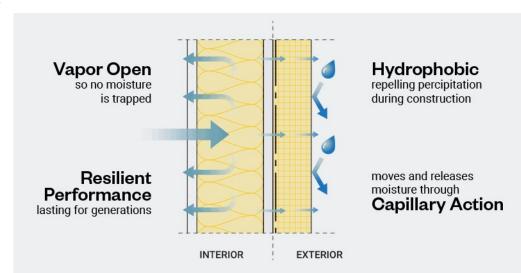
Wood fiber insulation offers high vapor permeability (40 to 70 perms/inch) allowing for drying to both the inside and outside of buildings

Wood fiber can hold 15% of its weight in moisture without losing insulating properties

Through capillary action, moisture is spread out across the insulation and dries either to the inside our outside of the building depending on temperature, pressure, and humidity levels

- High structural resilience by reducing chance of rot
- More comfortable indoor humidity levels
- Healthier indoor air quality





High Performance

Insulation for all seasons

Low Thermal Conductivity & High Heat Capacity balance temperature swings in conditioned spaces, reducing heating and cooling loads.

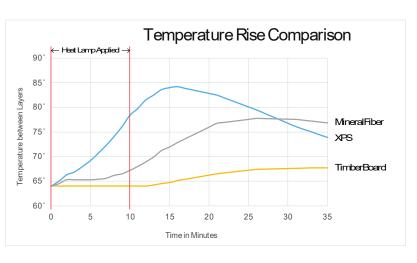
Wood fiber absorbs heat slowly over time and radiates warmth out when cooler conditions exist

- Guards against summer heat
- Saves the heat we buy in the winter





Unmatched Heat Protection



Beyond R-VALUE

Resulting from product density and the combined high heat capacity and low thermal conductivity of wood, wood fiber insulation delays heat transfer and increases temperature stability in our buildings.



Healthy People

Opening the indoors

Vapor-open assemblies allow structures to breathe and indoor humidity to escape

No trapped moisture means less chance for mold and mildew, less chance for respiratory issues and allergies

Acoustics

Best-in-class acoustics and pure fiber are the building blocks for the new indoor habitat





Wood fiber batt <u>steel</u> frame wall Acoust Performance

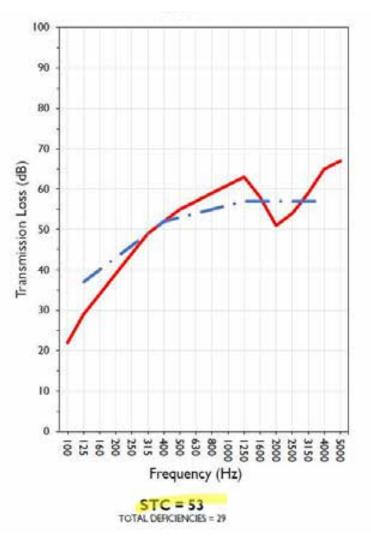
Wood fiber provides a compelling option.





Mineral Wool Batt

Acoustics			Ass	sembly Number: ISS-08	
STC: 45	OITC:	29	Report No.	NWTL140829-01	
Assembly Co	nponen	ts			
Finish materia	5/8"	gyps	um		
Size	3 5/	3 5/8" Steel Stud			
Spacing	16"	16" oc			
Thickness	3.5"				
Resilient Channels	RC I	RC Deluxe, 16" OC			



Wood fiber batt / wood frame wall Acoustic Performance

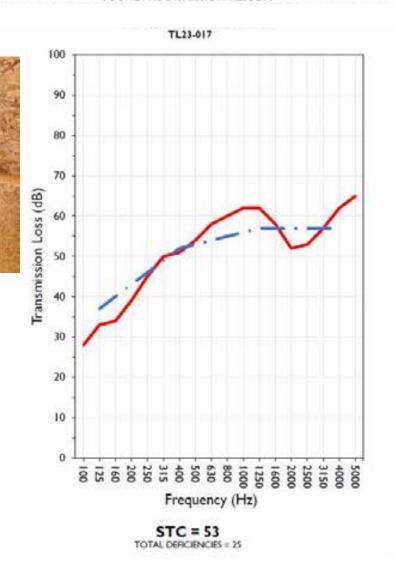
This same wall in a 2x4 profile achieved a sound transmission class (STC) of 50 vs. mineral wool at 47.

Both batt and fill @5.5" noise reduction coefficient (NRC) 1.15 (sound absorption)



Mineral Wool Batt

Acoustics	Assembly Number: IWS-20			
STC: 53 (DITC: 37 Report No. TL21-357			
Assembly Com	ponents			
Finish material	5/8" Type X gypsum			
Size	2 x 6 Wood Stud			
Spacing	16" oc			
Thickness	5.5"			
Wa <mark>ll</mark> Configuration	Single Stud			
Resilient Channels	24" oc			



Healthy People

Just Wood

Over 90% of every insulating product is softwood residuals

No toxins to breathe No fibers to irritate skin

When you cut wood fiber insulation, you produce sawdust.

It can be handled and installed without wearing gloves, long sleeves, or chemical respirators. Installers appreciate insulation free of toxins and abrasives.







PART THREE

Code Allowed Applications for Wood Fiber Insulation

NATIONAL FIRE PROTECTION ASSOCIATION CODES, INTERNATIONAL BUILDING CODE, INTERNATIONAL ENERGY CONSERVATION CODE

US and Canada Code Compliance







Additional fire assembly testing UL listings (ASTM E119/UL 263)
Hygrothermal analysis code compliance and best practices
Sound testing (assemblies)
Evaluation Services Reports

NFPA 285 Definitions for Material Combustibility

- Combustible Material: will ignite and burn in the form in which it is used and under the conditions anticipated
 - Wood Framing, OSB
 - Cellulose, Foam, Wood Fiber Insulation
- Non-Combustible Material: will not ignite, burn, support combustion, or release flammable vapors when subjected to fire or heat in the form in which it is used and under the conditions anticipated (Passes ASTM E 136 at 750C)
 - Brick/Concrete/Cement
 - Mineral Wool Insulation

IBC 2018 601

IBC Construction Types Where Wood Fiber is Allowed

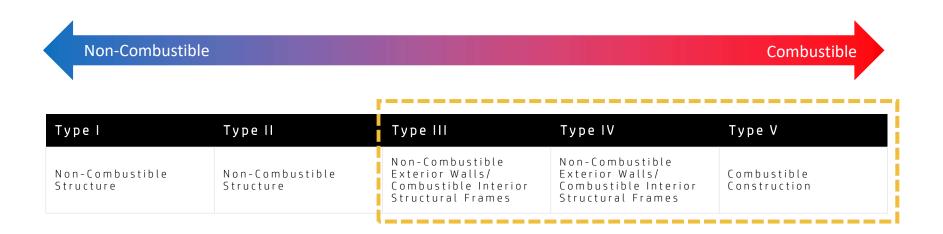
Non-Combustible Combustible

Type I	Type II	Type III	Type IV	Type V
Non-Combustible Structure	Non-Combustible Structure	Non-Combustible Exterior Walls/ Combustible Interior Structural Frames	Non-Combustible Exterior Walls/ Combustible Interior Structural Frames	Combustible Construction

• Each type has an "A" and a "B" sub-category, "A" has increased fire protection requirements

IBC 2018 601

IBC Construction Types Where Wood Fiber is Allowed



• Each type has an "A" and a "B" sub-category, "A" has increased fire protection requirements

IBC 2018 601

IBC Maximum Building Height

Building Use	Type I	Type II	Type III	Type IV	Type V
Assembly *	Unlimited	4	4	4	3
Education	Unlimited	4	4	4	2
Business	Unlimited	6	6	6	4
Factory	Unlimited	6	5	6	4
High Hazard	Unlimited	6	6	6	4
Institutional	Unlimited	5	5	5	3
Mercantile	Unlimited	5	5	5	4
Residential	Unlimited	5	5	5	4
Storage	Unlimited	6	5	6	5
Utility	Unlimited	5	4	5	3

^{*} Where a building is equipped with an approved automatic sprinkler system, the maximum number of stories is increased by one

IBC 2012 501

IBC Maximum Building Height

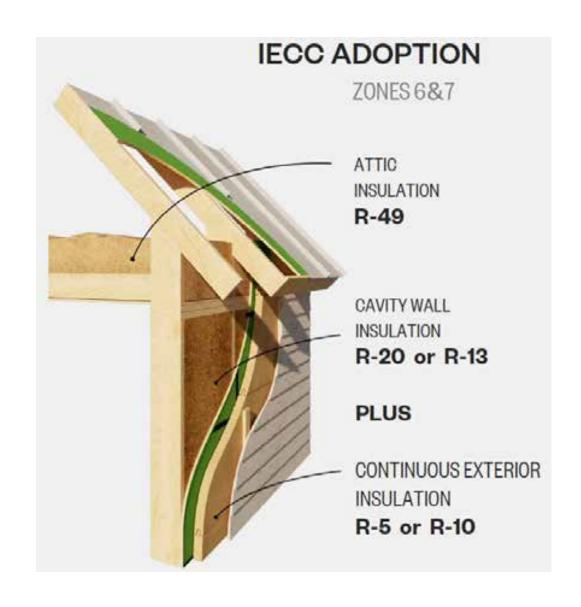
Building Use	Type I	Type II	Type III	Type IV	Type V
			,		
Assembly *	Unlimited	4	4	4	3
Education	Unlimited	4	4	4	2
Business	Unlimited	6	6	6	4
Factory	Unlimited	6	5	6	4
High Hazard	Unlimited	6	6	6	4
Institutional	Unlimited	5	5	5	3
Mercantile	Unlimited	5	5	5	4
Residential	Unlimited	5	5	5	4
Storage	Unlimited	6	5	6	5
Utility	Unlimited	5	4	5	3

^{*} Where a building is equipped with an approved automatic sprinkler system, the maximum number of stories is increased by one

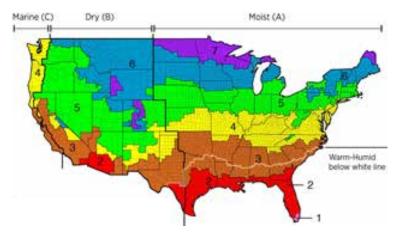
IBC 2012 501

Building Code Drives Tighter Buildings and Higher R-Values

- Not just more insulation, but continuous insulation
- Climate zone and basic requirements
- More insulation can mean more problems
- View the building envelope as a system



IECC 2021 Minimum Insulation Requirements



WALL	1	2	3	4 EXCEPT MARINE	5 & MARINE 4	6	7	8
METAL FRAMED	R-13 + 5 c.i.	R-13 + 7.5 c.i.	R-13 + 7.5 c.i.	R-13 + 7.5 c.i.	R-13 + 7.5 c.i.	R-13 + 7.5 c.i.	R-13 + 15.6 c.i.	R-13 + 17.5 c.i.
WOOD FRAMED	R-20	R-20	R-20	R-20	R-20 + 5.0 c.i.	R-20 + 5.0 ci.	R-20 + 3=5.0 ci.	R-20 + 10 c.i.

NR = Not Required ; c.i. = continuous insulation

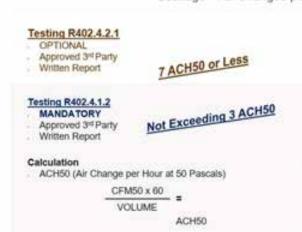
Tighter Buildings Can Bring More Risk

TABLE N1102.1.3 (R402.1.3) INSULATION REQUIREMENTS BY COMPONENT®

Climate	Wood Framed Wall
Zone	(R-Value)
1	13 or 0+10
2	13 or 0+10
3	20 or 13+5 ^h or 0+15
4 except Marine	30 or 20+5" or 13+10" or 0+15"
5 and Marine 4	30 or 20+5h or 13+10h or 0+15h
6	30 or 20+5h or 13+10h or 0+20h
7&8	30 or 20+5" or 13+10" or 0+20"

a. R-values are minimums. When insulation is installed in a cavity which is less than the label or design thickness of the insulation, the installed R-value of the insulation shall not be less than the R-value specified in the table.

Blower Door Testing Leakage = Air Changes per Hour (ACH)

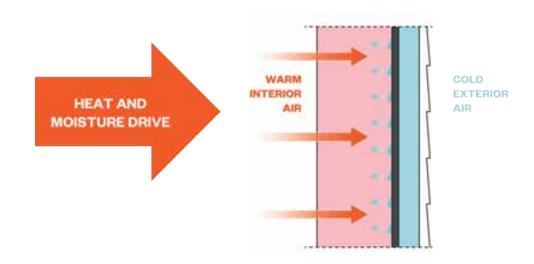




h. The first value is cavity insulation, the second value is continuous insulation, so "13+5" means R-13 cavity insulation plus R-5 continuous insulation.

Houses don't need to breathe... people do.





IBC 2018 Vapor Retarder Mandatory Requirements

INTERIOR SIDE OF FRAME WALLS						
VAPOR RETARDER	1&2	3 & 4 EXCEPT MARINE	MARINE 4	5	6	7&8
CLASS I	8	8	0	0	0	0
CLASS II	8	0	0	0	0	0
CLASS III * allowed if one of the conditions are met	②	•	 Vented cladding over wood structural panels, fiber board or gypsum, or Continuous insulation with R≥2.5 (2x4 wall) or R≥3.75 (2x6 wall) 	 Vented cladding over wood structural panels, fiberboard or gypsum, or Continuous insulation with R≥5 (2x4 wall) or R≥7.5 (2x6 wall) 	 Vented cladding over fiberboard or gypsum, or Continuous insulation with R≥7.5 (2x4 wall) or R≥11.25 (2x6 wall) 	Continuous insulation with R≥10 (2x4 wall) or R≥15 (2x6 wall)

^{*} Only Class III is allowed on the interior side of frame wall if foam insulating sheathing with a perm rating of less than 1 is applied on the exterior side of frame wall

IBC 2018 Vapor Retarder Mandatory Requirements



0.1 Perm < CLASS | ≤ 1 Perm

1 Perm < CLASS III ≤ 10 Perm

10 Perm < Vapor Permeable

 Vapor Retarder class shall be based on the manufacturer's certified testing or a tested assembly

	COMMON VAPOR RETARDERS
	Sheet polyethylene
Class I	Nonperforated aluminum foil
	≥1" XPS
Class II	Kraft-faced fiberglass batt
	%" Plywood (exterior glue)
etas m	Latex or enamel paint
Class III	OSB sheathing

Vapor Permeable

Mineral Wool

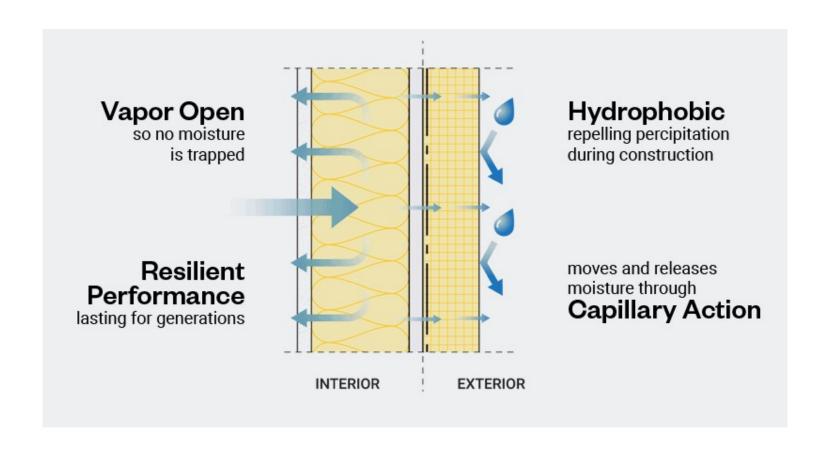
TABLE R702.7.1
CLASS III VAPOR RETARDERS: LATEX OR ENAMEL PAINT a,b

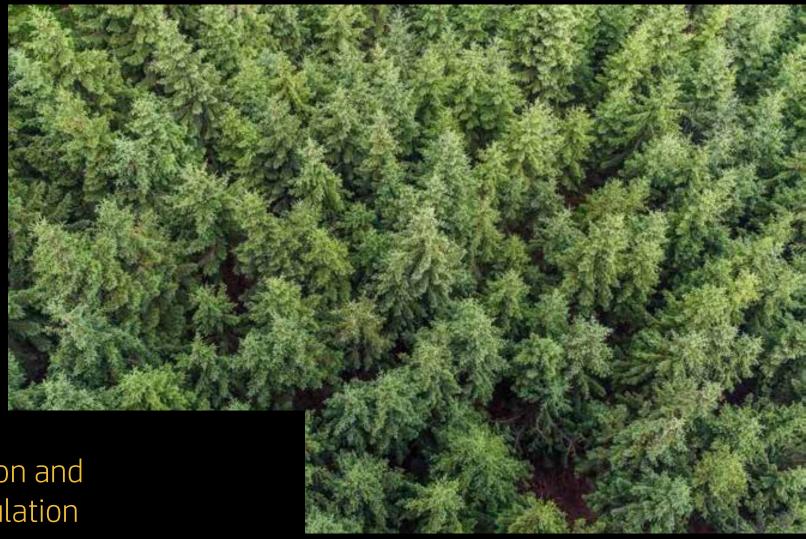
CLIMATE ZONE	CLASS III VAPOR RETARDERS PERMITTED FOR
Marine 4	- CI with R-value ≥ 2.5 over a 2x4 wall
ivianne 4	- CI with R-value ≥ 3.75 over a 2x6 wall
5	- CI with R-value ≥ 5 over a 2x4 wall
5	- CI with R-value ≥ 7.5 over a 2x6 wall
6	- CI with R-value ≥ 7.5 over a 2x4 wall
0	- CI with R-value ≥ 11.25 over a 2x6 wall
7	- CI with R-value ≥ 10 over a 2x4 wall
į	- CI with R-value ≥ 15 over a 2x6 wall
0	- CI with R-value ≥ 12.5 over a 2x4 wall
8	- CI with R-value ≥ 20 over a 2x6 wall

a. CI = Continuous Insulation

b. The requirements in this table apply only to insulation used to control moisture in order to permit the use of Class III vapor retarders. The insulation materials used to satisfy this option also contribute to but do not supersede the thermal envelope requirements of Chapter 11.

Reduce Risk with Flow-Through Assemblies

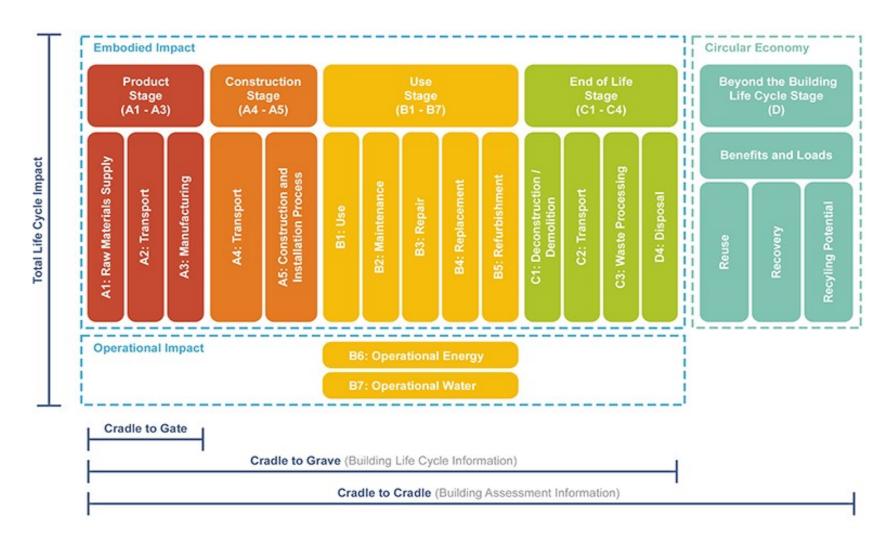




PART FOUR

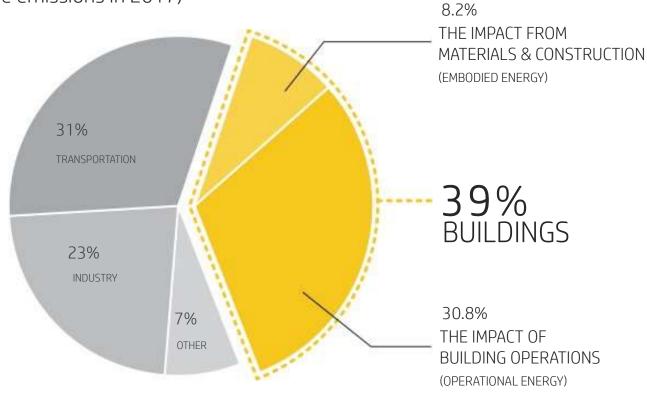
Embodied Carbon and Wood Fiber Insulation

Embodied Carbon - Life Cycle Analysis



Built Environment and Energy Consumption





The construction and operation of buildings in the United States alone is responsible for almost

2 Gigatons co₂e emissions annually.

The prescription for dramatically reducing that impact is well understood and immediately technologically achievable.

Source: Global Alliance for Building and Construction, Global Status Report, 2019, US EIA, EIA International Energy Outlook 2017, 2017.

Embodied Carbon from Building Materials is responsible for 8.2% of global GHG emissions

- Embodied Carbon is the amount of greenhouse gases emitted during the life cycle of a material
- Life Cycle Analysis (LCA) is a tool that quantifies a product's carbon footprint through a holistic view of its environmental interactions from cradle to grave
 - 1. Extraction and transportation of raw materials
 - 2. Manufacture of product
 - 3.Use of product
 - 4. End-of-life treatment (disposal or recycle)



Source: AIA 2030, UN Environment Global Status Report 2017; EIA International Energy Outlook 2017

Embodied Carbon is increasingly significant

Cumulative Carbon Emissions of Global New Construction Business as Usual Projection

Building Materials
Operational Energy

150

200

200

2020

2025

2030

2035

2040

2045

2050

By 2050, it is projected that embodied carbon will take up almost half the total carbon emissions from new construction.

Energy Retrofit Programs

+

Renewable Energy

↓

Reduced Operational CO_{2e}

Source: AIA 2030

Problem: The insulation market is dominated by fossil-fuel dependent products with devastating environmental impacts



High Embodied Carbon

Irredeemable Global Warming Potential



Vapor closed, traps moisture

Leading to mold and mildew, health risks, and rot



Non-recyclable, made with toxins

Loaded with dangerous toxic ingredients

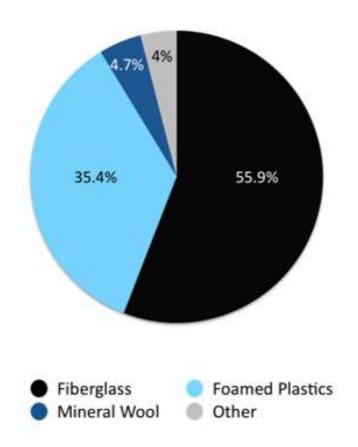


Harmful off-gassing

Leading to unhealthy indoor air quality

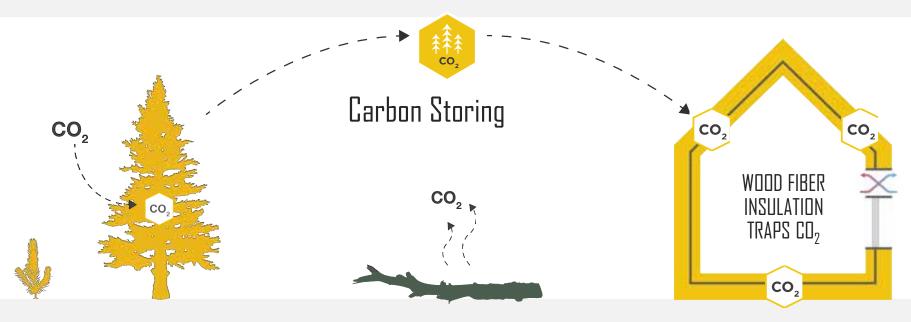


Highly flammable



Solution: Wood Fiber Insulation

Carbon storing wood products used in construction yield a net benefit to the atmosphere



Atmospheric carbon dioxide is taken up by trees and, through photosynthesis, stored as carbon in biomass At the end of the tree's life, when left to decay, this stored carbon returns to the atmosphere slowly Harvesting trees as the source material for building products can delay the release of that carbon for the life of the building and potentially far longer



36 kg CO₂

Per 100SF @ R=1

2 kg CO₂

14 kg CO₂

Per 100SF @ R=1

15 kg CO₂

Per 100SF @ R=1







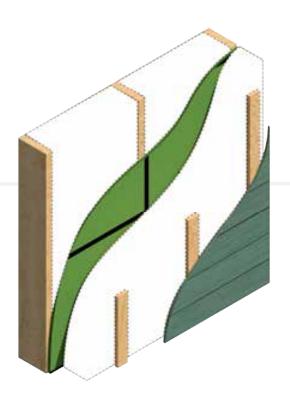






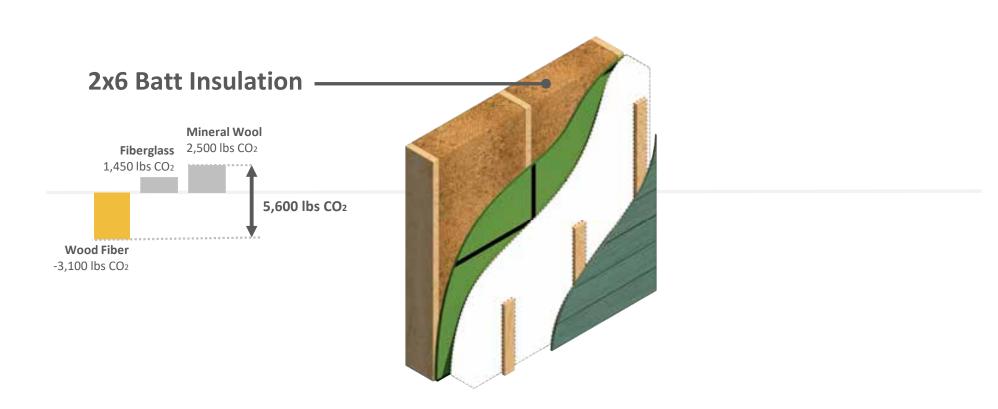
WOOD FIBER

1,500 SF Passive House Wall Assembly



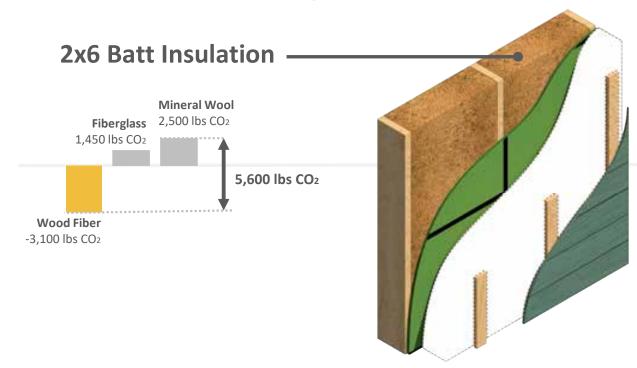
Embodied CO₂

1,500 SF Passive House Wall Assembly

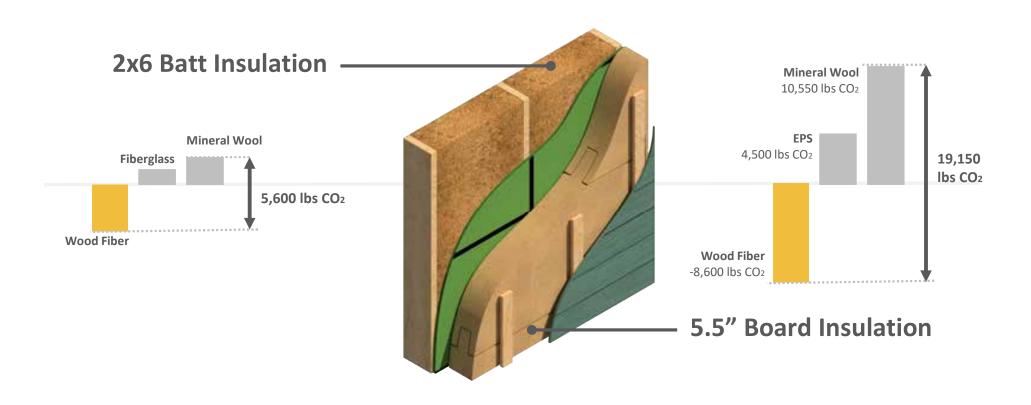


1,500 SF Passive House Wall Assembly

The CO₂ savings for one house is equivalent to the emissions from driving 7,100 miles



1,500 SF Passive House Wall Assembly



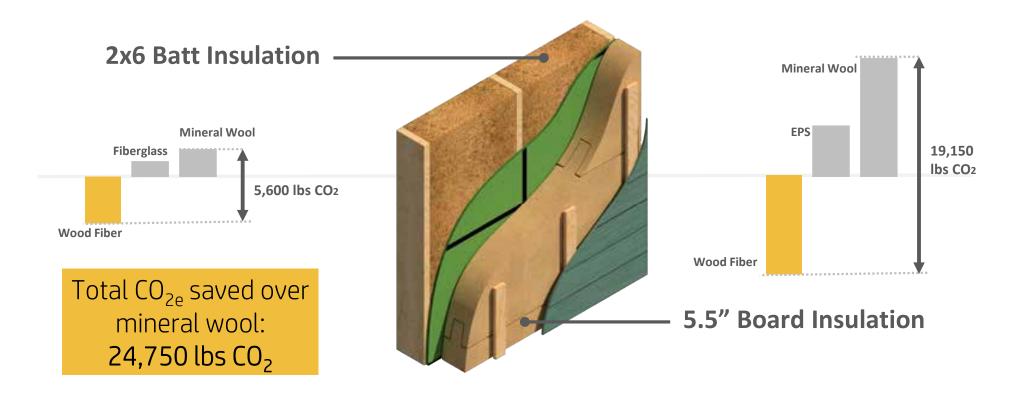
1,500 SF Passive House Wall Assembly

The CO₂ savings for one house is equivalent to the emissions from driving 23,500 miles **2x6 Batt Insulation Mineral Wool** 10,550 lbs CO₂ **EPS Mineral Wool** 4,500 lbs CO₂ 19,150 **Fiberglass** Ibs CO₂ 5.600 lbs CO₂ **Wood Fiber Wood Fiber** -8,600 lbs CO₂ 5.5" Board Insulation

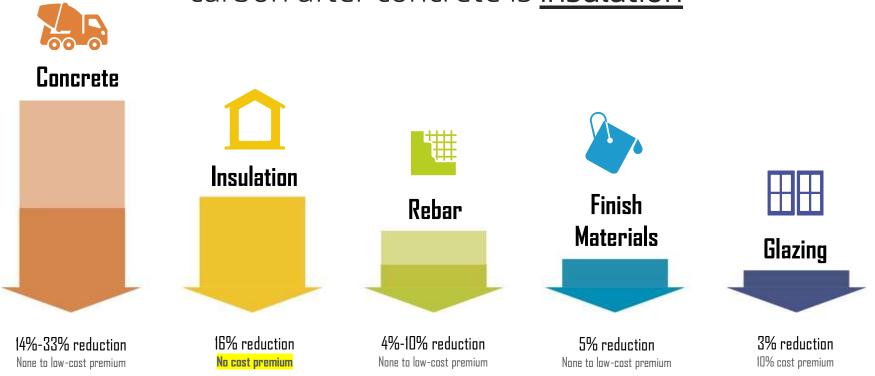
Embodied CO₂

1,500 SF Passive House Wall Assembly

The total CO₂ savings for one house is equivalent to the emissions from driving 1 car for 2.5 years



The greatest opportunity for reducing embodied carbon after concrete is <u>insulation</u>



TOP BUILDING MATERIAL CATEGORIES FOR **REDUCING EMBODIED CARBON**

Data Source: RMI





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TIMBER + HP =

High Performance
Healthy Planet
Healthy People



Building envelope, thermal, and acoustic solutions

A comprehensive, above-grade product line to create wind-tight, vapor-open assemblies offering stable, long-term R-values, improved temperature stability, and premium sound protection



Recyclable, renewable, non-toxic, and carbon negative

Made from residual wood chips to maximize the use of our renewable forest resource. As a high-value insulator with a negative carbon footprint, reduces a building's global warming potential on day one and everyday it operates



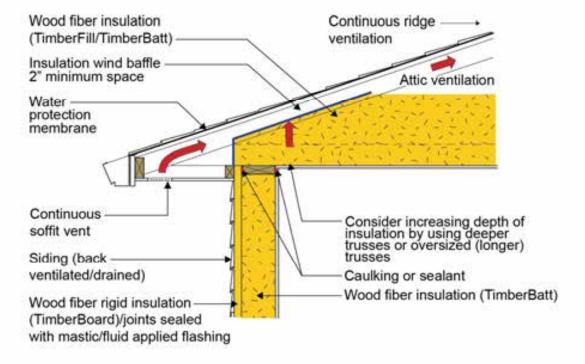
Moisture managing, safe, and sound absorbing

Installers benefit from the absence of dangerous fibers that harm skin and negatively impact air quality. Leads to the creation of safe, quiet indoor habitats, free of airborne toxins and trapped humidity



Cautionary Statement Regarding Forward-Looking Statements:

A number of the projections, presentations and disclosures in this Plan, including any statements preceded by, followed by, or which include the words 'may,' 'could,' 'should,' 'will,' 'would,' 'hope,' 'might,' 'believe,' 'expect,' 'anticipate' 'estimate,' 'intend,' 'plan,' 'assume' or similar expressions constitute forward-looking statements. These forward-looking statements, are based on assumptions and other information with respect to the Company's beliefs, plans, objectives, goals, expectations, anticipations, estimates, intentions, financial condition, results of operations, future performance and business, including the Company's expectations and estimates with respect to the Company's revenues, expenses, earnings, return on equity, and other financial data. Although the Company believes such statements are accurate, estimates and assumptions may prove incorrect and may change based on various factors, some of which are beyond the control of the Company. Should one or more of the underlying assumptions or other factors affecting the Company's forward-looking information and statements prove incorrect, then the Company's actual results, performance, or achievements could differ materially from those expressed in, or implied by, forward-looking information and statements contained in this Plan.



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