



STATEMENT OF QUALIFICATIONS FOR THE MANUFACTURE OF MARINE PROPULSION EQUIPMENT



THRUSTMASTER OF TEXAS, INC.
6900 THRUSTMASTER DRIVE
HOUSTON, TEXAS 77041

713.937.6295 VOICE
713.937.7962 FACSIMILE
WWW.THRUSTMASTERTEXAS.COM

Contact: Joe R. Bekker, President

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MESSAGE FROM THE PRESIDENT OF THRUSTMASTER OF TEXAS, INC.



Joe R. Bekker, President & CEO

Thank you for considering Thrustmaster of Texas, Inc. for your marine propulsion project. Since the founding of the company, we have consistently provided quality products and service to the commercial marine industry at a reasonable cost.

What sets us apart in the marine propulsion industry is our dedication to quality and the commitment to treating our customers as our business partners. Not only do we know the marine market, we actively listen to our customer's requirements and apply that knowledge to product development and improvement.

With more than 1,000 thruster units in operation around the world, many of them of an exclusive design to suit a particular unique application, we have proven our dedication to design engineering excellence as well as comprehensive service after installation. We hold patents for many of those special design configurations.

At Thrustmaster, we constantly strive for the continuous improvement in the quality and value of our products. While many of the traditional thruster designs available on the market are more than 30 years old, we have taken every advantage of new technology for product improvement. Our thruster designs incorporate the latest state-of-the-art U.S. naval technology.

The assurance of quality is reflected in our dedication to the ISO-9001:2008 standards and classification society type approvals of our thrusters.

We pledge to operate our company in an environmentally responsible manner. We therefore maintain a broad reaching health, safety and environmental management plan in support of our operations wherever we work.

The dedicated employees of Thrustmaster of Texas share a common passion for building quality products that are known throughout the industry. We welcome the opportunity to serve you for all of your marine propulsion requirements.

Happy Sailing!

Joe R. Bekker, President



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EXECUTIVE SUMMARY

Thrustmaster of Texas, Inc. is a for-profit, closely-held IRS Subchapter S corporation domiciled in the State of Texas. Founded in 1984, by its president, Joe R. Bekker, the company has grown to a world leading manufacturer of heavy duty commercial marine propulsion systems. Products comprise all types of main and auxiliary marine propulsion equipment including deck-mounted propulsion equipment, thru-hull azimuthing thrusters, retractable thrusters, tunnel thrusters, and portable dynamic positioning systems.

Thrustmaster has a complete and experienced engineering staff which designs all of the thruster and control systems. Most of the key personnel have doctorate or advanced level engineering degrees. State of the art computer aided drafting and manufacturing as well as solid modeling and finite element analysis systems are used in the design of the products.

Reliability of the Thrustmaster marine equipment is proven by the more than 1,000 propulsion units and thrusters in service around the world. Thrustmaster propulsion equipment has been type-certificated and approved by every major classification society as well as the U.S. Navy, U.S. Coast Guard, and numerous foreign navies. Thrustmaster is ISO-9001:2008 certified by the American Bureau of Shipping (ABS).

Current annual revenues are in excess of USD \$100-million with a current production backlog of well over USD \$150-million.

Production facilities include a new 200,000 square foot (18,580 m²) state-of-the art thruster manufacturing facility and 40,000 square feet of (3,700 m²) design and administrative space located on a 60 acre (242,800 m²) tract northwest Houston, Texas. In the last quarter of 2010, Thrustmaster will start construction of its new, large outdoor in-water test facility for testing of large thrusters including the testing of thruster underwater mount and dismount integrity.

Thrustmaster is a medium sized business by U.S. employment standards and employs an average workforce of more than 250.

Thrustmaster's Service Department comprises a complete staff of highly experienced field service engineers operating from the Houston facility, as well as several forward-based service engineers in strategic locations around the world such as Dubai, China, Singapore, Rio de Janeiro, and The Netherlands. The Service Department can be reached by telephone at any time day or night regardless of local time. Service engineers can be dispatched within 24 hours to any destination in the world. All service engineers are qualified to supervise installation, perform start-up and commissioning procedures, and attend dock and sea trials. A dedicated Training Manager is available for customer training at the Houston facility or anywhere in the world.

Thrustmaster maintains a large inventory of spare parts at its Houston manufacturing facility as well as it's forward support offices around the globe. Spare parts can be shipped within 24 hours to any location in the world.



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SECTION 1 GENERAL HISTORY

Established in 1984 by its current president, Joe R. Bekker, Thrustmaster of Texas, Inc. has grown from a small manufacturer of outboard, deck-mounted propulsion units to a worldwide leading manufacturer of marine propulsion systems. From the first order for 13 deck-mounted propulsion units for the U.S. Army Corps of Engineers and a follow-up order for the U.S. Navy, Thrustmaster has continually grown and expanded its propulsion systems designs as well as its engineering and manufacturing capabilities. In ten years, the company had more than quadrupled its size and was rapidly growing into a new second facility.



In 1995, Thrustmaster moved to a new facility and expanded its workforce to accommodate the growing demand for Thrustmaster's thrusters designed for both main propulsion and propulsion assist. In the following years, the engineering department was upgraded with hiring a new chief engineer who specialized in rotating equipment manufacture, the installation of customized mixed-mode manufacturing software specifically detailed for Thrustmaster's products, and the addition of state of the art CAD/CAM and FEA engineering software.

Thrusters for dynamic positioning became one of Thrustmaster's prime examples of excellence in both engineering design and manufacturing.

In 2001, a new General Manager significantly improved both the manufacturing efficiency and quality of field service. In 2002, Thrustmaster received certification as an ISO-9001 qualified marine equipment manufacturer from the American Bureau of Shipping (ABS) Quality Systems division. In 2008, Thrustmaster upgraded its ISO quality system to the ISO-9001:2008 standard.

ABS issued a Certificate of Manufacturing Assessment Certificate and type approval certificates for Thrustmaster's standard tunnel thrusters.

In 2009, Thrustmaster moved to its new expanded facility to support the increase in sales which now exceed USD \$100-million annually. Orders for main propulsion and dynamic positioning thrusters for the commercial marine and offshore energy sectors as well as military fleet improvement programs continue to make Thrustmaster a world leader in marine propulsion.

In 2010 Thrustmaster increased offerings of Z and L drives and diesel tunnel thrusters to include up to 10,750hp (8.0MW).



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SECTION 2 BUSINESS MODEL

A. MISSION STATEMENT

Thrustmaster of Texas, Inc. aims to be a leading manufacturer of marine thrusters all over the world. We believe we can achieve this by:

- Optimizing product configuration for each individual customer application;
- Producing high quality products on time and at a fair price and profit level;
- Providing comprehensive after-sales service;
- Continuous product improvement based on customer feedback; and
- New product development to address changing market needs.

B. GENERAL BUSINESS MODEL

The closely controlled structure of Thrustmaster of Texas, Inc. ensures the superior quality of its products and services, each of which is tailored to meet the individual customer's specific requirements. Its corporate framework also guarantees prompt, continuing maintenance and support services of each product to ensure the repeated satisfaction of its customers.

Thrustmaster's established reputation as a leader in the technically complex marine propulsion industry, combined with its comprehensive quality management program, enables Thrustmaster to achieve project objectives efficiently, consistently and without unnecessary engineering changes, delays or cost overruns. The following are just a few of the ways Thrustmaster ensures that its customer's project will meet their expectations:

- Know the Industry

Thrustmaster is actively involved in all aspects of the marine industry including the offshore service and supply, oil and gas exploration and production (OGE&P), cargo, ferry and passenger vessel sectors as well as the military deepwater and littoral operations. Moreover, it is involved with many marine, engineering and manufacturing professional societies to keep current on the latest technology and industry requirements.

- Know the Regulations

Thrustmaster's experienced staff has expert knowledge of the complete spectrum of marine regulatory issues with respect to marine propulsion, including IMO, USCG, SOLAS, IMCA, ADC, etc.



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- Know the Classification Societies

Thrustmaster works very closely with all major marine classification societies to ensure that its propulsion products meet the most exacting standards in accordance with best marine engineering practices. ABS, DNV, BV, LRS, GL, and CCS have all approved Thrustmaster propulsion products for commercial vessel and offshore applications.

- Have a Passion for Quality

Thrustmaster understands that its products are the backbone of many ships, crews and businesses worldwide. Thrustmaster's extreme attention to product quality is crucial to the success of its customers and deeply ingrained into its corporate culture. Thrustmaster employees share a common passion for building quality products that are known throughout the industry.

- Senior Management Involvement

Senior managers review all designs, production schedules, and quality plans to ensure the best possible project management. Thrustmaster measures its success on how consistently it meets project deadlines, control costs, and maintain customer satisfaction.

- Customers are Business Partners

Thrustmaster looks at its customers not merely clients but as and as an integral part of the team. Instead of merely taking the customer's specification and designing a product, Thrustmaster involves the customer at every step of the project, explaining the various engineering options available and compliance issues, thus allowing the customer to make sound technical and business decisions. By viewing the customer as a partner in each project, Thrustmaster ensures that the customer's expectations are well met.

C. CONTINUITY OF OPERATION PLAN (COOP)

Thrustmaster maintains an industry standard Continuity of Operation Plan (COOP) as part of its overall risk management strategy. Business units and manufacturing capacity are segregated or duplicated where necessary to ensure that a plant casualty will not result in a catastrophic interruption of business operations.

Memoranda of understanding with suppliers as well as machining and manufacturing subcontractors allow for the shifting of logistical requirements to off-site facilities in the event of an interruption.

More than sufficient builder, property, and liability insurance coverage is in place to ensure that risk is adequately financed.



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SECTION 3 ORGANIZATION & CAPABILITIES

A. ORGANIZATION

Thrustmaster of Texas, Inc. is organized in accordance with the chart which may be found in Appendix A. Generally, the organization consists of the President which operates as the Chief Executive Officer (CEO) of the company. Because the organization is a closely-held private Subchapter S company, there is no board of directors and all executive decisions manifest in the President/CEO.

A General Manager functions as the Chief Operating Officer (COO) and oversees the day to day manufacturing and engineering operations as well as the administrative departments.

Engineering is overseen by the Vice President of Engineering who supervises all engineering personnel and reports to the General Manager. The VP of Engineering manages the design of thrusters and components as well as the assessment and specification of processes required to manufacture the thruster and formulate the quality plan for each project. The VP of Engineering is assisted by an Engineering Managers who leads the design engineering team.

Operations management is vested in a senior team of managers for manufacturing, quality, and administration.





B. TECHNICAL CAPABILITIES

1. Project Management

Thrustmaster of Texas, Inc. has assembled a well-qualified and experienced project management team of marine propulsion professionals which is a highly-skilled and diverse group. From the first enquiry to the finish of dock and sea trials, each project has a hand-picked team assigned to ensure complete customer satisfaction with design, installation, performance, and service from its products.

The engineering project management team ensures that a project is designed, assembled, tested, and delivered in exact accordance with the customer's technical requirements and specifications. Moreover, the management team ensures optimized allocation of company resources to ensure on-time delivery without cost overruns or unnecessary delays. The custom mixed-mode manufacturing software allows Thrustmaster to continuously monitor the exact milestone of each project and alerts the project team to any anticipated difficulties allowing for intervention and correction before any manufacturing problem can mature.

Thrustmaster uses the Program Evaluation and Review Technique (PERT). The PERT method is incorporated with the Critical Path method and the project is tracked on a GANTT chart backed up by custom designed project management software.

Since its inception, Thrustmaster has been continuously involved in large commercial and military marine equipment deliveries which require precise and dedicated project management skills. Examples of large scale projects include the U.S. Army's Logistical Support Vessel (LSV) program, the U.S. Navy's Littoral Combat Ship (LCS) program, numerous Dynamic Positioning (DP) installations and conversions, and OSV/PSV fleet improvement programs.

In 2007, Thrustmaster of Texas, Inc. received the prestigious Subcontractor of the Year award on behalf of the Small Business Administration for its project management of the U.S. Navy LCS thruster program at General Dynamics Bath Iron Works (GDBIW) shipyard.



U.S. Army Logistical Support Vessel (LSV)



U.S. Navy Littoral Combat Ship (LCS)

Thrustmaster's dedicated engineers, project managers, engineering support staff, and field service engineers have proven themselves over and over again as highly capable, skilled, and professional marine propulsion team.



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No matter how large or small the project, Thrustmaster's project management experience is ready to serve the customer to ensure quality design and timely delivery.

2. Integrated Supply, Engineering and Support

Through its state-of-the art engineering and manufacturing capabilities, Thrustmaster can offer complete integrated dynamic positioning, vessel automation, propulsion, and electrical power generation and distribution system as well as project engineering and management services.

The dynamic positioning and automation systems, propulsion, electrical power generation, distribution package, including interface engineering during vessel design and construction, technical support for installation and commissioning, is provided by a very experienced team of engineers.

We have a central design team coordinating the systems design and integration before the system is constructed and placed into service.

Difficulties with regard to systems integration that are typical to shipyard construction of semi-submersible and ship-type drilling vessels are effectively mitigated on the front end and not during startup and sea trials.

The single purpose is to provide and support a fully integrated DP equipment package for mobile offshore drilling units so as to reduce and simplify the shipyard engineering and procurement efforts, thereby reducing cost and time required for building and commissioning the vessels.

Thrustmaster may have single-point responsibility for integration of all supplied subsystems and interface between the shipyard, marine classification society, vessel designer, and all third-party equipment within the scope of supply.

3. Systems Design, Manufacture, Assembly & Testing

General

Thrustmaster has extensive experience in the turnkey development of complete propulsion systems for specialty applications. This includes the definition of operational requirements, translation into design parameters, selection of a suitable concept and configuration, equipment design, manufacturing, purchasing of commercially available system components, packaging, testing, and assistance in installation, commissioning, dock trials, sea trials and ongoing logistical support for the system.

One of Thrustmaster's greatest strengths lies in systems analysis. The company has the experience, ability and technology necessary to apply its propulsion systems creatively to a multitude of challenging applications. Thrustmaster engineers routinely design new thrusters to achieve a perfect match between thruster features, vessel geometry and operational parameters.



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Engineering Design

Thrustmaster's state-of-the art thruster designs are developed using the latest Computer-Aided Design (AutoCAD®) software, ANSYS® and COSMOS® Finite Element Analysis (FEA), Magmasoft® casting simulation, STAR-CMM+® computational fluid dynamics, and HydroComp NavCad® software.

Fabrication & Machining

Fabrication facilities use computer controlled high pressure waterjet, plasma and flame cutting machines as well as modern flux-core welding equipment for both aluminum and steel construction. Machining tools include large horizontal boring mills, vertical turret lathes, manual and CNC engine lathes, as well as both vertical and horizontal CNC machining centers. Welders are certified to meet all shipbuilding classification society and regulatory authority standards including ABS, DNV, BV, LRS, CCS, and GL.

Assembly

Every Thrustmaster product is assembled by experienced production personnel and subjected to rigorous testing prior to shipment. A highly educated and well trained workforce has been developed at Thrustmaster. The company devotes a great deal of time and resources to upgrading personnel through ongoing educational programs. Dedication to the goal of constant improvement has greatly increased the professionalism and efficiency of the people who run the company's manufacturing operations.

Post Assembly and Factory Acceptance Testing

The robust design of Thrustmaster's marine propulsion equipment incorporates fabricated housings that are subjected to ultrasonic, liquid penetrant and hydrostatic testing. Full load and torque are applied to verify gear contact patterns of assembled units. Each thruster is subjected to extensive running and functional testing prior to shipment in accordance with the project quality plan and the company's quality management system.

Subcontracting

With its location in Houston, Texas, the heart of the offshore industry, the nation's fourth largest city and with the largest tonnage port in the USA, an excellent support infrastructure exists within the city. Houston has an abundance of job shops available for subcontracting of fabrication, machining and special processes.

Thrustmaster has established many long-term relationships with its local subcontractors who are thoroughly familiar with Thrustmaster's products and manufacturing practices. Because of these long-standing relationships, the volume of work and quality control, Thrustmaster will not have to submit subcontracted fabrication, machining or finishing work to unproven or unknown vendors.



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4. Quality Assurance & Control (QA/QC)

Thrustmaster is certified to ISO-9001:2008 standards by ABS Quality Evaluations. All products are subjected to rigorous inspection in accordance with a quality and engineering review plan developed specifically for each project. All quality records are maintained and assembled in a Manufacturing Data Record Book for each project.

A dedicated Quality Manager, Quality Assurance Manager, and a Quality Control Manager and a highly experienced team of quality control line inspectors ensures that the procedures promulgated by the Quality Assurance Manual (QAM) are strictly followed during the manufacture of each thruster in accordance with the project quality and engineering review plan.

Recently, Thrustmaster added a state-of-the-art Zeiss MMZ-B coordinate measurement machine (CMM) to its quality control arsenal. This CMM allows our quality control department to precisely determine the conformance of components to the design specifications. Inspection of large components such as thruster housings which would take between three to four days with manual measurement tools can now be completed in under three or four hours with precise repeatability.



This Zeiss MMZ-B CMM is the second largest CMM in the United States. These types of sophisticated quality control tools are normally only seen in high performance, high precision industries such as aerospace manufacturing. Thrustmaster's investiture in this CMM represents a game-changing advance in the quality of marine thruster production.



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Non-Destructive Testing (NDT) is a routine quality control procedure and includes liquid penetrant, magnetic particle, eddy current, and ultrasonic inspections as well as radiographic examination.

A dedicated staff of test engineers conducts Hardware Acceptance Tests (HAT), Software Acceptance Tests (SAT), Post Assembly Tests (PAT), and Factory Acceptance Tests (FAT) on all systems, subsystems, hardware and software to ensure that the thruster conforms to its design specifications and meets all requirements for functionality and marine classification society rules.

5. Health, Safety & Environmental (HSE)

Thrustmaster maintains a strict Health, Safety and Environmental (HSE) policy at its facility and on-site facilities of the customer. The purpose of the HSE policy is to integrate a safe, healthy, and environmentally responsible culture into all company operations in accordance with OHSAS-18001 and ISO-14001.

Thrustmaster strives to send every employee home healthy at the end of each day. To accomplish this goal, Thrustmaster has instituted a safety management system built on comprehensive and structured programs designed to reduce accidents and eliminate injuries at the Houston facility and at the customer's facilities or while embarked on board ship.

Environmental management includes programs that provide oversight of hazardous waste management, chemical conservation and pollution prevention, emergency preparedness and planning.

A dedicated HSE Manager is employed to administrate the Safety Management System (SMS) and provide employee training. The HSE Manager is assisted by an HSE Coordinator and number of departmental safety inspectors as well as an organized HSE committee.

6. Information Technology (IT) System

Thrustmaster's Information Technology (IT) system is state of the art and incorporates both local and wide area networks and VPN capabilities within the company. For its mixed-mode manufacturing method of operation, Thrustmaster uses a state of the art custom ERP software application that manages each project from inception through fabrication, assembly, and factory acceptance testing and is capable of detailed fiscal, operational, and maintenance reporting.

A comprehensive Critical Application Disaster Recovery Process is part of the company's Continuity of Operations Plan (COOP). All critical data is stored on mirrored hot-swappable drives on Thrustmaster servers. The server's automatically backup critical data daily to removable backup systems and the daily backup media are stored off-site to ensure continuous availability of all project critical data and records.



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7. Human Resources (HR)

Thrustmaster maintains a diverse and productive workforce. A particularly effective means for reducing labor-relations problems before they arise is to hire committed workers with positive attitudes. By developing a reputation as great places to work, Thrustmaster attracts many potentially productive workers who take pride in their work, in their company and in what they produce.

In addition to excellent competitive health and retirement benefits, Thrustmaster has in place a variety of programs that have resulted in employees knowing that they work for a great company and this has resulting in very stable labor relations within the company. There has never been a strike, work stoppage, work slowdown, or act of intentional sabotage at the company.

8. Customer Service and Spares

Thrustmaster's Customer Service Department is managed by a dedicated Director of Customer Service and comprises a complete staff of highly experienced field service engineers operating from its Houston facility, as well as several forward-based service engineers in Dubai, China, Singapore, Rotterdam, and Rio de Janeiro. The Service Department can be reached by telephone at any time day or night regardless of local time. Service engineers can be dispatched within 24 hours to any destination in the world. All service engineers are qualified to supervise installation, perform start-up and commissioning procedures, and attend dock and sea trials. Each engineer is specially trained in diagnosis, troubleshooting and repair and can train shipyard personnel and vessel crews.

A dedicated Training Manager is available for customer training at our manufacturing facility or anywhere in the world.

Thrustmaster maintains a large inventory of spare parts at its Houston manufacturing facility as well as in strategic areas such as England, Singapore, Dubai and China. Spare parts can be shipped within 24 hours to any location in the world.

C. CURRENT FACILITIES

1. Plant Description

Production facilities include a new 200,000 square foot (20,000 m²) state-of-the art thruster manufacturing facility and 40,000 square feet (4,000 m²) of design and administrative space located on a 60 acre (250,000 m²) tract northwest Houston, Texas.

The facility is divided into bays for fabrication, machining, and assembly and incorporates a 40,000 square foot (4,000 m²) multi-level stacked spare parts warehouse. The plant layout incorporates Lean and cell manufacturing techniques. The facility is completely climate controlled by a chill-water plant to ensure optimum productivity and reduce component degradation due to environmental exposure.



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Overhead handling includes a 100 ton bridge crane, two 50 ton bridge cranes, and several 30 and 15 ton bridge cranes as well as jib cranes installed throughout the facility to maneuver the large size of the thrusters.



Thruster Assembly Bay A



Machining Bay A



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Thrustmaster Assembly Bay A-1



Thrustmaster Assembly Bay B-2



Stacked Parts Warehouse



Thrustmaster Assembly Bay A-1

2. Design Engineering



The design engineering department is managed by a dedicated Engineering Manager. State-of-the-art design tools including AutoCAD, SolidWorks, ANSYS and COSMOS Finite Element Analysis (FEA), HydroComp, and many other engineering, computational Computer-Aided Manufacturing (CAM) systems are in use at Thrustmaster's headquarters in Houston, including CD-ADAPCO STAR-CMM+ Computational Fluid Dynamics (CFD). Much of the engineering

staff possesses advanced engineering degrees including several doctorates (Ph.D.) and master level (M.Sc.) engineers with extensive experience in large rotating equipment design. Thrustmaster's engineers come from the U.S., China, Korea, India and the Netherlands, facilitating excellent communications with customers worldwide.



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3. Fabrication, Machining, Assembly & Testing

All Thrustmaster welders and weld procedures are certified under the guidelines set forth in the current ASME or AWS D1.1/D1.1M Structural Welding Code as well as the requirements of the marine classification societies rules for building and classing both steel and aluminum vessels. The company has an extensive volume of its own certified weld procedures and is capable of writing and qualifying any procedure that may be required to properly fabricate any materials the project may require. GTAW, GMAW, SMAW, and FCAW procedures are fully qualified.



Machining tools include large horizontal boring mills, vertical turret lathes, manual and CNC engine lathes, as well as both vertical and horizontal CNC machining centers.





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Thrustmaster's staff of experienced assembly technicians carefully assemble all components of the thruster in accordance with a written procedure as part of the project quality plan.

During the assembly procedure, quality inspection hold points are inserted to ensure that the assembled product complies with the required procedure and the quality plan. A staff of line inspectors routinely spots checks all assemblies to ensure quality compliance.





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A complete control shop designs, fabricates, and tests thruster control systems. Controls include Full-Follow-Up (FFU), Non-Follow-Up (NFU), and complete interfacing with electrical, pneumatic, or digital controls including all classes of dynamic positioning computer systems.





D. KEY PERSONNEL

1. SENIOR MANAGEMENT

Joe R. Bekker, B.Sc.M.E., President

Joe Bekker has over 40 years experience in design and manufacturing engineering, sales, project and business management of marine propulsion and complex technical equipment. Since 1984, he founded and has served as President and Chief Executive Officer of Thrustmaster of Texas, Inc. Joe is a graduate of the Amsterdam College of Technology in the Netherlands, holding a Bachelor of Science in Mechanical Engineering and is member of the Society of Naval Architects and Marine Engineers (SNAME) and the American Society of Naval Engineers (ASNE). Joe Bekker holds a number of U.S. and international patents for his innovative marine propulsion and dynamic positioning systems designs.

James (Jim) Jennings, B.Sc.M.E., General Manager

Jim Jennings brings more than 20 years of multi-project and planning management, engineering, and manufacturing experience from the offshore drilling and subsea engineering industries to the role of General Manager. Jim Jennings has a Bachelor of Science in Mechanical Engineering as well as having earned a British Higher National Certificate in Mechanical Engineering. Prior to taking the position as General Manager with Thrustmaster, Jim Jennings previously served as a drill ship project manager for Noble Drilling Services and for Cameron Subsea Systems. Jim spent nearly 10 years as a project engineer, planning manager, project manager and as general manager for Duco, Inc., a manufacturer of subsea umbilicals and related hardware, in both the UK and Houston.

Shaw X. Dou, Ph.D., Vice President of Engineering

Dr. Shaw X. Dou, is a specialist in geared power transmissions and holds both a B.S. and M.S. from Jiao Tong University in Shanghai, China, and a Ph.D. from Tennessee Technological University, all in Mechanical Engineering. Shaw has been designing cyclo-paloid and rotational gear transmissions and sub-systems for marine thrusters at Thrustmaster for more than 15 years. She is a member of the American Society of Mechanical Engineers (ASME).

2. DESIGN ENGINEERING

Jason D. Small, B.Sc.Mar.E, Engineering Manager

Jason Small is a graduate of Texas A&M University and holds a Bachelor of Science degree in Marine Engineering. Prior to coming to Thrustmaster, Jason conducted research in dynamic positioning control logic holds a U.S. Coast Guard master's license for near coastal motor vessels. Jason is responsible for the overall management of work flow through the engineering department as well as design of hydraulic power transmission and control systems.



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Paul Rembach, B.Sc.E.E., Electrical Power Systems Manager

Mr. Paul Rembach's experience spans 32 years in electrical power and control applications marine drilling, offshore marine propulsion, and industrial applications. Paul has concentrated experience with shipyard production of jack-up and semi-submersible Mobile Offshore Drilling Units (MODU), drill ships, and offshore supply vessels. His manufacturing experience includes design of shipboard power generation and power distribution systems with automation controls and interfaces and includes patented and patent-pending power and control products. Paul developed and tested both stored and harvested energy hybrid power systems for marine propulsion applications. His previous career experience includes Ross Hill Controls, OMC Services, Global Marine Drilling (Global Santa Fe), and Legacy Automation, Power and Design. Paul Rembach earned a Bachelor of Science in Electrical Engineering from the University of Houston. At Thrustmaster, Paul Rembach heads up the shipboard and other specialized electrical power applications design and integration team.

Sunil Sahu, Ph.D., Senior Mechanical Design Engineer (CFD)

Dr. Sahu is a specialist in computational fluid dynamics (CFD) and has a doctorate in mechanical engineering from the University of Tennessee, a Master of Science in Mechanical Engineering from Tennessee Technological University, and a Bachelor of Science in Production Engineering from Nagpur University in India. Dr. Sahu is a specialist in Computational Fluid Dynamics (CFD) and worked for General Electric, CD-Adapco, and the Caterpillar Engine Company as a design engineer and fluid systems performance analyst. At Thrustmaster, Dr. Sahu conducts research and development on thruster performance and other fluid dynamics projects related to marine propulsion.

Babu Sridharala, Ph.D., Mechanical Design Engineer

Dr. Sridharala has a doctorate in mechanical engineering from the University of Nevada, Las Vegas, where he conducted research on product optimization and Finite Element Analysis (FEA). Babu's undergraduate education was in mechanical engineering at the Bapatla Engineering College in Southern India before earning a Master of Science in Mechanical Engineering at Tennessee Technical University. Since joining Thrustmaster, Dr. Sridharala has enhanced the expertise of the engineering department particularly in the areas of solid and 3-D modeling, shock analysis, and FEA where he has been widely published. Babu Sridharala is a member of the American Society of Mechanical Engineers (ASME), the Society for the Advancement of Materials and Process Engineering (SAMPE), and the American Institute of Aeronautics and Astronautics (AIAA).

Venkat Mudupu, Ph.D., Controls Design Engineer

Venkat Mudupu is a specialist in design of control systems for dynamic applications including programmable logic controllers for both marine and aerospace applications. Dr. Mudupu has a doctorate in mechanical engineering from the University of Nevada, Las Vegas, where he conducted research on feedback control, adaptive and fuzzy logic, and non-linear control systems. Dr. Mudupu is responsible for design and implementation of both analog and digital thruster control systems.



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Milton Anderson, B.Sc.M.E., Senior Mechanical Design Engineer

Milton Anderson comes to Thrustmaster with more than 20 years of experience in design of mechanical and fluid power systems. Milton earned a Bachelor of Science in Mechanical Engineering from the University of North Dakota before embarking on his career, serving as a design engineer, engineering manager, and project manager for various industrial valve, pump and pipeline manufacturers. At Thrustmaster, Milton Anderson is involved in the design of retractable and thru-hull azimuthing thruster systems.

Jacek T. Chmielowiec, B.Sc.A.E., Senior Mechanical Design Engineer

Jacek Chmielowiec has extensive experience in applied mathematics, mechanics, finite element analysis, stress analysis, and mechanical engineering. Jacek has held design engineering positions in stress analysis of aircraft structures, aeronautical static, dynamic and flight testing of aircraft, analysis of steel structures, rotating oilfield drilling components, and heavy rotational equipment. Jacek earned a Bachelor of Science in Aerospace Engineering at the Technical University of Rzeszow, Poland. At Thrustmaster, Jacek is involved in the design of mechanical components for azimuthing thruster systems.

Walter Leenes, B.Sc.M.E., Senior Mechanical Design Engineer

Walter Leenes is a Dutch native with more than 20 years experience in the design and manufacturing of rotating machinery and marine propulsion systems. Walter has 10 years experience in the design, manufacture, and installation of azimuthing thrusters including design of cyclo-paloid right-angle gear transmission systems in accordance with major marine classification society rules. Walter earned a Bachelor of Science in Mechanical Engineering from HTS Rotterdam in the Netherlands and has completed hydraulic systems design course as well as the Klingelberg gear design course in Zurich, Switzerland. At Thrustmaster, Walter Leenes specializes in the design of azimuthing thrusters used in ice class applications.

Yonghee Lee, M.Sc.M.E., Mechanical Design Engineer

Yonghee Lee hails from Seoul, Korea, where he earned a Bachelor of Science in machine design from Sungkyunkwan University's College of Science and Engineering before working as an engineer for Hyundai's automotive division. Mr. Lee then decided to pursue a Master of Mechanical Engineering at Texas A&M University, graduating with honors. At Thrustmaster, Mr. Lee is responsible for the design of mechanical and hydraulic power transmission systems including 3-D modeling of thruster components and systems.

Phani K. Bolloju, M.Sc.M.E., Hydraulic Systems Design Engineer

Phani Bolloju comes to Thrustmaster's engineering team with diversified hydraulic systems design experience including the design and development of hydraulic tools for rail maintenance and the designing and prototyping hydraulic systems for heavy off-road machinery equipment for Caterpillar, Inc.



STATEMENT OF QUALIFICATIONS

Phani earned a Bachelor of Science in Mechanical Engineering from Osmania University in India prior to completing his Master of Mechanical Engineering at the University of Kentucky. Phani Bolloju is responsible for the design of hydraulic power systems both for marine propulsion and motive auxiliary power for thruster functionality.

Matt Noble, B.Sc.O.E., Mechanical Design Engineer

Matt Noble earned a Bachelor of Science in Ocean Engineering from Texas A&M University prior to joining Thrustmaster's engineering team. Matt has experience in designing ocean structures such as spar rigs and the testing of effects of wave dynamics. Matt Noble currently supports the engineering department through the automation of manufacturing and engineering resource planning.

Garrett Fink, B.Sc.M.E., Mechanical Design Engineer

Garrett Fink is a graduate of Pennsylvania State University and attended the Virginia Polytechnic Institute to earn his degree in mechanical engineering. He has worked on diverse design projects involving ballistic protection, turbocharger and heat exchanger convection and conduction, closed and open fluid flows, and computational fluid dynamics involving fluid flow and heat transfer. At Thrustmaster, Garrett Fink is involved in the design of electro-hydraulic and mechanical power transmission systems.

Kenner Adams, B.Sc.Mfg.E., Mechanical Design Engineer

Kenner Adams is a graduate of Tennessee Technological University and earned a Bachelor of Science degree in Manufacturing/Industrial Engineering and is a member of the Society of Manufacturing Engineers. He has experience in material testing, quality control, manufacturing process improvements, and fixture and product design. Kenner is responsible for planning and execution Thrustmaster's special engineering projects for both in-house and customers engineering requirements.

Sundeepp Vipparthy, M.Sc.I.T., Mechanical Design Engineer

Sundeepp Vipparthy hails from India and is a graduate of the Jawaharlal Nehru Technical University where he earned his undergraduate Bachelor of Science in Mechanical Engineering. After graduation, Sundeepp attended Southern California State University where he earned a Master of Science in Industrial Technology. At Thrustmaster, Sundeepp is involved in the design of mechanical and hydraulic auxiliary system for azimuthing thrusters.

Arthi Vasudevan, M.Sc.E.E., Control Systems Design Engineer

Arthi Vasudevan is an experienced electrical control design engineer and quality engineer with previous experience in the design of printed circuit boards, photovoltaic systems, switching, failure modes and effects analyses, and project lead engineer. Arthi is a graduate of the University of Kentucky where she earned a Master of Science in Electrical and Computer Engineering. Before completing her graduate education, Arthi attended the Anna University in India, earning a Bachelor of Science in Electrical and Electronics Engineering. Arthi Vasudevan designs steering and sensor controls for both electro-hydraulic and mechanical azimuthing thruster systems.



STATEMENT OF QUALIFICATIONS

Lynn A. Brielmaeir, B.Sc.E.E., Control Systems Design Engineer

Lynn Brielmaeir is a veteran controls field service engineer for Thrustmaster now assigned to the design engineering department. Lynn earned a Bachelor of Science in Electronics Engineering from DeVry University before embarking on a career in electronics engineering support. Because of his extensive experience in commissioning and troubleshooting of full-follow-up and dynamic positioning computer control systems, Lynn is responsible for electro-hydraulic integration of both mechanical and hydraulic thruster controls.

Louis James (Jim) Levy, Senior Engineering Design Graphics Technician

Jim Levy has overseen the engineering design graphics department at Thrustmaster for 16 years. Jim is a graduate of the Maryland Drafting Institute in Springfield, Virginia, and has earned various certifications in mechanical and architectural drafting as well as completing advanced training in AutoCAD, SolidWorks, Geometric Dimensioning and Tolerancing (GD&T), and the design of hydraulic fluid power systems. Jim Levy supervises Thrustmaster's staff of engineering design graphics technicians.

Orlando Fernandez, A.A.S., Senior Mechanical Designer

For more than 25 years, Orlando Fernandez has been involved in the design of mechanical and electro-mechanical systems and components. Orlando studied aviation maintenance at the Academy of Aeronautics at New York's LaGuardia airport and later earned an Associate of Applied Science degree in Manufacturing Technology at Fairleigh Dickinson University in New Jersey. Orlando has extensive experience in 3D and 2D design of complex machinery components.

Kimberly Batson, A.A.S., Senior Mechanical Designer

Kim Batson graduated from Lee College in Baytown, Texas, earning an Associate of Science degree in Design Drafting Technology after which she embarked on a 15 year progressive career in engineering design graphics in the offshore energy and manufacturing industries. Kim is a specialist in solid 3D modeling using SolidWorks and other advanced CADD software tool and was instrumental in revising and updating the Thrustmaster engineering design graphics standards manual. Kim Batson chairs the SolidWorks user group and keeps the graphics technicians updated on the latest CADD and 3D modeling improvements.

Elisa Griscom, Technical Documentation Manager

Elisa Griscom spent more than 20 years in design, drafting, documentation, and development of bills of materials for the Time Warner Corporation where she coordinated engineering support for the technical and maintenance departments. Elisa attended Indiana University, the University of Houston, and University of Phoenix at Houston, studying business administration. Elisa Griscom is responsible for both production and the organization and management of technical documentation in accordance with Thrustmaster's File Data Management System (FDMS).



STATEMENT OF QUALIFICATIONS

Mike Wessels, M.Sc., Technical Documentation Specialist

Mike Wessels earned both a Bachelor of Science and a Master of Science in Professional Writing and Technical Communications from the University of Houston and brings over 10 years of technical writing and documentation management experience from the petroleum industry. He is a member of the Society for Technical Communication (STC) and Sigma Tau Delta (International English Honor Society). Mike also enjoys volunteering at the Science and Engineering Fair of Houston as a technical writing judge. Mike Wessels is responsible for production of product technical documentation.

3. PROJECT MANAGEMENT

Robert P. Groesbeck, M.Sc.M.E., M.B.A., Project Manager

Bob Groesbeck is a marine industry professional with over 40 years of global experience. Bob is well versed in all aspects of managerial, financial and technical requirements for offshore marine vessel design, construction, operation, maintenance and repair. Before coming to Thrustmaster, Bob Groesbeck worked as a design engineer at the Electric Boat Division (nuclear submarine) of General Dynamics, as a field and technical surveyor for the American Bureau of Shipping (ABS), as a senior repair engineer and engineering and shore force manager for the Sun Company, and as the director of marine operations for the Coastal Corporation in Houston. Bob attended the Stevens Institute of Technology where he earned a Bachelor of Science in Mechanical Engineering and later earned a Master of Business Administration at Villanova University. Bob Groesbeck is responsible for project management of azimuthing thruster systems on offshore marine support vessels and the U.S. Navy's Littoral Combat Ship (LCS) program.

Sam Wall, B.Sc.M.E, Project Manager

Sam Wall is an experienced project manager with a diversified background in managing the design, installation, and commissioning of rotating machinery and fluid power systems which includes work for Ingersoll-Rand, Sulzer, and DXP over the last 30 years. Many of these projects involved equipment for offshore oil and gas exploration and production. Sam attended Murray University in Kentucky where he earned a Bachelor of Science in Mechanical Engineering. At Thrustmaster, Sam Wall is responsible for project management of a diverse range of applications and propulsion systems.

Randal R. Price, B.Sc.M.E., Project Manager

A graduate of Texas A&M University, Randal Price comes to Thrustmaster with nearly 25 years of progressive engineering, field service and project management experience. Randal started his career as a field engineer for Dowell-Schlumberger in oil well services, then progressed through project engineer, international field engineer, technical services manager, and field service manager for ReedHycalog, the world renowned drill bit manufacturer. Randal next provided project engineering and management services for recovery of offshore oil platforms damaged or destroyed in the 2005-2006 tropical storm season.



STATEMENT OF QUALIFICATIONS

Before joining Thrustmaster, Randal spent five years as a project engineer and later engineering manager for Stewart & Stevenson. Randal Price is responsible for project management and customer service in a diverse range of marine propulsion installations.

Marcela C. Pineda, B.A., Project Manager

Marcela Pineda is an experienced project manager and contracts administrator with 14 years of technical project experience. After graduating from the University of Texas at Austin, Marcela joined FMC Technologies and managed offshore installation contracts for a few years before moving to the project management field in oil metering systems in international service. Later, Marcela worked for Kiewitt Offshore Services as a cost engineer and project manager for installations for Chevron, Shell Oil, and Noble Energy. At Thrustmaster, Marcela is responsible for project management of diesel-hydraulic, electro-hydraulic, and electro-mechanical thrusters systems.

Yeong Jin Hong, B.Sc. Special Projects Manager

Yeong Jin Hong has 23 years experience as an International Procurement Manager at Hyundai Heavy Industries, Inc. (HHI) in South Korea including four years at HHI Houston as Branch Manager. He is now responsible for project coordination with Korean shipbuilding yards such as HHI, Samsung, DSME and STX. His projects are primarily drill ships and semi-submersible Mobile Offshore Drilling Units (MODU), FPSO, and F+LNG.

4. QUALITY MANAGEMENT

Paul S. Martin, B.Sc., Quality Manager

Paul Martin comes to Thrustmaster with an impressive level of quality assurance and control experience. Paul started his career over 35 years ago with General Dynamics Electric Boat Corporation where had progressive responsibilities including Senior Quality Engineer, Quality Engineering Supervisor, and Senior Operations Manager for design, construction and overhaul of nuclear submarines. Later, Paul served as the Quality Manager for Stewart & Stevenson for seven years as well as a Lean Manufacturing Engineer and Quality Manager for land-based drilling and micro-electronics concerns. Paul earned a Bachelor of Science degree in Management from the University of New Haven and a Proficiency Certificate in Manufacturing Engineering from the University of Connecticut. At Thrustmaster, Paul Martin is responsible for operation of the company's Quality Management System (QMS).

Roland A. Tovar, B.Sc.M.E., Quality Assurance Manager

Roland Tovar is a Six Sigma Black Belt which he earned from Villanova University as well as having earned a Bachelor of Science in Mechanical Engineering from the Autonomous University of Nuevo Leon in Mexico. Roland has extensive training in quality assurance, lean manufacturing, statistical process control, advanced product and quality planning. In his position as Quality Assurance Manager, Roland Tovar is responsible for internal and external compliance auditing of the Thrustmaster ISO-9001:2008 quality assurance management system.



STATEMENT OF QUALIFICATIONS

Mark Eiferle, B.Sc., P.E., Reliability Engineer

Mark Eiferle is a registered professional quality engineer in the State of California and has more than 30 years of quality and reliability engineering experience in diversified manufacturing environments. Before joining Thrustmaster, Mark held positions as a manufacturing engineer, quality engineer, quality manager, and reliability engineer serving as an internal and external subject matter expert on reliability issues and developing and implementing quality control inspection methodology and statistical analysis techniques. Mark earned an Associate of Science in Electronics Technology from Cabrillo Community College and a Bachelor of Science in Quality Assurance from Cogswell Polytechnical College in California. Mark Eiferle assists the quality department with reliability engineering studies, process improvement, and statistical analyses for continuous product improvement.

Boaz Omoro, A.A.S., Quality Control (QC) Engineer

Boas Omoro is a native of Kenya with an Associate in Applied Sciences from Lone Star College in Texas. Boaz started his employment at Thrustmaster as a quality control inspector with specializations in non-destructive testing. Prior to joining our team of marine propulsion professionals, Boaz had extensive experience in mechanical and electrical assembly and industrial operations including quality control procedures. Boaz Omoro is responsible for overseeing quality control operations.

Paul V. Wolf, Quality Control Supervisor (CMM)

Paul Wolf is a subject matter expert on coordinate measurement and geometric dimensioning and tolerance. Paul began his professional career as a robotics technician and later became an applications engineer for the Carl Zeiss company, specializing in their large CMM installations for 12 years before joining Thrustmaster to oversee the new Zeiss CMM installation and assist with process and quality improvement.

Hernando Amaya, B.Sc., Quality Control Supervisor (Inspection)

Hernando Amaya is a seasoned quality control professional with diverse experience in weldment and machined component inspection. He is a graduate of the Liberal University of Columbia with a Bachelor of Science in Metallurgical Engineering Technology and has extensive training in various quality control inspection techniques. After five years of experience in the inspection of Thrustmaster manufactured components, Hernando Amaya was promoted to Quality Control Supervisor and oversees a team of QC inspectors.



STATEMENT OF QUALIFICATIONS

5. CUSTOMER SERVICE MANAGEMENT

Geoff Nightingale, B.Sc.M.E., Director of Customer Service

A native of Canada, Geoff Nightingale is an experienced leader with an extensive history of developing and managing technical programs. Prior to coming to Thrustmaster as a project manager for drill ships, Geoff held various technical management positions including engineering manager, program manager and technical software manager at Halliburton Energy Services as well as ocean and land seismic data collection firms. Geoff Nightingale earned a Bachelor of Science in Mechanical Engineering at Carlton University. At Thrustmaster, Geoff Nightingale is responsible for leading the company customer service functions, ensuring the quality of equipment commissioning and technical field service.

Fred Brasher, Field Service Manager

Fred Brasher has over 30 years combined maintenance and service related experience, including 18 years as certified machinist and as a field service technician in the heavy industrial equipment industries as well as six years as a Field Service Engineer with Thrustmaster before being promoted to Field Service Manager. Fred Brasher is in charge of managing Thrustmaster's service department as well as handling customer requests for service, repairs and rebuilds.

Tyson Griffin, Field Service Engineering Supervisor

Tyson Griffin started his career in field service building laboratory structures for refineries and universities, including installation of electrical power distribution systems, laboratory equipment, and specialty ventilation systems. For six years, Tyson worked for Thrustmaster as a field service engineer performing commissioning, troubleshooting and repair services. Because of his broad knowledge in our mechanical, hydraulic and electrical systems, Tyson was selected to head the Louisiana Field Service Office supporting all installations in the Gulf of Mexico. After successfully supporting the GOM fleet, Tyson transferred back to the Houston, Texas field service department where he serves as a supervisor performing international field service support.

Mike Pilcik, Field Service Engineering Supervisor

Mike Pilcik attended Houston Community College where he received training in diesel mechanics, hydraulics, pneumatics and electrical systems before starting his career in heavy rolling and rotational equipment maintenance and repair. Mike's previous experience history involves large mobile equipment and compressor diesel engine prime mover overhauls, maintenance and repair of machines and material processing and handling equipment, overhead and mobile crane repair, and mechanical power transmission equipment repair. Mike Pilcik is a commissioning and field service engineering team supervisor with international responsibilities.



STATEMENT OF QUALIFICATIONS

Allen L. Aanderud, Senior Test Engineer

Allan Aanderud started his career with the U.S. Navy as a electro-mechanical gun and missile fire control systems technician before assuming supervisory duties at the Ship Repair Facility at Yokosuka, Japan. Allen spent a number of years as the Leading Chief and Manager of the Weapons Department on the U.S.S. Forrest Sherman (DDG-98) and U.S.S. Ticonderoga (CG-47) guided missile ships. After leaving the U.S. Navy after 23 years, Allen Aanderud continued his career in the offshore marine industries with work in marine electrical engineering and quality assurance for United States Marine, Northrop Grumman, and Wild Well Control before coming to Thrustmaster as a Field Service Engineer. As senior test engineer, Allen Aanderud is responsible supervision of the Factory Acceptance Tests of all Thrustmaster products before shipment to the customer.

Binh Thanh Nguyen, B.Sc.E.E., Electrical Test Engineer

Binh Ngyyen is a graduate of Ohio State University with a Bachelor of Science in Electrical Engineering. Binh has more than 20 years experience and worked for the U.S. Air Force, U.S. Navy, General Dynamics and Lockheed-Martin as a test engineer and senior electrical engineer on various naval and aircraft weapons systems, including the design of test equipment, evaluation, and reliability of missile system software and hardware. Binh Nguyen is responsible for hardware and software acceptance tests for marine propulsion systems and controls.

Richard C. Bauman, B.Sc., Electrical Test Engineer

Richard Bauman is a 20 year veteran electronics and electro-hydraulics technician with the U.S. Navy and U.S. Coast Guard where he served as a weapons fire control technician, ordnance manager, and electronics technician instructor. After retiring from military service, Richard spent five years as an electronics technician maintaining and testing radar systems and industrial control systems with a contractor for the U.S. Air Force. Richard earned a Bachelor of Science from the University of Maryland and is now an integral part of Thrustmaster's test engineering department.

6. HEALTH, SAFETY AND ENVIRONMENTAL (HSE) MANAGEMENT

David M.A. Hollaway, M.A.Sc., AIC, ARM, HSE Manager

Dave Hollaway has more than 30 years experience in the marine and aviation industries including seven years as a Senior Applications Engineer for Thrustmaster before becoming the HSE Manager. Dave earned a Bachelor of Science in Aviation Engineering from American Technological University, a Bachelor of Arts in Environmental Biology from the University of North Carolina, a Master of Science in Aerospace System Safety from Embry-Riddle Aeronautical University, as well completing numerous safety and mishap prevention courses from the U.S. Army, U.S. Coast Guard, and is a graduate of the U.S. Department of Transportation Safety Institute (TSI). Dave also earned the Associate in Claims (AIC) and an Associate in Risk Management (ARM) ratings from the Insurance Institute of America (IAA) and is an OSHA authorized trainer.



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Dave has taught technical systems and safety courses, written safety policy manuals, and conducted safety audits for NASA, Boeing, Bell Helicopter Textron, Continental Airlines, Lockheed-Martin Space Systems, the U.S. Coast Guard, and the Federal Aviation Administration. Dave Hollaway is responsible for HSE performance and systems operations under OHSAS-18001 and ISO-140001 standards.

Amanda K. Kennard, A.A.S., HSE Coordinator

Amanda Kennard comes to Thrustmaster with extensive experience in occupational health and safety as applied to the offshore marine, shipyard, and petrochemical industries. Amanda graduated from Del Mar College in Corpus Christi, Texas, with an Associate in Applied Science in Occupational Health and Safety. Amanda also holds current licensure as an Emergency Medical Technician and is a certified Hazardous Materials (HAZMAT) Technician and Industrial Hygienist Technician, powered industrial truck, overhead crane, materials handling rigging, and OSHA authorized trainer. Amanda Kennard is responsible for day-to-day HSE policy compliance and internal HSE auditing.

7. OPERATIONS MANAGEMENT

Robert (Bob) Cook, Manufacturing Manager

Bob Cook has more than 40 years experience in manufacturing, machining, plant operations, purchasing and materials management, and production control. Bob left the U.S. Army as a personnel specialist and started his career at Hydril as a production control supervisor, advancing to plant manager. Bob continued at K.D. Manitou as Director of Manufacturing for seven years, producing heavy lift powered industrial trucks and material handling equipment, then went on for six years as the Vice President, Operations, for the ARDCO division of Traverse Lift in the manufacture of off-road mobile drilling equipment. Later, Bob Cook joined Seatrax, a manufacturer of heavy lift offshore cranes, as the Purchasing Manager. Bob joined Thrustmaster as its Materials and Purchasing Manager before being promoted to Production Manager. Bob Cook attended the College of the Mainland, Texas, and studied business management at the University of Maryland. At Thrustmaster, Bob Cook is responsible for management and oversight of the fabrication, machining, assembly production departments as well as the facilities maintenance department.

Adam P. Jost, B.Sc.E.E., Production Manager

Adam Jost comes to Thrustmaster with a wealth of project management and production experience for manufacturing equipment, controls, and industrial electrical systems projects. Adam earned a Bachelor of Science in Electrical Engineering from Texas A&M University and has extensive knowledge of project planning, execution and management, having worked as a facilities project manager for the Anheuser-Busch Corporation. Adam Jost is responsible for the planning and management of the machining, fabrication, and assembly of our marine propulsion products.. Adam is a member of the Institute of Electrical and Electronics Engineers (IEEE).



STATEMENT OF QUALIFICATIONS

Thomas A. Ward, B.Sc.M.E.T., Fabrication Operations Manager

Tom Ward has more than 20 years experience in all aspects of welding and industrial engineering from the offshore commercial diving, petrochemical, drilling, and manufacturing industries. Tom Ward earned a Bachelor of Science in Mechanical Engineering Technology from Texas A&M University and has previous experience as a welding and manufacturing engineer, design engineer, project engineer and an advanced manufacturing engineer before joining Thrustmaster's production team. At Thrustmaster, Tom Ward is responsible for the specification, qualification, and validation of welding procedures and weld maps as well as ensuring adherence to industry and marine classification welding standards.

Pat McLaughlin, Machining Operations Manager

Pat McLaughlin has more than 20 years experience in manual and CNC machining operations, supervision, and management for manufacturing of standard materials and exotic materials (Inconel, Titanium, Hastalloy). In addition to machining management experience, Pat McLaughlin has extensive experience in process quality control, geometric dimensioning and tolerance, production control, procurement, and lean manufacturing. Pat McLaughlin manages a team of manual and CNC machinists and oversees all machining processes.

Arcesio Hurtado, B.Sc.I.E., Machining Supervisor (CNC)

Arcesio Hurtado hails from Bogotá, Colombia, and has more than 27 years experience in manual and CNC machining, programming, and management. Arcesio graduated from LaSalle University with a Bachelor of Science in Industrial Engineering and has extensive experience with FANUC, Hass, Yasnac, and Mitsubishi numerical controls as well as MasterCam 2D and G-Zero software systems. Arcesio supervises the CNC machine operators and programmers for producing precise machined components.

Herman Benard, Jr., B.Sc.I.E., Manufacturing Engineering Manager

Herman Benard comes to Thrustmaster as a seasoned manufacturing engineering professional with over 14 years experience. Herman Benard earned a Bachelor of Science in Industrial Engineering from Lamar University before embarking on a progressive career which includes industrial engineering design, manufacturing plant management, and industrial engineering management including work at Toshiba and the Igloo Corporation. Herman Benard leads the manufacturing engineering team in support of engineering and production of our marine propulsion products.

Frank E. Montemayor, B.Sc.M.E., Senior Manufacturing Engineer

Frank Montemayor is a senior manufacturing engineer with more than 15 years experience in energy and consumer product industries. Frank is a graduate of the University of Houston's program in mechanical engineering with emphasis on structural analysis and design engineering.



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Before joining Thrustmaster, Frank worked as a quality assurance technician, packaging engineer, industrial engineer and manufacturing engineer for the Igloo Corporation before joining VAM Drilling USA as a manufacturing engineer. At Thrustmaster, Frank Montemayor is involved in the design and implementation of manufacturing process improvements.

Andrew Lott, B.Sc.I.T., Senior Manufacturing Engineer

Andrew Lott has an extensive background in a wide range of industrial processes and mechanics over his 35 year career. Andrew Lott started his career with the John Deere Company as a tooling and industrial engineer for 10 years before moving to the Racine Fluid Power Group of Bosch Industries. His subsequent experience includes manufacturing, quality, and project management with Sandvik Rock Tools and Smith International in the tooling manufacturing industries. Andrew Lott is a graduate of Prairie View A&M University where he earned a Bachelor of Science in Industrial Technology; he also earned a Lean Six Sigma certificate from Villanova University. At Thrustmaster, Andrew Lott leads a team of manufacturing engineers involved in process and assembly fixture design, process improvement, and machining support.

Jorge Novoa, B.Sc.M.E., Manufacturing Engineer

Jorge joins Thrustmaster as a manufacturing engineer with 15 years experience in manufacturing and supplier quality engineering in the semiconductor manufacturing equipment industry; Jorge also has over ten years experience working in lean manufacturing environments. Jorge Novoa graduated from the University of Texas with a Bachelor of Science in Mechanical Engineering. At Thrustmaster, Jorge Novoa is involved manufacturing production coordination, CNC machine tooling and programming support, assembly and manufacturing process instructions, assembly fixture design, manufacturing processes continuous improvements, and manufacturing resource planning for fabrication and assembly.

Vinit V. Javali, M.Sc.Mfg.M., Manufacturing Engineer

Vinit Javali was a veteran field service engineer for Thrustmaster before moving to the manufacturing engineering department. Vinit attended the BVB College of Engineering and Technology in India where he earned a Bachelor of Science in Mechanical Engineering before graduate study at the Kettering Institute in Flint, Michigan, where he received a Master of Science in Manufacturing Management. Vinit Javali is involved in process improvement and manufacturing documentation.

James R. (Jim) Pickett, Assembly Manager

Jim Pickett is the Assembly Manager for Thrustmaster and is responsible for the supervision of the assembly of our marine propulsion products. Jim Pickett has nearly 30 years of mechanical, shop operations, supervisory, and management experience in the maintenance, repair, and production of rotating and gas turbine equipment used in the chemical, petrochemical, and power generation industries.



STATEMENT OF QUALIFICATIONS

Jose Cantu, Electrical Assembly Manager

Jose Cantu started his electrical career as an avionics technician on the Sikorsky SH-60 Seahawk helicopter platform aboard the CVN-70 *Carl Vinson* nuclear fleet aircraft carrier. After leaving the navy, Jose worked in electrical assembly before coming to Thrustmaster as an electrical assembly technician. Through his hard work and dedication and professional competence, Jose Cantu was promoted to electrical assembly manager and is responsible for overseeing the assembly of controls, variable frequency drives, motor control centers, and other electrical components.

William (Bill) Hicks, Facilities Manager

Bill Hicks and his facilities maintenance team provide round the clock preventive maintenance and repair capabilities at Thrustmaster's main manufacturing plant. Bill has over 22 years experience as a maintenance technician, supervisor, and maintenance manager. Prior to joining Thrustmaster, Bill Hicks obtained extensive experience in mechanical, electrical, machine, and electro-hydraulic maintenance at Oceaneering, Honeywell, Cargill and various manufacturing concerns. Bill holds Industrial Maintenance Electrician and HVACR Class B Contractor licensure from the State of Arkansas as well as having completed numerous industrial maintenance courses at Arkansas State Technical Institute, Arkansas State University, and the International Maintenance Institute. Bill Hicks supervises Thrustmaster's Faciliworks[®] computerized maintenance management system.

Ellis Duncan, B.B.A, Warehouse Manager

Ellis Duncan is responsible for the inventory of components and materials as well as the shipping and receiving departments at Thrustmaster. Ellis is a 50 year veteran materials and supply chain logistics manager with work for SEDCO, Schlumberger, SEDCO-FOREX, and TESCO Corporation, in the oil and gas exploration and production and support industries. Ellis received his Bachelor of Business Administration from Midwestern State University in 1975.

Dustin Willeford, Materials and Purchasing Manager

Dustin Willeford has more than 20 years experience in oilfield and marine component purchasing as well as inventory control, materials handling and warehouse management. Dustin studied business management at Tomball Community College prior to working for Hydradyne hydraulics as a sales representative and Seatrax offshore cranes as both warehouse manager and purchasing agent. Dustin Willeford served as a Senior Buyer for five years at Thrustmaster prior to his promotion to Materials and Purchasing Manager.

Theresa Corl, MRP/ERP Manager

For the last 15 years, Theresa Corl has worked in progressive positions of responsibility for production coordination and manufacturing resource planning for Thrustmaster. Theresa came to Thrustmaster with extensive experience in quality assurance, administration, and document control from the geotechnical and manufacturing industries.



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Theresa has completed numerous academic and industry courses in quality assurance from the ABS Government Institute and advanced courses in MRP/ERP operations and Advanced Planning and Scheduling (APS) in the ERP Syteline® systems and is responsible for overall operation and maintenance of our MRP/ERP and APS systems. Theresa Corl is an Internal Auditor Division member of the American Society for Quality (ASQ).

Zenaida M. Bondoc, B.A., L.L.B., Logistics Supervisor

Zenaida Bondoc has 17 years experience in international export and shipping operations including work with Global Logistics and Hapag Lloyd America. Zenaida earned a Bachelor of Arts in Economics from the University of East Manila and a Bachelor of Laws from Far Eastern University in the Philippines. At Thrustmaster, Zenaida Bondoc is responsible for international logistical management.

8. ADMINISTRATIVE MANAGEMENT

Gregory S. Ault, Financial Controller

Greg Ault studied business and financial management at Texas A&M University and brings 17 years of experience to the position of Financial Controller. Greg is responsible for all company financial data, project budget tracking and reconciliation, and supervises the accounting and financial staff.

Aaron V. Cooley, B.Sc., J.D., Contracts Manager

Aaron Cooley comes to Thrustmaster with extensive experience in offshore marine contracts and supply chain management. Aaron served as the Vice President for Supply Chain Management, VP for Strategy and Technology, and assistant general counsel with Global Industries over a 12 year period. Prior to that, Aaron worked as a contract engineer for Technip (formally Coflexip Stena Offshore, Inc.). Aaron Cooley earned a Bachelor of Science in Economics from the University of Houston before graduating from law school at the University of Texas at Austin. Aaron Cooley is a member of the Texas Bar Association and is admitted to practice law in Texas.

David K. Rogers, M.A.Sc., Training Manager

David Rogers offers over 26 years of training development and implementation expertise. David served in the U.S. Navy as a Naval Aviator, Advanced Flight Instructor, and Standardization Unit Evaluator. For 15 years he served as a technical instructor and safety engineer at NASA. It was there he trained and qualified Space Shuttle flight crews and flight controllers as a Shuttle Guidance & Control/Propulsion Instructor and Approach and Landing Specialty Instructor. During shuttle missions, Dave served as a Senior Mission Safety Engineer and Ascent and Entry Specialist in NASA's Mission Control Center. To optimize team performance, he also developed and implemented NASA's first formal human factors training curriculum to astronaut, flight controller and senior Shuttle Program management personnel and is a published author in the area of human performance training. David earned his Bachelors degree in Mathematics from The Citadel, The Military College of South Carolina and a Masters degree in Aeronautical Science from Embry-Riddle Aeronautical University.



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Bianca E. Willman, M.A., Training Coordinator

Bianca Willman has 10 years of comprehensive experience in the training and education fields. Bianca graduated *cum laude* with a Bachelor of Arts in Psychology and Sociology from Trinity University in San Antonio, Texas, and earned a Master of Arts in Counseling from the University of Texas at San Antonio. Bianca Willman coordinates both the internal employee training and qualification program and the international customer support training program for Thrustmaster's marine propulsion products.

Rick L. Martin, A.A.S., Information Systems Manager

Rick Martin comes to Thrustmaster with more than 20 years of professional computer, network administration and information technology experience. Rick has an Associates Degree in Electronic Engineering Technology as well as coursework in computer engineering technology at the University of Houston and Southern Methodist University. Rick holds Microsoft Certified Systems Engineer (MCSE) and Microsoft Certified Professional (MCP) certifications and is responsible for the operation and maintenance of Thrustmaster's data center and extensive computer network as well as its sophisticated software programs and interface to the CNC machining centers.

Diana Zamora, B.A., Human Resources Administrator

Diana Zamora is responsible for the administration of the employee policies and benefits programs at Thrustmaster. Diana has a Bachelor of Arts in Business Administration from the University of Phoenix at Houston and is an experienced HR professional.

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SECTION 4
PRODUCT LINE

A. TUNNEL THRUSTERS

Tunnel thrusters and bow thrusters are primarily used for docking, slow speed maneuvering, emergency steering and station keeping at zero or slow forward speed. Tunnel thrusters are installed transversely in the bow or the stern of a vessel.

Electric drive tunnel thrusters with fixed pitch propeller are available from 250 to 10,750 horsepower (180 kW – 8.0 MW). They are designed for variable speed electric motor input, either DC with SCR or variable speed drive control systems or AC with variable frequency drives. Most of them are used in dynamic positioning applications. Thrusters can be supplied complete with electric motors and drives or they can be made to fit flange and shaft end of a customer supplied or shipyard supplied electric motor.



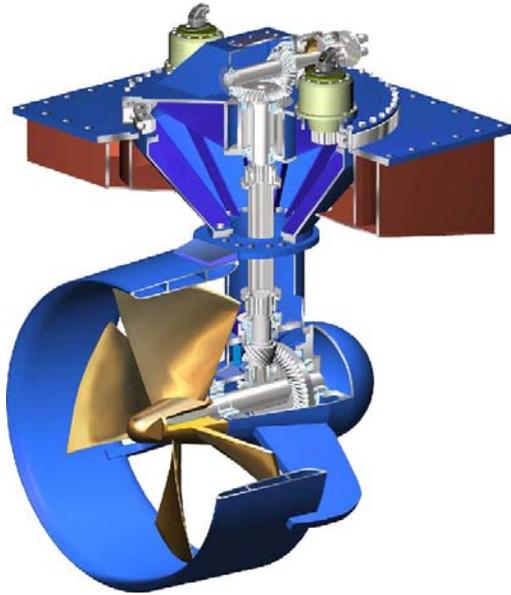
Tunnel thrusters for direct engine drive are available in the range of 250 to 10,750 horsepower (180 kW – 8.0 MW). The engine must be provided with a marine gear with a reduction ratio to match the input speed of the thruster. A cardan shaft connects between the output shaft of the marine gear and the input shaft of the thruster.

Thrustmaster offers a great line of hydraulic tunnel thrusters from 35 to 2,000 horsepower (26 – 1,500 kW). They are used all over the world and many of them in dynamic positioning applications. Many models have ABS Type Approval.



STATEMENT OF QUALIFICATIONS

B. AZIMUTHING THRUSTERS



Azimuth thrusters are for main propulsion and dynamic positioning of displacement vessels and offshore facilities. They are available in a wide range of input power and speeds. They replace conventional propulsion and rudder steering systems to perform both the propulsion and steering functions. Azimuth thrusters are used when enhanced maneuverability is required in applications such as dynamic positioning, ship escort and ship docking services.

Thrustmaster azimuthing thrusters are available for vertical (L) or horizontal (Z) prime mover input and use fixed pitch propellers in open wheel configuration or with nozzles. They may be optimized for vessel speed or for maximum bollard thrust. Azimuthing thrusters are available from 250 to 10,750 horsepower (180 kW – 8.0 MW) with a wide selection of reduction ratios and propeller/nozzle diameters to suit the application requirements. They are available with integral wet hydraulic or dry air actuated clutch, in top pull-out, underwater bottom-mount or weld-in configuration.

Hydraulic L-Drive thrusters are thru-hull azimuth thrusters using Thrustmaster's hydraulic podded propeller drives. These thrusters are available in a range from 75 to 2,000 horsepower (56 – 1,500 kW) with either open propeller or with nozzle. The hydraulic power system is normally supplied by Thrustmaster and may be configured for the hydraulic pump driven by a customer furnished diesel engine, which may be placed at any convenient location in the vessel. Hydraulic piping or hoses connect between the hydraulic pump and the thruster. The hydraulic drive provides fully proportional propeller speed control and is very forgiving when hitting obstacles in brown water applications.



6,000 SHP (4.5 MW) Thruster



STATEMENT OF QUALIFICATIONS

C. RETRACTABLE THRUSTERS

Thrustmaster retractable thrusters are thru-hull azimuthing thrusters using fixed pitch propellers at variable speed. Most commonly, they use ducted propellers and are used for dynamic positioning or slow speed course tracking applications. They are available with electric drive from 250 to 10,750 horsepower (180 kW – 8.0 MW) or with hydraulic drive from 75 to 2,000 horsepower (56 – 1,500 kW).

Thrustmaster electric retractable thrusters are fixed pitch propeller thru-hull azimuth thrusters capable of retracting completely into the hull. They are configured for vertical variable speed electric motor input. Sizes range from 250 to 10,750 horsepower (180 kW – 8.0 MW) with a wide selection of reduction ratios and propeller/nozzle diameters to suit the application requirements. These thrusters are normally supplied complete with electric motors and variable frequency drives, but they can also be made to fit flange and shaft end of a customer supplied or shipyard supplied electric motor. The motor travels up and down with the thruster, so the drive line is never disconnected.



Thrustmaster hydraulic retractable thrusters are thru-hull azimuth thrusters using Thrustmaster's exclusive hydraulic podded propeller drives. They are available in a range from 75 to 2,000 horsepower (56 – 1,500 kW) with either open propeller or with nozzle. Thrusters can be supplied in aluminum or in steel construction, depending on vessel hull material. The hydraulic power system is normally supplied by Thrustmaster and may be configured for the hydraulic pump driven by customer furnished diesel engine or other prime mover, which may be placed at any convenient location in the vessel. Hydraulic piping or hoses connect between the hydraulic pump and the thruster. The hydraulic drive provides fully proportional propeller speed control while the engine is running at constant speed.



Thrustmaster's retractable thrusters are also available as combination thrusters, functioning as tunnel thruster in the retracted position and freely azimuthing in the lowered position. Compact units are available for vessels with limited hull depth. A hull fairing piece is normally attached to the bottom of the thruster to reduce drag when the thruster is stowed.

C. DECK-MOUNTED PROPULSION UNITS



Propulsion units are self-contained thruster packages for main propulsion and positioning of barges, platforms and river craft. They are available either with direct engine drive, using geared power transmissions or with hydraulic drive. The hydraulic drive is especially suited for shallow, brown water applications while the geared units are primarily used in deeper, blue water.

Direct engine driven propulsion units are available from 150 to 3,000 horsepower (112 – 2,300 kW) either with open propeller or with nozzle. They are engineered on application and are available with a wide variety of engine, gear reduction ratio, propeller diameter and stem length. These propulsion units are usually installed on deck, often in slots or notches in the transom.

Hydraulic Propulsion Units are available from 35 to 2,000 horsepower (26 – 1,500 kW) either with open propeller or with nozzle. The hydraulic drive provides fully proportional propeller speed control in forward and reverse while the engine runs at constant speed. Many options are available, including hydraulic kick-up of the outdrive, hydraulic propeller depth adjustment, remote control panels, choice of engines, etc. The WORKMASTER™ style provides for 180 degrees steering and is for general propulsion applications. The THRUSTMASTER™ style is freely azimuthing with endless 360 degrees steering and is used for double-ended river ferries, dynamic positioning and similar applications.



All units can be configured as deck-mounted packaged units, deck-mounted mini-skid units or transom-mounted units. The mini-skid and transom-mount styles allow remote mounting of the engine, either above or below deck at any convenient space, while the packaged units include the engine on the skid.

Transom-mounted units are ideal for applications where sufficient freeboard is available. They can be welded to the transom or sides of vessels, barges or platforms. Frequent immersion from wave action is no problem. The engine and hydraulic power unit may be installed on deck or in an engine room at any convenient location. A single engine may power multiple transom-mounted thrusters.



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G. PORTABLE DYNAMIC POSITIONING (PDPS)

Thrustmaster of Texas has developed a portable dynamic positioning system consisting of modular, deck mounted, azimuthing thrusters with separate hydraulic power units and a DP control console. The whole system can be installed dockside, takes a minimum of deck space and does not require any permanent vessel modifications. Installation can be completed within days.



The system normally consists of four or more thrusters, four or more hydraulic power units, one (1) central DP console and the interconnecting hydraulic hoses between thrusters and power units, and electrical control cables between power units and console. Standard thruster sizes are 250, 500, 1,000, 1,500, and 2,000 horsepower (180 – 1,500 kW). Using multiple units, systems ranging from 500 horsepower (2 x 250 HP) up to 24,000 horsepower (12 x 2,000 HP) may be configured.



The portable thrusters are mounted on deck using a minimum amount of deck space. They use direct hydraulic drive to the propeller. The variable speed hydrostatic drive motor is in the lower foot of the thruster directly in line with the propeller shaft. This direct hydraulic drive eliminates the need for right angle gear transmissions and drive shafts used on other thrusters. Hydraulic hoses run from the deck mounted upper thruster assembly down to the propulsion motor in the lower foot of the thruster. It allows mounting on deck without intermediate stem support.

Each thruster is powered by its own hydraulic power unit. These power units are enclosed marine type hydrostatic transmission units using a radiator cooled Caterpillar diesel engine as prime mover. Some of these units use a standard 20 foot or 40 foot ISO container as enclosure. They may be installed at any location based on deck space availability or optimum weight distribution. The units are complete with fuel day tank, independent battery powered electric start and control system with automatic alarms and shutdown and are provided with critical grade muffler and noise attenuating equipment. These power packs produce the hydraulic power for the propeller drive system as well as hydraulics for steering and auxiliary functions.



STATEMENT OF QUALIFICATIONS

SECTION 5 FINANCIAL PERFORMANCE

A. FINANCIAL PERFORMANCE

Thrustmaster of Texas, Inc. is a for-profit, closely-held IRS Subchapter S corporation domiciled in the State of Texas.

Thrustmaster's sales are in excess of USD \$100-million in annual revenue with an order backlog well in excess of USD \$150-million.

B. FINANCING & INSURANCE

Thrustmaster has adequate cash reserves and in-place lines of credit adequate to handle any anticipated or unanticipated cash flow demands for large projects.

Thrustmaster maintains comprehensive package of risk insurance including general liability, product liability, business personal property, and Longshoreman's and Harborworker's marine coverage.

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STATEMENT OF QUALIFICATIONS

SECTION 6 QUALITY MANAGEMENT

A. QUALITY POLICY STATEMENT

Thrustmaster of Texas, Inc. is committed to producing products and services at a level of quality and reliability equal to or better than its major competitors.

OBJECTIVES

- Maintain a quality system in full compliance with ANSI/ISO/ASQC Q9001.
- Provide products and services that meet the needs of our customers.
- Reduce the occurrence of warranty claims.
- Improve on-time delivery of new unit orders.

Management will continually assess progress towards these objectives and pursue opportunities for improvement. Customer satisfaction is achieved by providing quality products, on time, and backed up by exceptional service.

B. QUALITY MANAGEMENT SYSTEM (QMS)

Thrustmaster has developed and implemented a Quality Management System (QMS) to enable the company to operate with increased effectiveness, consistency and customer satisfaction. The system is certified by the American Bureau of Shipping (ABS) Quality Evaluations branch to be in compliance with ISO-9001:2008 and covers the design and manufacture of all company products and operations at its Houston, Texas, facility.



Thrustmaster company management continues to demonstrate its commitment to the quality management system through daily active participation, communication, management reviews, enforcement of the quality policy and by ensuring the availability of required resources. Management ensures that the quality policy is understood, implemented, and maintained at all levels of the organization through an employee continuous training program as well as quantified improvement and operational objectives.

Thrustmaster utilizes a team approach with its customers through routine visits, joint planning and implementation meetings, industry trade show and professional society participation, and customer audits of the company's facilities.



SECTION 7 HEALTH, SAFETY & ENVIRONMENTAL (HSE)

A. HSE POLICY STATEMENT

The management philosophy for Thrustmaster of Texas, Inc. incorporates health, safety and environmental (HSE) excellence as a core corporate value. Along with its customers, contractors and suppliers, Thrustmaster shares the vision that it can perform its operations in such a way that no one gets hurt and nothing gets harmed or adversely impacted. Therefore, it is the policy of Thrustmaster to:

- Comply with all relevant HSE legislation, regulations and other requirements;
- Ensure that systems are developed and implemented to identify, assess, monitor, periodically review and control HSE impacts related to all operations and business activities in accordance with BS-EN-18001 and ISO-14001;
- Set HSE objectives and targets, and achieve superior performance (i.e., pollution prevention, hazard elimination, no accidents or mishaps) through the utilization of a continuous improvement process incorporating Six Sigma methodology;
- Provide necessary training and education to enable employees to understand and perform their roles and responsibilities involved with their job functions; and
- Implement mechanisms to communicate with and obtain input from employees, customers, contractors and other interested parties to the HSE Management System.

This statement of policy is the foundation that supports the entire HSE Management System. It establishes Thrustmaster's management philosophy with regard to the HSE values, as well as a shared vision between its customers, contractors and suppliers.

B. SAFETY MANAGEMENT SYSTEM (SMS)

The Safety Management System (SMS) describes the responsibilities of the Thrustmaster organization, and control features necessary for achieving its HSE vision. Compliance with this manual is consistently applied at all Thrustmaster facilities and operations, installations, dock and sea trials. Each employee identified with responsibilities in the SMS is responsible for implementing the requirements specifically assigned, and visibly demonstrating their commitment to the HSE process through their actions while performing their work duties.

Thrustmaster has invested heavily in educating and promoting effective HSE practices among its employees. Courses in safety management and leadership, first aid, cardio pulmonary resuscitation (CPR) and automated external defibrillator (AED) certification, fire prevention, hazardous material and waste handling, HSE workshops, emergency preparedness drills and educational literature are just a few examples.



STATEMENT OF QUALIFICATIONS

Planning is an integral component within the SMS and allows Thrustmaster to assess needs, set targets and lay the groundwork toward compliance with its HSE Policy Statement and objectives. Planning is an ongoing activity, which requires the identification of hazards, risks, controls and legal requirements, as well as establishing long-term goals.

HSE Hazard Identification, Risk Management & Control

This process involves a cross-functional HSE Committee made up of representatives from various levels of the organization, including management, operations and other support and staff functions, utilizing established management system tools to identify the hazards and risks associated with the various activities performed at each location. Each activity or operation is carefully examined using a risk matrix and ranked to establish risk priorities. This process ensures accurate identification and implementation of necessary control measures before any work begins.

Identification of Regulatory Requirements

Relevant regulatory or legal aspects and other requirements (customer requests, for example) are considered during the HSE planning process. This ensures that each project has access to, and evaluates, any laws, regulations and other requirements that affect HSE issues relating to Thrustmaster's activities, products and services.

HSE Objectives and Goals

Objectives and goals are initiatives designed to minimize hazards and risks within specific activities that have been identified through the assessment process. An objective is a general goal and may carry with it any number of measurable specific goals. Objectives and goals may be initiated at business unit level and are managed by the HSE Committee.

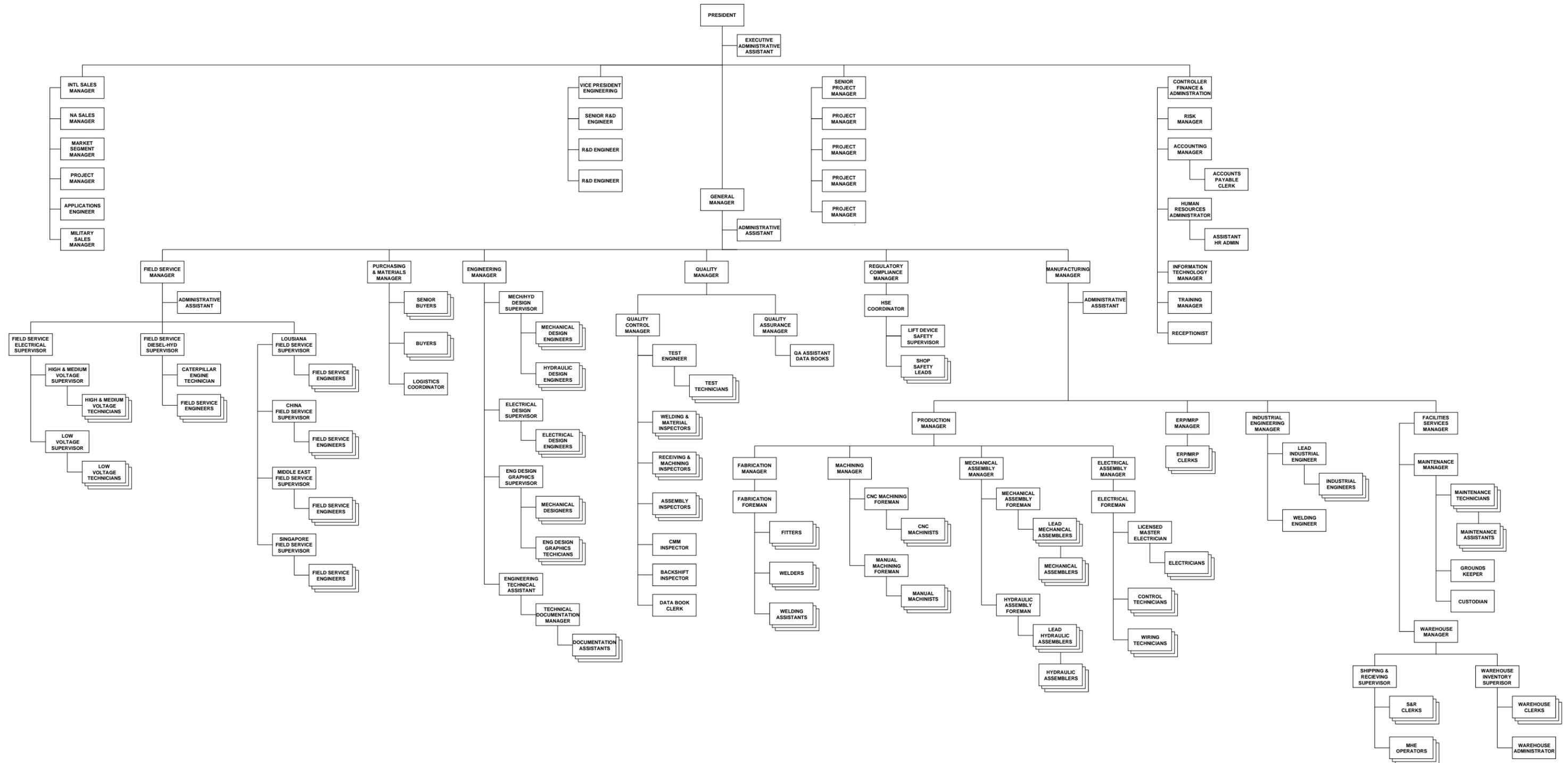
Management Review

Effectiveness is evaluated at least annually at the management review and is intended to provide a forum for open discussion and improvement of the Thrustmaster Safety Management System.

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STATEMENT OF QUALIFICATIONS





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ABS Quality Evaluations

Certificate Of Conformance

This is to certify that the Quality Management System of:

Thrustmaster of Texas, Inc.

6900 Thrustmaster Drive
Houston, TX 77041
U.S.A.

has been assessed by ABS Quality Evaluations, Inc. and found to be in conformance with the requirements set forth by:

ISO 9001:2008

The Quality Management System is applicable to:

DESIGN AND MANUFACTURE OF MARINE PROPULSION EQUIPMENT

Certificate No:	35756
Original Certification Date	01 April 2002
Effective Date:	19 April 2011
Expiration Date:	28 March 2014
Issue Date:	19 April 2011

Alex Weisselberg, President



Validity of this certificate is based on the periodic audits of the management system defined by the above scope and is contingent upon prompt written notification to ABS Quality Evaluations, Inc. of significant changes to the management system or company structure.

ABS Quality Evaluations, Inc. 16851 Northchase Drive, Houston, TX 77060, U.S.A.

Validity of this certificate can be confirmed at www.abs-qe.com/cert_certificate.asp

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STATEMENT OF QUALIFICATIONS

MAJOR EQUIPMENT LIST		
CNC Machining		
Quantity	Nomenclature	Capacity
1	Turnmaster HNC-M Turning Center	75-In x 14-Ft
1	MAG Giddings and Lewis FT-3500 Horizontal Boring Mill – Floor Unit	13-Ft x 10-Ft
1	MAG Giddings and Lewis VTC-3500 Vertical Turning Center	4-Ft x 5-Ft
1	Kuraki KBT-13E-A Horizontal Boring Mill	5-Ft x 6-Ft
1	O-M Ltd. Neo- α -20 Vertical Turning Center w/Live Tooling	79-Inch
1	Daewoo Puma 700L CNC Horizontal Machining Center	36-Inch
1	Daewoo DHM-800 CNC Vertical Machining Center	30-Inch
1	Daewoo Puma 12L-C CNC Horizontal Machining Center	20-Inch
1	Daewoo Mynx-500 CNC Vertical Machining Center	15-Inch
Manual Machining		
1	Vanguard TXP6113/2 Horizontal Boring Mill	36-Inch
1	Vanguard CW6280C Horizontal Engine Lathe	30-Inch
1	Vanguard CA6250C Horizontal Engine Lathe	20-Inch
1	Niles HD-6 Heavy Duty Horizontal Boring Mill	66-Inch
1	H.E.S. 24 Horizontal Engine Lathe	24-Inch
1	Lodge & Shipley Horizontal Engine Lathe	5-Inch
1	SuperMill Model J Horizontal Boring Mill	4-Inch
1	Kuraki KBT-1003 Horizontal Boring Mill	4-Inch
1	American ‘Hole-Master’ Vertical Drill Press	7-Inch
1	Wells-Index Manual Vertical Boring Mill	2-Inch
Fabrication		
1	Flow Mach 3b CNC Water Jet Cutting Machine	66 X 120-Inch
1	Kioke-Anderson PLP-2500 CNC Plasma Plate Burner Table	120 x 240-Inch
1	Linatrol Optical Tracing Plasma Plate Burner Table	96 x 240-Inch
1	Vanguard H-460HA CNC Band Saw	20-Inch
22	Miller AC Welding Machines (GTAW, GMAW, SMAC, FCAW, SubArc)	N/A
1	Two-Axis Welding Manipulator	30.0 Ton
2	Two-Axis Welding Manipulator	5.0 Ton
1	Two-Axis Welding Manipulator	2.5 Ton
Overhead Handling		
1	Overhead Bridge Crane	100 Ton
2	Overhead Bridge Crane	50 Ton
2	Overhead Bridge Crane	30 Ton
3	Overhead Bridge Crane	15 Ton
1	Overhead Bridge Crane	10 Ton
Rolling Equipment		
1	Mobile Jib Crane	30-Ton
1	Mobile Forklift	40,000 lbm
1	Mobile Forklift	25,000 lbm
1	Mobile Forklift	8,000 lbm
5	Mobile Forklift	5,000 lbm
Assembly		
1	SKF TIH 1000E Induction Heater	6,100 lbm
2	SKF TIH 220m Induction Heater	660 lbm



STATEMENT OF QUALIFICATIONS

MAJOR EQUIPMENT LIST		
<i>Quality Control</i>		
Quantity	Nomenclature	Capacity
1	Zeiss MZZ-B Coordinate Measurement Machine	12x14-Ft
1	FaroArm [®] Quantum Precision Measuring Device	0.0006-Inch
1	Brown & Sharpe Micro-Hite 3d Coordinate Measuring Machine	14-Inch
4	Magnaflux [®] Y-7A Yoke Magnetic Particle Inspection	12-Inch
2	NDT Systems Ultrasonic Flaw Detectors	N/A
2	HYDAC HMG-3000 Diagnostic System & Recorder	N/A
1	Brüel and Kjær 2500 Vibration Analyzer	N/A