

Questions and Answers

About BMA

What services does BMA provide its clients?

BMA provides an integrated, one-stop resource for organizations to identify and pursue successful strategies for **maximizing value** from their surplus and underutilized properties and **mitigating risk** by effectively transitioning legacy environmental liabilities associated with both owned and non-owned sites.

We maximize value for clients by providing holistic Value Recovery (VR) solutions, including:

- Facilitating protective divestment of properties to qualified purchasers
- Identifying and monetizing ecological asset credits (eco-credits) to generate income from restoration or enhancement of on-site natural resources
- Accessing government incentives and other benefits for sustainable use and development
- Assisting clients in the reassessment, realignment and reduction of corporate environmental reserves
- Identifying and pursuing response cost recovery from private and governmental entities
- Identifying and pursuing insurance coverage under historic occurrence-based CGL policies

We mitigate risk for clients through a combination of Risk Mitigation (RM) services, including:

- Designing comprehensive, protective and creative site reuse plans to minimize future liability exposure
- Negotiating multi-layered contractual protections to shift risk and responsibility
- Creating narrowly tailored, integrated risk-transfer mechanisms (cost modeling, fixed-fee cleanup, insurance)
- Facilitating divestment to qualified purchasers with the brownfield experience and financial resources necessary to provide reliable exit strategies and avoid liability comebacks

To achieve these VR and RM results, we apply our capabilities and experience in several key areas (including real estate, environmental, risk mitigation and information/data management) and utilize advanced, proprietary web-based IT systems – Integrated Property Management System (IPMS)[®] and Brownfield Online Connexion (BOX)[™] – to help capture and organize key information about properties and/or legacy



liabilities, develop focused action plans through proven site evaluation and prioritization models, and execute selected value recovery and/or liability transition strategies.

What are BMA's credentials and capabilities?

The Principals of BMA have over 60 years of collective experience working for hundreds of organizations on Value Recovery (VR) and Risk Mitigation (RM) solutions for surplus properties and legacy liabilities throughout the US and international locations.

Our full team includes professionals and experts in real estate, environmental, risk mitigation and information technology. We are focused on providing integrated, comprehensive VR and RM solutions that view the client's properties and liabilities from all relevant perspectives:

Real Estate

- BMA's Principals include a senior real estate advisor with over 25 years' experience in commercial and industrial real estate development. Our ability to analyze real estate markets, determine highest and best use and identify other, creative end-use options, combined with our extensive experience completing successful projects, lets BMA provide a comprehensive and realistic use and value assessment for each property, with consideration for our clients' needs and objectives.
- BMA's real estate expertise provides clients a nuanced evaluation of all factors and variables impacting their property's value, including availability of financing, government incentives and programs, civil engineering, amenities, infrastructure, zoning and entitlement issues, and other issues affecting best end-use alternatives.

Environmental / Risk Mitigation

- BMA's Principals and Associates have over 50 years of combined experience advising clients on environmental liability and regulatory issues. BMA provides clients an independent, realistic evaluation of existing risk-mitigation approaches and alternatives that balance the clients' objectives of maximizing value recovery while mitigating risk.
- Our knowledge and experience in the area of environmental sustainability allows BMA to identify, evaluate and access opportunities for payments for ecosystem services or "eco-credits" (e.g., government incentives and credits for "green" development and the enhancement or restoration of wetlands, streams and other natural resources).

Information Technology

- To facilitate protective property divestment, BMA has developed the Brownfield Online Connexion System ("BOX"),TM a proprietary web-based brownfield site information organization and matching system that efficiently and confidentially connects the right site to the right brownfield redeveloper.



- The BOX was designed by JMM Management, whose CEO is a Principal of BMA. JMM Management also developed and operates the Integrated Property Management System (IPMS)[®], a surplus property management system, which powers the BOX[™] and is also used by numerous international corporations to manage their real estate holdings. Users of IPMS include one of the largest petroleum companies in the world, with literally thousands of surplus properties.

In addition, BMA's Principals and Associates include attorneys with over 35 years' experience in international law firms, providing legal services on environmental, transactional, insurance and cost recovery matters. BMA can provide for legal services through an affiliated law firm or can work as a technical advisor to clients' existing counsel. BMA and its legal affiliate have the experience to negotiate and obtain the right combination of contractual protections and other risk-shifting mechanisms needed to minimize the risk of comeback liabilities.

What is BMA's unique value for clients?

With our integrated structure, BMA creates efficiencies for companies who typically use a combination of separate vendors and internal resources to address the range of issues and design/execute the various strategies necessary to maximize recovery and minimize risk from their surplus and idle properties. Moreover, BMA's holistic approach can identify and capture opportunities that other, more narrowly focused approaches often ignore or fail to see.

BMA supports existing internal corporate teams and stakeholders by facilitating communications, marshalling resources, and maintaining critical momentum to collectively review, evaluate and execute optimal Value Recovery (VR) and Risk Mitigation (RM) strategies. BMA does not seek to replace these internal stakeholders; rather, we are a catalytic resource that complements and pulls these individually talented people and teams together in a way that allows organizations to identify and capture new VR and RM opportunities.

Further, as a purpose-built boutique company founded by professionals from some of the largest, most highly respected organizations in their respective fields, BMA can offer the highest quality service at a price point well below market for comparable expertise and experience.

Is BMA a real estate broker, developer or risk-transfer company?

No. In a nutshell, BMA is an owner-side strategic advisor, not a broker, developer or risk-transfer company. BMA is focused entirely on creating value for its clients across the full range of options for value recovery, while also mitigating risk from legacy and long-tail liabilities.

This purpose-built platform allows us to provide value to clients in ways that other companies that specialize in real estate sales, development and risk-transfer cannot.



We are aware of no other company with our platform, range of capabilities and experience.

Further, BMA does not take a commission for the sale of property, and BMA does not take an ownership interest or control of its clients' properties.

About The BOX™ (Brownfield Online Connexion)™

Is there a charge for showing or viewing surplus properties on the BOX™?

No. BMA provides clients and Selected Developers access to the BOX™ at no charge to show and view owned properties. BMA will help owners gather data about their owned properties and upload it to the BOX™ with no fee, and there is no fee for owners or Selected Developers to register for use of the BOX™. In addition, BMA is paid no commission for the sale of properties shown on the BOX™.

How do I register for the BOX™?

Clients of BMA and Selected Developers are granted access to the BOX™ on an individual basis. Clients who engage BMA are registered to view, upload and edit information regarding their portfolios on the BOX™. Selected Developers who have been approved by an owner and have signed Confidentiality Agreements are registered and granted access to the BOX™ to view property portfolios (but cannot upload or edit information).

Is there a way to view the BOX™ even though I am not a registered user?

Non-registered users can “test drive” the BOX™ through an interactive demonstration on BMA’s website (www.bmabox.com). You can also submit a request for access to the BOX™ using the link on our website homepage; a representative will contact you to discuss your interest in BMA and the BOX™.

About BMA Clients, Services and Fees

Who are BMA’s clients?

BMA’s clients include organizations that own environmentally impacted surplus properties and seek to unlock the value and mitigate risk associated with their properties. These organizations range from Fortune 50 corporations to individual scrap yard owners. Clients also include those with legacy liabilities from their past operations



who seek an effective liability exit; often, these are the same companies that currently own surplus properties.

Does BMA work for developers or site purchasers?

No. BMA works only for organizations that own surplus properties or otherwise seek to mitigate their legacy environmental liabilities. To ensure we can match the right purchasers or repositioners with the right properties for protective divestments, we maintain contacts with many developers and risk-transfer companies – but they are not our clients. BMA is an owner-side advisor.

What does BMA charge its clients?

BMA offers a variety of fee structures, ranging from a lump-sum approach for focused projects such as single-property reports to hourly fees for broader portfolio consulting services and legal services provided through our affiliated law firm. BMA can provide creative payment structures fitted to particular projects and client needs. Specific terms are discussed and agreed upon at the time of engagement.

Does BMA receive a commission for the sale of a property?

No. BMA does not receive commissions for the sale or development of properties. We do not take any financial interest in the properties of our clients.

Can clients select which of BMA's services they want or need?

Yes. BMA gives clients a customized, scalable approach to provide tailored but comprehensive solutions – not a “one size fits all” program. All of our services are available as needed (the holistic approach), but as an owner-side advisor, we provide only those services and recommend only those solutions an owner needs to recover maximum value and mitigate risk for its surplus properties and legacy liabilities.