Interstate Waste Technologies

Company Overview

Strategic Partnership Framework

Executive Summary

Interstate Waste Technologies (IWT) is advancing global waste-to-energy solutions through proven Thermoselect gasification technology integrated with LanzaTech's gas-to-liquid conversion systems. Our enterprise-scale infrastructure projects are engineered through strategic partnerships with industry-leading companies, enabling delivery of economically viable and operationally excellent facilities worldwide.

This overview outlines IWT's structured approach to leveraging specialized expertise from world-class partners across engineering design, operational excellence, and construction execution.

IWT's Strategic Partnership Model

IWT develops waste-to-energy projects through a disciplined partnership framework that distributes specialized responsibilities to industry-leading companies. This model enables rapid project advancement while maintaining quality standards, reducing development risk, and accessing world-class expertise.

Partnership Pillars

- **Engineering & Design: AECOM**

Front-end engineering, detailed design, and site optimization

- **Operations & Workforce: NAES**

Operational training, plant management, and skilled workforce development

- **Fabrication & Construction: SATEC Steel**

Equipment fabrication, structural steel work, and construction execution

AECOM: Engineering Excellence & Design Innovation

Role & Responsibilities

AECOM provides comprehensive engineering and design services, translating IWT's waste-to-energy technology platform into detailed

project specifications, site plans, and construction documents. As one of the world's premier design and engineering firms, AECOM brings technical rigor and proven project delivery methodology.

Key Deliverables

- Front-End Engineering & Design (FEED) – Comprehensive facility layouts, process flow diagrams, and technical specifications
- Site Assessment & Optimization – Environmental analysis, utility integration, and operational logistics
- Regulatory & Permitting Support – Detailed plans for local and state compliance, emissions control, and environmental protection
- Design-Phase Risk Mitigation – Technical reviews, optimization studies, and constructability analysis

Value to IWT

- Accelerated Project Development – AECOM's established processes reduce FEED cycle time
- Investor Confidence – AECOM's reputation enhances project credibility with institutional stakeholders
- Technical Optimization – Independent expert perspective improves facility economics and operational performance
- Global Expertise – AECOM's international presence supports multi-continent project execution

NAES: Operational Leadership & Workforce Excellence

Role & Responsibilities

NAES provides operational expertise, workforce development, and plant management services. Their involvement begins during design and extends through commissioning and operational launch, ensuring facilities are staffed by highly trained teams capable of executing reliable, profitable operations.

Key Deliverables

- Operator Training & Certification – Comprehensive training programs for plant operators, maintenance technicians, and supervisors
- Operations Procedures Development – Standard operating procedures, safety protocols, and maintenance manuals
- Plant Management Services – Experienced operations management during startup and initial operations
- Performance Optimization – Continuous improvement programs to maximize uptime, efficiency, and profitability

Value to IWT

- De-Risked Operations – Proven operational team reduces startup risk and accelerates path to profitability
- Skilled Workforce – Access to trained personnel pool with thermal processing experience
- Investor Assurance – NAES's operational track record provides stakeholder confidence in project success
- Embedded Expertise – Industry knowledge transfer supports local team development and facility independence

SATEC Steel: Construction Execution & Equipment Fabrication

Role & Responsibilities

SATEC Steel handles equipment fabrication and construction execution, translating engineered designs into operational facilities. Their specialized capabilities in thermal processing equipment fabrication and

industrial construction ensure quality, schedule adherence, and cost predictability.

Key Deliverables

- Equipment Fabrication – Specialized manufacturing of gasification systems, reactors, and thermal processing equipment
- Structural Steel Work – Design and fabrication of building frames, supports, and infrastructure
- Field Construction – On-site assembly, installation, mechanical completion, and quality assurance
- Project Schedule Management – Coordinated fabrication and delivery timelines to support construction schedules

Value to IWT

- Cost Predictability – Fixed-price engineering-procurement-construction agreements reduce project risk
- Schedule Certainty – Experienced project management ensures on-time delivery and facility readiness
- Quality Assurance – Proven construction processes and quality control reduce commissioning delays
- Specialized Expertise – Deep experience in thermal processing and industrial construction avoids learning curves

Integrated Delivery Model

The partnership framework operates on an integrated delivery model where IWT provides technology integration, regulatory navigation, and stakeholder coordination, while partners contribute specialized expertise:

Partner	Primary Expertise	Project Phases
AECOM	Engineering design, FEED, site optimization, regulatory support	Concept through detailed design and permitting
NAES	Operations planning, workforce training, plant management	Design, construction, and operational startup
SATEC Steel	Equipment fabrication, structural construction, field execution	Procurement, fabrication, and construction

Risk Management & Quality Assurance

Each partnership is structured with clear performance expectations, quality benchmarks, and accountability measures:

- Performance Contracts – Fixed-scope, fixed-price agreements with defined deliverables and timelines
- Quality Standards – Industry-standard processes, certifications, and third-party inspections
- Continuous Coordination – Regular partner meetings, progress reviews, and issue resolution
- Independent Validation – External expertise and stakeholder oversight ensure alignment with project objectives

Global Scalability

IWT's partnership model provides competitive advantage in executing waste-to-energy projects across multiple geographies. While partnerships may be customized to regional expertise and market conditions, the structured approach ensures consistency, quality, and financial predictability across the portfolio:

- North America – AECOM, NAES, and SATEC provide localized delivery on US and Canadian projects
- Latin America – Regional engineering partners and international construction firms support Argentina and Paraguay developments
- Europe – Thermoselect's European presence and regional operational partners support Poland and Central European expansion
- West Africa – International development partners and local operational firms support Ghana and regional markets

Conclusion

Interstate Waste Technologies' strategic partnerships with AECOM, NAES, and SATEC Steel represent a disciplined approach to executing world-class waste-to-energy projects. By distributing specialized responsibilities to industry leaders, IWT accelerates development, reduces execution risk, and positions projects for operational success.

This framework enables IWT to focus on technology integration, stakeholder coordination, and strategic market development—the core competencies that drive competitive differentiation and long-term enterprise value creation.