

# EXHIBIT E

**IN THE UNITED STATES DISTRICT COURT  
FOR THE NORTHERN DISTRICT OF ALABAMA  
SOUTHERN DIVISION**

<b>UNITED STATES OF AMERICA</b>	)	
	)	
<b>v.</b>	)	<b>2:18-CR-166-KOB-JEO</b>
	)	
<b>DONALD V. WATKINS, SR., and</b>	)	
<b>DONALD V. WATKINS, JR.</b>	)	

**DECLARATION OF JESSICA FINDLEY**

I, Jessica A. Findley, declare, pursuant to 28 U.S.C. § 1746 and under penalty of perjury, that the following statements are true and correct:

1. My name is Jessica A. Findley. I am a citizen of the United States. I live and work in Pell City, Alabama. I am 33 years old. I am under no legal disability and I make this declaration voluntarily and based upon my personal knowledge of the facts contained herein.
2. I am making this declaration in support of Mr. Donald V. Watkins' request for a below-guidelines sentence in connection with the March 8, 2019 jury verdicts in favor of the U.S. Government and against Mr. Watkins on 10 counts of conspiracy, wire fraud, and bank fraud charges.

**Professional Background and Experience**

3. I am a former consultant for Masada Resource Group, LLC, and my last title with the company was Executive Vice President. I resigned my position on December 18, 2018. My resignation was a transitional event that Mr. Watkins and I planned several years ago.
4. I attained a Master of Business Administration from Hult International Business School in London, United Kingdom, in 2017, with a focus on international business,

and I earned a Bachelor of Arts degree in Political Science from Miles College in Fairfield, Alabama, in 2009.

5. During my time studying at Hult alongside business leaders and executives from 80+ countries, Masada was regularly used as a case study, not only throughout my individual course work but also for team course work and full class discussions.
6. Courses included, but were not limited to, the following: Quantitative Methods; Managerial Economics; Mergers and Acquisitions; International Negotiations; International Marketing; International Accounting; Global Strategy; Global Operations; Global Management; Financial Management; Corporate Responsibility; Corporate Finance; Consulting Methodology; Business Execution; and Adding Value Through Sustainability.
7. I joined Masada in 2010 after serving in a business development role with a tire recycling company.
8. I consulted Mr. Watkins and the Masada team on matters related to the integration of a waste-to-fuel solution geared toward converting the plastic and rubber portions of municipal solid waste into hydrocarbon fuel.
9. In my various capacities with Masada, I assisted Mr. Watkins with the identification and preliminary development of potential business opportunities for the commercial deployment of Masada's key asset, the CES OxyNol Process, which converts organic waste into ethanol using acid hydrolysis.
10. I represented Masada and shared the OxyNol solution with companies, municipalities and individuals around the world who were seeking an alternative solutions for managing their municipal solid waste.

11. I represented Masada as a speaker and moderator at international trade shows specifically focused on waste management solutions, including various tracks focused on waste-to-fuel/energy solutions.
12. I assisted Mr. Watkins in estimating the potential value of Masada using a discounted cash flow model, which is an acceptable and often used method for valuing pre-revenue companies like Masada.
13. Sources used for conducting valuation included but were not limited to the following: "Arkenol Technology Valuation" by Booz-Allen & Hamilton, Inc. in 1996; "Valuing Pre-revenue Companies" by Ewing Marion Kauffman Foundation for Angel Capital Association in 2007; Essentials of Corporate Financial Management by Glen Arnold in 2007.

#### **Waste-to-Fuel Industry and Masada's Technology**

14. The need for alternatives to landfilling and incineration has been the driving force behind the development of waste-to-energy/fuel technologies.
15. There are a multitude of companies in the United States and abroad developing technologies to address waste disposal needs.
16. Waste-to-energy technologies have been estimated to have an average 17-year development cycle before commercialization.
17. Waste-to-energy technologies are dependent on three key factors for commercialization: (a) a robust technology that has successfully demonstrated the conversion of waste inputs into usable energy outputs; (b) a reliable supply of waste material to feed into the conversion system; and (c) a customer base to purchase the energy after conversion.

18. Masada's technology was developed over a number of years in collaboration with reputable agencies and universities and successfully demonstrated the conversion of the organic portion of municipal solid waste into fuel grade ethanol at pilot scale.
19. The pilot period yielded data that estimated Masada's technology could produce up to 85 gallons of ethanol for each ton of organic waste input.
20. Third-party validation reinforced the commercial viability of Masada's technology.
21. Acceptance of alternative waste management methods has been slow due to the low cost of landfilling and incineration, among other economic factors.
22. One of Masada's competitors and former strategic partners, which had been developing a similar waste-to-ethanol technology using hydrolysis for a period of time equivalent to Masada, just became the first company in the US to commercially operate a municipal solid waste-to-ethanol plant.
23. As previously noted, the commercialization period for a new technology of this nature is quite long, but with the first-mover now operating commercially in the market, it can be expected that other technology providers like Masada may benefit from the reduced barriers to entry and could begin to realize commercial potential in the near term.
24. Just because a technology has not been commercialized does not mean there is no value in the technology.
25. The intellectual property associated with Masada's CES OxyNol Process has a value that is based on the potential revenues to be generated from the use of that technology.

26. To value a pre-revenue company like Masada, one must consider the design capacity of a typical conversion plant, the potential revenue to be derived from the feedstock for that size plant and the potential revenue to be derived from the sale of the products produced by the conversion process.
27. As previously noted, Masada used a discounted cash flow model to estimate the enterprise value of Masada using a set of assumptions that included, among other things, the demonstrated yields from the pilot period, the standard operating capacity of a commercial-scale unit, the term length of feedstock supply agreements and the market prices of tipping fees and commodities.
28. Based on the demonstrated yields of up to 85 gallons of ethanol per ton of organic waste input, combined with the design capacity of up to 3,000 tons of input per day for up to 20 years, and a market price for ethanol ranging between \$2-\$3 USD, one can estimate part of the gross potential income to be generated from a single Masada facility.
29. The gross potential income would also take into account the various other saleable co-products generated by the conversion process, as well as potential revenues from tipping fees ranging from \$20-\$200USD per ton.
30. By 2015, Masada already had market development activities underway in 47 international markets, each of which could support a Masada conversion facility.
31. Masada's reputation in the industry was highly regarded and respected as a result of its unique history and the advanced stage of its technology development coupled with its unique strategy to focus on building out international feedstock supply chains.

32. I recognize that there are many models for valuing pre-revenue companies that would carry different assumptions/inputs and that might result in a different valuation, but I feel comfortable with the general valuation methods employed here as well as with the assumptions used in the estimations.

33. Finally, I feel confident that Masada could still build out an international pipeline of commercial-scale waste-to-ethanol facilities.

**I make this DECLARATION pursuant to 28 U.S.C. § 1746 and under penalty of perjury and based upon my personal knowledge of its contents. To the best of my knowledge, everything contained in this DECLARATION is true and correct.**

Done this 11th day of July 2019.

  
Jessica A. Findley