

EARTH FORCE

Earth Force Launch

The story starts here

Customer Pipeline

Something to talk about

Supply Chain

Something to talk about

Build Platform

Something to talk about

Build System

Something to talk about

Production System

Something to talk about

Budget Breakout

We will revisit this slide three times today

6-month Plan

\$65M Draw

Ambitious 6-mo Budget

\$85M Draw

First Revenue

2027 Q1 for Schweitzer

2027 Q2 for Unbrick

Prototypes

Cloud

Industrial Build System

Mercer Contingency - \$90M

Line Item	Spend	CapEx Committed	0-6 Spend	6-12 Spend	12-18 Spend	Payroll G+A (\$M/yr)	Value Delivery	When In Production
Pilots and Prototypes								
4 Unbrick			1.2					
4 Schweitzer Townhomes			3.5					
1 Schweitzer Avalanche			1					
4 Cloud			0.6					
1 Industrial Build System			2					
Test Material			2					
CapEx								
Factory 0			10				1st 6 Mo	1-6 mo
Automation			10				1st 6 Mo	1-6 mo
Lab		15	5	5	5		1st 6 Mo	1-6 mo
Certifications			2.5				1st 6 Mo	1-6 mo
Mercer LAM Improvements		30	9	12	9		Down Payment	6-18 mo
ThinCLT		20	6	8	6		Down Payment	12-18 mo
Breakdown Mill		15	3	4	8		AMZN Cust Acquis	12-18 mo
		80	55.8	29	28			
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Assembly 1		15	5	5	5			24 mo
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Breakdown Mill (x3)		45	9	12	24		6 mo Decision	18-24 mo
Draw at 6 mo	19	75						

Ambition and Intent to Win

Subverting the dominant paradigm for fun and profits

Our Premise in two parts:

- If we can supply housing at cost parity to traditional construction, our superior attributes around schedule, quality, carbon, margin, etc., will sweep us to dominance across North America.
- Modular CLT building manufacturing is sufficient to pull through the economics of fuels mitigation work necessary to unblock a flood of predictable fiber from USFS lands.

Three parts:

1. Cost parity. If it doesn't pencil in excel it won't go.
2. Superior Ilities. We can do better than the status quo (shitty houses, extreme fires).
3. Achieving 1 & 2 leads to victory. More houses, better lives, less severe fire.

Presumptively:

1. The value exchange is activated by cost parity. Nothing else matters if you can't hit the mark.
2. Superior Ilities give us market differentiation and importantly margin on total costs.
3. Precision and Predictability are the keys, CLT and the supply chain enable those keys.

Goals

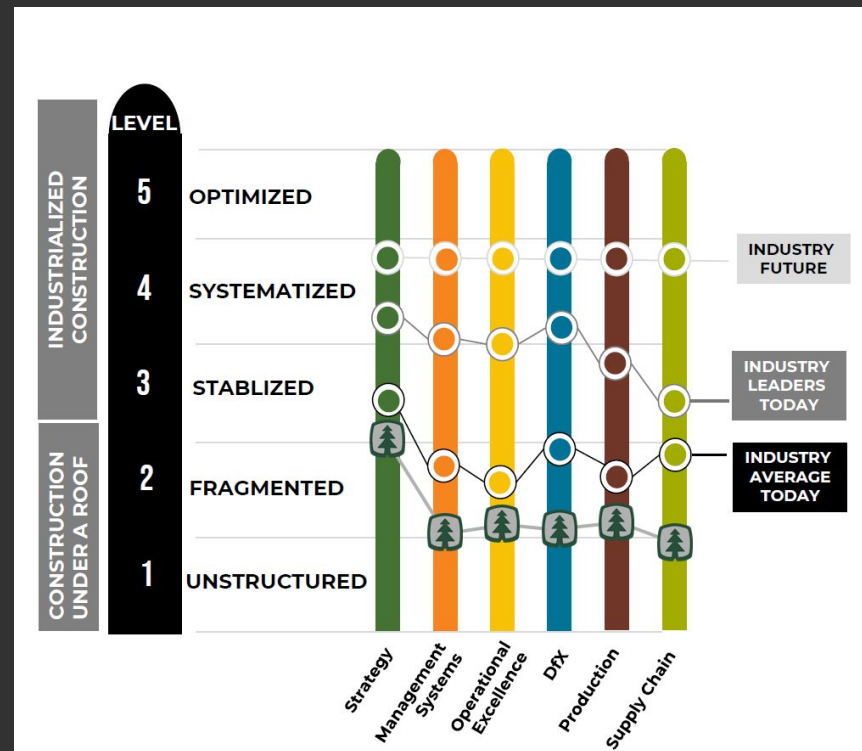
What are we aiming for, how do we win?

- **Cost Parity** - The thing we do as table stakes
 - If it doesn't pencil it doesn't go.
- **Superior Attributes** - The thing we do because we have pride
 - Precision - the key to unlocking margin
 - Predictability (esp. w.r.t. Schedule) - the key to unlocking offtake
 - Carbon - they key to unlocking Industrial Hyperscaler offtake
 - Quality - the key to repeat sales
 - Design, manufacturability, materials, repeatability, etc. The system provides.
- **Capacity unlocks demand** - Customer Pipeline
 - Demand already exists, currently 9M houses short of demand nationally.
 - A real field of dreams moment, if we build it they will come.
 - Market Trends: Others are cashing in for doing a really shitty job of things: Boxabl \$3.5B for 250 homes produced at a \$51M loss. This outcome would embarrass us, and should embarrass you too for considering that a good outcome on \$250M investment.
- **Building Manufacturing supercharges the Guide Business** - Logistics Matters

Strategic Initiatives

Workstreams that work

- **Customer Pipeline**
 - Repeat customers across different channels: single family, multi-family, workforce, and industrial
- **Supply Chain**
 - What we've developed already for CLT, but for every other bit and bob required
- **Build Platform**
 - Characterized and Certifiable platform, providing a workflow advantage for participating Architects
- **Build System**
 - Designed and documented build system easing jurisdictional acceptance and deployment into new geographic locations
- **Production System**
 - Designed and documented production system to compose products from the same set of fixed components, allowing learning curve and manufacturability repeatability.



Workstreams and Measures

Tracking progress

- **Customer Pipeline**
 - Customer Activation: Unbrick - 8mo to Pilot, Schweitzer - 6mo to Pilot, Cloud and Industrial - 4mo to Prototype
 - Establish Hyperscaler Green Building Standard by EOY
 - Establish financing structure for our four launch products
 - Sign AT-Industrial and one Knife River Industrial Building Contract
- **Supply Chain**
 - Annual Recurring Guide Business Unit positive cash flow
 - Acres under management for Guide Business Unit
 - Vendor and Alternative Supplier analysis produced for each Build Business Unit product
- **Build Platform**
 - Characterized and Certifiable platform, providing a workflow advantage for participating Architects
 - Established licensing model for contributing architects in the component gallery
- **Build System**
 - Build system demonstrates module re-use across our 4 product types (minimum of required components)
 - Build system includes reference components for full product assembly (all the parts exist)
- **Production System**
 - Process Cell Execution for capacity and throughput
 - Margin and efficiency tracked, not optimized

Budget Breakout

Hey, fancy seeing you again!

6-month Plan

\$65M Draw

Ambitious 6-mo Budget

\$85M Draw

Opportunities

ThinCLT

Kiln vs. Autoclave

Mitigations

Mercer Contingency

ThinCLT Buffer

Early CLT 1.0

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Build CapEx Schedule

This spend, on that calendar (running totals)

	September	November	February
Thin CLT	\$200k	\$6M	\$6M
CLT pre-processing (Mercer augmentation)	\$0M	\$6M	\$6M
CLT post-processing (Mercer augmentation)	\$0M	\$3M	\$3M
Assembly Facility 1	\$0M	\$1M	\$5M
Process Development (Factory 0)	\$1M	\$5M	\$10M
Automation (Resia)	\$3M	\$10M	\$10M
Materials and Certification Lab	\$1M	\$3M	\$5M
Certifications	\$0.5M	\$1.25M	\$2.5M
Prototypes & Pilots	\$2.6M	\$5.5M	\$8.3M
Test Materials	\$0.5M	\$1M	\$2M
Breakdown Mills	\$0	\$3M (+\$9M)	\$3M (+\$9M)
In-Market Assembly	\$0	\$0	+\$5
Subtotal	\$8.8M	\$53.75M	\$74.8M

Staffing Growth Schedule

We propose, and require, significant growth over the next year

From 25 to 75, but Build will really scale up with continued growth and success.

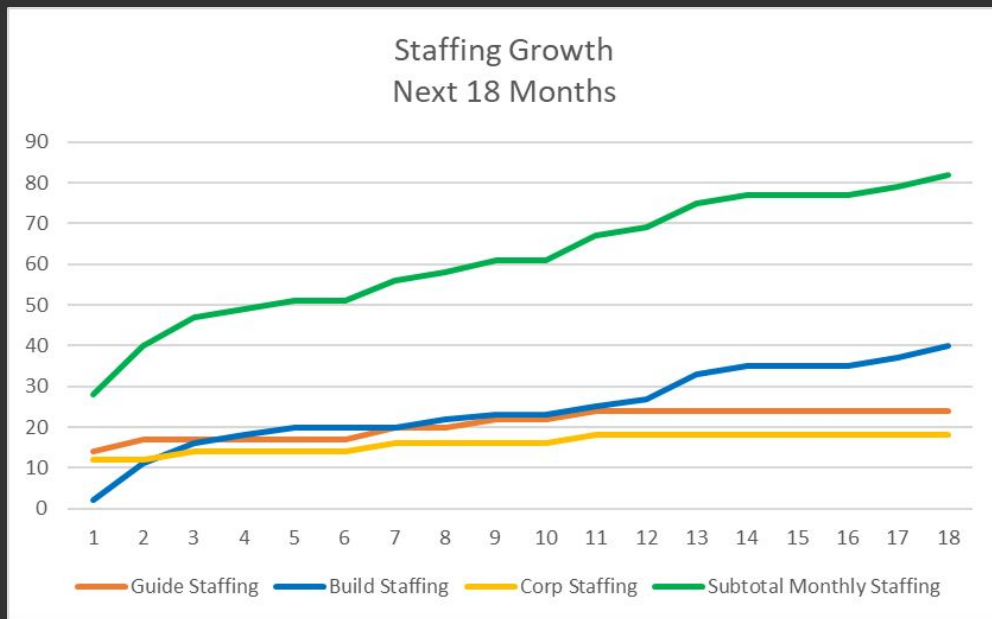
Opportunities

The mission is highly motivating, and righteous.

Headwinds

We lost our 1st preference for Head of Industrialization because we've been on hold since March. GM's offer started \$100k above ours: we were still in contention and then GM raised 4x after we matched. Had we offered a month earlier we'd have won on a bargain.

We can source international experience: Japan, Sweden, or Austria.



Build Organization

Context - because we're establishing a new business unit here. Or, the DAO of Build.

The Build organization has three pieces: **Design**, **Operations**, and **Assurance**.

Todd Beyreuther is the Design leader - there is where the build system is embodied and the system we are producing is defined. Coordination with external certification, compliance, and policy fits within this domain.

Justin Stewart is the Operations leader - this is where customer promises (contracts) meets the production capacity (operations) and the all-up performance expectations of the business unit. Justin leads our BU.

Geoff Staneff is the Assurance leader - this is where the behavior is evaluated against the initial plan. Documentation of processes and coordination in the company-wide data system fits within this domain.

These three disciplines work together to ensure we're producing what our system and customers demand.

Building the System

ICG's Maturity Model aligns with our internal metrics

Three facets of each intent: Customer Pipeline, Supply Chain, Planning, Documentation, Production

Build Design

Process by Design

- what the process must accomplish;
- permitted materials and configurations;
- equipment parameters;
- performance limits;
- certification constraints;
- acceptance criteria;
- required technical evidence.

Build Operation

Process by Operation

- what the process must accomplish;
- permitted materials and configurations;
- equipment parameters;
- performance limits;
- certification constraints;
- acceptance criteria;
- required technical evidence.

Build Assurance

Process by Assurance

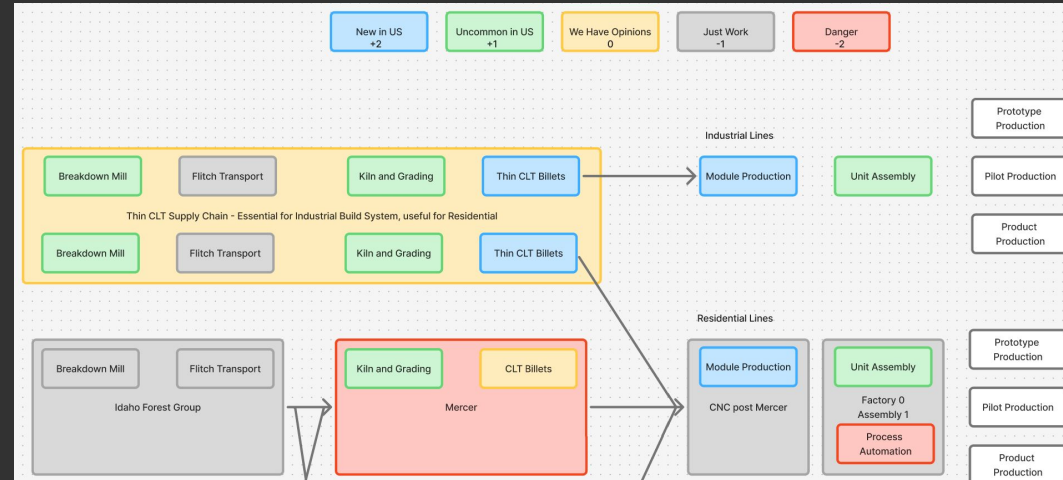
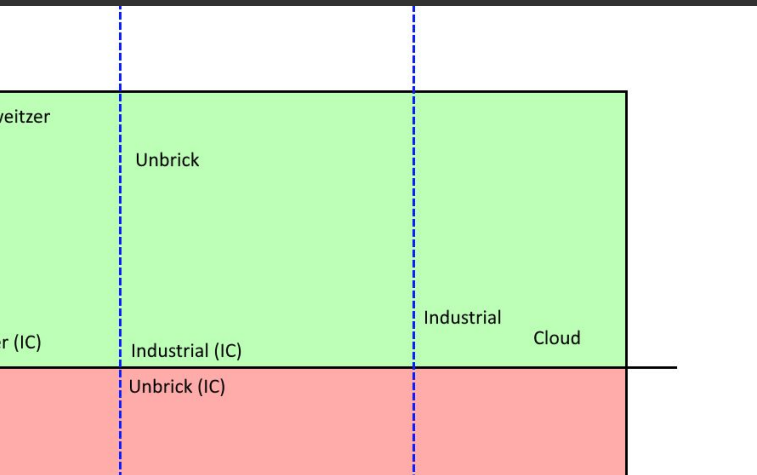
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- required technical evidence.

Integrated Schedule

Getting from here to there

We are starting the calendar in October

This feels like slides 8 + 9 with perhaps a timeline for each product as described in slide 6?
Should we have a different message in this slot? Maybe an attempt at spending discipline metrics?
Maybe just the risk map? And opportunities to accelerate? I would love to talk about one of these, but maybe not here.



Budget Breakout

What's \$65M between friends?

6-month Plan

\$65M Draw

Ambitious 6-mo Budget

\$85M Draw

Hazards

Time passing

Mitigations

We need to issue Purchase Orders and start these 18 Month hardware timers

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I think we should add supply chain and customer pipeline to these three - both align to ICG callouts

Strategic Intent (SI)

SI 1 Characterized and certifiable platform

Future state:

EF Build has a validated technical basis for its products and processes, with certification work underway and major technical risks defined.

Immediate investment:

- material, product, and process characterization
- prototypes, testing, and approved-agency engagement
- certification strategy, reports, and quality-system development
- budget and PO authority for laboratories and technical partners

SI 2 Designed and documented build system

Future state:

EF Build has sufficiently designed and documented building products to support pricing, customer evaluation, permitting strategy, and credible offtake.

Immediate investment:

- architectural and engineering product design
- reference products and configurable system boundaries
- design-to-cost, scope, schedule, and performance documentation
- customer conversion from interest to project-specific offtake

SI 3 Designed and documented production system

Future state:

EF Build has engineered production processes, equipment packages, and site interfaces ready for final capex authorization and deployment.

Immediate investment:

- process flow, equipment, layout, and utility engineering
- supplier design scopes, lead times, and manufacturing slots
- engineering deposits and selected down payments
- Mercer and alternative site deployment scenarios

Ensure competitive process of record

Process by design

TB

- what the process must accomplish;
- permitted materials and configurations;
- equipment parameters;
- performance limits;
- certification constraints;
- acceptance criteria;
- required technical evidence.

Process by assurance

GS

- the required process-record format;
- versioning;
- metadata;
- approval workflow;
- digital signatures;
- revision history;
- traceability;
- audit frequency;
- data retention;
- deviation and corrective-action workflows.

Process by operation

JS (DT or BD)

- work instructions;
- staffing and training;
- routine records;
- execution against the released process;
- production controls;
- local corrective actions;
- daily compliance.

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Ensure safe and healthy work environments

Safety by design

TB

- hazard reduction through product and equipment design;
- guarding and automation requirements;
- material and structural safety;
- design failure modes;
- commissioning safety criteria.

Safety by assurance

GS

- protocol structure;
- risk-record systems;
- auditability;
- incident-data architecture;
- cross-node learning;
- corrective-action tracking;
- assurance reviews.

Safety by operation

JS (DT or BD)

- EHS personnel;
- training;
- enforcement;
- daily work practices;
- regulatory compliance;
- incident response;
- factory and field safety performance.

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Safety requirements, risk registers, commissioning criteria, incident protocols, and node operating responsibilities approved for Assembly.0 and the first production site.

Ensure competitive quality strategy

Quality by design

TB

Confirms that the product, process, or node satisfies the intended technical, certification, and platform requirements.

Quality by assurance

GS

Confirms that the required verification, records, traceability, quality controls, and change-management evidence are complete.

Quality by operation

JS (DT or BD)

Confirms that the released system can be operated safely and effectively within the approved staffing, budget, schedule, and delivery plan.

THE GATE — MONTH 6 (DEC '26 / JAN '27)

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Ensure competitive digital strategy

Data by design

TB

Confirms that the product, process, or node satisfies the intended technical, certification, and platform requirements.

Data by assurance

GS

Confirms that the required verification, records, traceability, quality controls, and change-management evidence are complete.

Data by operation

JS (DT or BD)

Confirms that the released system can be operated safely and effectively within the approved staffing, budget, schedule, and delivery plan.

THE GATE — MONTH 6 (DEC '26 / JAN '27)

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