

EARTH FORCE BUILD

Launch Strategy

Define EF Build competitive advantage.

>\$100M

2028 revenue target

\$220–280M

invested over 2 years

~\$120M

gated at Month 6

6 months

to the equipment gate

31 July 2026

Purpose: EF Build leadership meeting

Set expectations for the path to the EF Build retreat.

MEETING OUTCOMES

- Align on 36-month planning phases: 0-6 mo, 7-18 mo, 19-36 mo
- Confirm immediate investment needs across characterization, product design, and process design
- Define what must be prepared for the 2-day EF Build retreat
- Establish approval path, authority, and review expectations
- Goals, metrics, milestones
- Org (timing)

EF Build is moving from diligence narrative to execution authority: this is the work, investment, and governance required to succeed.

4 August 2026

Purpose: EF Build L10 meeting

Month 01 priorities.

AGENDA

- budget
- recruitment
 - product engineer (Spokane, WA)
 - product architect (Spokane, WA)
- contract advisory
 - John Dwyer (Dallas, TX) = product development (NPI)
 - Eva Talbot (Seattle, WA) = market development
 - Wil Srubar (Boulder, CO) = inorganic materials characterization
 - Karl Englund (Pullman, WA) = composite materials characterization
 - Dan Dolan (Pullman, WA) = assemblies and systems characterization
 - Maureen Puettmann (Corvallis, OR) = life cycle assessment
 - Bryan Dorsey (Edmonds, WA) = manufacturing development

EF Build is moving from diligence narrative to execution authority: this is the work, investment, and governance required to succeed.

17 August 2026

Purpose: EF Build offsite meeting

Set expectations for the path to the EF Build retreat.

MEETING OUTCOMES

- Align budget and org

EF Build is moving from diligence narrative to execution authority: this is the work, investment, and governance required to succeed.

26 August 2026

Purpose: EF Build launch with VR

Share 0-36 month strategy.

MEETING OUTCOMES

- Clear pathway and metrics with VR

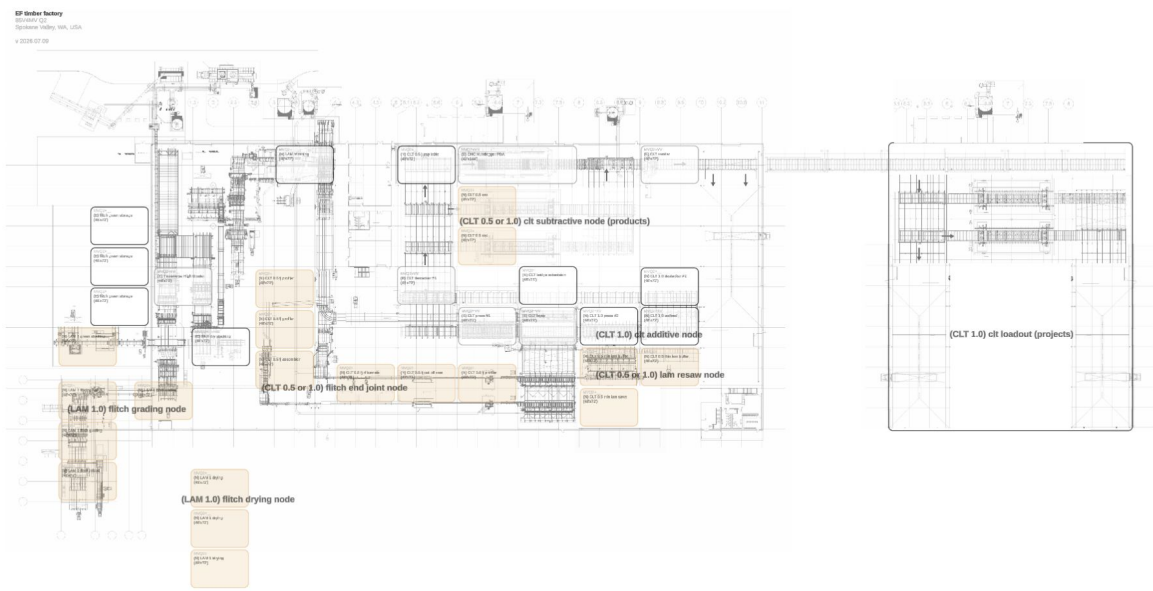
EF Build is moving from diligence narrative to execution authority: this is the work, investment, and governance required to succeed.

Operating logic: definitions

- Platform:** the products and processes required to convert regional fiber into certified, market-ready buildings
- Cell:** a bounded productive capability with defined inputs, outputs, performance, data, and certification interfaces
- Node:** the accountable governance and operating boundary that coordinates commissioned cells and releases conforming output
- Site:** the physical and asset-control boundary hosting one or more nodes; including land, buildings, utilities, access, and shared infrastructure

Operating logic: authority

- Platform:** defines
- Cells:** execute
- Nodes:** govern
- Sites:** host



EF Build owns the integrated path from biomass depot to construction site.

Reframe manufacturing as process cells and governance nodes

cell

A **process cell** is the smallest investable unit of productive capability.

governance: CELL development authority



node

A **node** is a governance construct that emerges when multiple commissioned process cells are clustered under shared rules.

governance: NODE operating authority



site

A **site** is a physical host environment that co-locates heterogeneous nodes.

governance: SITE operating authority



Process Cell Development: investment core rules

0x cells are necessary, but they should not consume strategic oxygen. Execute them well, but do not pretend they are innovation.

0.1x cells are EF learning wedges. They need characterization, pilot discipline, data, QA/QC, and customer proof.

1x cells are where EF may create a new category or defensible market position. These deserve executive attention, investment framing, certification strategy, and capital storytelling.

10x cells as opportunities should not be funded as abstract moonshot research right now. They should be scaffolded by the 1x platform so that EF earns the right to discover them.

Process Cell Development: phases

Phase 1:	Months 0–6	— stabilize execution and prove the spine
Phase 2:	Months 6–12	— convert pilots into release candidates
Phase 3:	Months 13–24	— deploy first production nodes, harden the platform

EARTH FORCE BUILD

Phase 1: 0-6 months

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

Phase 1: stabilize execution and prove the spine (0-6 months)

Q1–Q2

Phase 2: convert pilots into release candidates (7-18 months)

Q3–Q6

Phase 3: deploy nodes, harden the platform (19-36 months)

Q7–Q12

3-yr market diffusion: multifamily PNW adoption rates

20-yr market diffusion: multifamily PNW baseline