



ISSUES MANAGEMENT: THE GLUE THAT HOLDS IT ALL TOGETHER PUBLIC AFFAIRS COUNCIL JUNE 10, 2014

How do you identify new challenges and opportunities?

What are some best practices for proactively tracking and prioritizing issues?

How can you align your issues management strategy with your organization's business plan?

How do you craft and communicate a consistent message both within and outside your organization?

Eric Ebenstein, State Government Affairs Executive, POET



POET INTRODUCTION

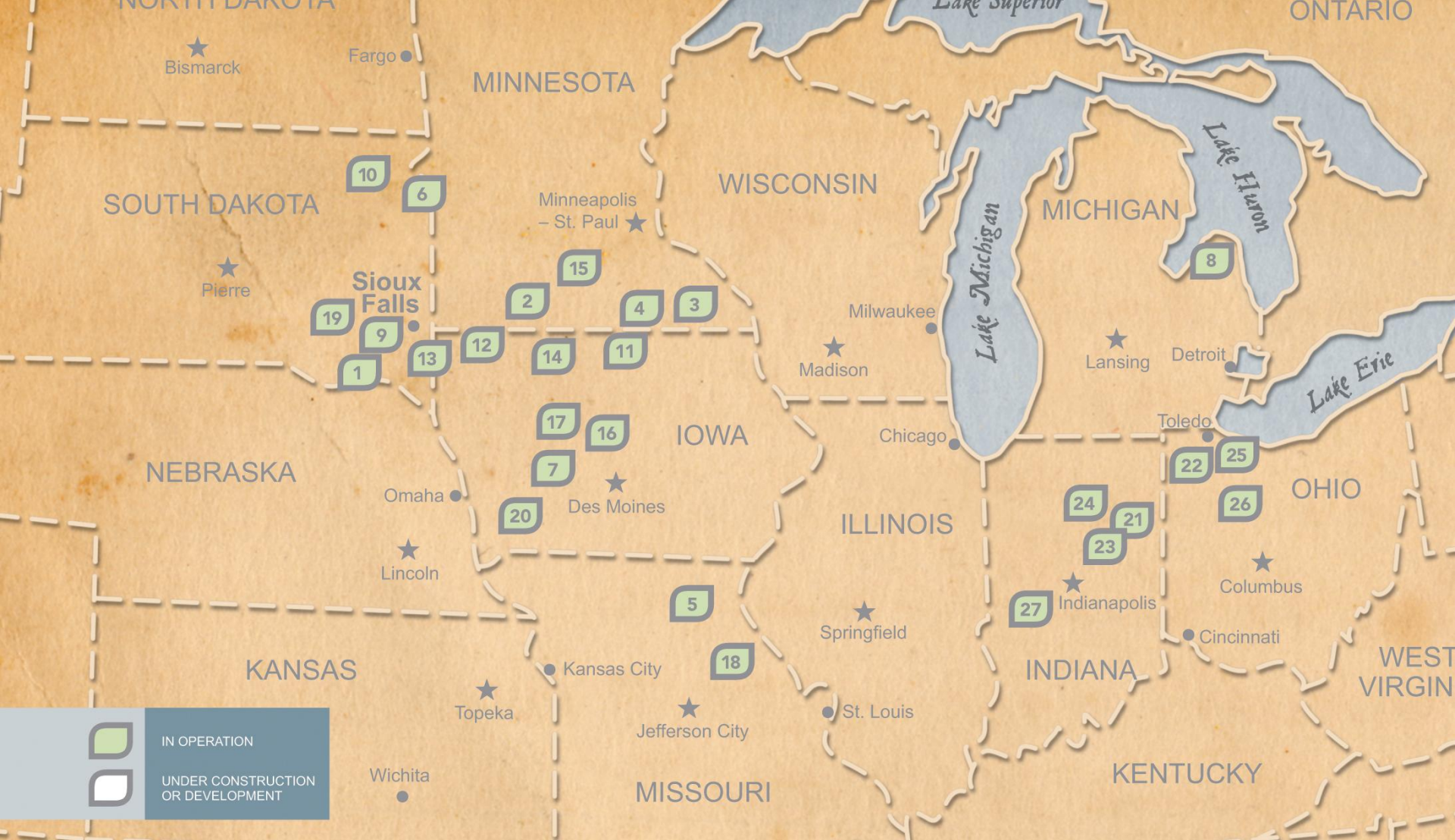
- For more than two decades, POET has defined the art of biorefining. We have grown from a single, humble refinery in Scotland, South Dakota, to one of the world's largest producers of ethanol and other biorefined products.

With products like our Dakota Gold distillers grains, Voila™ corn oil and INVIZ™ zein, we are using that same innovative spirit to develop natural, renewable food sources and alternatives to petrochemicals.

We have an integrated business model that combines technology development with expertise in construction, operations, risk management and marketing.

Our engineers and scientists have developed technology and processes through rigorous testing at POET's laboratories and pilot-scale plant.

While the scope of our vision has grown, we remain focused on reducing the reliance of the United States on foreign energy, to revitalizing global agriculture, and providing a cleaner, affordable alternative to fossil fuels.



POET BIOREFINERY LOCATIONS

TOTAL GALLONS REPRESENTED: 1.7 BILLION

- | | | | | |
|--------------------|-------------------|---------------------|-------------------------|-------------------|
| 1 Scotland, SD | 7 Coon Rapids, IA | 13 Hudson, SD | 19 Mitchell, SD | 25 Fostoria, OH |
| 2 Bingham Lake, MN | 8 Caro, MI | 14 Emmetsburg, IA | 20 Corning, IA | 26 Marion, OH |
| 3 Preston, MN | 9 Chancellor, SD | 15 Lake Crystal, MN | 21 Portland, IN | 27 Cloverdale, IN |
| 4 Glenville, MN | 10 Groton, SD | 16 Jewell, IA | 22 Leipsic, OH | |
| 5 Macon, MO | 11 Hanlontown, IA | 17 Gowrie, IA | 23 Alexandria, IN | |
| 6 Big Stone, SD | 12 Ashton, IA | 18 Laddonia, MO | 24 North Manchester, IN | |

POET GOVERNMENT RELATIONS INTRODUCTION

- Established 2013
- Executives Operating from Sioux Falls, SD
- One Federal Position, One State Position
- DC office under construction

HOW DO YOU IDENTIFY NEW CHALLENGES AND OPPORTUNITIES?

- What are your key issues?
- How do you determine which issues are key?
- How do you determine which states are involved in your issue area?
- Where are you strong and where are you weak?
- Offense or defense or both?

WHAT ARE SOME BEST PRACTICES FOR PROACTIVELY TRACKING AND PRIORITIZING ISSUES?

- Bill/issue tracking services – who/what is best?
- Is your issue being discussed by decision-makers?
- Who is discussing it and what is their position?
- How advanced is the discussion?
- If you need help, who do you want to help you?
- How do you decide what is most important?
- Who should decide what is most important?

HOW CAN YOU ALIGN YOUR ISSUES MANAGEMENT STRATEGY WITH YOUR ORGANIZATION'S BUSINESS PLAN?

- Business plan first, issues management strategy second
- The plan changes, and changes often. Stay on top of it.
- Communicate, communicate, communicate.
- Get invited to leadership calls and meetings.
- Ask for guidance, but not permission

HOW DO YOU CRAFT AND COMMUNICATE A CONSISTENT MESSAGE BOTH WITHIN AND OUTSIDE YOUR ORGANIZATION?

- Make sure corporate knows what you're doing and saying.
- Make super sure your boss knows what you're doing and saying.
- Make sure relevant business units know what you're doing.
- No issue is an island – who is with you?
- Find like minded companies and band together – safety in numbers
- If you have a trade association, get them engaged.
- Cadence – regular communication is key.
- Coalitions – engage, but stay on top of them.

SUMMARY

- Know your key issues inside and out.
- How do you track those issues which you've identified.
- Business plan directs issues management.
- One voice – internal and external. Manage both extremely closely.

QUESTIONS?

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