



Delivering on A promise.SM



June 14, 2019

Dear Valued Customer,

For 21 years, Emerson Energy Fuels has been proud to serve the heating needs of our friends and neighbors throughout the greater Ellsworth area. The bonds and friendships I have formed over the years mean a great deal to me, and it is why I find it bitter sweet to say that I have decided to retire from the petroleum business to spend more time with my family.

After careful consideration, I have chosen to sell Emerson Energy Fuels to a company that shares the same values and commitment to responsive, personalized customer service. I am pleased to inform you that as of June 13th, Dead River Company is providing your heating services, to include timely deliveries and heating equipment maintenance.

It was important to me to find a company whose values align with our own. As a 110 year old, family-owned business, Dead River Company has an outstanding reputation for caring for their customers, employees and the communities it serves.

I feel confident that you will be very well served by Dead River Company. As part of our commitment to ensuring a smooth and seamless transition to this new ownership arrangement, Rick Cole as well as other members of the Emerson Energy team will be staying on at Dead River Company.

The following pages contain more information about Dead River Company and answers to questions you may have.

With Deanna Sherman, I want to welcome you to Dead River Company and thank you for your business and ask for your continued loyalty. I know Dead River Company looks forward to meeting your heating needs for many more years to come.

Warmest regards,

A handwritten signature in black ink that reads "Lawrence J. Emerson".

Lawrence J. Emerson
Owner
Emerson Energy Fuels

A handwritten signature in black ink that reads "Deanna S. Sherman".

Deanna S. Sherman
President & CEO
Dead River Company

Welcome to Dead River Company.

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Our promise is to deliver an exceptional level of customer service; that means consideration of your time and schedule, paying close attention to the details that matter most to you, and doing our jobs with skill and expertise. We also believe in responding quickly and dependably. Whenever you call upon us, we guarantee to be ready.

To help answer your questions about Emerson Energy Fuels now becoming Dead River Company, we have put together the following Q&A. If you have any additional questions or concerns, please do not hesitate to contact us at **667-2923** – we want to hear from you.

Who is Dead River Company?

Founded in 1909, Dead River Company has its roots in the forest products industry. The company was named for the Dead River that flowed through much of its timberland in remote areas of western Maine. The acquisition of a heating oil company and a small chain of gasoline stations in 1936 marked the entrance of Dead River Company into the petroleum business. Still a family-owned company 110 years later, we are committed to your comfort, peace of mind and satisfaction and ensuring that you always feel cared for. We take great pride in being local, supporting our communities and responsively serving you. You can call on us any time, day or night, and we will be there.

When will the sale be completed?

The sale of Emerson Energy has been finalized.

Will the Emerson Energy office remain open?

Over the course of the summer, the Emerson Energy office at 234 Main Street, Ellsworth will be open. By September, because of such close proximity in locations, the Emerson Energy office will move to Dead River Company's 269 Water Street, Ellsworth location.

Will the phone number change?

You can still reach us at **667-2923**.

If I have a question, who can I talk to?

You can still reach us at **667-2923**. Please contact us at any time.

Will there be staff changes?

Rick Cole and his team are staying on with Dead River Company.

Will the name change?

Since the Emerson Energy office is in such close proximity to the Dead River Company office, we will be moving Emerson Energy operations to Dead River Company's 269 Water Street, Ellsworth location by September. At that time, Emerson Energy will take on the Dead River Company name.

Will my account number change?

Beginning in early September, at the time of the name change, you will be assigned a new Dead River Company account number, which you will find on your delivery invoice or statement.

Who will be making my deliveries?

Emerson Energy delivery drivers will become part of Dead River Company's team. Although we can't guarantee a specific driver for every delivery, it is possible you will see a familiar face.

Will my delivery arrangements change?

If you are on automatic delivery, we will continue to deliver automatically. If you are accustomed to calling when you need a delivery, please contact the office as you normally would.

Will you be delivering on the same day(s) of week to my town?

While we are in the current Emerson Energy location there will be no changes to the delivery schedule.

Will I receive any paperwork at time of delivery?

From now until September, you will continue to receive Emerson Energy branded documents. When Emerson Energy becomes Dead River Company in September, delivery invoices will be left at the time of every delivery. Please see below for additional information regarding how to read these invoices.

What if I need to schedule my annual tune-up or service work on my heating equipment?

Emerson Energy's service technician will also become part of the Dead River Company team. All of our technicians are highly skilled at troubleshooting, repairing and maintaining your home heating equipment. We guarantee our quality of work and offer 24/7 emergency service, which includes an after-hours guarantee to call you back within one hour.

I currently have a Service Plan with Emerson Energy, will you honor that?

Yes, we will honor the terms of your Emerson Energy Service Plan through to its expiration date. Upon renewal, we will notify you if there are any changes to the Plan.

Who do I make checks payable to?

Please make your checks payable to Dead River Company, and your payment will be properly applied to any owed amount.

Where will I pay my bill?

You can continue to pay your bill as you do now.

Can I use Dead River Company's online bill payment system to pay my bills?

In early September when you receive a Dead River Company account number, you will be able to use the MyAccount online account management system. Please visit DeadRiver.com/MyAccount to enroll. You will need your new account number to enroll. If you currently call to arrange for a delivery, you will also be able to order and pay online using MyAccount. Again, this will require a Dead River Company account number.

Can I sign up for a monthly budget or price protection plan with Dead River Company?

You can enroll in a Dead River Company monthly budget or price protection plan.

Other questions?

Dead River Company wants to ensure you feel at home with us. If you have additional questions, please do not hesitate to contact us at **207-667-2923** or ellsworth@deadriver.com. You can also learn more about Dead River Company at www.DeadRiver.com.

We look forward to continuing to serve your heating needs.

Dead River Company Delivery Invoices

When Dead River Company begins making your fuel deliveries, you will receive a delivery invoice – typically left at the door. The information below will help familiarize you with this document.

Delivery Invoice

- 1 Invoice number will appear at the top left.
- 2 Number of gallons delivered.
- 3 Price per gallon at the time of delivery.
- 4 Amount due at time of delivery. Charge approved customers will see a prompt-pay discount amount due if paid by the date indicated on the invoice.
- 5 Driver information, as well as customer address.
- 6 Your new Dead River Company account number.

For C.O.D. Customers:

Receipt is presented at time of payment to the driver

- 7 Amount paid at time of delivery.
- 8 Method of payment at time of delivery.

Noteworthy

- The sample below represents what C.O.D. (Cash On Delivery) customers will see.
- Charge approved customers will pay from the invoice left at the time of delivery, we will not be sending a separate invoice in the mail.
- If you normally pay by credit card, please call your Dead River Company office at **(207) 667-2923** to pay over the phone. If you previously had your credit card on file, be assured that we have secured your information and will continue to process payment as expected.

INVOICE NO	QUANTITY	DESCRIPTION	AMOUNT
503001 1	148.5 gallons 2	HEATING OIL @\$2.599/GALLON 3 Previous Balance INVOICE SUBTOTAL PLEASE PAY THIS AMOUNT 4	\$385.95 \$0.00 \$385.95 \$385.95
DEAD RIVER COMPANY DRIVER ID: 100 VEHICLE: 200 11/1/17 08:45 5 SUE CUSTOMER 120 DELIVERY LANE DELIVERY, MAINE 12345 ACCT: 12345-001 6 TANK SERIAL #: 123456789		Odorized Propane That Cust	

Dead River Company
PO Box 1100
Lewiston, ME 04243-9402

R E C E I P T

Vehicle: 200
Driver ID: 100

Receipt: 503001 11/1/17 08:45
12345-001
Sue Customer

Amount Received: \$385.95 **7**
Payment Method: Check **8**

Joe Driver

Driver's Signature

The sample image is for illustration purposes only.