

This excerpt is an example of how projects are scored:

Excerpt from Independent Engineering Analysis

Based on the items reviewed and the discussion presented above, Cavanaugh developed a letter-grade riskiness score in an effort to convey to you our sense of the overall riskiness of each area evaluated, and of the overall project. Letter grades range from A to F, from less risky to more risky, respectively. These letter grade indicators of data confidence are derived based on a mathematical scoring system, weighting the aspects of each contribution to project risk. Based on the information presented, we assess the riskiness of the project as follows:

Project Structure	B
Feedstock	B+
Real Property Entitlement	D
Permits	D
Local Approvals	F
EPC	D

Again, given the efforts and time that have been invested in developing this project, and in the assembly of a thorough package of supporting documentation, it should be no surprise that the development stage activities associated with the project structure and feedstock are assessed with lower risk (letter grades B and B+). Having final drafts or executed contracts in place for major offtakes and project participants, as well as the interconnection agreement finalized, will further de-risk the structure of the project. Permitting was assessed as having above-average risk (letter grade D) based on the outstanding matters relative to the water quality / water pollution control permit, including possible pending, further enforcement action. Lack of verification regarding land disturbance and utility permits and agreements contributed to the risk assessment, although it is not known if those permits are required. The final air permit being issued for the project is viewed as a positive impact on de-risking the project.