



Solar Project Development Services

How we can help you avoid project disasters.

We recognize that development costs can have a significant impact on project returns. Therefore, we've focused on creating efficient tools and processes to minimize costs for you. Based on our 49 GWs of solar projects, we can identify red flags to disqualify candidate projects early before too much time, effort, or money is lost. Experience in all aspects of development, design, construction, operations and maintenance means we don't miss potential issues.

Our vetting process is customizable and designed to complement your in-house capabilities. The process involves an increasing level of effort and detail at each step, with clear off-ramps to allow early exit from poor projects, so that by the completion of the process, a fully de-risked and financially-viable project is shovel-ready. Our dedicated team with a contractual duty to you, will perform appropriate due diligence to ensure the best projects move forward, maximizing your ROI.

The following services from our team support initial client decisions:

- Performing site prospecting and/or screening to identify the best projects, ensuring only the best and most profitable sites are selected for further development.
- Determining appropriate, accurate budgets through preliminary production and cost estimates to aid in project selection. Costs are tailored for each project and take into account the unique factors that may not be immediately apparent, such as prevailing labor rates or site conditions that may create delays.
- Unifying conceptual design and production estimates that incorporate best-practices and realistic performance data to avoid overly aggressive performance estimates, while keeping budgets accurate.
- Optimizing projects by evaluating thousands of possible scenarios to determine the lowest levelized cost of energy (LCOE) configuration.



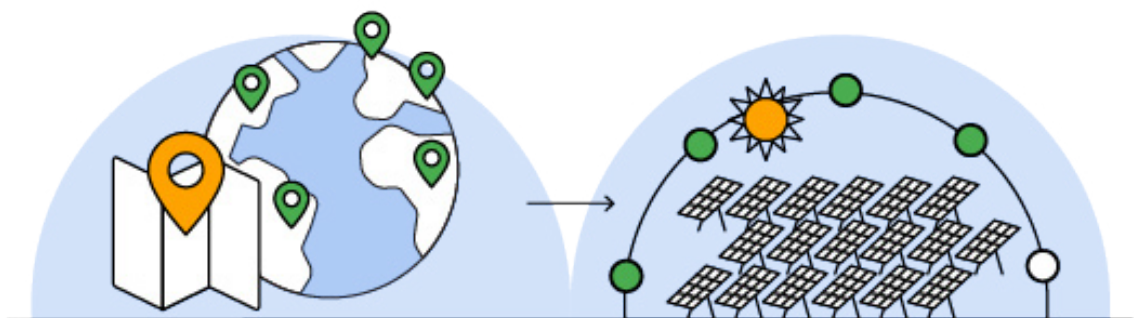
BLACK & VEATCH



Stage 1: Planning

In the first stage of project development, Black & Veatch will work with the Owner to develop an overall development plan, evaluate potential market opportunities, prospect for sites within the identified markets, and perform feasibility studies. Our vetting process is thorough and can include the following activities depending on your specific needs:

- Support **Program Strategy Development** to define goals, schedule, budget, and risk management plan.
- Perform **Market Assessment and Analysis** to identify the best opportunities to invest; includes an evaluation of energy prices, policy-based incentives, and demand and supply trends.
- **Prospect and Identify Sites** within the target area/market by compiling available Geographic Information System (GIS) data. Evaluation criteria include proximity to existing transmission lines, substations, and highways, as well as socioeconomic, environmental, permitting, site condition, and constructability considerations such as land cover, zoning, geology, land use, floodways, wetlands, parcel size, and property ownership.
- Perform **Feasibility Assessments** of the Technical, Economic, Legal, and Schedule components of proposed projects to confirm there are no significant obstacles to further development of a site and that project goals can be met.



Plan + Design

Holistic approach to the deployment of assets across your sites.

Develop + Deploy

Advise and consult on program's scope and scale, then prepare for engineering, procurement and construction phases.



Stage 2: Development

Once promising sites are identified, we can guide further steps to develop specific projects from concept to the kickoff of construction. These measured and increasingly detailed steps advance the project while still providing off-ramps if specific criteria aren't met with a goal of ensuring money and effort is spent on only the best prospects. We can perform all or any subset of the following Development stage tasks:

- Support **Project Strategy Management** including scope, Division of Responsibilities between various parties, risk and opportunity management plan, public relations.
- Develop the **Project Concept**, including selection of appropriate modules, racks, and inverters. Using the selected equipment, we can use our proprietary optimization tools to select project parameters that minimize LCOE to ensure the maximum ROI.
- Provide **Estimated Project Cost and Schedule** based on the conceptual design and site-specific characteristics.
- Perform **Land Acquisition** services, including owner outreach, lease and sales agreement negotiations, and assisting with required legal filings.
- Perform **Environmental Studies**, including site investigations for wetland, cultural, historical/ archaeological, and biological surveys.
- Perform **Engineering Studies**, including geotechnical investigations and glare and noise studies.
- Prepare and submit Federal, State, and Local **Permits and Interconnect Applications** with required supporting documentation and support the review and negotiation process with the appropriate agency.
- Support **Project Financing** activities by participating in calls or meetings with and responding to questions from prospective investors in regards to technical aspects of the project.
- Provide **Procurement Support** for Owner Furnished Equipment including preparation of specifications, bid evaluation, contract negotiations, submittal review, and QA/QC support (witnessing FATs, review of test results, etc.).
- Support **EPC Contract Execution** including preparation of technical specifications and construction requirements, bid evaluations, contract negotiations, contractor submittal reviews, construction monitoring, and commissioning support.

