



Engineering, procurement, consulting and construction company




100-year legacy of sustainably solving global infrastructure challenges

Explore a world where challenge meets solution, and solution meets your goals for resilience, sustainability and growth

# Black & Veatch Ignite<sup>X</sup> Built It!

## Design & Execute “Smart” Pilots to Reduce Commercial Risk

Industry Partner Potential Pilot Hosts	+ Startup Potential Participants
TVA	EarthEn LDES with CO <sub>2</sub>
National Fuel Gas	Carbon Quest Point Source Carbon Capture
Amazon + NextEra	Verne High density H <sub>2</sub> Storage
NiSource	Startup to be Selected H <sub>2</sub> Generation

Phase					
	Technology Development		Project Deployment	Startup's FOAK Commercial	Operations
<b>Stakeholders /Participants</b>	<ul style="list-style-type: none"> <li>Investors</li> </ul>	<p><b>BV IgniteX Build It! MVP</b></p>  <p><b>Support Startups as they Design and Execute a Pilot</b></p>	<ul style="list-style-type: none"> <li>Developers</li> <li>Project Finance</li> <li>Philanthropic Capital</li> <li>Independent Engineers</li> <li>Insurance Providers</li> <li>EPC</li> <li>Owner/Operator</li> </ul>		<ul style="list-style-type: none"> <li>Project Owners</li> <li>Operators</li> <li>Insurance</li> </ul>
<b>Primary Goal(s)</b>	<ul style="list-style-type: none"> <li>Return on investment through an acquisition or an initial public offering (IPO)</li> <li>Impact goals (carbon reduction)</li> </ul>		<ul style="list-style-type: none"> <li>Return on investment on project</li> <li>Bankable Supply and Offtake Agreements</li> <li>Ability to include in rate base (regulated utilities)</li> <li>Project completion on budget and on schedule</li> </ul>		<ul style="list-style-type: none"> <li>Safe, reliable and affordable service for customers (utilities)</li> <li>Meet regulatory requirements</li> </ul>
<b>Key Risks</b>	<ul style="list-style-type: none"> <li>Technical</li> <li>Market</li> <li>Regulatory (for product &amp; market)</li> <li>IP</li> </ul>		<ul style="list-style-type: none"> <li>Regulatory (project level, e.g., permitting )</li> <li>Cost and schedule</li> <li>Operational</li> <li>Performance (during commissioning)</li> </ul>	<ul style="list-style-type: none"> <li>Safety</li> <li>Reliability</li> <li>O&amp;M</li> <li>Cost</li> <li>Level of difficulty</li> <li>Staffing</li> </ul>	