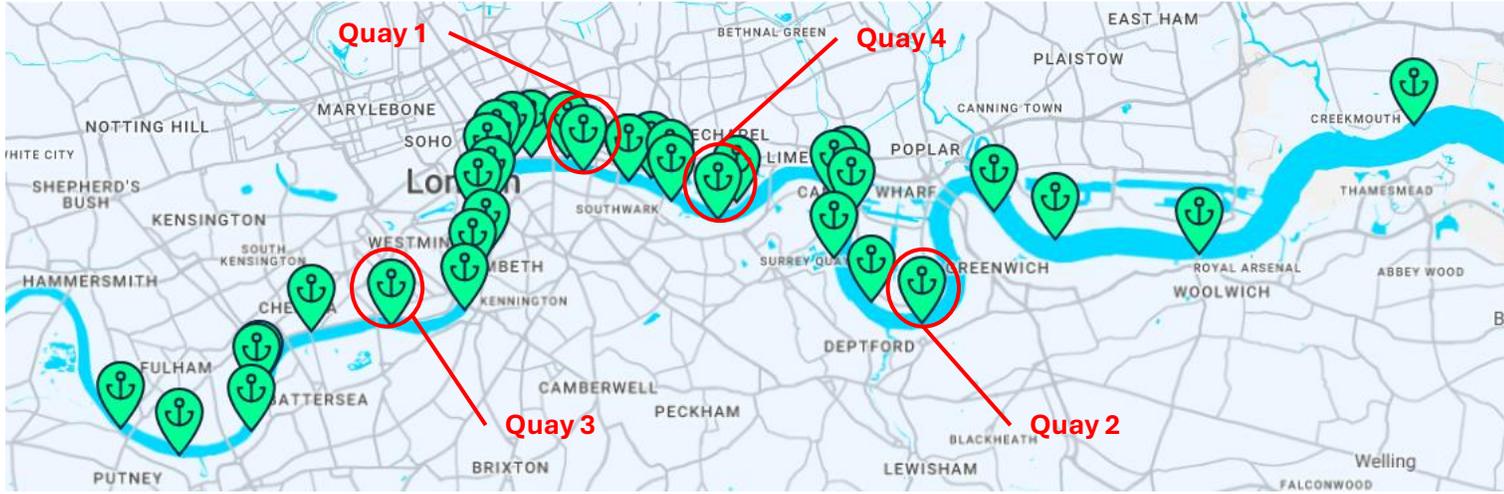
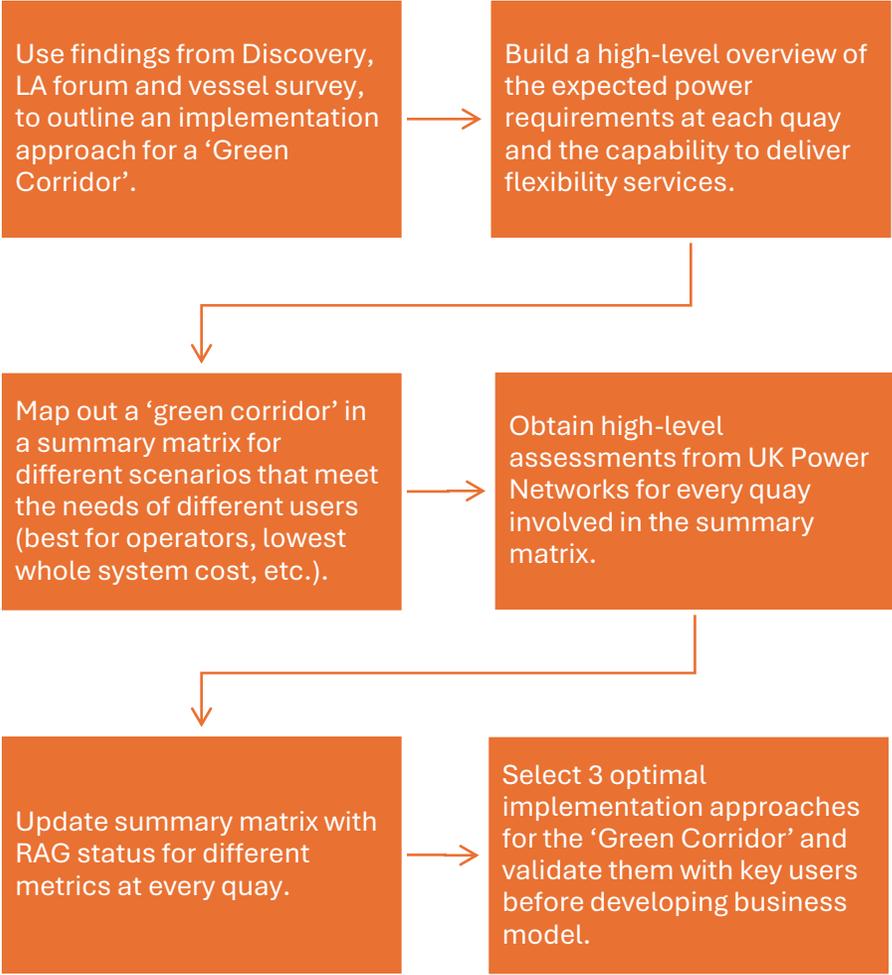


Appendix A: Quay summary matrix for grid assessment



	Quay 1	Quay 2	Quay 3	Quay 4	Quay ...
Load	Red	Yellow	Green	Light Blue	Light Blue
Importance	Red	Red	Green	Light Blue	Light Blue
Flexibility Capability	Green	Red	Green	Light Blue	Light Blue
Reinforcement Cost	Red	Yellow	Green	Light Blue	Light Blue
Planning Constraints	Yellow	Yellow	Green	Red	Light Blue
Hydrogen Requirement	Yellow	Yellow	Green	Green	Light Blue



*Ratings and figures are fabricated for illustration purposes

Appendix B: Business Model Design

In Discovery, we modelled significant potential benefits attainable via B2G charging of battery electric vessels. This is based on current vessel operations, assumptions about battery sizes, grid connections & charging equipment capabilities.

We believe a business model, based on B2G, and access to wholesale, flexibility, and ancillary markets is possible. However, there is a complex set of relationships that need to be supported to enable the level of investment to flow into the marine sector.

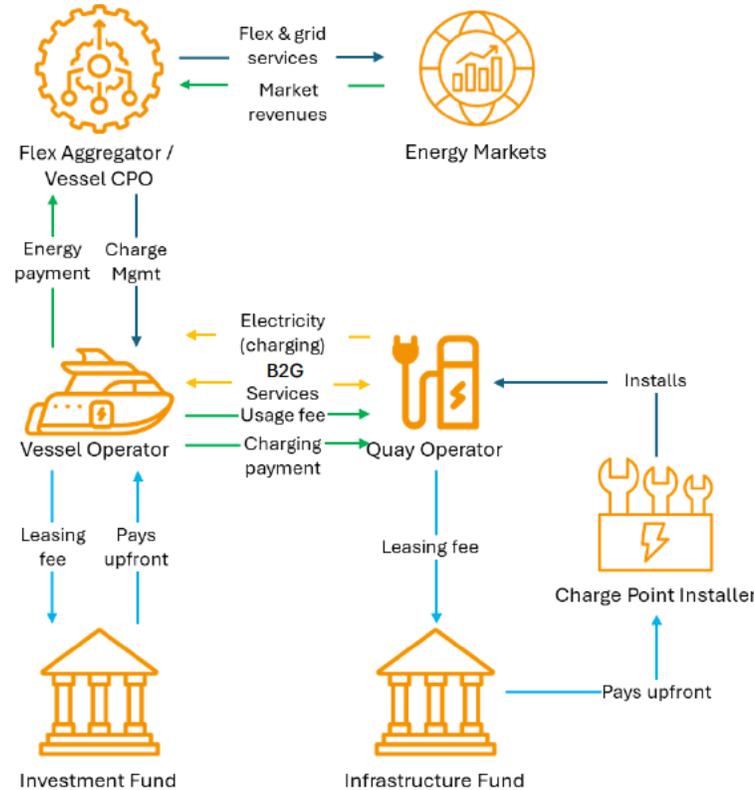
Here, we present two potential business models:

- Model 1: investors directly fund vessel and quay operators.
- Model 2: investors provide funding to the flexibility aggregator / Charge Point Operator (CPO) to deploy infrastructure and own/operate battery charging.

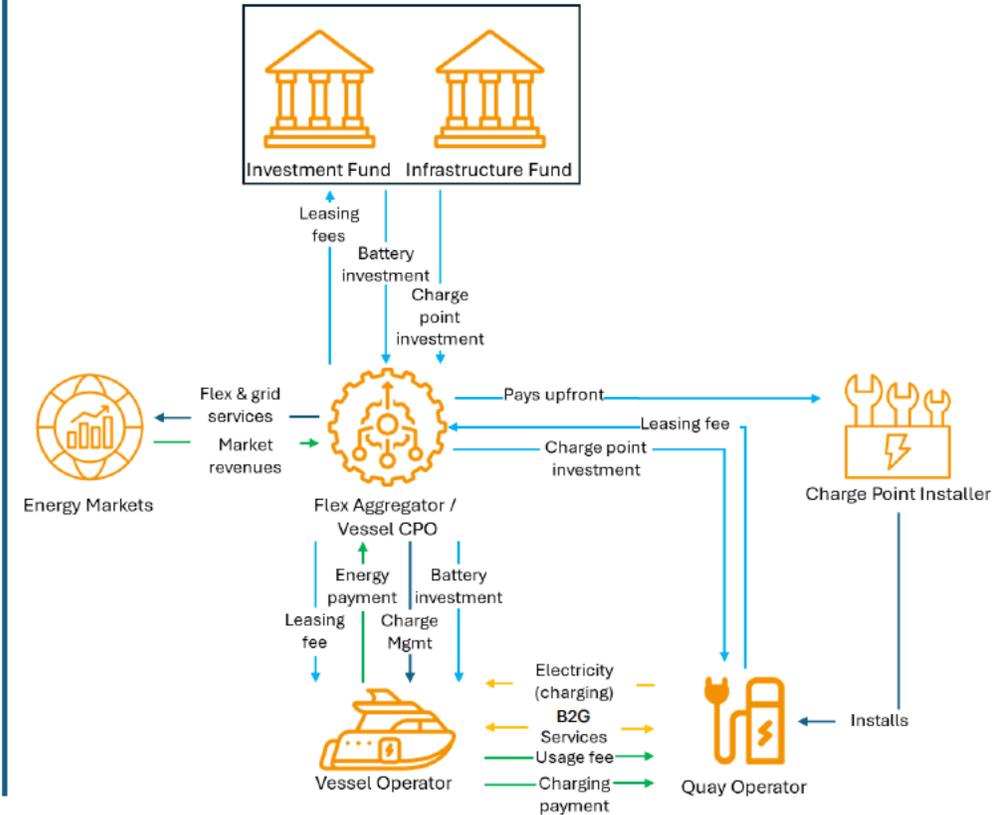
Equipment usage and payment flows are shown in each diagram.

In Alpha, we will develop revenue modelling to validate a fundable business model, and to engage with potential investors and stakeholders to identify the most appropriate business models to trial in Beta.

Business Model 1: Disaggregated capital investment



Business Model 2: CPO-led investment for batteries and charging infrastructure



Key

