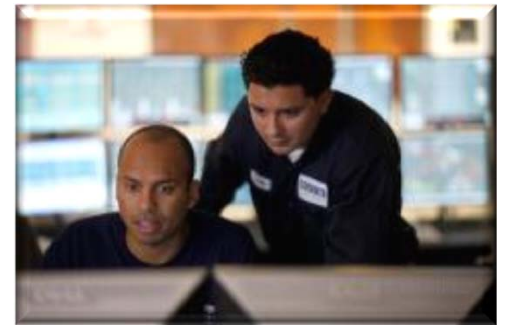


World's Leading Energy-from-Waste Company

- Operate **45** modern EfW facilities in North America, China and Europe
- More than **3,500** professionals employed in North America
- Own & operate two biomass-to-energy facilities in the Central Valley
- Many, many co-benefits produced



Covanta Delano & Covanta Mendota



Facilities



Fuel Sources



Community Partnership

Numerous Valley stakeholders:

- Valley residents / employees
- County and city municipalities
- San Joaquin Valley APCD
- Growers
- Orchard service contractors
- Vendors and suppliers
- Energy consumers



San Joaquin Valley
AIR POLLUTION CONTROL DISTRICT



Co-Benefits of Energy-from-Biomass

Jobs

- Combined 83 full-time **skilled** jobs at the plants / local residents
- Another 200+ full-time dedicated direct jobs in the supply chain

Avoided Emissions

- Up to 95% lower emissions than open-burning alternative

Economically Intensive Business

- Total daily biomass fuel cost exceeds \$55K = lower cost to remove orchards
- Nearly \$7mm combined annual payroll
- Approx. \$29mm annual contribution to the local economies
- Sale and property tax revenue source



Challenges & Cliffs



The Challenges:

- Inherent economic challenges to biomass power
- Cost of biomass fuel vs. price for energy sold
- Short-term fuel supply contracts & long-term energy sale contracts

The Cliff:

- Expiration of Power Purchase Agreements
- Technologically viable, capital paid, all necessary resources available...
- But renewable power market is oversubscribed