



















































This document contains information that is the confidential and proprietary property of Nalcor Energy and is for the sole use of the intended recipient(s). Any use, review, reliance, dissemination, forwarding, printing or copying of this document without the express consent of Nalcor Energy is strictly prohibited.

It is important to note that the scope of work for Westney Consulting Group was for Westney to guide and facilitate the Risk Resolution® Process, using the consultants' experience to ask the right questions and, where appropriate, challenge the Nalcor Energy participant's thinking. This resulted in an outcome of the analysis that represented the best thinking and efforts of both the Nalcor Energy participants and the consultants from Westney.