

A Practical Guide to TEA

For Venture Center

May 15, 2025

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Conductor Labs

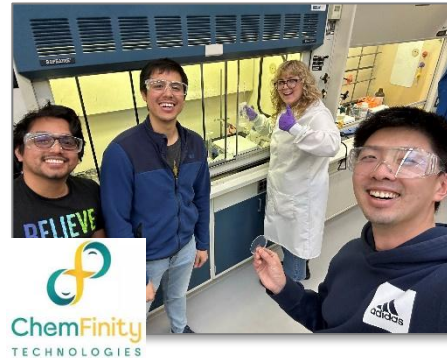
All images from
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Where do you get your **conviction**
to go on this long journey?



About me: TEAs for early-stage climate



How I got here

Industrial engineering → Mining, chemicals → AI models for insurance → Hardtech/climate entrepreneurship → Commercial support for early-stage climate → Scaling idiosyncratic commercial support



Today's agenda

Why do you need a TEA?	15min	<ul style="list-style-type: none">• Let's build the mental model first!• TEA = Analytical foundation for your company
What does good look like?	15min	<ul style="list-style-type: none">• TEA for early stage comes in different sizes• Building trust in your model
How do you build one?	20min	<ul style="list-style-type: none">• The steps to get started• Walking through an example
Now what?	5min	<ul style="list-style-type: none">• Some resources & frameworks• Reach out if you're interested in help with TEA!

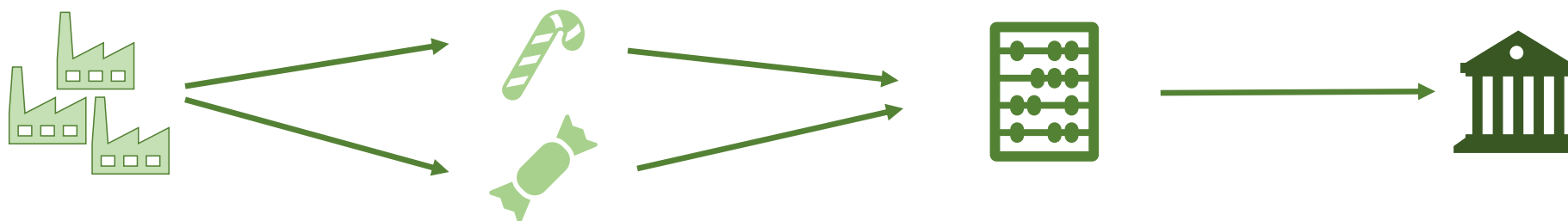
Big picture

TEA in a nutshell



Big picture

TEA's role in commercialization & strategy



Cost models @ project level

- Cost per unit (variable, fixed costs)
- Volumes
- Sensitivities

Revenue model (A)

- Addressable market (TAM, SAM, SOM)
- Pricing
- GTM strategy

Revenue model (B)

Company level financial models

- Company level GTM
- Pro forma profitability, projections
- Income statements, cash flow

Valuation model

- Capital needs
- Fundraising planning
- Equity terms
- Return on investment for investors



TEA output: some consolidated financial metric
(gross margin, cash flow, rate of return)

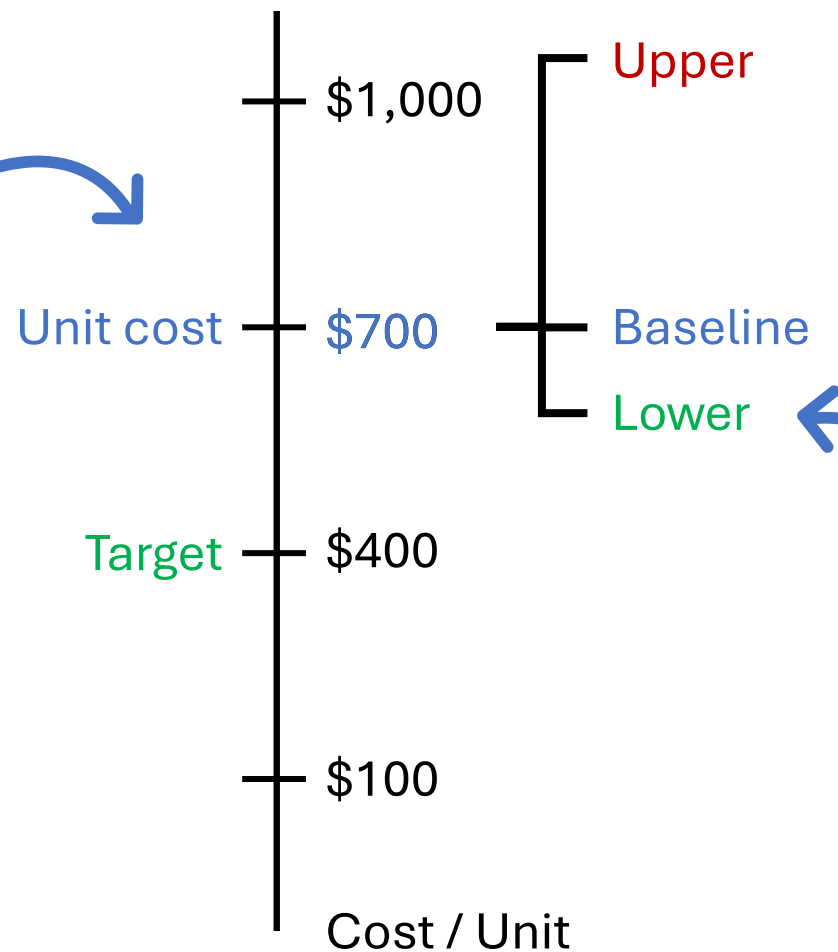
The mental model

Let's skip ahead – Let's see a TEA in action

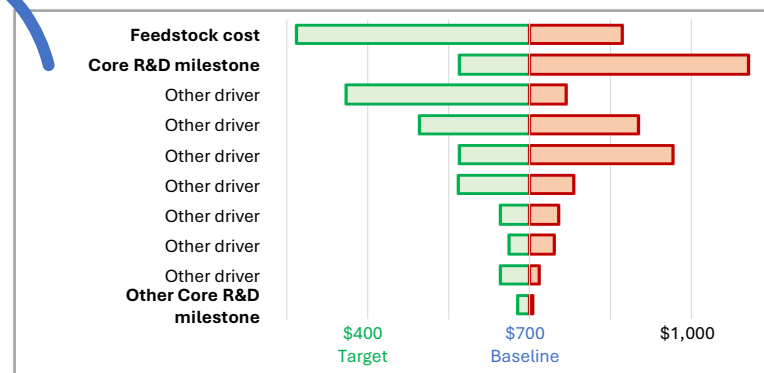
Unit Cost Summary

Annualized Economic Summary						
	System	\$ / unit product				
(+) Sales	\$ 123,525,432	\$ 2.15				
(-) Cost of goods sold	\$ 46,860,337	\$ 0.82				
Gross margin	\$ 76,665,096	\$ 1.33				
(-) Operating expenses	\$ 11,897,207	\$ 0.21				
Operating income	\$ 64,767,889	\$ 1.13				
(-) Annualized CAPEX	\$ 50,856,949	\$ 0.89				
Simplified net income (EBIT)	\$ 13,910,940	\$ 0.24	EBIT (earnings before interest & tax)			

Operational and Economic Breakdown						
Sales	Unit	Unit / hr	Unit / yr	\$ / unit	\$ / yr	\$ / unit product
Ethanol	gal	7,254	\$7,453,690	\$2.15	\$ 123,525,432	\$ 2.15
Total Sales			\$7,453,690		\$ 123,525,432	\$ 2.15
Cost of goods (COGS)						
Cost of goods (COGS)	Unit					
Corn stover	kg	104,167	825,000,000	\$0.05	\$ 38,610,000	\$ 0.67
Total primary feedstocks					\$ 38,610,000	\$ 0.67
Cellulase	kg	518	4,100,195	\$ 0.82	\$ 3,368,974	\$ 0.06
Sulfuric acid	kg	1,500	11,880,000	\$ 0.09	\$ 1,045,016	\$ 0.02
Total secondary feedstocks					\$ 4,413,990	\$ 0.08
Direct labor	FTE		49	\$ 78,750	\$ 3,836,347	\$ 0.07
Total other COGS					\$ 3,836,347	\$ 0.07
Total COGS					\$ 46,860,337	\$ 0.82
OPEX						
OPEX	Unit					
Administrative labor	FTE		10	\$ 109,591	\$ 1,067,764	\$ 0.02
Other overhead (maintenance and property insurance)					\$ 10,820,443	\$ 0.19
Total OPEX					\$ 11,897,207	\$ 0.21
CAPEX						
CAPEX	Area	Purchased cost	All-in cost	\$ / yr	\$ / unit product	
Feedstock handling	100	\$ 13,226,117	\$ 47,586,815	\$ 4,144,339	\$ 0.07	
Pretreatment & Conditioning	200	\$ 21,713,125	\$ 78,122,584	\$ 6,803,702	\$ 0.12	
Enzymatic hydrolysis	300	\$ 15,659,458	\$ 56,341,836	\$ 4,906,815	\$ 0.09	
Enzyme production	400	\$ 10,985,624	\$ 39,525,650	\$ 3,442,292	\$ 0.06	
Recovery	500	\$ 10,134,008	\$ 37,972,713	\$ 3,307,046	\$ 0.06	



Sensitivity Analysis



The mental model

Baseline question: Are you in the ballpark?

Unit Cost Summary

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Unit cost

\$1,000

\$700

Target

\$400

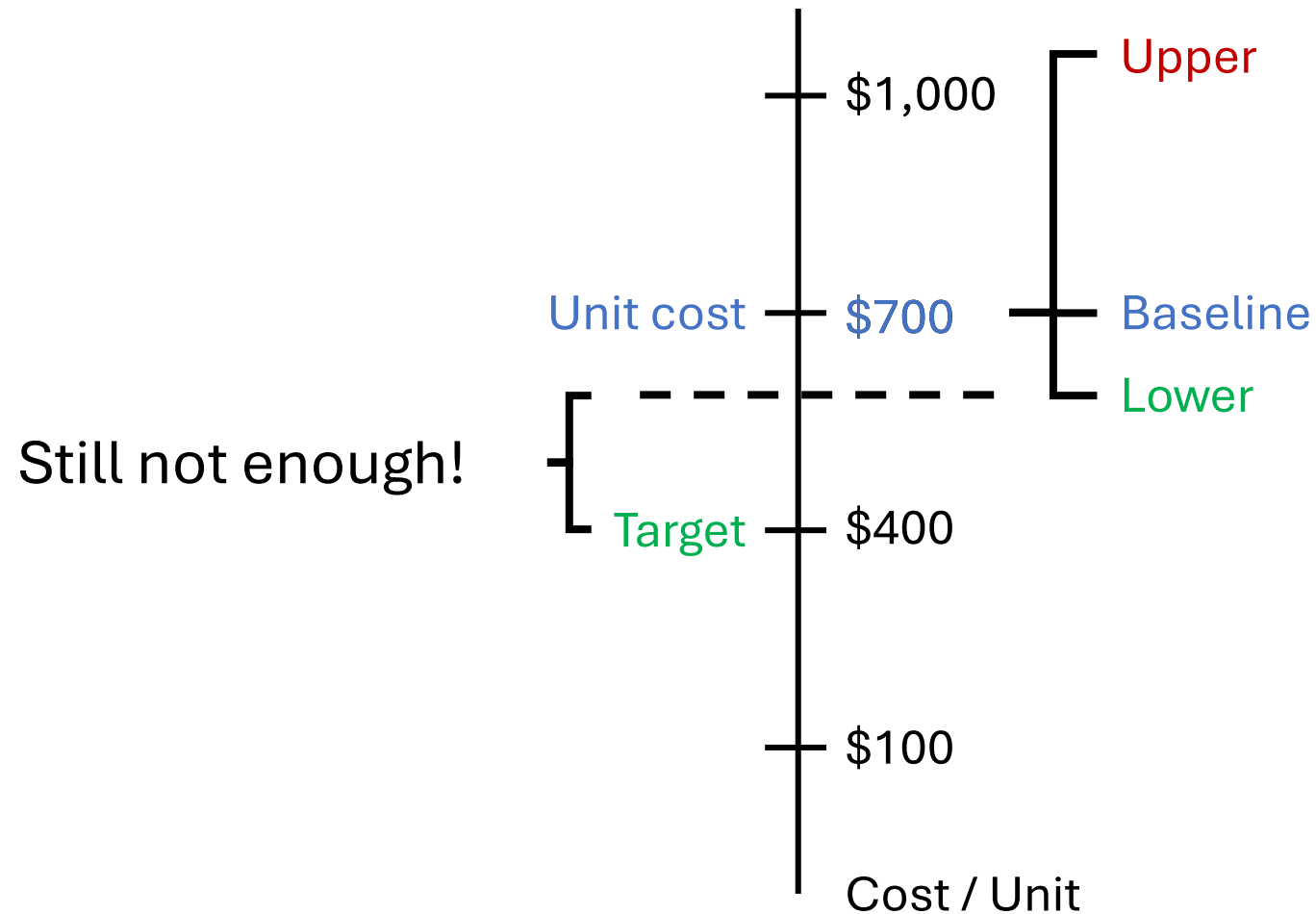
\$100

Cost / Unit

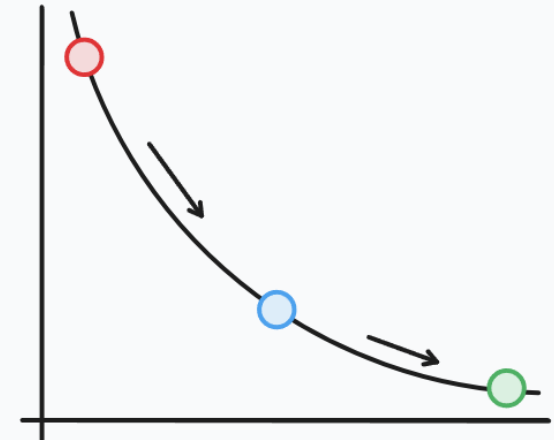
Maybe. How could you bridge the gap?

The mental model

Try adjusting core assumptions



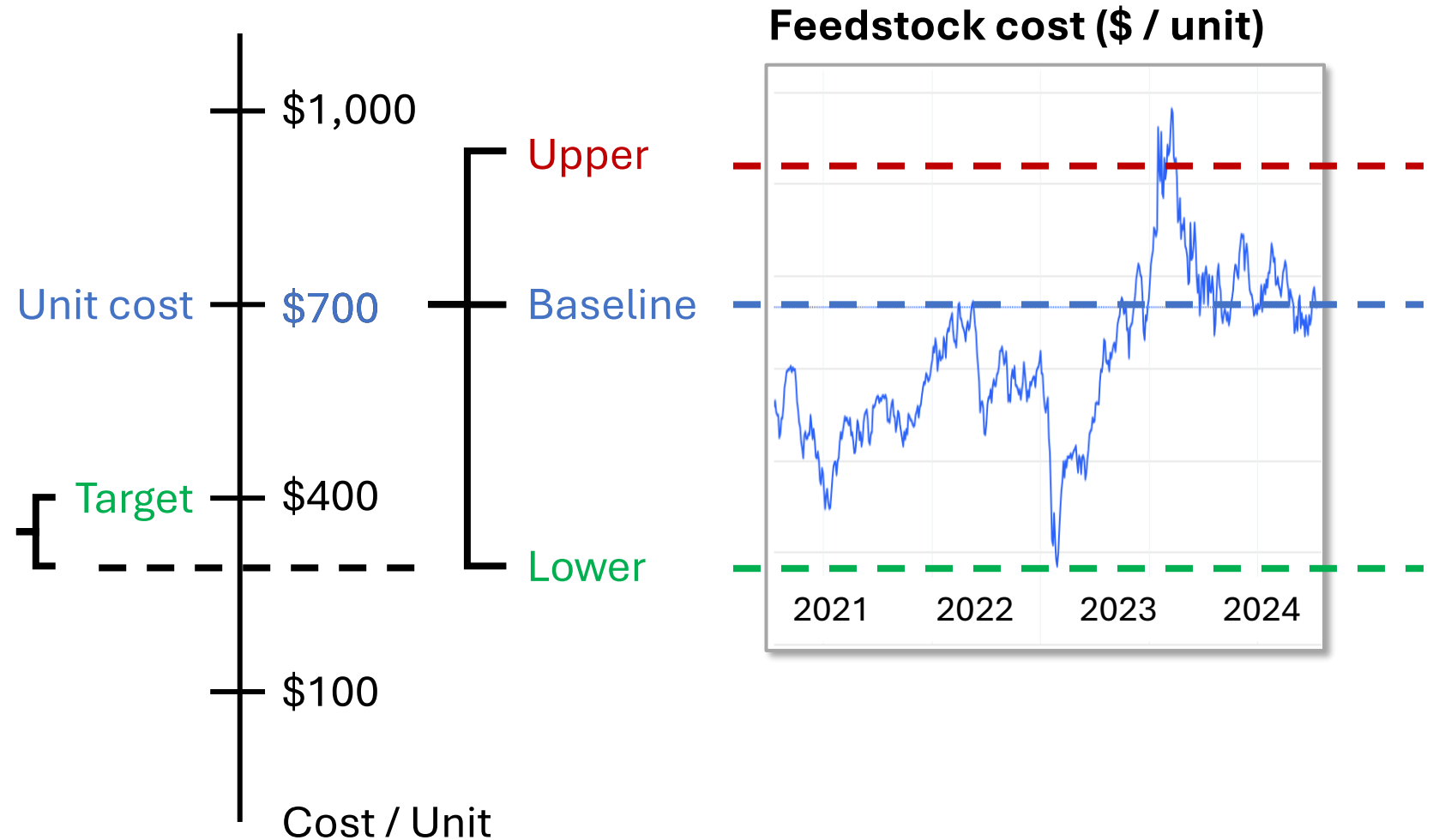
Core R&D milestone
(low, med, high)



The mental model

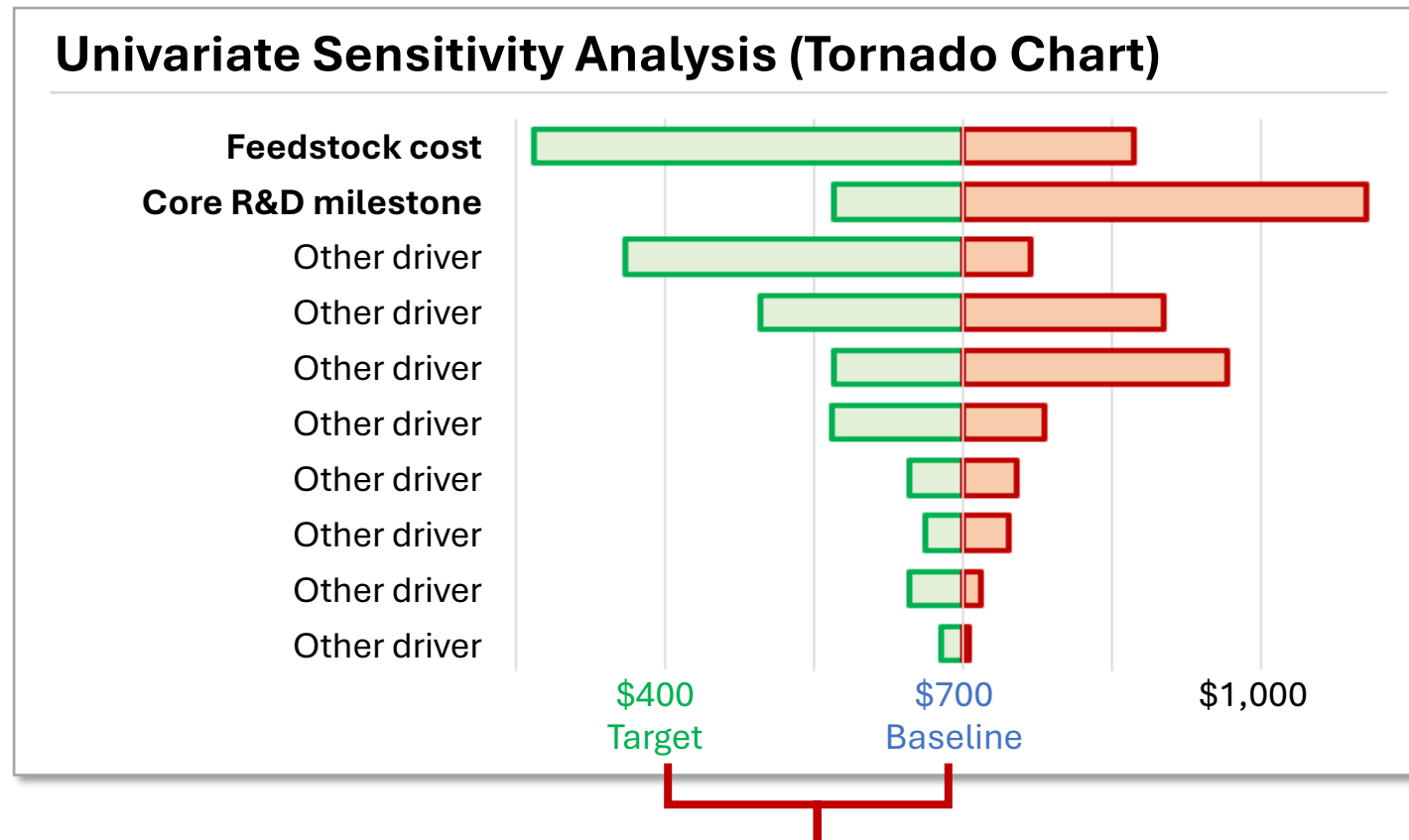
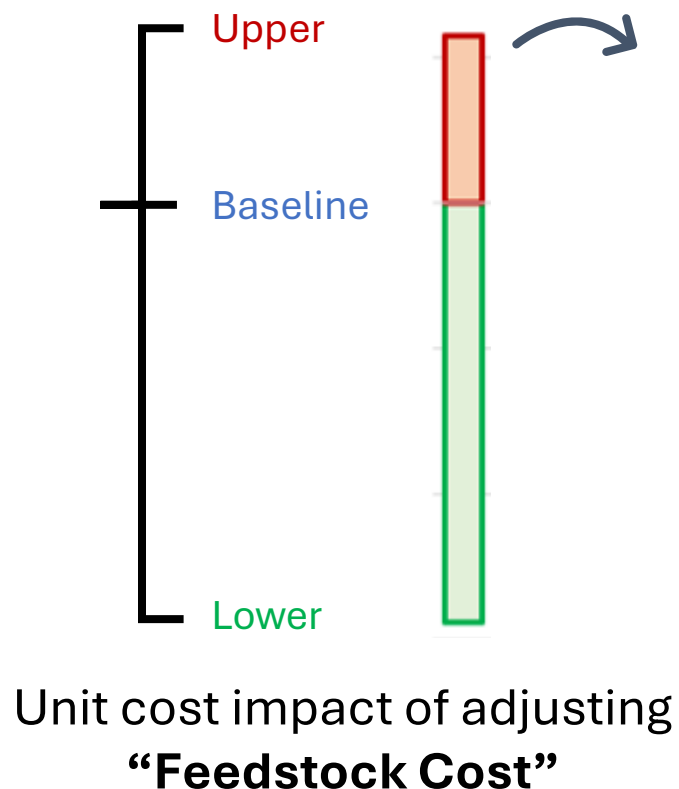
Or try adjusting other assumptions

Looking good!
But it's also out of
your hands



The mental model

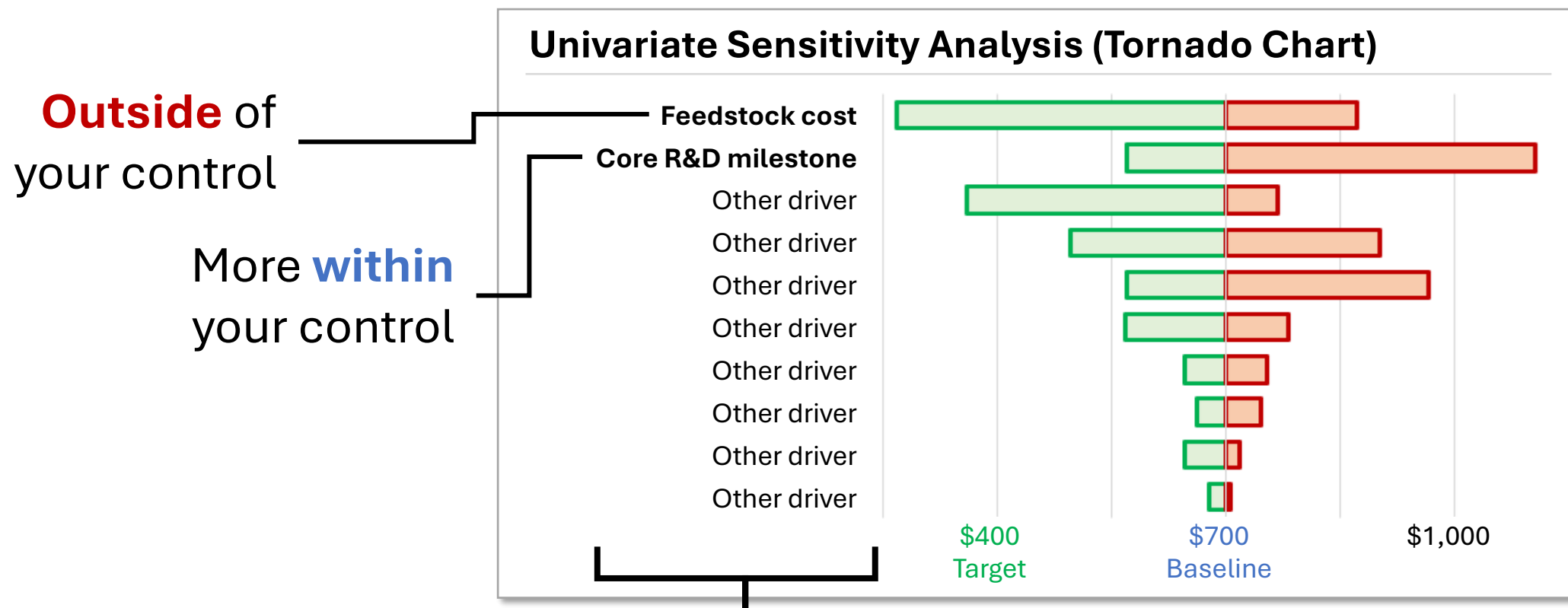
Tornado Chart: stack ranked adjustments



What would you **have to believe** to bridge this gap?

The mental model

Start by making sense of these “bets”



Your belief: **some combination & outcomes** of these bets can bridge the gap

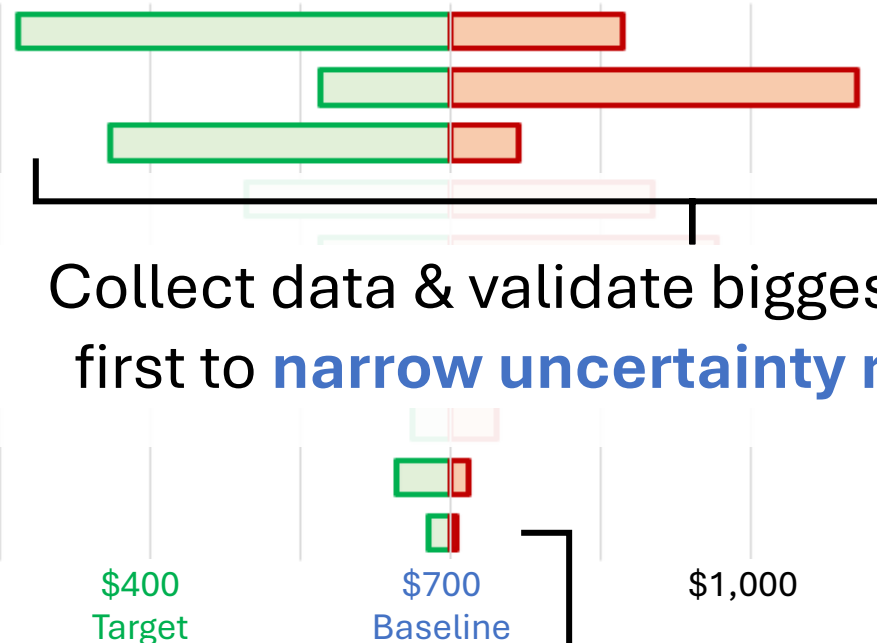
The mental model

Turn these insights into actions

Don't bet the farm
on drivers you can't
control

Univariate Sensitivity Analysis (Tornado Chart)

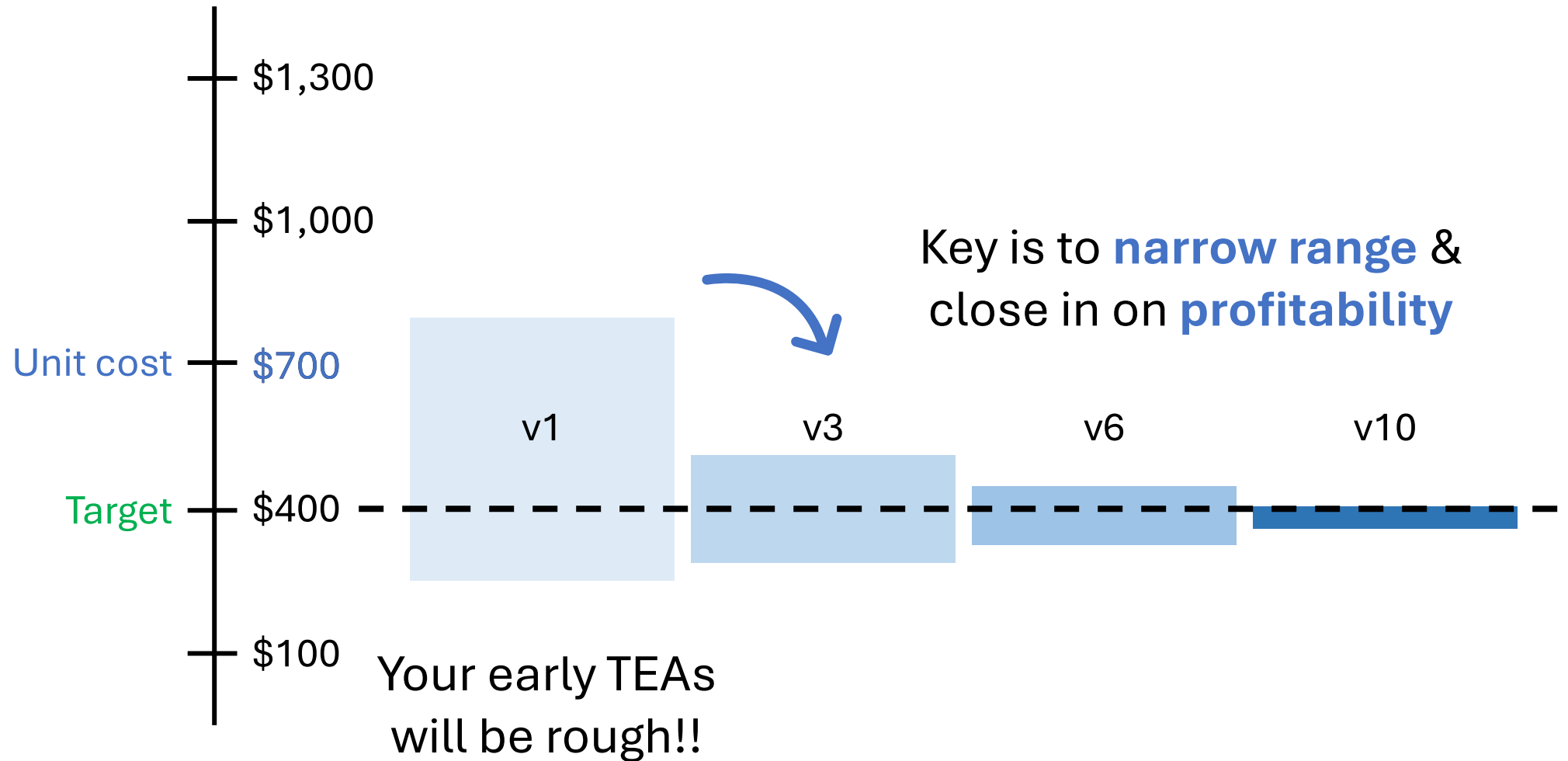
Feedstock cost
Core R&D milestone
Other driver
Other driver
Other driver
Other driver
Other driver
Other driver
Other driver
Other Core R&D milestone



Triple check & **deprioritize drivers** that
don't move the needle

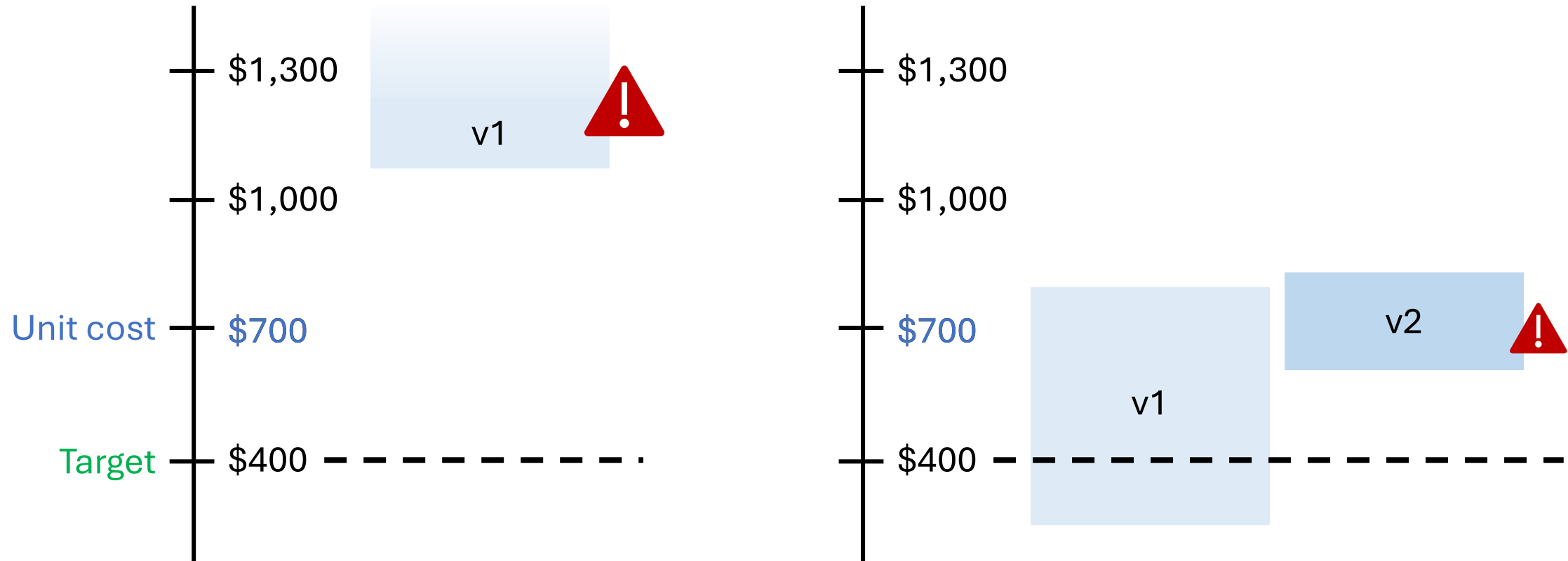
The mental model

Get started & religiously iterate



The mental model

Otherwise, how would you know where you land?



Estimate feasibility **early and often** to
avoid costly mistakes and course correct!

Today's agenda

Why do you
need a TEA?

15min

- Let's build the mental model first!
- TEA = Analytical foundation for your company

What does
good look like?

15min

- TEA for early stage comes in different sizes
- Building trust in your model

How do you
build one?

20min

- The steps to get started
- Walking through an example

Now what?

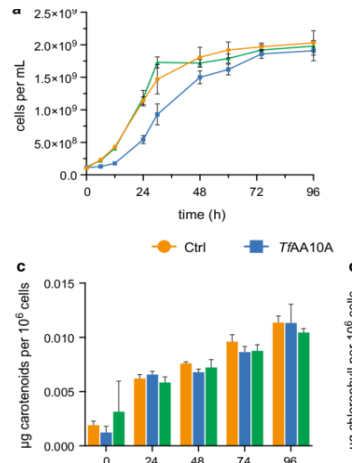
5min

- Some resources & frameworks
- Reach out if you're interested in help with TEA!

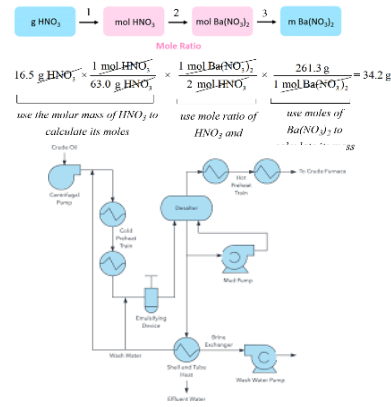


Poll: Where are you on your TEA journey?

Published research & data, no TEA



Rough process flow, “napkin math”



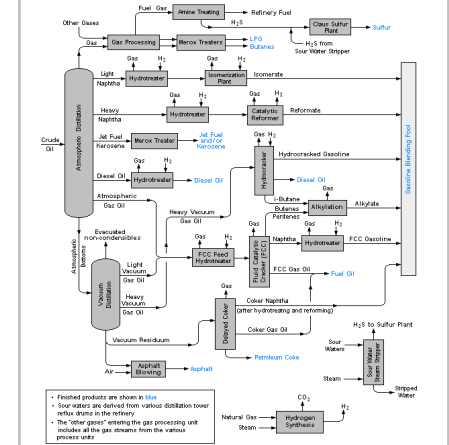
Simple TEA on 1 Excel sheet

		Small Scale (100 g/d product)			
Performance Inputs		Unit	Current results	Target	Optimistic
Voltage			1.60	1.60	1.50
Equipment Energy Capacity		kW	0.96	0.38	0.26
Number of Equipment stacks		#	0.50	0.50	0.50
Upstream Units					
Capital Costs					
Feedstock	\$/tonne_C	53,698.63	53,698.63	53,698.63	
Operating Costs					
Feedstock	\$/tonne_C	88,876.71	88,876.71	88,876.71	
Process Unit					
Capital Costs					
Normalized capital costs - power requirements	\$/kW	1,214.41	1,214.41	1,214.41	
Normalized capital costs - power density	\$/cm2	3.51	3.51	3.51	
Equipment Capital Costs	\$/tonne_C	11,484.26	3,062.47	1,640.61	
Operating Costs					
Equipment electricity cost (3c/kWh)	\$/tonne_C	2,752.02	1,100.91	737.15	
Equipment electricity cost (2c/kWh)	\$/tonne_C	1,834.68	733.87	491.43	
Equipment electricity cost (1c/kWh)	\$/tonne_C	917.34	366.94	245.72	
Downstream Units					
Capital Costs					
Membrane separation	\$/tonne_C	20,328.77	20,328.77	20,328.77	
Operating Costs					
Membrane separation	\$/tonne_C	9,587.18	9,587.18	9,587.18	
Total Operating Cost					
Operating Costs	\$/tonne_C	101,215.91	99,554.70	99,201.04	
Total Capital Cost	\$/tonne_C	85,511.66	77,089.87	75,660.01	
Total Cost	\$/tonne_C	186,727.57	176,654.56	174,869.04	
Process Efficiency/Scenario					
	Current	Base	Optimistic		
CO	-	-	-		
CH4	-	-	-		
C2H4	0.10	0.25	0.35		
H2	0.40	0.25	0.15		

TEA with some depth & analytics

Annualized Economic Summary			
Item	Unit	Value	Value
Net Sales	\$	123,525,432	2.13
Cost of goods sold	\$	48,860,337	0.85
Gross margin	\$	74,665,095	1.33
Operating expenses	\$	11,897,207	0.21
Operating income	\$	62,767,888	1.13
Amortized CAPEX	\$	30,856,849	0.55
Depreciated net income (EBIT)	\$	31,911,039	0.58
EBIT (earnings before interest & tax)	\$	31,911,039	0.58
Operational and Economic Breakdown			
Item	Unit	Value	Value
Net Sales	\$	123,525,432	2.13
Cost of goods sold	\$	48,860,337	0.85
Gross margin	\$	74,665,095	1.33
Operating expenses	\$	11,897,207	0.21
Operating income	\$	62,767,888	1.13
Amortized CAPEX	\$	30,856,849	0.55
Depreciated net income (EBIT)	\$	31,911,039	0.58
EBIT (earnings before interest & tax)	\$	31,911,039	0.58
Process Unit			
Capital Costs	\$/kW	1,214.41	1,214.41
Normalized capital costs - power requirements	\$/kW	3.51	3.51
Normalized capital costs - power density	\$/kW	3.51	3.51
Total Equipment Capital Costs	\$/tonne_C	11,484.26	3,062.47
Operating Costs			
Equipment electricity cost (3c/kWh)	\$/tonne_C	2,752.02	1,100.91
Equipment electricity cost (2c/kWh)	\$/tonne_C	1,834.68	733.87
Equipment electricity cost (1c/kWh)	\$/tonne_C	917.34	366.94
Downstream Units			
Capital Costs	\$/tonne_C	20,328.77	20,328.77
Membrane separation	\$/tonne_C	9,587.18	9,587.18
Operating Costs			
Membrane separation	\$/tonne_C	101,215.91	99,554.70
Total Operating Cost	\$/tonne_C	85,511.66	77,089.87
Total Cost	\$/tonne_C	186,727.57	176,654.56
Process Efficiency/Scenario			
CO	Current	Base	Optimistic
CH ₄	-	-	-
CH ₂	0.10	0.25	0.35
H ₂	0.40	0.25	0.15

Complex TEA (Excel, Aspen)



Increasing complexity

QR Code links to Google Forms: <https://forms.gle/KRcmCf4arvA9TBU26> (same form)



Poll: How often do you update your TEA?

Yearly

Quarterly

Monthly

Weekly

QR Code links to Google Forms: <https://forms.gle/KRcmCf4arvA9TBU26> (same form)

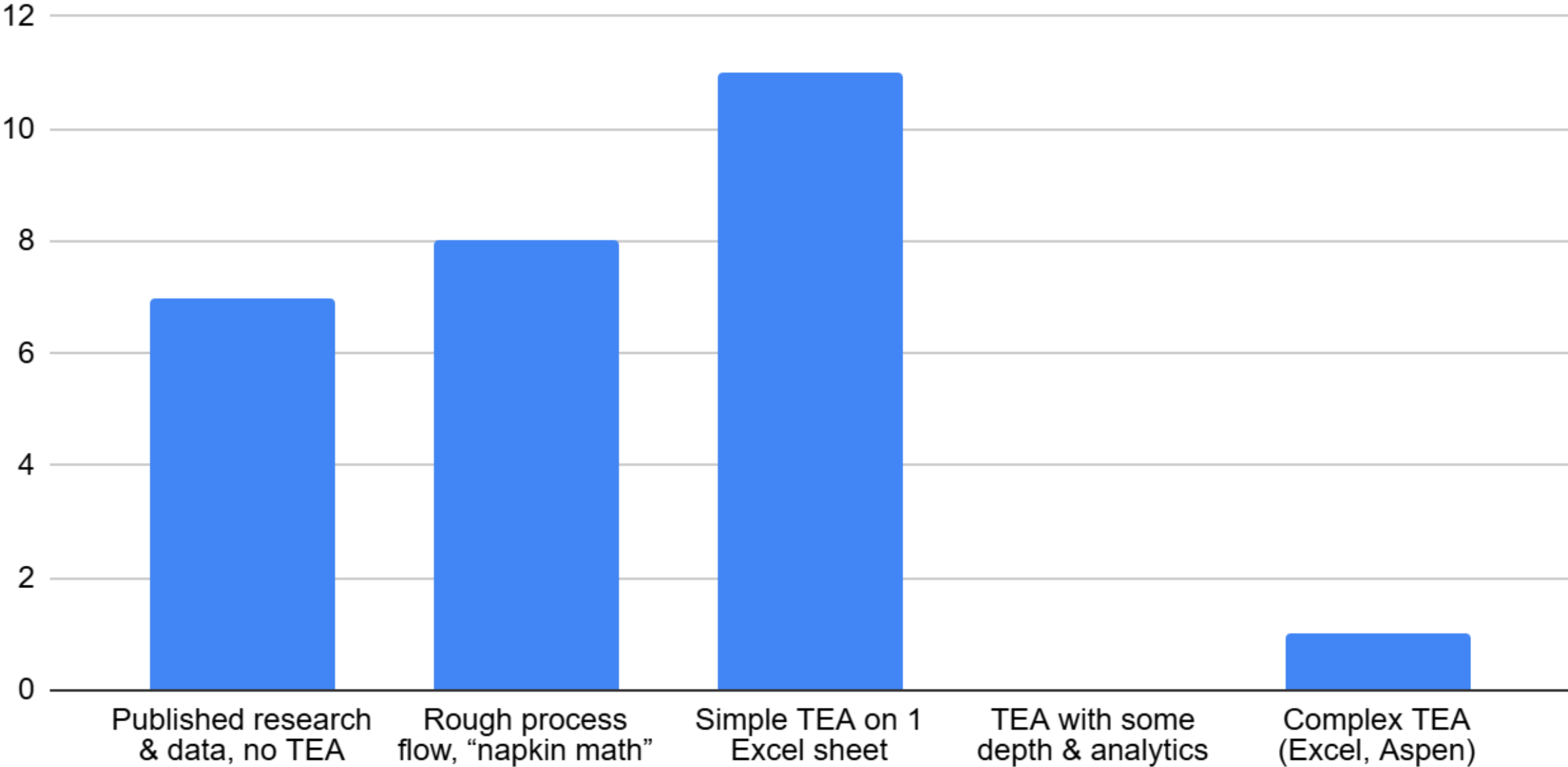


Poll: Do you feel like you have a good mental model around your company's long-term economics?

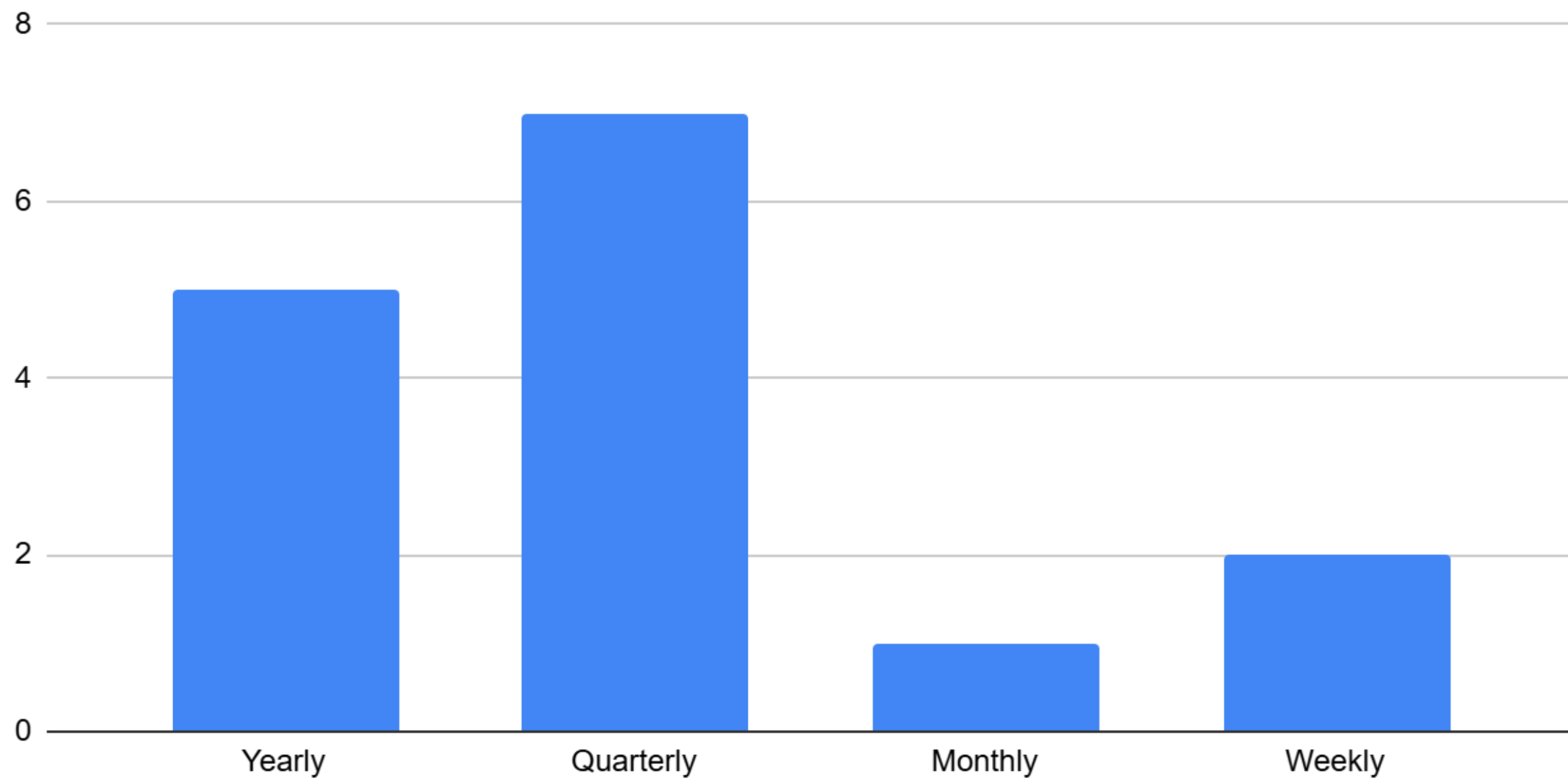


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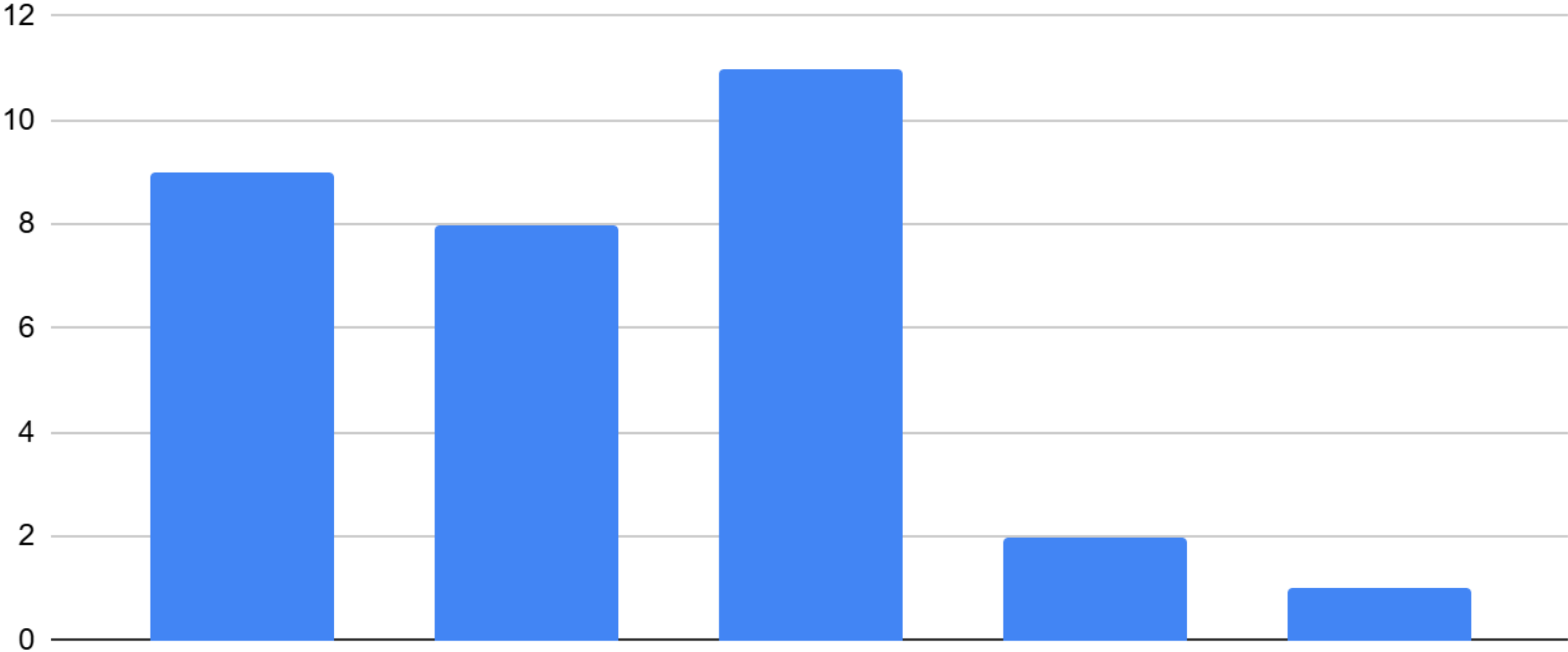
Where are you on your TEA journey?



How often do you update your TEA?



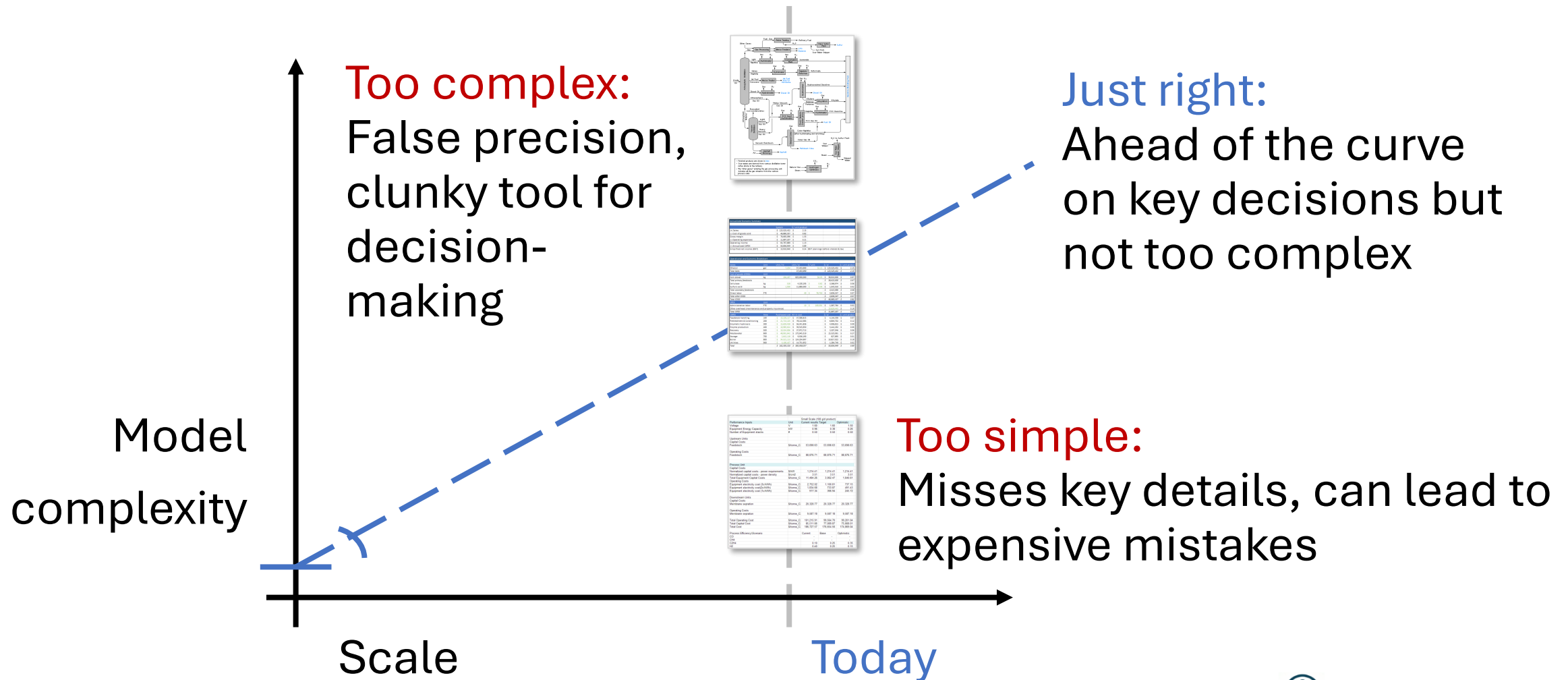
Do you have a good sense of your economics?



No idea, poor understanding

Very deep understanding

Right-sizing **your** TEA is half the battle



“TEA-Readiness-Level” can help guide you

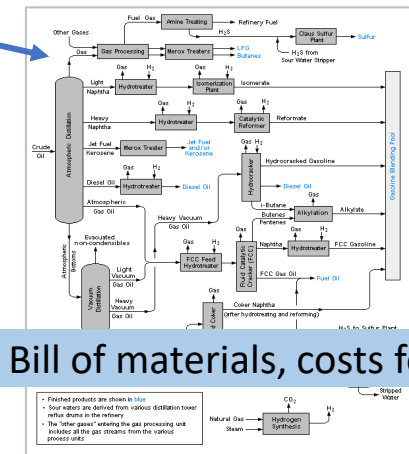
Te-RL	0-1	2-3	4-5	6-7	8-9
Technology scale	Conceptual idea	Lab scale	Pre-pilot scale	Pilot	Small demo
What it looks like	Excel: 1-2 sheets, simple process flow	Excel: 4-5 sheets, detailed process flow, sensitivities	Complex excel model for strategic planning AspenPlus for pilot design	AspenPlus: Detailed assumptions, real-world data, location specific	Industrial controls systems & planning feeding financial / operational models
Approximate effort	15 hr	75 hr	250 hr	1,000 hr+	3,000 hr+

Performance Inputs				
Unit	Small Scale (100 grid product)	Current results	Target	Optimistic
Voltage	V	1.60	1.60	1.50
Equipment Energy Capacity	KW	0.96	0.96	0.26
Number of Equipment stacks	#	0.50	0.50	0.50
Upstream Units				
Capital Costs	\$/tonne_C	53,696.63	53,696.63	53,696.63
Feedstock	\$/tonne_C	88,876.71	88,876.71	88,876.71
Operating Costs				
Feedstock	\$/tonne_C	88,876.71	88,876.71	88,876.71
Process Unit				
Capital Costs	\$/kW	1,214.41	1,214.41	1,214.41
Normalized capital costs - power requirements	\$/cm2	3.51	3.51	3.51
Normalized capital costs - power density	\$/tonne_C	11,484.26	3,062.47	1,640.61
Operating Costs				
Equipment electricity cost (3c/kWh)	\$/tonne_C	2,752.02	1,100.81	737.15
Equipment electricity cost (2c/kWh)	\$/tonne_C	1,834.68	733.87	491.43
Equipment electricity cost (1c/kWh)	\$/tonne_C	917.34	366.94	245.72
Downstream Units				
Capital Costs	\$/tonne_C	20,328.77	20,328.77	20,328.77
Membrane separation	\$/tonne_C	9,587.18	9,587.18	9,587.18
Operating Costs				
Membrane separation	\$/tonne_C	9,587.18	9,587.18	9,587.18

Gut check – are we in the ballpark

Summary									
Production overview									
Ethanol production									
Unit economics									
Corn stover feedstock									
Other COGS									
Opex									
Input capex									
Fermentation capex									
Recovery capex									
Auxiliary capex									
Total cost									
Ethanol price									
Margin, pre-tax									
Margin, post-tax									
Overall economics									
NPV									
Run rate project EBIT									

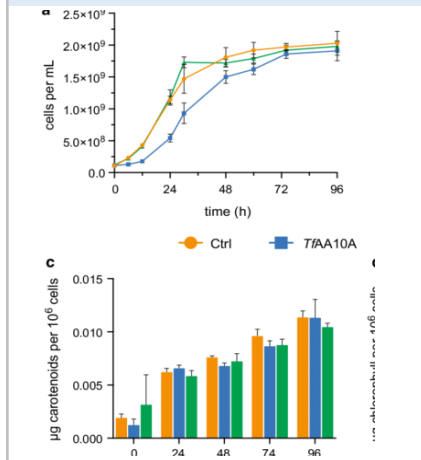
Integrated R&D & strategic planning



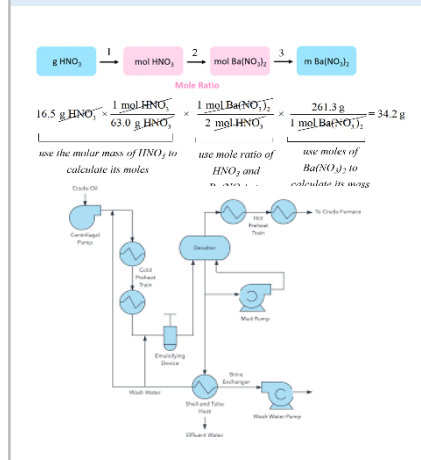
Bill of materials, costs for EPC

Almost all teams start in one of these boxes

Published research & data, no TEA



Rough process flow, “napkin math”



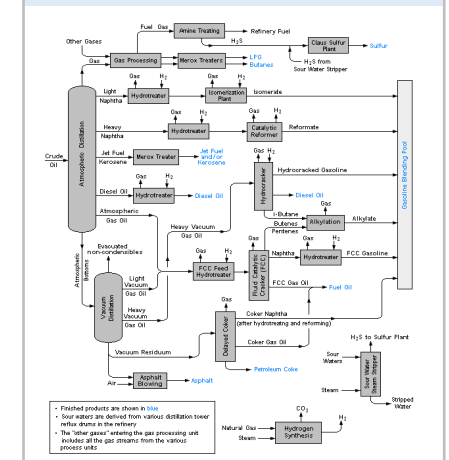
Simple TEA on 1 Excel sheet

Small Scale (100 g/d product)				
Performance Inputs	Unit	Current results	Target	Optimistic
Voltage	V	1.60	1.60	1.50
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Number of Equipment stacks	#	0.50	0.50	0.50
Upstream Units				
Capital Costs	\$/tonne_C	53,698.63	53,698.63	53,698.63
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Total				
Total Operating Cost	\$/tonne_C	101,215.91	99,564.70	99,201.04
Total Capital Cost	\$/tonne_C	85,511.66	77,089.87	75,660.01
Total Cost	\$/tonne_C	186,727.57	176,654.56	174,861.04
Process Efficiency/Scenario				
CO		-	-	-
CH4		-	-	-
CDH4		0.10	0.25	0.35
H2		0.40	0.25	0.15

TEA with some depth & analytics

Annualized Economic Summary				
Series	Value	Unit	2.0 unit product	2.0 unit product
Cost of goods sold	\$ 123,525,432	\$	2.15	
Cost of goods sold	\$ 46,880,337	\$	0.82	
Process margin	\$ 76,645,095	\$	1.33	
Operating expenses	\$ 11,897,207	\$	0.21	
Operating income	\$ 64,747,888	\$	1.13	
Depreciated COGS	\$ 20,850,949	\$	0.38	
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Operational and Economic Breakdown				
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Process Unit				
Series	Value	Unit	2.0 unit product	2.0 unit product
Capital Costs	\$ 1,214.41	\$/kW	1,214.41	1,214.41
Normalized capital costs - power requirements	\$ 3.51	\$/cm2	3.51	3.51
Normalized capital costs - power density	\$ 3.51	\$/cm2	3.51	3.51
Total Equipment Capital Costs	\$ 11,484.26	\$/tonne_C	3,062.47	1,640.61
Operating Costs				
Equipment electricity cost (\$/kWh)	\$ 2,752.02	\$/tonne_C	1,100.81	737.15
Equipment electricity cost (\$/kWh)	\$ 1,834.68	\$/tonne_C	723.87	491.43
Equipment electricity cost (\$/kWh)	\$ 917.34	\$/tonne_C	366.94	245.72
Downstream Units				
Capital Costs	\$ 20,328.77	\$/tonne_C	20,328.77	20,328.77
Membrane separation	\$ 9,587.18	\$/tonne_C	9,587.18	9,587.18
Operating Costs				
Membrane separation	\$ 9,587.18	\$/tonne_C	9,587.18	9,587.18
Total				
Total Operating Cost	\$ 101,215.91	\$/tonne_C	99,564.70	99,201.04
Total Capital Cost	\$ 85,511.66	\$/tonne_C	77,089.87	75,660.01
Total Cost	\$ 186,727.57	\$/tonne_C	176,654.56	174,861.04
Process Efficiency/Scenario				
Series	Value	Unit	2.0 unit product	2.0 unit product
CO	-		-	-
CH4	-		-	-
CDH4	0.10		0.25	0.35
H2	0.40		0.25	0.15

Complex TEA (Excel, Aspen)



Initial goal to build a baseline model with:

- Your core technology mapped out
- End-to-end flow
- Mass and/or energy balance
- Referenceable assumptions
- Simple sensitivities

Baseline model: End-to-end flow

Start with
process flow's
feedstocks

Your **Core
Tech**

Account for
big waste
streams

End with the
sellable product

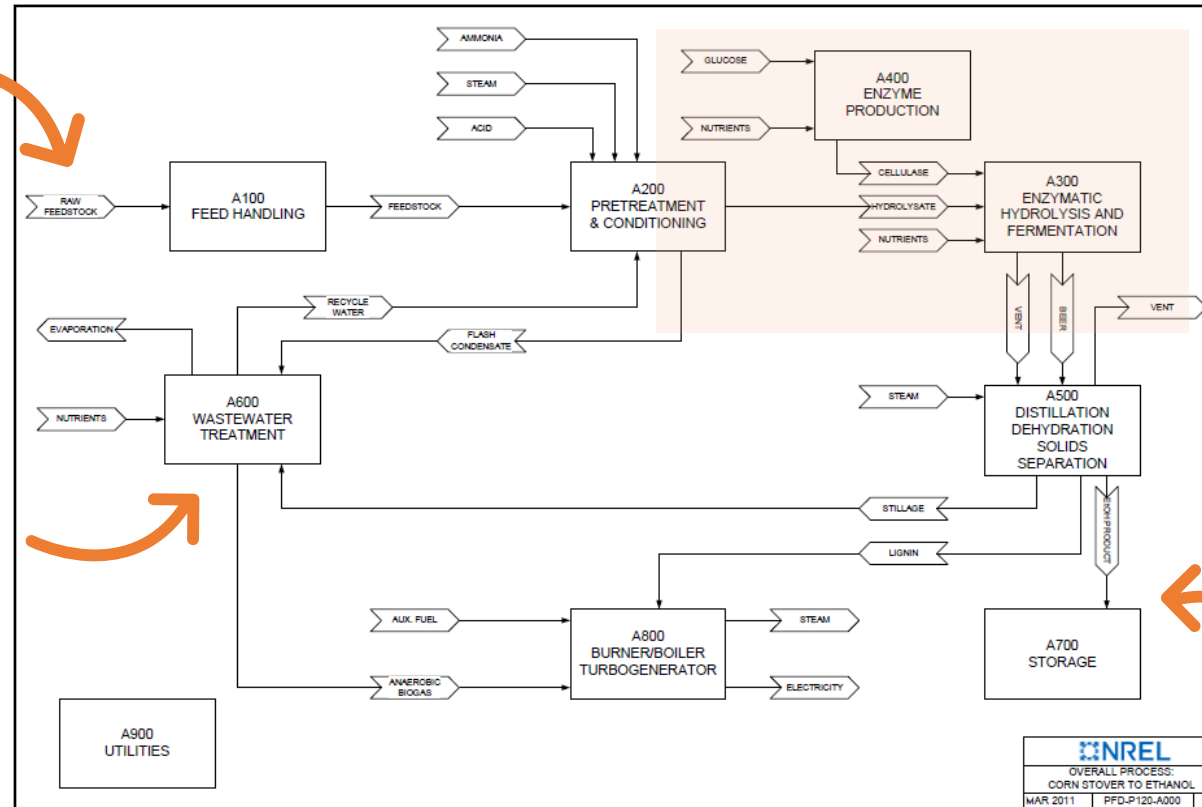
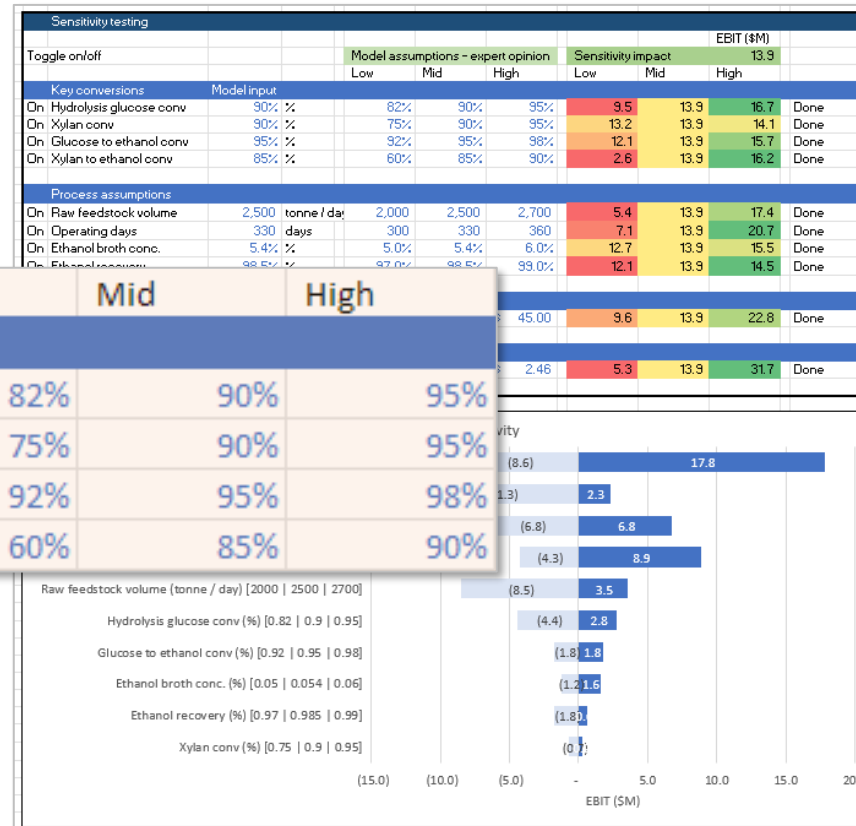


Figure 1. Simplified flow diagram of the overall process, PFD-P120-A000

Baseline model: Simple sensitivities

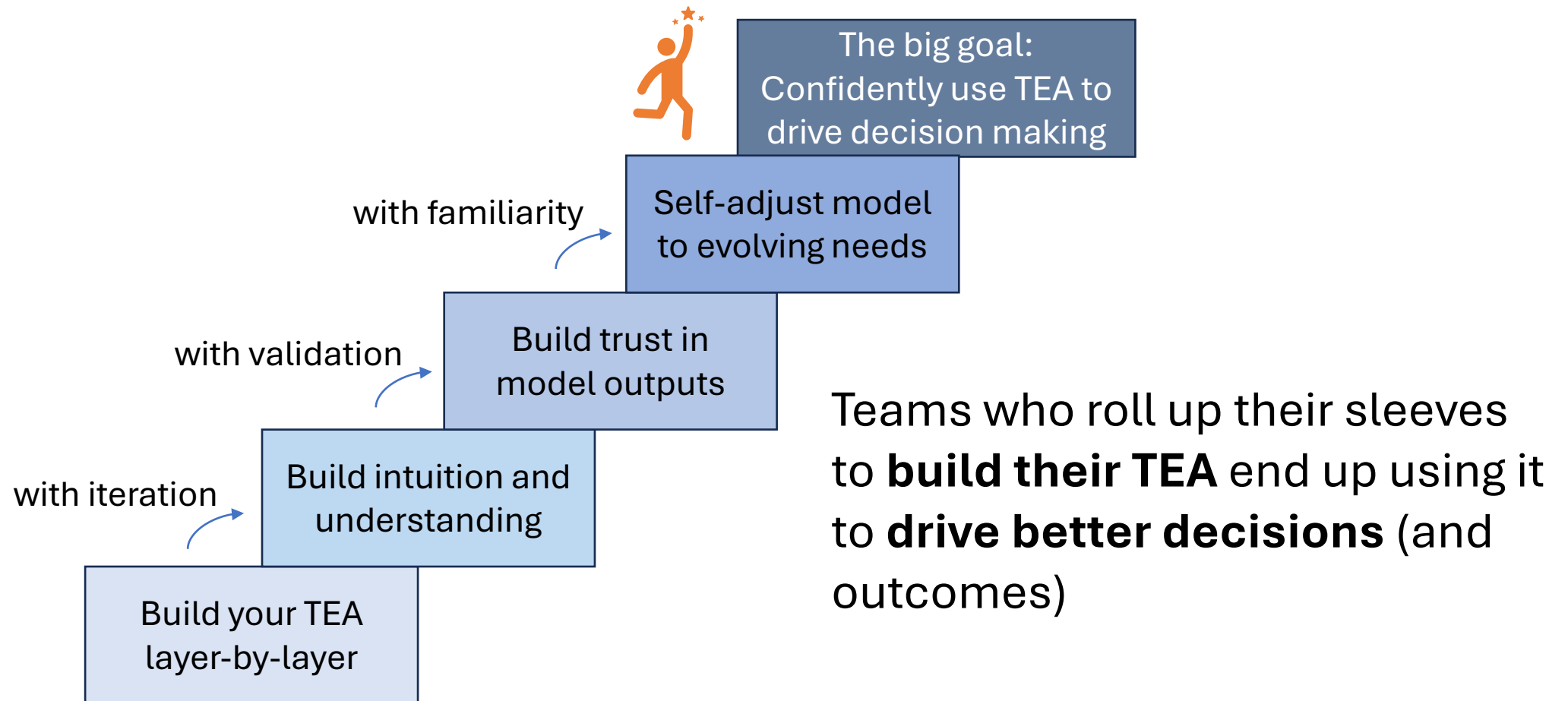
Some way to toggle between **different assumptions**

		Low	Mid	High
Key conversions				
Hydrolysis glucose conv	90% %	82%	90%	95%
Xylan conv	90% %	75%	90%	95%
Glucose to ethanol conv	95% %	92%	95%	98%
Xylan to ethanol conv	85% %	60%	85%	90%



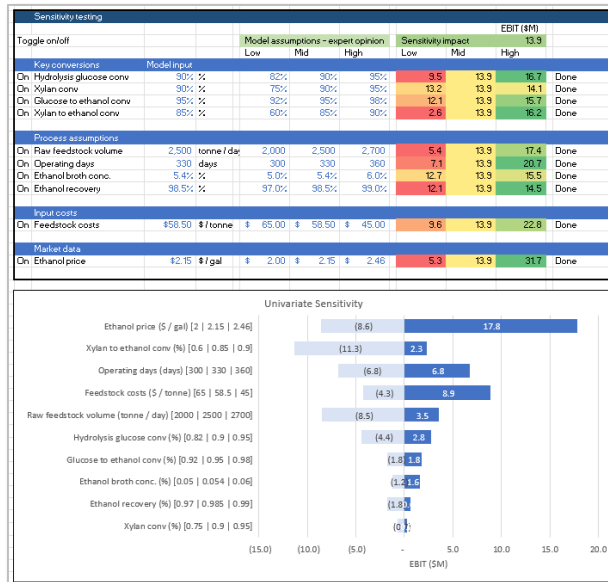
And see the **resulting impact** on economics

My observations from working with dozens of teams

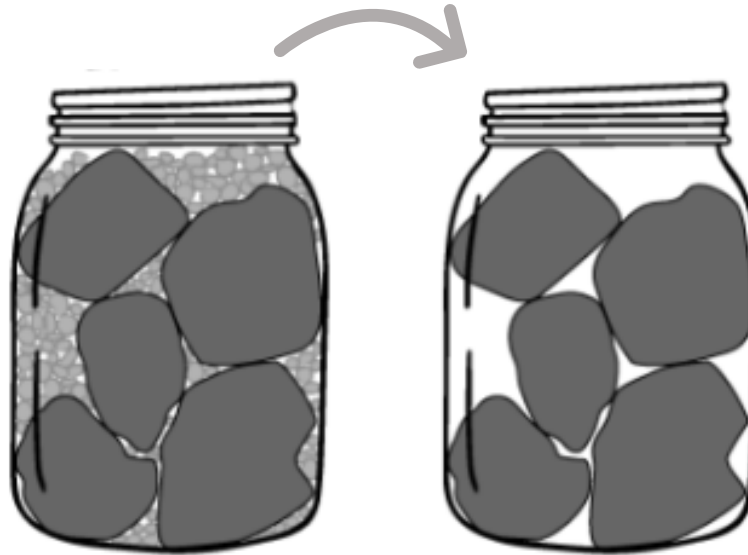


What VCs are looking for in your TEA

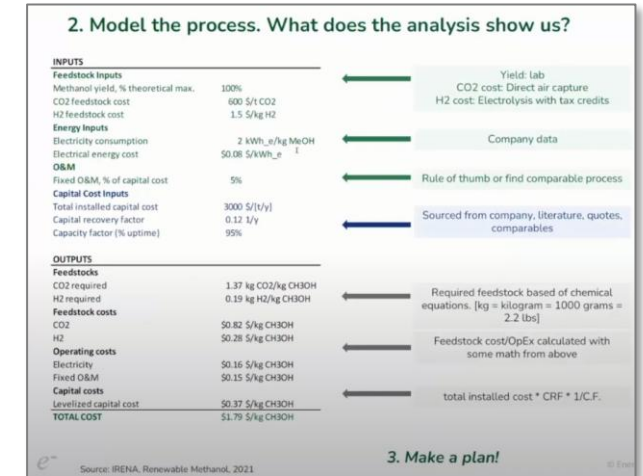
Your model



Detailed model to drive decisions AND build conviction



EIP's “10-liner” TEA



What are the **7-10 “big rocks”** that can help proxy “can I believe this?”

SOSV Summit: [EIP: Why Climate Tech Startups Need Techno-Economic Analysis](#) (@ 13:30 ish), also Catalyst has a [great podcast](#) on TEA
Mindful Ambition: jar of [rocks](#)

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What VCs are looking for in your TEA

Do I want to sign
up for this bet?

Is the impact of
team's core tech
gamechanging?

Many VCs will ask for it,
but **that's not why** you
should have one!

Univariate Sensitivity Analysis (Tornado Chart)

Feedstock cost

Core R&D milestone

Other driver

Other driver

Other driver

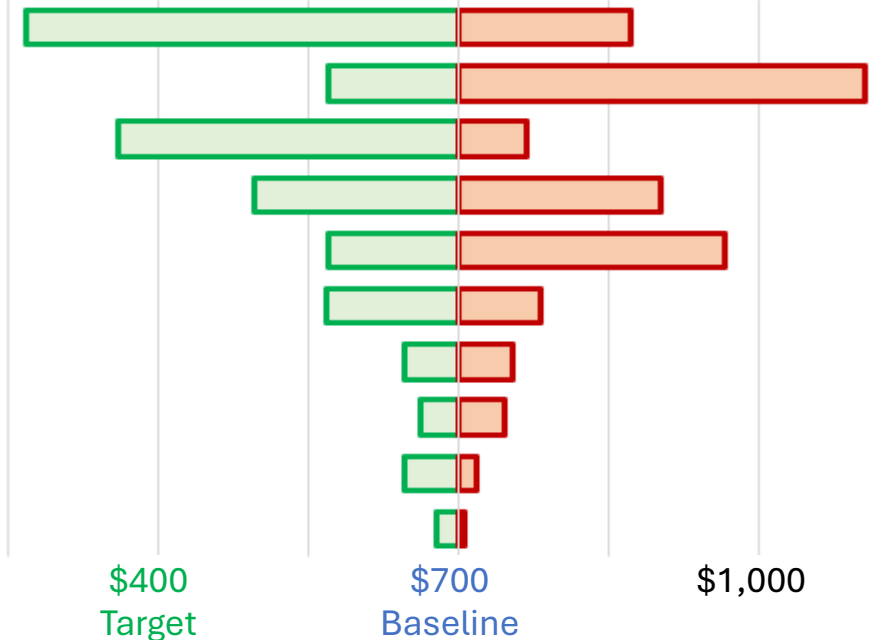
Other driver

Other driver

Other driver

Other driver

Other driver



Today's agenda

Why do you
need a TEA?

15min

- Let's build the mental model first!
- TEA = Analytical foundation for your company

What does
good look like?

15min

- TEA for early stage comes in different sizes
- Building trust in your model

How do you
build one?

20min

- The steps to get started
- Walking through an example

Now what?

5min

- Some resources & frameworks
- Reach out if you're interested in help with TEA!

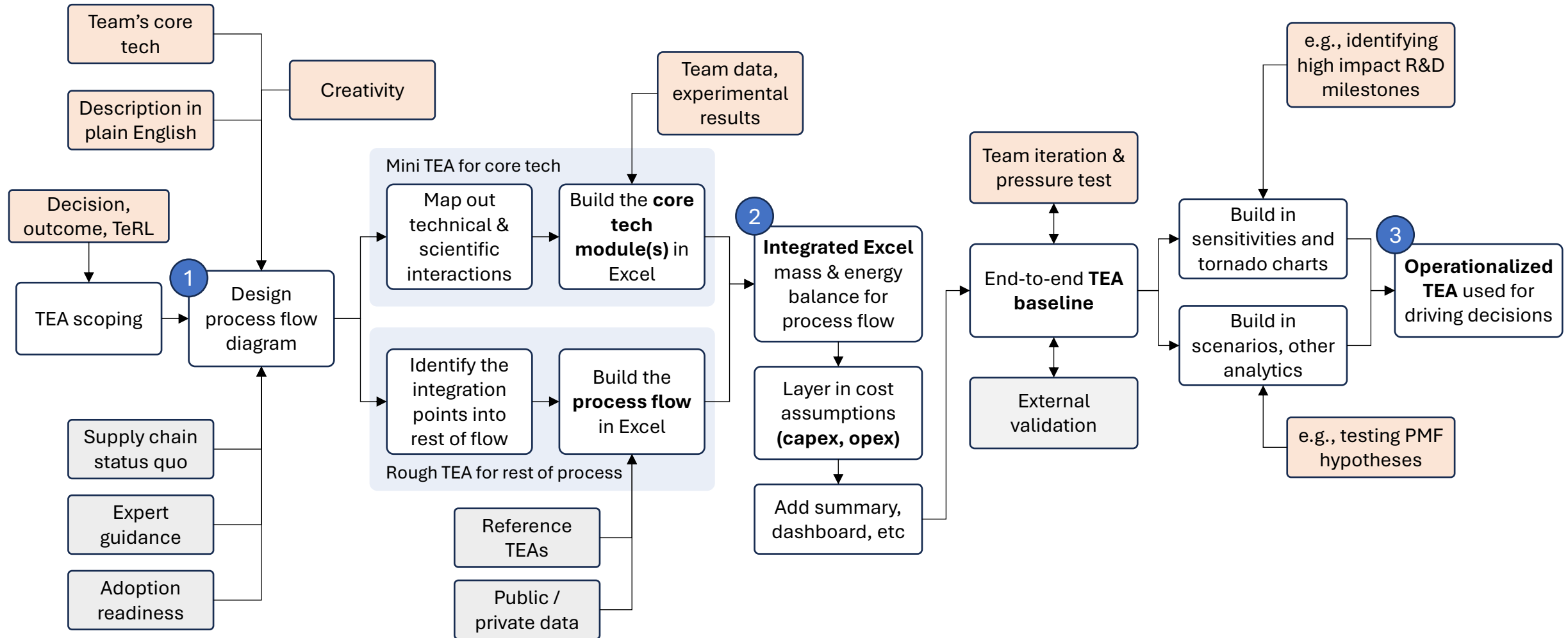
The TEA for your TEA

Team input

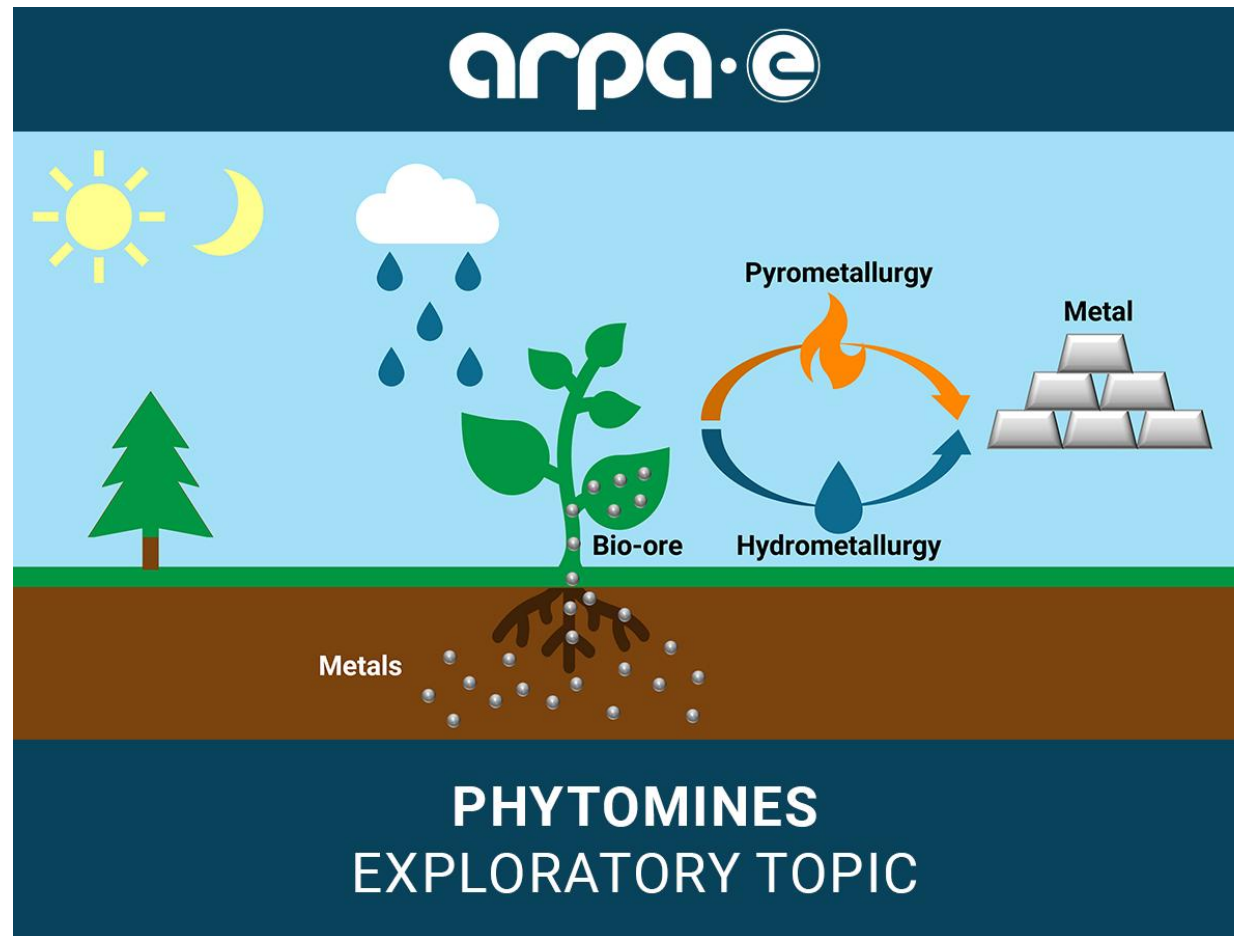
External input

TEA activities

1 Key artifacts



Let's mine some metal with plants



[ARPA-E](#) press release

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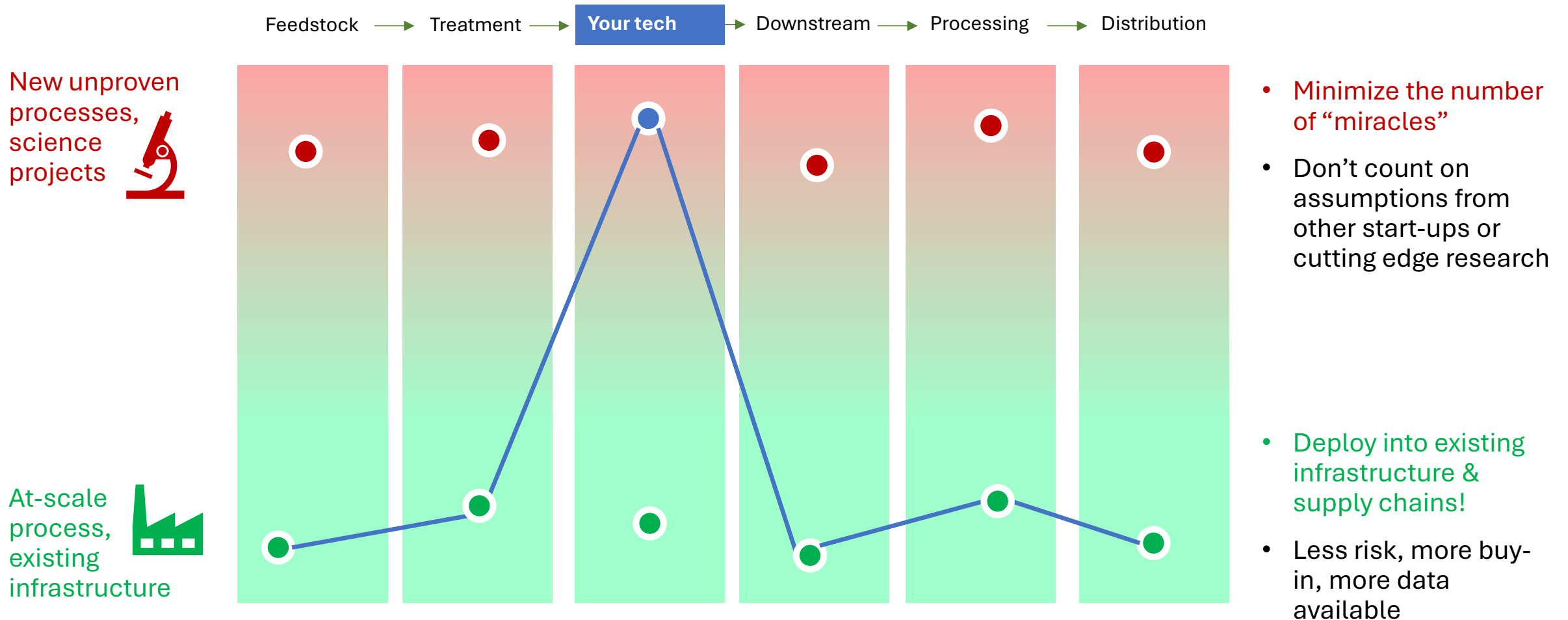
Getting started

First start with scoping

Objectives	<ul style="list-style-type: none">What decisions are you looking to drive? (set R&D milestones)What criteria are you using to make that decision? (technical feasibility, unit economic impact)	}	The why
Hypotheses	<ul style="list-style-type: none">What are considerations around pre-treatment decision?Where are there major sensitivities?What types of scenario testing would be interesting?		
System boundary	<ul style="list-style-type: none">How far upstream? Downstream?How deep to go in each?	}	The what (structure, skeleton)
Scale	<ul style="list-style-type: none">Size (usually at commercial scale)Time frame		
Level of detail	<ul style="list-style-type: none">Depth of analysis, assumptionsWhat is 'good enough'?		
Deliverable	<ul style="list-style-type: none">TimelineFunctionality	}	The how (filling in the structure)
Success criteria	<ul style="list-style-type: none">Ownership?		

Process flow design

Adoption readiness: easier to deploy or higher performance?

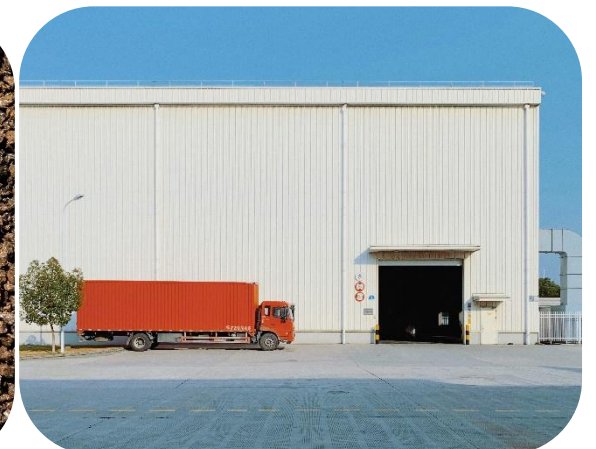
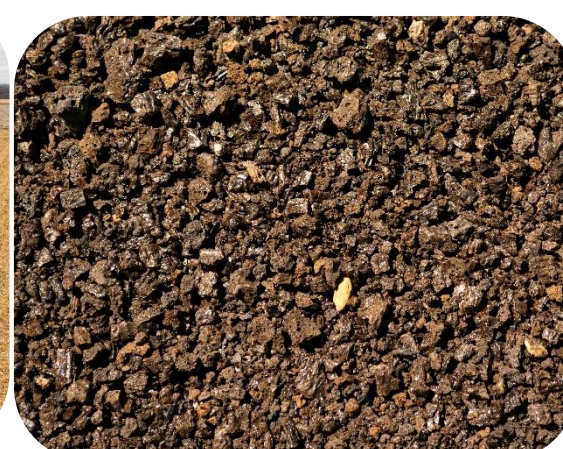


“Can we build AND scale it?” by B Capital & US DOE’s [Adoption Readiness Levels \(ARL\)](#) are helpful reads

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Process flow design

v1: Explain it Like I'm 5-years-old (ELI5)



Grow some plants in Ni
rich soil

Collect the berries

Extract the metals from
biomass

Sell the metals

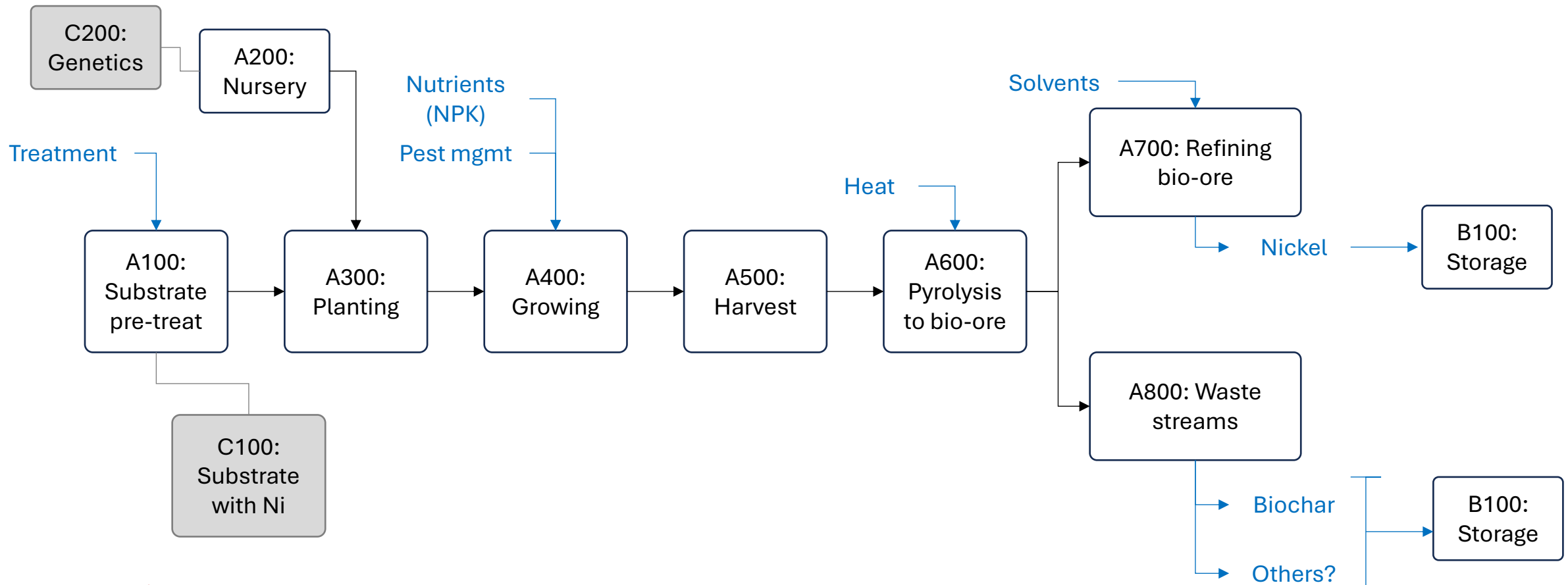
Illustrative example

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Images from Unsplash

Process flow design

v2: Finding the right amount of complexity

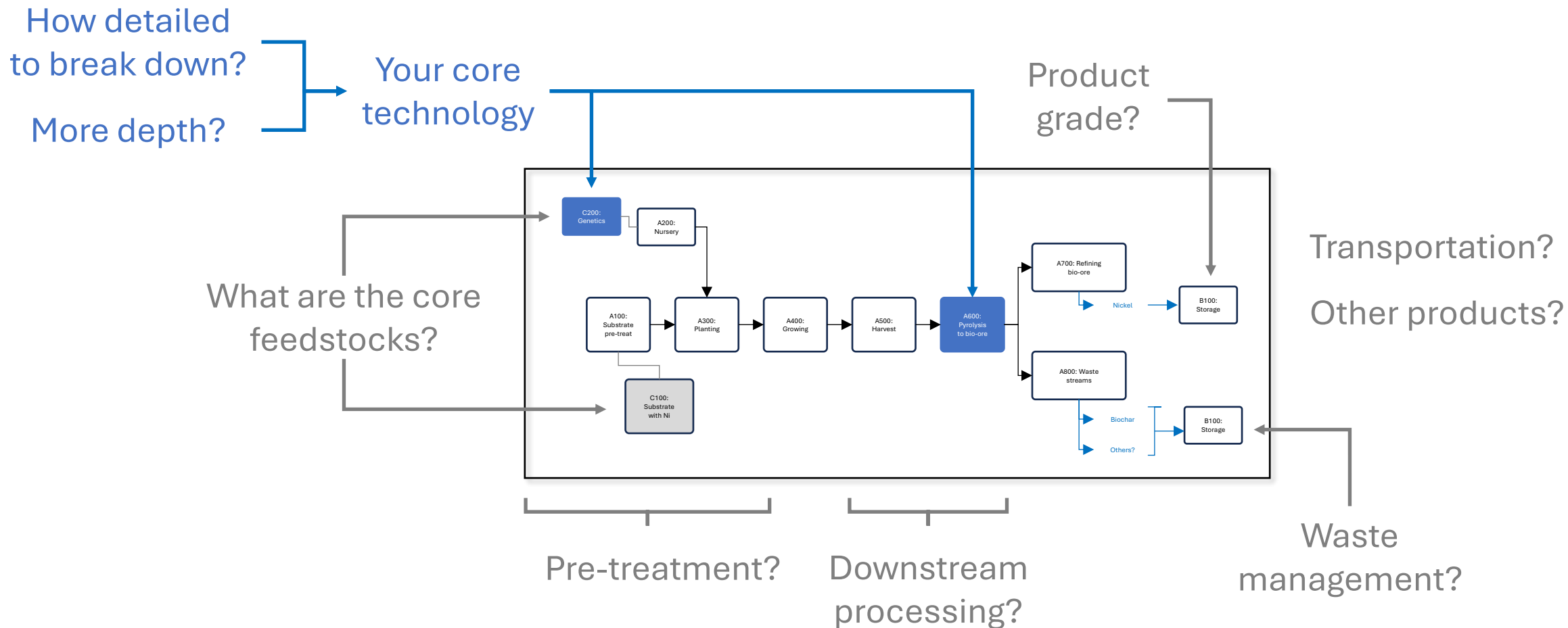


Illustrative example

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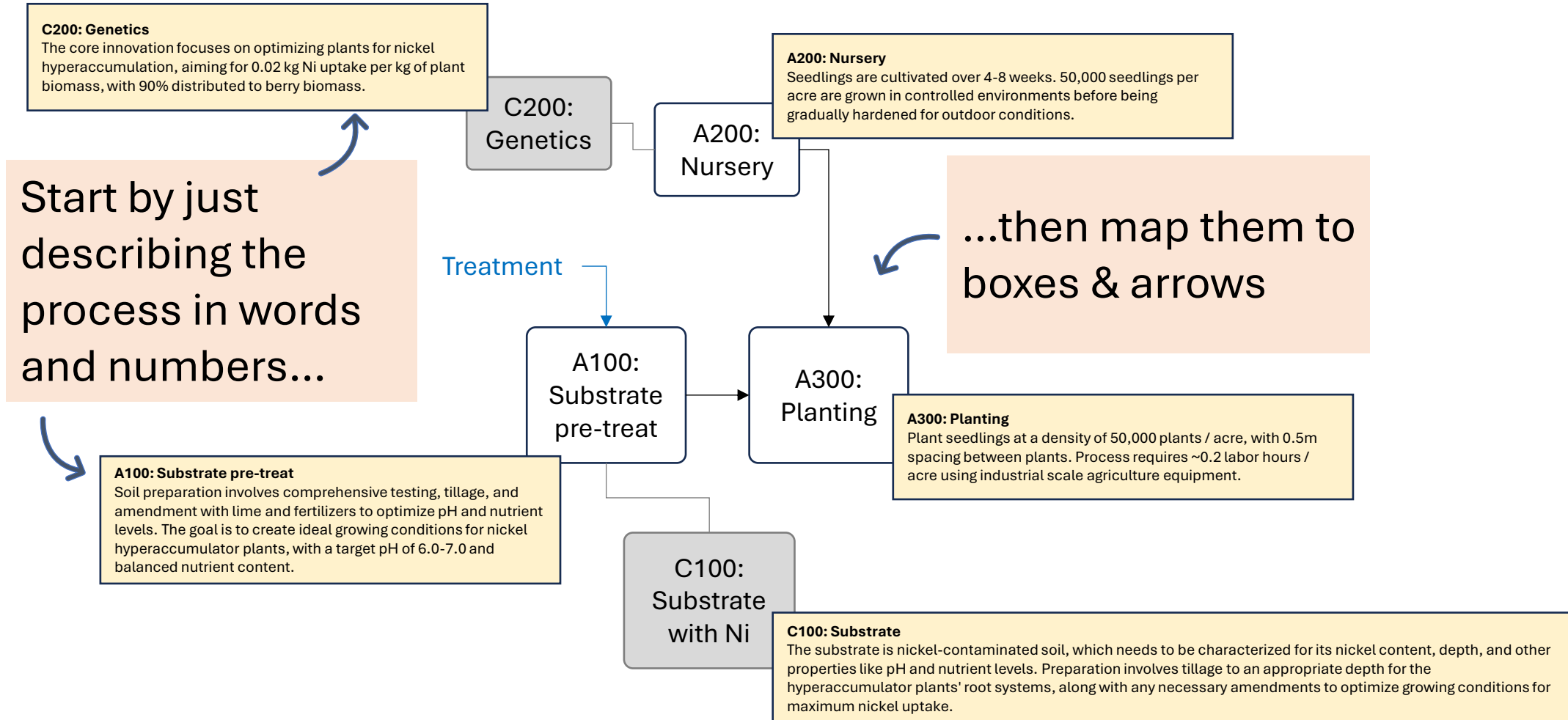
Process flow design

v3: Iterating on the process flow



Map out technical & scientific interactions

When in doubt, write it out



Illustrative example

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Map out technical & scientific interactions

Connect the words & numbers to formulas

To estimate the amount of Nickel I can recover per acre, I need to estimate how many kg of berries I'll be able to harvest from my plants, and assuming some uptake rate, can estimate the total Nickel.

$$\frac{\text{berries (kg)}}{\text{acre}} * \frac{\text{Nickel (g)}}{\text{berries (kg)}} = \frac{\text{Nickel (g)}}{\text{acre}}$$

Excel is just a way to record the “stoichiometry”

$$\frac{\text{Nickel (g)}}{\text{acre}} * \frac{\$}{\text{Nickel (g)}} = \frac{\$}{\text{acre}}$$

Once I know how much Nickel I can recover per acre, I can multiply it by the price per gram of Nickel at market value to estimate an upper bound of value per acre.

Substrate	C100		
Acre	4,047	m2	
Root depth	0.1	m	
Soil volume	405	m^3	
Loam	1.3	g / cm^3	
	1,330	kg / m^3	
Soil wt / acre	538,251	kg	
Ni concentration	2%		
Availability in topsoil	95%		
Ni available	10,227	kg / acre	
Genetics	C200		
Root depth	0.1	m	
Density (1 plant per unit area)	0.25	m^2	
Number of plants per acre	16,188	plants / acre	
Mass per plant	0.5	kg per plant at harvest	
plant biomass	8,094	kg biomass / acre	
Concentration of Ni	0.02	kg / kg plant	
Ni uptaken into plant	162	kg Ni / acre	
Innovation			
biomass per plant	0.11	kg / kg plant	
berry biomass	890	kg berry biomass	
Contribution into berry biomass	90%		
total Ni in berry biomass for recovery	146	kg Ni / acre in berry biomass	
Density of Ni in berry biomass	0.16	kg Ni / kg berry biomass	

Illustrative example

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Start with simplified financials

Line item	Category	Examples & notes
(+) Sales	Sales	Number of tonne Ni * \$ / tonne Ni = \$ sales
(-) Cost of goods sold (COGS)	Variable costs	Costs that scale directly with sales (seeds, soil fertility, solvents, hourly labor)
= Gross profit		At its core – is your tech/business profitable?
(-) Operational expenses (OPEX)	Variable costs	Costs that generally scale with sales but not directly (administrative labor, maintenance costs, power if it's not directly related to products)
(-) Annualized capital expenses (CAPEX)	Capital costs	Buildings (greenhouses, smelters) Equipment (tractors, reactors)
= Net income		Simplified profitability metric; ignores tax, interest payments, and other strategic finance levers

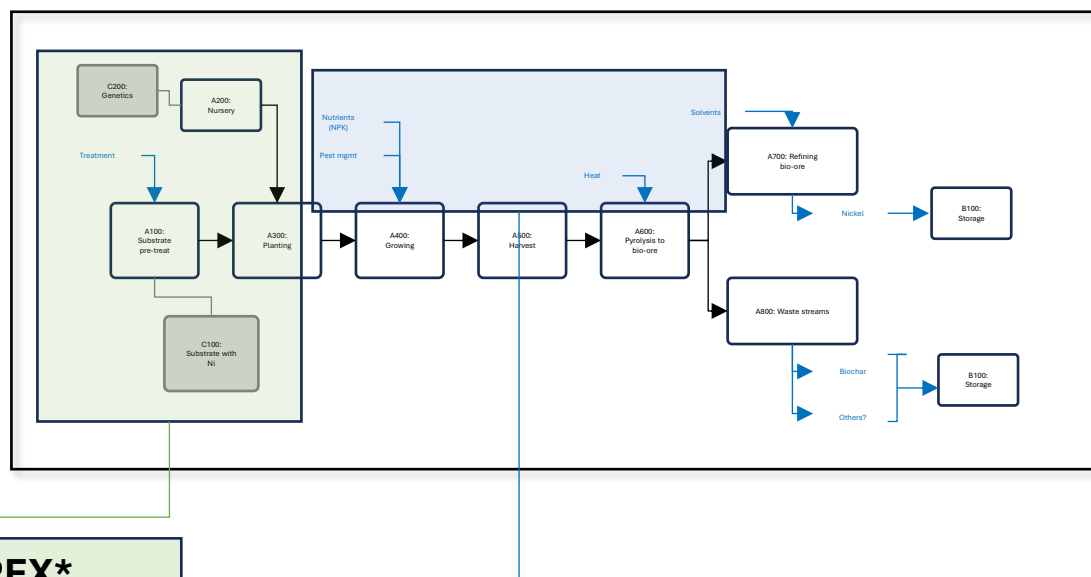
If you're early on, focus on big picture economics to make sure you're in the ballpark. Then get more detailed.

Costs: capital costs & variable costs

- Buildings
- Equipment

Find references for:

- Equipment costs & their sizing (volume, flow-rate, etc)



- Feedstock
- Other auxiliary inputs
- Waste streams

Find references for:

- Loading rates (how much X input per Y flow)
- Unit costs for each

1. Right-size each of the equipment (six-tenths rule)
2. Sum up all of the equipment and account for indirect costs
3. Annualize using capital recovery factor equation

1. Track flow-rates through your system on hourly or daily basis
2. Multiple flow-rates by unit costs
3. Annualize these costs

1. Labor – account for benefits & overhead as needed
2. Other overhead (maintenance, insurance) – find industry refs
3. Shouldn't be a big driver of costs (not where you're innovating)



CONDUCTOR LABS

Assumptions & references

Assumptions make-or-break your TEA



Teams



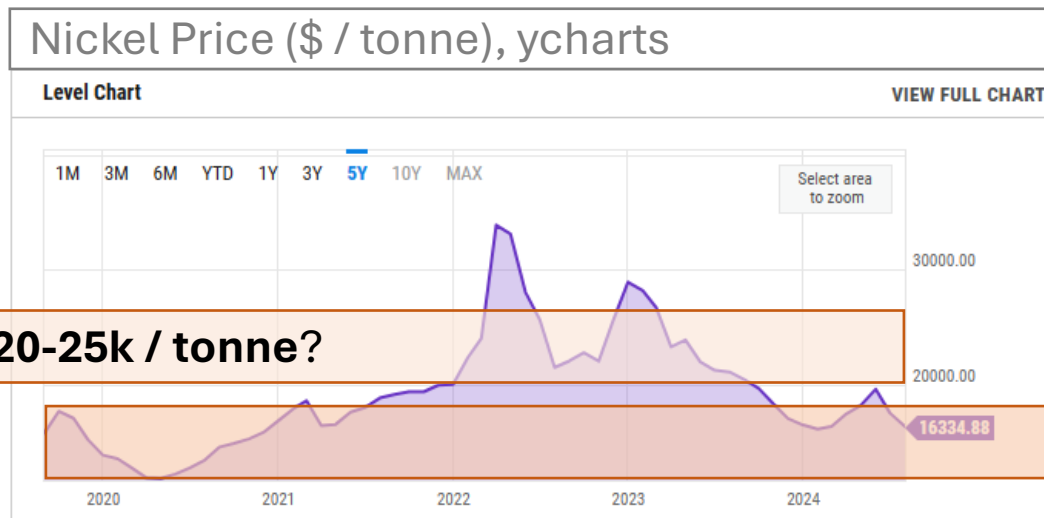
Investors, Stakeholders



Partners, Customers

More **optimistic** assumptions

More **conservative** assumptions



Selling nickel at **\$20-25k / tonne?**

vs **\$10-15k / tonne?**

Energy Impact Partners' [Catalyst Podcast on TEA](#) is great on this

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Then iterate!

Build the rest of the model & iterate

		Flow rates	\$ / unit	Unit / acre / yr	\$ / acre / yr	
		Nickel production (kg)	\$ 17.85	140	\$2,498	
		Biochar (kg)	\$ 1.00	327	\$327	
			opex	deprec.	% of total	
A100	Substrate pre-treatment	\$ 30.00	\$ 40.00	4%		
A200	Nursery (seedlings, etc)	\$ 115.36	\$ 50.00	9%		
A300	Planting	\$ -	\$ -	0%	opex assur	
A400	Growing	\$ 230.99	\$ 35.00	15%		
A500	Harvest	\$ 56.80	\$ 30.00	5%		
A600	Convert to bio-ore	\$ 327.60	\$ 351.00	38%		
A700	Refining bio-ore	\$ 151.75	\$ 280.80	24%		
A800	Waste streams	\$ 65.33	\$ 24.50	5%		
B100	Storage	\$ -	\$ 50.00	3%		
	Sub-totals	\$ 977.82	\$ 811.29	100%		
	Total cost	\$ 1,789.12				
	Revenues	\$ 2,824.52				
	Gross margin	\$1,035.40				

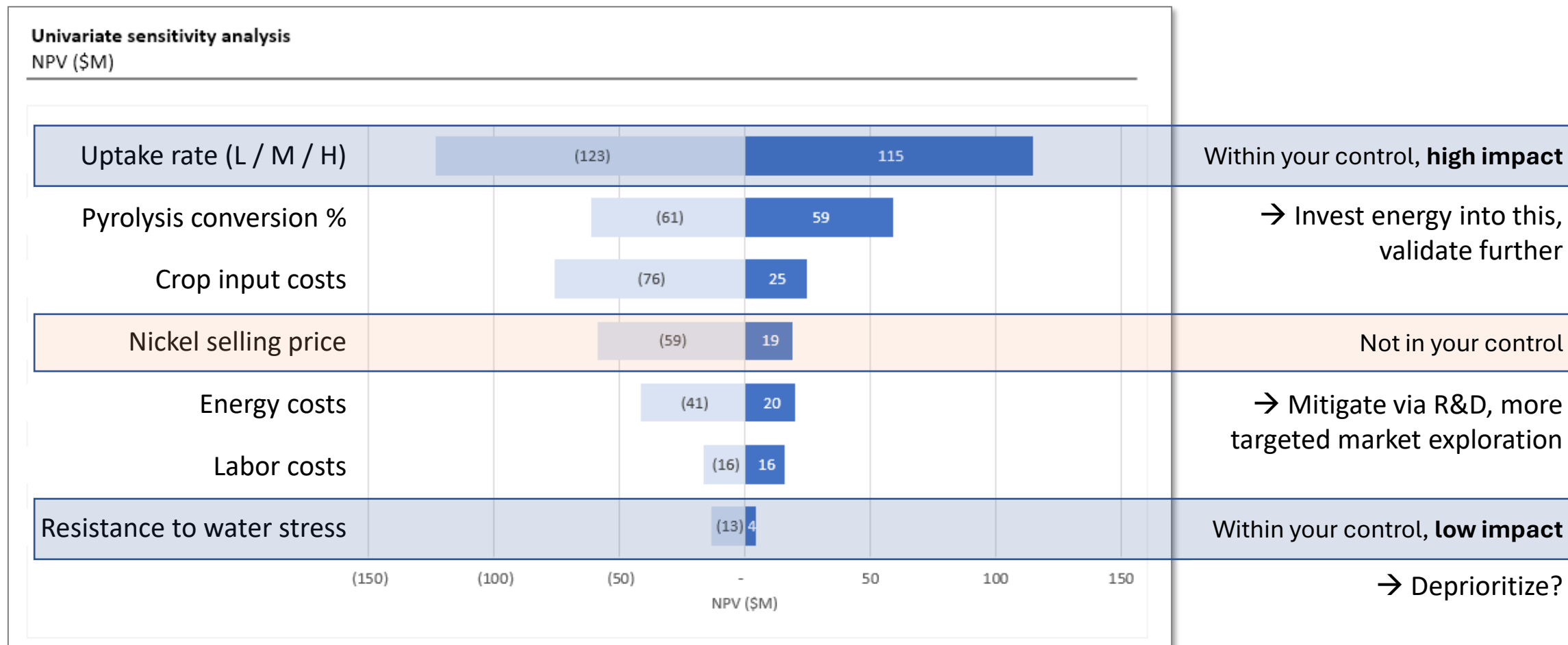
Reflecting & iterating on:

- Target the high % numbers first
- Revenues: How does mining volume change over time?
- Where does biology factor into economics?
- How do you build intuition around your process?

Illustrative example: numbers intentionally chosen for discussion only

Then iterate!

Then drive decisions... then keep iterating!!



Illustrative example: numbers intentionally chosen for discussion only

Today's agenda

Why do you
need a TEA?

15min

- Let's build the mental model first!
- TEA = Analytical foundation for your company

What does
good look like?

15min

- TEA for early stage comes in different sizes
- Building trust in your model

How do you
build one?

20min

- The steps to get started
- Walking through an example

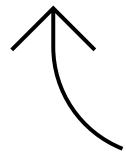
Now what?

5min

- Some resources & frameworks
- Reach out if you're interested in help with TEA!

My takeaways for you

1. **Start simple, then iterate** – focus on breadth, then depth.
Mass balance first, then layer in costs.
2. **Choose thoughtful assumptions** – once you have a TEA, the feedback loop is all about a) refining assumptions, b) seeing how things shake out, and then c) iterating.
3. TEA is **too mission critical to outsource** – you must build your own intuition, even if it's rough. Then hire someone.



Conductor's **mission**: Helping climate founders achieve these goals!

Resources

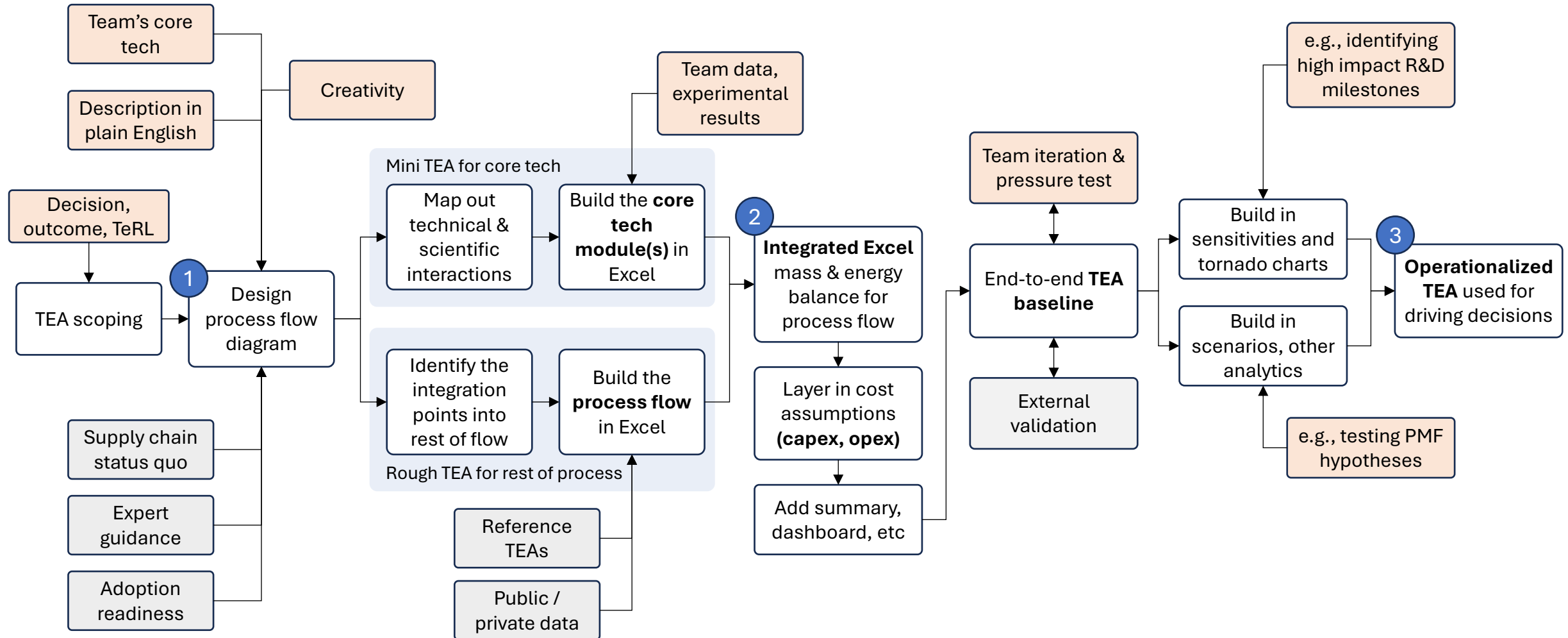
The TEA for your TEA

Team input

External input

TEA activities

1 Key artifacts



Resources

Some examples of other resources

TEA templates:

We recommend building your TEAs from the ground up, and use templates as a rough guide of what good looks like

- Activate (www.activate.org/teconomics)
- AssessCCUS (<https://assessccus.globalco2initiative.org/tea/templates-and-videos/>)
- Planet A (<https://planet-a.medium.com/a-simple-founders-guide-to-teas-b469f423a2db>)

Data & assumptions:

- IEA Global Energy and Climate Model Key Input Data (<https://www.iea.org/data-and-statistics/data-product/global-energy-and-climate-model-2023-key-input-data>)
- NREL Assumptions Baseline (electricity & transportation) (<https://atb.nrel.gov/>) (<https://atb.nrel.gov/electricity/2022/index>)
- AssessCCUS (a lot of great curated resources) (<https://assessccus.globalco2initiative.org/tea/databases/>)
- Industry operating margins (https://pages.stern.nyu.edu/~adamodar/New_Home_Page/datafile/margin.html) (a lot of financial analysis benchmarks on Prof. Damodaran's website)
- Capacity factors (key assumptions (e.g., solar isn't on all day)) (<https://atb.nrel.gov/electricity/2022/technologies>)

Calculators to gut check models:

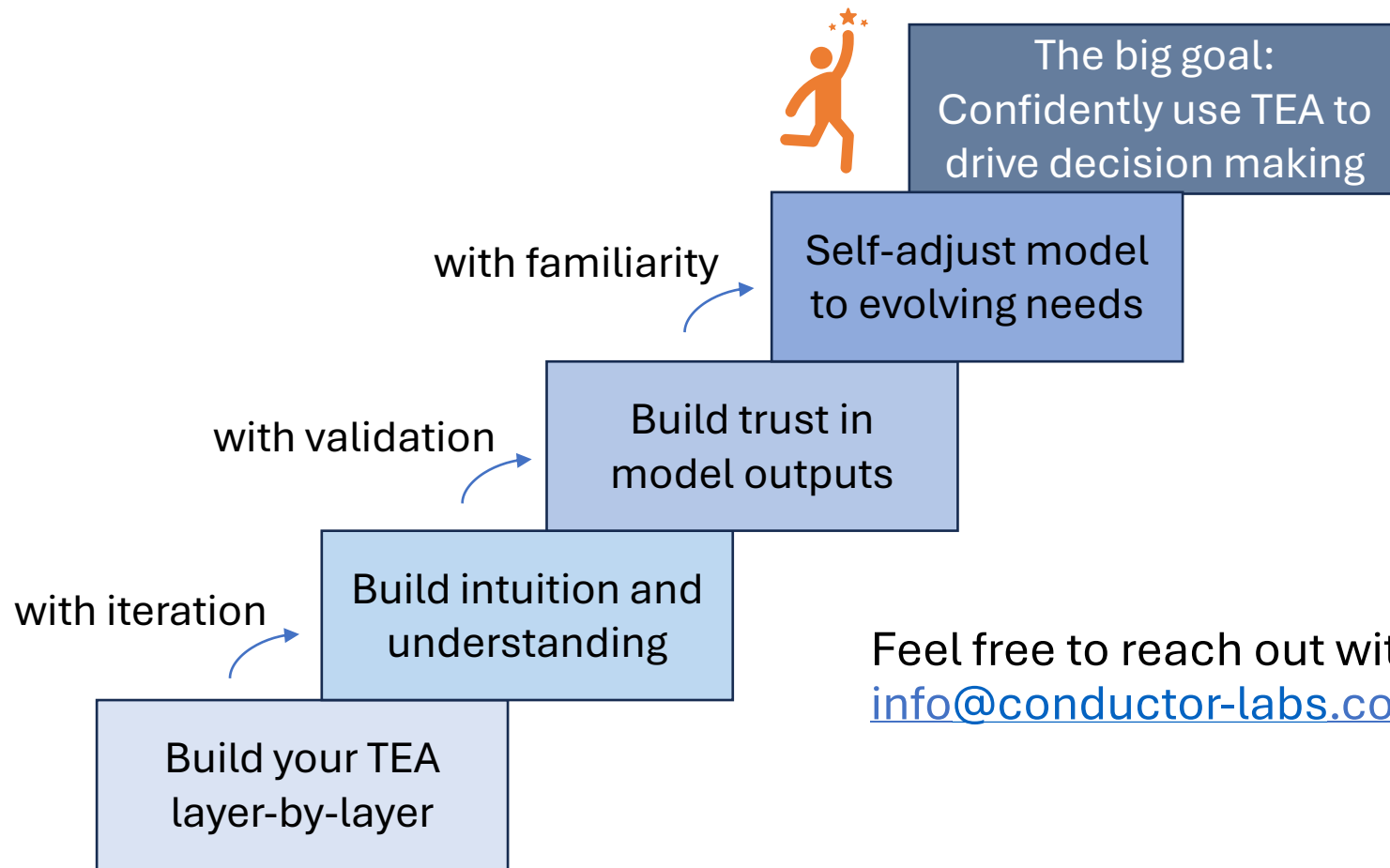
- NREL LCOE calculator (<https://www.nrel.gov/analysis/tech-lcoe.html>)

Mental model building:

- ARPA-E TEA (<https://arpa-e.energy.gov/sites/default/files/Stekli%20FOCUS%20Kickoff%20Presentation.pdf>)

Next steps

My ask: Take ownership of your TEA!



Feel free to reach out with questions or follow-ups:
info@conductor-labs.com

Appendix

Building your intuition

Technoeconomic-Readiness-Level (TeRL)

TEA-RL	0-1	2-3	4-5	6-7	8-9
Technology scale	Conceptual idea	Lab scale	Pre-pilot scale	Pilot	Small demo
What it looks like	Excel: 1-2 sheets, simple process flow	Excel: 4-5 sheets, detailed process flow, sensitivities	Complex excel model for strategic planning AspenPlus for pilot design	AspenPlus: Detailed assumptions, real-world data, location specific	Industrial controls systems & planning feeding financial / operational models
Approximate effort	5 hr	50 hr	250 hr	1,000 hr	3,000 hr
Decisions to drive	Is there even a chance for this idea to be profitable?	What R&D decisions should I prioritize? Paths to choose between?	How should we optimize the tech stack the systems level for a pilot?	How do I optimize unit processes and metrics so that we can scale?	How do I avoid costly implementation mistakes with super high fidelity modeling?
Data inputs	Desktop searches, your expert judgement	Scale-up benchmarks, desktop research for big capex, technical expert(s)	Informed estimates for capex and opex via numerous vendor quotes and practitioner interviews	Detailed capex and opex (90% of costs as a line item)	Validated costs by independent 3rd party (98% of costs as a line item), negotiated contract data

Good place to start for most early stage teams

Capex calculations

1. Six-tenths rule: Modify a reference capex datapoint to the size needed for your system

$$C_B = C_A \left(\frac{S_B}{S_A} \right)^{0.6}$$

Where C_B = the approximate cost (\$) of equipment having size S_B (cfm, Hp, ft², or whatever)
 C_A = is the known cost (\$) of equipment having corresponding size S_A (same units as S_B),
and S_B/S_A is the ratio known as the *size factor*, dimensionless.

<https://www.pdhonline.com/courses/g127/g127content.pdf>

3. Capital recovery factor: Simple way of estimating an annual capex cost, based on assumptions around plant life, cost of capital, and Total Capital Investment (see 2)

A **capital recovery factor** is the ratio of a constant annuity to the present value of receiving that annuity for a given length of time. Using an interest rate i , the capital recovery factor is:

$$CRF = \frac{i(1+i)^n}{(1+i)^n - 1}$$

where n is the number of annuities received.^[1]

https://en.wikipedia.org/wiki/Capital_recovery_factor

Calculating Annualized CAPEX*

1. Right-size each of the equipment (six-tenths rule)
2. Sum up all of the equipment and account for indirect costs
3. Annualize using capital recovery factor equation

2. Account for indirect costs: the purchase price of an equipment is only a small part of the total capex associated with that equipment. Here are some ranges & scalings to consider.

Table 6-17 Estimation of capital investment cost (showing individual components)

The percentages indicated in the following summary of the various costs constituting the capital investment are approximations applicable to ordinary chemical processing plants. It should be realized that the values given vary depending on many factors, such as plant location, type of process, and complexity of instrumentation.

- I. **Direct costs** = material and labor involved in actual installation of complete facility (65–85% of fixed-capital investment)
 - A. Equipment + installation + instrumentation + piping + electrical + insulation + painting (50–60% of fixed-capital investment)
 1. Purchased equipment (15–40% of fixed-capital investment)
 2. Installation, including insulation and painting (25–55% of purchased-equipment cost)
 3. Instrumentation and controls, installed (8–50% of purchased-equipment cost)
 4. Piping, installed (10–80% of purchased-equipment cost)
 5. Electrical, installed (10–40% of purchased-equipment cost)
 - B. Buildings, process, and auxiliary (10–70% of purchased-equipment cost)
 - C. Service facilities and yard improvements (40–100% of purchased-equipment cost)
 - D. Land (1–2% of fixed-capital investment or 4–8% of purchased-equipment cost)
- II. **Indirect costs** = expenses which are not directly involved with material and labor of actual installation of complete facility (15–35% of fixed-capital investment)
 - A. Engineering and supervision (5–30% of direct costs)
 - B. Legal expenses (1–3% of fixed-capital investment)
 - C. Construction expense and contractor's fee (10–20% of fixed-capital investment)
 - D. Contingency (5–15% of fixed-capital investment)
- III. **Fixed-capital investment** = direct costs + indirect costs
- IV. **Working capital** (10–20% of total capital investment)
- V. **Total capital investment** = fixed-capital investment + working capital

https://books.google.ca/books/about/Plant_Design_and_Economics_for_Chemical.html?id=3uVFkBBHyP8C&redir_esc=y