nordform GROUP

A decision-ready FEL 1 package in 4–6 weeks, for a fixed fee

Comparable options on the same assumptions, cost ranges instead of point estimates, and a written recommendation your board can test.

PREPARED FOR
Your company

REVISION
Sample

DATE
Sample offer

One decision, prepared in 4–6 weeks

You get a FEL 1 package that supports one decision: [decision question, e.g. keep, close, convert or sell a line, or how to use a side stream]. Every option is built on the same assumptions, every number traces to its source, and the model stays open for your team to test.

- **Options you can compare.** Every option uses the same prices, volumes and boundaries, so differences come from the options, not from the assumptions.
- **A business case first.** The business need and objectives are written down before any option is costed, so every option answers the same question.
- **Ranges, not false precision.** Capex carries its accuracy class and range, agreed with you at kickoff. You see which two or three variables decide the outcome.
- **Kill criteria up front.** Each option states the conditions under which it should be stopped, so the gate can say no early.
- **A plan for FEL 2.** If the answer is go, you also receive the scope, schedule and budget for the next stage.

Typical questions: mill energy balance and electrification; biogenic CO_2 (power-to-X, e-fuels, BECCS); closure and conversion screening; side streams and their markets.

The sprint at a glance

Item	This offer
Decision question	[decision question, e.g. keep, close, convert or sell a line, or how to use a side stream]
Site or business	[mill, line or business unit]
Duration	4–6 weeks from accepted brief; delivery date [agreed delivery date]
Fee	[€ amount] fixed, excluding VAT
Changes	Changes of priority within the decision question are included until delivery
Review	[named Nordform senior engineer] reviews and signs what we deliver
Decision	[your named decision owner] decides

AI does the gathering and the arithmetic. People decide.

AI collects, cleans, calculates and drafts quickly. Every assumption, recommendation and decision is a person's responsibility. That division of work is what makes a fixed fee and a short sprint possible.

Task	AI's role	What AI does	What people do
Business need and objectives	ASSISTED	Business case drafted from your strategy material and interviews	Set the objectives
Source data	AUTOMATED	Permits, public reports and supplier data collected, cleaned and indexed	Check the sources
Concept options	ASSISTED	A wide set of options generated and screened against your criteria	Set screening criteria, judge feasibility
Mass and energy balances	ASSISTED	Balances drafted for each option from stated process data	Process know-how, validation
Capex estimate	ASSISTED	Top-down and bottom-up estimates, usually AACE class 5, in the class you use	Site-specific judgement, risk allowances
Profitability and risks	ASSISTED	Preliminary profitability and the main risks for each option	Judge the risks, set the hurdle
Regulatory screening	AUTOMATED	EU ETS, RED III, IED and EUDR screened against each option	Interpret for your company
Sensitivities	AUTOMATED	Pulp, wood and electricity price and other drivers run across all options	Choose the scenarios
FEL 2 plan and budget	ASSISTED	Scope, schedule and budget for the next stage drafted	Approve or change
Decision memo	PEOPLE	At most a check of structure and consistency	Written and signed by people

Three principles hold in every sprint

- **The decision is always a person's.** AI has no role in the gate, shutdown or investment decision itself.
- **Assisted work is where the value is.** Balances, estimates, criticality and life-cycle cost need professional assumptions. AI makes them faster; it does not replace the judgement.
- **Automated work frees the budget.** Data collection, cleaning and screening are the most expensive junior hours in a large project. Here they cost little, so the fee goes to senior judgement.

What you bring

You bring the question and the data you already have, in whatever form it exists. Nothing has to be prepared for us.

- **The decision question** and the date it has to be answered by.
- **Your data:** reports, spreadsheets, maintenance-system exports, drawings and earlier studies. Where data is missing, we state the assumption and you confirm or correct it.
- **One decision owner:** who sets priorities in an hour a week. We bring each review as a short list of decisions, so steering does not compete with your other projects.
- **Your criteria:** what makes an option acceptable or a risk tolerable for your company.

How the sprint runs

1. **Week 1 · Business case and source data.** Business need, objectives, decision question, options long-list, criteria and estimate class agreed. Source data register shared.
2. **Week 2 · Options and balances.** Options screened to a short-list on your criteria. Mass and energy balances for each.
3. **Weeks 3–4 · Capex, profitability and risks.** Capex ranges, preliminary profitability, main risks, regulatory screening, sensitivities and kill criteria for each short-listed option.
4. **Final week · Decision memo and FEL 2 plan.** Recommendation and the FEL 2 scope, schedule and budget, reviewed with you and delivered with the open model.

You see the unfinished work, the model and the sources throughout. Each week ends with a short review where you can change priorities; the work follows them until the delivery date.

What you receive

One package, reviewed and signed by a named Nordform engineer. Every number in it traces to its source, and the model is yours to test and reuse.

Deliverable	Content
Business case	The business need, the objectives and the decision question
Decision memo	The options, the recommendation and the conditions under which it changes
Option comparison	Concept options screened, then short-listed on the same assumptions, with kill criteria
Mass and energy balances	One per option, with stated process data and boundaries
Capex estimate	Top-down and bottom-up, with the estimate class and range agreed at kickoff
Profitability and risks	Preliminary profitability and the main risks for each option
Regulatory screening	EU ETS, RED III, IED and EUDR position for each option
Sensitivity analysis	The two or three variables that decide the outcome, and where each option breaks
FEL 2 plan and budget	Scope, schedule and budget for the next stage
Open model and sources	Spreadsheets, source register and open items with their owners

LIMITATION

A FEL 1 package supports a screening decision. Capex is usually an AACE class 5 estimate, which AACE International (Recommended Practice 18R-97) puts at roughly –20 to –50 % and +30 to +100 % of the final cost. Forest-industry companies often use their own estimate classes; the class and range are agreed with you at kickoff. It is not an engineered design or a basis for an investment approval.

What the sprint does not do

- **No investment approval basis.** FEL 2 and FEL 3 work, basic engineering and binding vendor quotes are a later, separately agreed scope.
- **No legal opinion.** Regulatory screening shows where each option stands and what to check; it is not legal advice.
- **No decision.** The recommendation is ours; the gate decision is yours.

Built to remove the friction of a consulting project

Principle	What it means for you
No hourly billing	The fee is agreed on the result, not on hours used. You know the cost in advance, and the speed AI brings shows up as speed, not as a smaller invoice of hours.
No change-order talks	No separate change orders or extra-work negotiations within the brief. The work is finished to the point where the decision can be made.
You steer the content	Priorities can change at short notice, for example when a mill's situation, the shutdown schedule or management's question changes.
Open work	You see unfinished work, models and sources all the time. No black box and no surprises in the final report.
Bounded sprint	Each sprint is tied to an agreed decision question and schedule. Flexibility and extra work live inside that frame, which keeps the fixed fee credible.

Where this differs from the usual route

Common in large studies	This sprint
Too much precision too early	**Ranges and the drivers that decide**
Junior-heavy team on a generic framework	**A small senior team; AI for the routine work**
Follow-on work or a software sale shapes the advice	**A recommendation tied to no follow-on assignment or software purchase**
A report without a way to use it	**An open model and a ready decision memo or worklist**
Scope grows and data cleaning eats the budget	**A fixed-fee sprint; AI cleans, people validate**

What counts as a change

Included in the brief	Agreed separately, fixed before work starts
Adding, dropping or merging options on the short-list	**A second decision question, site or business unit**
New prices, volumes or scenarios for the sensitivities	**FEL 2 work: class 4 or 3 estimates from basic engineering**
An extra kill criterion or sensitivity case	**Vendor quotes, permitting work or legal opinions**
Moving priorities between weeks	**Designing a new process**

Your time

Steering takes little of your time: half a day to agree the brief, one hour a week, two hours at the final review. One decision owner is enough. Each weekly review comes as a short list of decisions, so the sprint can run alongside your other teams and projects. When an answer is late, we record the assumption we used and carry on.

A fixed fee for an agreed decision and date

You pay for the result, not for hours. Changes of priority within the decision question are included until the delivery date.

Term	This offer
Fee	[€ amount] fixed, excluding VAT
Payment	50 % on the accepted brief, 50 % on delivery, 14 days net
Changes within the brief	Included until the delivery date
Material scope changes	A second decision question, site or sprint: quoted fixed before any work starts
Stop right	You may stop after week 2, pay [€ amount] and keep the work done so far
Late delivery	If we miss the agreed delivery date for reasons on our side, the second payment is waived
Travel	[Site visits in Finland included; elsewhere at cost, agreed in advance]
Contract terms	KSE 2013 with three exceptions: you own the results; these fee and payment terms replace KSE's; liability is capped at the fee with no indirect damages
Data	Your data is used for this assignment only, stored in the EU and removed on request after delivery. Our tools and methods stay ours.
Law	Finnish law
Validity	This offer is valid to [validity date]

After the sprint

- **Stop with the package.** The memo, the model and the sources are yours; nothing ties you to us.
- **Take the next step.** A FEL 2 study of the chosen option, quoted fixed on the same structure.
- **Reuse what was built.** The next sprint starts from this model, its sources and your accepted assumptions.

Acceptance

For Your company	For Nordform Group Oy
Name and title	Name and title
Date	Date
Signature	Signature

Decision and next steps

1 · You name the decision question and the options you already have in mind.
2 · We return a one-page brief within five working days: question, scope, data, criteria, delivery date and the named people on both sides.
3 · The sprint starts when you accept the brief.

Scope, fee and responsibility are as stated in this offer. The package supports a decision; it is not an engineering approval.

NORDFORM GROUP · INFO@NORDFORMGROUP.COM
NORDFORM GROUP OY · VALKJÄRVENTIE 17B, ESPOO, FINLAND · NORDFORM.AI