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Ministry of the Environment, Conservation and Parks Ministère de l'Environnement, de la Protection de la nature et des Parcs

ENVIRONMENTAL COMPLIANCE APPROVAL

NUMBER 5758-BL3MYW Issue Date: April 7, 2020

BridgePort Windsor Marine Terminal Inc. 1034 Lillydale Avenue Lakeshore, Ontario NOR 1A0

Site Location: Brighton Beach Aggregates Facility
Lot 54, 55, Concession 1
Windsor City, County of Essex
Ontario

You have applied under section 20.2 of Part II.1 of the Environmental Protection Act, R.S.O. 1990, c. E. 19 (Environmental Protection Act) for approval of:

Description Section

An aggregate processing facility including a crushing plant, a ready mix concrete plant and a hot mix asphalt plant, consisting of the following processes and support units:

- · crushing of demolition concrete and asphalt;
- · screening;
- · ready-mix concrete mixing;
- · hot mix asphalt rotary drum mixing;
- · aggregate materials storage and transferring;

including the Equipment and any other ancillary and support processes and activities, operating at a *Facility Production Limit* of up to:

- Crushing of demolition concrete and asphalt at a rate of 250 tonnes per hour or 6,000 tonnes per day;
- Ready mix concrete production at a rate of 150 cubic meters per hour or 3600 cubic meters per day; and/or,
- Hot mix asphalt production at a rate of 300 tonnes per hour or 3,000 tonnes per day.

discharging to the air as described in the *Original ESDM Report*.

For the purpose of this environmental compliance approval, the following definitions apply:

- 1. "ACB list" means the document entitled "Air Contaminants Benchmarks (ACB) List: Standards, guidelines and screening levels for assessing point of impingement concentrations of air contaminants", as amended from time to time and published by the *Ministry* and available on a Government website;
- 2. "Acceptable Point of Impingement Concentration" means a concentration accepted by the *Ministry* as not likely to cause an adverse effect for a *Compound of Concern* that.
 - a. is not identified in the ACB list, or
 - b. is identified in the ACB list as belonging to the category "Benchmark 2" and has a concentration at a Point of Impingement that exceeds the concentration set out for the contaminant in that document.
 With respect to the Original ESDM Report, the Acceptable Point of Impingement Concentration for a Compound of Concern mentioned above is the concentration set out in the Original ESDM Report;
- 3. "Approval" means this entire Environmental Compliance Approval and any Schedules to it:
- 4. "Basic Comprehensive User Guide" means the Ministry document titled "Basic Comprehensive Certificates of Approval (Air) User Guide" dated March 2011, as amended;
- 5. "Best Management Practices Plan" means a document or a set of documents which describe measures to minimize dust emissions from the Facility and/or Equipment;
- 6. "Company" means BridgePort Windsor Marine Terminal Inc. that is responsible for the construction or operation of the Facility and includes any successors and assigns in accordance with section 19 of the EPA;
- 7. "Compound of Concern" means a contaminant described in paragraph 4 subsection 26 (1) of O. Reg. 419/05, namely, a contaminant that is discharged from the Facility in an amount that is not negligible;
- 8. "Description Section" means the section on page one of this Approval describing the Company's operations and the Equipment located at the Facility and specifying the Facility Production Limit for the Facility;
- 9. "Director" means a person appointed for the purpose of section 20.3 of the EPA by the Minister pursuant to section 5 of the EPA;
- 10. "District Manager" means the District Manager of the appropriate local district

- office of the Ministry, where the Facility is geographically located;
- 11. "Emission Summary Table" means a table described in paragraph 14 of subsection 26 (1) of O. Reg. 419/05;
- 12. "Environmental Assessment Act" means the Environmental Assessment Act, R.S.O. 1990, c.E.18, as amended;
- 13. "EPA" means the Environmental Protection Act, R.S.O. 1990, c.E.19, as amended;
- 14. "Equipment" means equipment or processes described in the ESDM Report, this Approval and in the Schedules referred to herein and any other equipment or processes;
- 15. "Equipment with Specific Operational Limits" means any Equipment related to the thermal oxidation of waste or waste derived fuels, fume incinerators or any other Equipment that is specifically referenced in any published Ministry document that outlines specific operational guidance that must be considered by the Director in issuing an Approval;
- 16. "ESDM Report" means the most current Emission Summary and Dispersion Modelling Report that describes the Facility. The ESDM Report is based on the Original ESDM Report and is updated after the issuance of this Approval in accordance with section 26 of O. Reg. 419/05 and the Procedure Document;
- 17. "Facility" means the entire operation located on the property where the Equipment is located;
- 18. "Facility Production Limit" means the production limit placed by the *Director* on the main product(s) or raw materials used by the Facility;
- 19. "Log" means a document that contains a record of each change that is required to be made to the ESDM Report, including the date on which the change occurred. For example, a record would have to be made of a more accurate emission rate for a source of contaminant, more accurate meteorological data, a more accurate value of a parameter that is related to a source of contaminant, a change to a Point of Impingement and all changes to information associated with a Modification to the Facility that satisfies Condition 2;
- 20. "Minister" means the Minister of the Environment, Conservation and Parks or such other member of the Executive Council as may be assigned the administration of the EPA under the Executive Council Act;
- 21. "Ministry" means the ministry of the Minister;
- 22. "Modification" means any construction, alteration, extension or replacement of any plant, structure, equipment, apparatus, mechanism or thing, or alteration of a process or rate of production at the *Facility* that may discharge or alter the rate or

- manner of discharge of a *Compound of Concern* to the air or discharge or alter noise or vibration emissions from the *Facility*;
- 23. "Noise Screening Documents" means the completed Primary Noise Screening Method, with supporting information and documentation, as updated in accordance with Condition 5 of this Approval;
- 24. "O. Reg. 419/05" means Ontario Regulation 419/05, Air Pollution Local Air Quality, as amended;
- 25. "Original ESDM Report" means the Emission Summary and Dispersion Modelling Report which was prepared in accordance with section 26 of *O. Reg. 419/05* and the *Procedure Document* by O2E Inc. and dated June 26, 2019 submitted in support of the application, and includes any changes to the report made up to the date of issuance of this *Approval*;
- 26. "Point of Impingement" has the same meaning as in section 2 of O. Reg. 419/05;
- 27. "Primary Noise Screening Method" means the Ministry Primary Noise Screening Method form as described in the "Primary Noise Screening Method Guide", January 31, 2017, as amended;
- 28. "Procedure Document" means Ministry guidance document titled "Procedure for Preparing an Emission Summary and Dispersion Modelling Report" dated February 2017, as amended;
- 29. "Processes with Significant Environmental Aspects" means the Equipment which, during regular operation, would discharge one or more contaminants into the air in an amount which is not considered as negligible in accordance with section 26 (1) 4 of O. Reg. 419/05 and the Procedure Document;
- 30. "Publication NPC-207" means the Ministry draft technical publication "Impulse Vibration in Residential Buildings", November 1983, supplementing the Model Municipal Noise Control By-Law, Final Report, published by the Ministry, August 1978, as amended;
- 31. "Publication NPC-300" means the *Ministry* Publication NPC-300, "Environmental Noise Guideline, Stationary and Transportation Sources Approval and Planning, Publication NPC-300", August 2013, as amended;
- 32. "Schedules" means the following schedules attached to this Approval and forming part of this Approval namely:
 - Schedule A Supporting Documentation
- 33. "Toxicologist" means a qualified professional currently active in the field of risk assessment and toxicology that has a combination of formal university education, training and experience necessary to assess contaminants; and
- 34. "Written Summary Form" means the electronic questionnaire form, available on

the *Ministry* website, and supporting documentation, that documents the activities undertaken at the *Facility* in the previous calendar year.

You are hereby notified that this environmental compliance approval is issued to you subject to the terms and conditions outlined below:

TERMS AND CONDITIONS

1. GENERAL

- 1. Except as otherwise provided by this *Approval*, the *Facility* shall be designed, developed, built, operated and maintained in accordance with the terms and conditions of this *Approval* and in accordance with the following *Schedules* attached hereto:
 - Schedule A Supporting Documentation

2. LIMITED OPERATIONAL FLEXIBILITY

- 1. Pursuant to section 20.6 (1) of the *EPA* and subject to Conditions 2.2 and 2.3 of this *Approval*, future construction, alterations, extensions or replacements are approved in this *Approval* if the future construction, alterations, extensions or replacements are *Modifications* to the *Facility* that:
 - a. are within the scope of the operations of the *Facility* as described in the *Description Section* of this *Approval*;
 - b. do not result in an increase of the *Facility Production Limit* above the level specified in the *Description Section* of this *Approval*; and
 - c. result in compliance with the performance limits as specified in Condition 4.
- 2. Condition 2.1 does not apply to,
 - a. the addition of any new Equipment with Specific Operational Limits or to the Modification of any existing Equipment with Specific Operational Limits at the Facility; and
 - b. *Modifications* to the *Facility* that would be subject to the *Environmental Assessment Act*.
- 3. Condition 2.1 of this Approval shall expire ten (10) years from the date of this Approval, unless this Approval is revoked prior to the expiry date. The Company may apply for renewal of Condition 2.1 of this Approval by including an ESDM Report that describes the Facility as of the date of the renewal application.

3. REQUIREMENT TO REQUEST AN ACCEPTABLE POINT OF IMPINGEMENT CONCENTRATION

- 1. Prior to making a *Modification* to the *Facility* that satisfies Condition 2.1.a and 2.1.b, the *Company* shall prepare a proposed update to the *ESDM Report* to reflect the proposed *Modification*.
- 2. The Company shall request approval of an Acceptable Point of Impingement Concentration for a Compound of Concern if the Compound of Concern is not identified in the ACB list as belonging to the category "Benchmark 1" and a proposed update to an ESDM Report indicates that one of the following changes with respect to the concentration of the Compound of Concern may occur:
 - a. The Compound of Concern was not a Compound of Concern in the previous version of the ESDM Report and
 - i. the concentration of the *Compound of Concern* exceeds the concentration set out for the contaminant in the *ACB list*; or
 - ii. the Compound of Concern is not identified in the ACB list; or
 - b. The concentration of the *Compound of Concern* in the updated *ESDM Report* exceeds the higher of,
 - i. the most recent Acceptable Point of Impingement Concentration, and
 - ii. the concentration set out for the contaminant in the *ACB list*, if the contaminant is identified in that document.
- 3. The request required by Condition 3.2 shall propose a concentration for the *Compound of Concern* and shall contain an assessment, performed by a *Toxicologist*, of the likelihood of the proposed concentration causing an adverse effect at *Points of Impingement*.
- 4. If the request required by Condition 3.2 is a result of a proposed *Modification* described in Condition 3.1, the *Company* shall submit the request, in writing, to the *Director* at least 30 days prior to commencing to make the *Modification*. The *Director* shall provide written confirmation of receipt of this request to the *Company*.
- 5. If a request is required to be made under Condition 3.2 in respect of a proposed *Modification* described in Condition 3.1, the *Company* shall not make the *Modification* mentioned in Condition 3.1 unless the request is approved in writing by the *Director*.
- 6. If the *Director* notifies the *Company* in writing that the *Director* does not approve the request, the *Company* shall,

- a. revise and resubmit the request; or
- b. notify the *Director* that it will not be making the *Modification*.
- 7. The re-submission mentioned in Condition 3.6 shall be deemed a new submission under Condition 3.2.
- 8. If the *Director* approves the request, the *Company* shall update the *ESDM Report* to reflect the *Modification*.
- 9. Condition 3 does not apply if Condition 2.1 has expired.

4. PERFORMANCE LIMITS

- 1. Subject to Condition 4.2, the *Company* shall not discharge or cause or permit the discharge of a *Compound of Concern* into the air if,
 - a. the *Compound of Concern* is identified in the *ACB list* as belonging to the category "Benchmark 1" and the discharge results in the concentration at a *Point of Impingement* exceeding the Benchmark 1 concentration; or
 - b. the *Compound of Concern* is not identified in the *ACB list* as belonging to the category "Benchmark 1" and the discharge results in the concentration at a *Point of Impingement* exceeding the higher of,
 - i. if an Acceptable Point of Impingement Concentration exists, the most recent Acceptable Point of Impingement Concentration, and
 - ii. the concentration set out for the contaminant in the *ACB list*, if the contaminant is identified in that document.
- 2. Condition 4.1 does not apply if the benchmark set out in the ACB list has a 10-minute averaging period and no ambient monitor indicates an exceedance at a Point of Impingement where human activities regularly occur at a time when those activities regularly occur.
- 3. The *Company* shall, at all times, ensure that the noise emissions from the *Facility* comply with the limits set out in *Ministry Publication NPC-300*.
- 4. The *Company* shall, at all times, ensure that the vibration emissions from the *Facility* comply with the limits set out in *Ministry Publication NPC-207*.
- 5. The Company shall operate any Equipment with Specific Operational Limits approved by this Approval in accordance with the Original ESDM Report.

5. DOCUMENTATION REQUIREMENTS

- 1. The Company shall maintain an up-to-date Log.
- 2. No later than June 30 in each year, the *Company* shall update the *ESDM* Report in accordance with section 26 of *O. Reg. 419/05* and shall update the

- *Noise Screening Documents* so that the information in the reports is accurate as of December 31 in the previous year.
- 3. The *Company* shall make the *Emission Summary Table* (see section 27 of *O. Reg. 419/05*) and the *Noise Screening Documents* available for examination by any person, without charge, by posting it on the Internet or by making it available during regular business hours at the *Facility*.
- 4. The *Company* shall, within three (3) months after the expiry of Condition 2.1 of this *Approval*, update the *ESDM Report* and the *Noise Screening Documents* such that the information in the reports is accurate as of the date that Condition 2.1 of this *Approval* expired.
- 5. Conditions 5.1 and 5.2 do not apply if Condition 2.1 has expired.

6. REPORTING REQUIREMENTS

- 1. Subject to Condition 6.2, the *Company* shall provide the *Director* no later than August 31 of each year, a *Written Summary Form* to be submitted through the *Ministry*'s website that shall include the following:
 - a. a declaration of whether the *Facility* was in compliance with section 9 of the *EPA*, *O. Reg. 419/05* and the conditions of this *Approval*;
 - b. a summary of each *Modification* satisfying Condition 2.1.a and 2.1.b that took place in the previous calendar year that resulted in a change in the previously calculated concentration at a *Point of Impingement* for any *Compound of Concern*.
- 2. Condition 6.1 does not apply if Condition 2.1 has expired.

7. OPERATION AND MAINTENANCE

- 1. The *Company* shall prepare and implement, not later than three (3) months from the date of this *Approval*, operating procedures and maintenance programs for all *Processes with Significant Environmental Aspects*, which shall specify as a minimum:
 - a. frequency of inspections and scheduled preventative maintenance;
 - b. procedures to prevent upset conditions;
 - c. procedures to minimize all fugitive emissions;
 - d. procedures to prevent and/or minimize odorous emissions;
 - e. procedures to prevent and/or minimize noise emissions; and
 - f. procedures for record keeping activities relating to the operation and maintenance programs.
- 2. The Company shall ensure that all Processes with Significant Environmental

Aspects are operated and maintained in accordance with this Approval, the operating procedures and maintenance programs.

8. COMPLAINTS RECORDING AND REPORTING

- 1. If at any time, the *Company* receives an environmental complaint from the public regarding the operation of the *Equipment* approved by this *Approval*, the *Company* shall take the following steps:
 - a. Record and number each complaint, either electronically or in a log book. The record shall include the following information: the time and date of the complaint and incident to which the complaint relates, the nature of the complaint, wind direction at the time and date of the incident to which the complaint relates and, if known, the address of the complainant.
 - b. Notify the *District Manager* of the complaint within two (2) business days after the complaint is received, or in a manner acceptable to the *District Manager*.
 - c. Initiate appropriate steps to determine all possible causes of the complaint, and take the necessary actions to appropriately deal with the cause of the subject matter of the complaint.
 - d. Complete and retain on-site a report written within one (1) week of the complaint date. The report shall list the actions taken to appropriately deal with the cause of the complaint and set out steps to be taken to avoid the recurrence of similar incidents.

9. RECORD KEEPING REQUIREMENTS

- 1. Any information requested by any employee in or agent of the *Ministry* concerning the *Facility* and its operation under this *Approval*, including, but not limited to, any records required to be kept by this *Approval*, shall be provided to the employee in or agent of the *Ministry*, upon request, in a timely manner.
- 2. Unless otherwise specified in this *Approval*, the *Company* shall retain, for a minimum of five (5) years from the date of their creation all reports, records and information described in this *Approval*, including,
 - a. a copy of the Original ESDM Report and each updated version;
 - b. supporting information used in the emission rate calculations performed in the *ESDM Reports;*
 - c. the records in the *Log;*
 - d. copies of each *Written Summary Form* provided to the *Ministry* under Condition 6.1 of this *Approval*;

- e. records of maintenance, repair and inspection of *Equipment* related to all *Processes with Significant Environmental Aspects*; and
- f. all records related to environmental complaints made by the public as required by Condition 8 of this *Approval*.

10. REVOCATION OF PREVIOUS APPROVALS

1. This *Approval* replaces and revokes all Certificates of Approval (Air) issued under section 9 *EPA* and Environmental Compliance Approvals issued under Part II.1 *EPA* to the *Facility* in regards to the activities mentioned in subsection 9(1) of the *EPA* and dated prior to the date of this *Approval*.

11. FUGITIVE DUST CONTROL

- 1. The *Company* shall prepare, not later than three (3) months after the date of this *Approval*, and update, as necessary, a *Best Management Practices Plan* for the control of fugitive dust emissions. This *Best Management Practices Plan* shall include, but not be limited to:
 - a. identification of the main sources of fugitive dust emissions such as:
 - i. on-site traffic;
 - ii. paved roads/areas;
 - iii. unpaved roads/areas;
 - iv. material stock piles;
 - v. loading/unloading areas and loading/unloading techniques;
 - vi. material spills;
 - vii. material conveyance systems;
 - viii. exposed openings in process and storage buildings; and
 - ix. general work areas.
 - b. potential causes for high dust emissions and opacity resulting from these sources:
 - c. preventative and control measures in place or under development to minimize the likelihood of high dust emissions and opacity from the sources of fugitive dust emissions identified above. Details of the preventative and control measures shall include:
 - i. a description of the control equipment to be installed;
 - ii. a description of the preventative procedures to be implemented;and/or
 - iii. the frequency of occurrence of periodic preventative activities,

including material application rates, as applicable.

- d. an implementation schedule for the *Best Management Practices Plan*, including training of *Facility* personnel;
- e. inspection and maintenance procedures and monitoring initiatives to ensure effective implementation of the preventative and control measures; and
- f. a list of all *Ministry* comments received, if any, on the development of the *Best Management Practices Plan*, and a description of how each *Ministry* comment was addressed in the *Best Management Practices Plan*
- 2. The *Company* shall implement the *Best Management Practices Plan* for the control of fugitive dust emissions to provide effective dust suppression measures to any potential sources of fugitive dust emissions resulting from the operation of the *Facility*.

SCHEDULE A

Supporting Documentation

- 1. Environmental Compliance Approval Application, dated June 26, 2019, signed by Francis Kennette, President and submitted by the *Company;*
- 2. Emission Summary and Dispersion Modelling Report, prepared by O2E Inc. and dated June 26, 2019;
- 3. The *Primary Noise Screening Method*, completed by O2E Inc., dated June 18, 2019 and signed by Jeff Campbell.

The reasons for the imposition of these terms and conditions are as follows:

1. GENERAL

Condition No. 1 is included to require the *Approval* holder to build, operate and maintain the *Facility* in accordance with the Supporting Documentation in Schedule A considered by the *Director* in issuing this *Approval*.

2. LIMITED OPERATIONAL FLEXIBILITY, REQUIREMENT TO REQUEST AN ACCEPTABLE POINT OF IMPINGEMENT CONCENTRATION AND PERFORMANCE LIMITS

Conditions No. 2, 3 and 4 are included to limit and define the *Modifications* permitted by this *Approval*, and to set out the circumstances in which the

Company shall request approval of an Acceptable Point of Impingement Concentration prior to making Modifications. The holder of the Approval is approved for operational flexibility for the Facility that is consistent with the description of the operations included with the application up to the Facility Production Limit. In return for the operational flexibility, the Approval places performance based limits that cannot be exceeded under the terms of this Approval. Approval holders will still have to obtain other relevant approvals required to operate the Facility, including requirements under other environmental legislation such as the Environmental Assessment Act.

3. DOCUMENTATION REQUIREMENTS

Condition No. 5 is included to require the *Company* to maintain ongoing documentation that demonstrates compliance with the performance limits as specified in Condition 4 of this *Approval* and allows the *Ministry* to monitor ongoing compliance with these performance limits. The *Company* is required to have up to date *Noise Screening Documents* and an up to date *ESDM Report* that describes the *Facility* at all times and make the *Emission Summary Table* from that report and the *Noise Screening Documents* available to the public on an ongoing basis in order to maintain public communication with regard to the emissions from the *Facility*.

4. REPORTING REQUIREMENTS

Condition No. 6 is included to require the *Company* to provide a yearly *Written Summary Form* to the *Ministry*, to assist the *Ministry* with the review of the site's compliance with the *EPA*, the regulations and this *Approval*.

5. OPERATION AND MAINTENANCE

Condition No. 7 is included to require the *Company* to properly operate and maintain the *Processes with Significant Environmental Aspects* to minimize the impact to the environment from these processes.

6. COMPLAINTS RECORDING AND REPORTING PROCEDURE

Condition No. 8 is included to require the *Company* to respond to any environmental complaints regarding the operation of the *Equipment*, according to a procedure that includes methods for preventing recurrence of similar incidents and a requirement to prepare and retain a written report.

7. RECORD KEEPING REQUIREMENTS

Condition No. 9 is included to require the *Company* to retain all documentation related to this *Approval* and provide access to employees in or agents of the *Ministry*, upon request, so that the *Ministry* can determine if a more detailed review of compliance with the performance limits as specified in Condition 4 of this *Approval* is necessary.

8. REVOCATION OF PREVIOUS APPROVALS

Condition No. 10 is included to identify that this Approval replaces all Section 9

Certificate(s) of Approval and Part II.1 Approvals in regards to the activities mentioned in subsection 9(1) of the *EPA* and dated prior to the date of this *Approval*.

9. FUGITIVE DUST CONTROL

Condition No. 11 is included to emphasize that the fugitive dust emission must be controlled according to a procedure that will result in compliance with the *EPA*, the Regulations and this *Approval*.

In accordance with Section 139 of the Environmental Protection Act, you may by written Notice served upon me, the Environmental Review Tribunal and in accordance with Section 47 of the Environmental Bill of Rights, 1993, the Minister of the Environment, Conservation and Parks, within 15 days after receipt of this Notice, require a hearing by the Tribunal. The Minister of the Environment, Conservation and Parks will place notice of your appeal on the Environmental Registry. Section 142 of the Environmental Protection Act provides that the Notice requiring the hearing shall state:

- a. The portions of the environmental compliance approval or each term or condition in the environmental compliance approval in respect of which the hearing is required, and;
- b. The grounds on which you intend to rely at the hearing in relation to each portion appealed.

The Notice should also include:

- 1. The name of the appellant;
- 2. The address of the appellant;
- 3. The environmental compliance approval number;
- 4. The date of the environmental compliance approval;
- 5. The name of the Director, and;
- 6. The municipality or municipalities within which the project is to be engaged in.

And the Notice should be signed and dated by the appellant.

This Notice must be served upon:

The Secretary*
Environmental Review Tribunal
655 Bay Street, Suite 1500
Toronto, Ontario
M5G 1E5

The Minister of the Environment, Conservation and Parks AND 777 Bay Street, 5th Floor Toronto, Ontario M7A 2J3

The Director appointed for the purposes of Part II.1 of the Environmental Protection Act Ministry of the Environment, Conservation AND and Parks
135 St. Clair Avenue West, 1st Floor Toronto, Ontario
M4V 1P5

^{*} Further information on the Environmental Review Tribunal's requirements for an appeal can be obtained directly from the Tribunal at: Tel: (416) 212-6349, Fax: (416) 326-5370 or www.ert.gov.on.ca

This instrument is subject to Section 38 of the Environmental Bill of Rights, 1993, that allows residents of Ontario to seek leave to appeal the decision on this instrument. Residents of Ontario may seek leave to appeal within 15 days from the date this decision is placed on the Environmental Registry. By accessing the Environmental Registry at https://ero.ontario.ca/, you can determine when the leave to appeal period ends.

The above noted activity is approved under s.20.3 of Part II.1 of the Environmental Protection Act.

DATED AT TORONTO this 7th day of April, 2020

Rudolf Wan, P.Eng.
Director
appointed for the purposes of Part
II.1 of the Environmental
Protection Act

JL/

c: Area Manager, MECP Windsor Area Office c: District Manager, MECP Sarnia District Office Jeff Campbell, O2E Inc.