



ESG STRATEGY: LEADING THE WAY

DRIVING INNOVATION, LEADING SUSTAINABLE INFRASTRUCTURE

Since 2007, CAMS has managed energy assets that provide reliable fuel, transportation, and power to grids throughout the U.S. and Europe. We produce electricity that hospitals, schools, and businesses need to operate. We keep the lights on during periods of extreme weather and other emergencies, including the COVID-19 pandemic. Our stringent safety protocols prevented the spread of the virus at our facilities and ensured uninterrupted delivery of energy and fuel.

CAMS' services include lifecycle management of Environmental, Social, and Governance (ESG) issues for all facility and industry types. We are partners in the ArcLight Clean Transition Corp. (<https://arclightclean.com>) which seeks to identify and support market leaders that will accelerate the transition to a sustainable decarbonized energy infrastructure.

Our ESG Strategy is based on four fundamental components that reflect our company-wide commitment.

OUR ESG STRATEGY

1.

Results Driven

2.

Leadership Nucleus

3.

Team Sponsorship

4.

Foster Perpetual Value



1.

RESULTS DRIVEN

At CAMS, we move businesses forward. We help our clients prosper in the modern dynamic of an evolving energy infrastructure that demands resilient management processes.

As an energy services provider, CAMS is unique in that it partners with its clients to develop ESG and decarbonization strategies. CAMS drives measurable results, while others may simply check the box with policies such as environmental compliance and waste minimization.

Whether your partnership with CAMS begins with a due diligence effort, a best practices review, operations and maintenance management,

or asset management services, our leaders begin their deep dive into the ESG issues that are material to your operation on Day One. We explore diverse areas such as asset expansion, equipment and site modification, asset retirement management, asset optimization, climate resilience, cybersecurity, procurement, succession planning, human resources, IT infrastructure, community involvement, contracting mechanisms, and of course, environmental and resource management.

The result is a plan to build financial success and increase the client's competitive advantage through practices that may be sustained throughout ownership and beyond.



2.

LEADERSHIP NUCLEUS

The CAMS Executive Management Committee is committed to supporting the CAMS Sustainability Statement. It empowers its employees to creatively advance the company's corporate values of Shared Vision, Value Creation, Entrepreneurship, Community, and Environmental, Health, Safety and Regulatory excellence.

OUR SUSTAINABILITY STATEMENT

At CAMS, our founding principle is to add value through superior management and operation of our clients' energy infrastructure assets. To this end, we empower our employees to pursue creative and sustainable business practices in the field and at our corporate office that contribute to operational excellence, financial performance, a safe workplace, and a better community and environment. We do not take this responsibility lightly: we treat the assets with which we are entrusted as our own.



3.

TEAM SPONSORSHIP

A key strength of CAMS is its innovative team-based design. CAMS is comprised of technical subject matter experts in the areas of engineering, plant operations, asset management, finance, accounting, human resources, information technology, cyber security, energy logistics, environmental, health and safety, regulatory policy, and environmental policy. We serve a diverse set of clients in the manufacturing and energy infrastructure spaces. Our synergistic,

matrixed approach allows us to recognize novel opportunities, nimbly employ resources, and provide tailored solutions when others cannot.

Our team members are the boots-on-the-ground for identifying ESG-impact opportunities that drive value creation. As part of our daily oversight of operations at numerous facilities, we routinely communicate sustainability successes and seek input for continuous improvement.



4.

FOSTER PERPETUAL VALUE

CAMS is committed to progressing financially-material ESG issues at the facilities we manage and within our corporate structure. We pledge to continually evaluate our operational methods to promote sustainable business practices and ethical, transparent governance. We convey these initiatives at our internal Management Committee meetings, plant staff meetings, and through external communication channels.

CAMS solutions are evergreen and intentionally flexible to adapt to the changing dynamics of the industries and markets in which our clients operate. Our programs remain native to your facilities for the entire business lifecycle, regardless of management or ownership changes.