

## **Energy Optimized**





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## SUSTAINABILITY creative and sustainable business practices in all aspects of our work. We've seen first-hand the benefits STATEMENT sustainable practices can have on operational excellence, financial performance, safety, community relations and the environment. At CAMS, our founding principle is to add value through superior management and operation of our clients' energy infrastructure assets. Given the dynamic environment in which we work, we also pledge to We do not take this responsibility lightly: we treat the assets with continually evaluate our operational methods to promote sustainable which we are entrusted as our business practices and ethical, own. That's why we encourage and transparent governance within our empower our employees to pursue walls and with our clients.

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**CASE STUDY** 

## **MESSAGE**

## **FROM THE**

## CEO



## CAMS is a company of highly skilled and principled leaders, motivated to drive business success.

From our inception in 2007, we have leveraged the skills of individuals and cross-functional teams to conserve resources, identify and implement operational efficiencies, champion safe and environmentally compliant operations, add economic value, and seek continuous improvement. In 2021, we begin documenting and reporting our company's achievements in the areas of Environmental, Social, and Governance (ESG), which have long been a focus at CAMS.

As forerunners in providing Asset Management and Operations and Maintenance services in the energy infrastructure space, we are invested in ESG achievement and the Clean Energy Transition. This first quarterly report highlights contributions that CAMS is making to our clients, our communities, and our environment.

CAMS-managed renewable energy assets deliver carbon reductions of approximately 8.2 million metric tons of carbon dioxide per year — equivalent to reducing greenhouse gas emissions from more than 20 billion miles driven by passenger vehicles. Additionally, we acquired a solar operations and maintenance company, CAMS Solar. We are dedicated to clean energy infrastructure, reliable grid operations, opportunities for economic development, and measured progress toward a low carbon future

This report illustrates the many ways in which ESG is embedded in the CAMS culture, including our efforts to serve through the collaborative interaction of our corporate leadership team and operations workforce. Our mission is to capitalize on energy savings and renewable solutions so that our clients and our communities may enjoy a cleaner, brighter future.

JOSEPH W. SUTTON

**FOUNDER & CEO** 

# OUR COMPANY GENERAL VIEW

#### **ABOUT US**

For nearly 15 years, CAMS has managed energy assets that provide reliable fuel, transportation, and power to grids throughout the U.S. and Europe.

Whether you are seeking a partner to manage your Environment, Social, and Governance (ESG) issues, or need assistance with a specific challenge like reducing greenhouse gas emissions, our experienced team can help you achieve sustainable, value-driven results.

Headquartered in Houston, Texas, CAMS provides asset management, operations & maintenance and supporting services for leading infrastructure investment firms, both domestically and internationally.



8.2M

TONS OF CO<sub>2</sub>
REDUCED BY
OFFSETTING
EMISSIONS



Average annual MW increase in renewables involvement

#### MISSION



Our mission is to create value for our customers through innovative management and operations services.

We provide sustainable, value-added services for owners of infrastructure assets, including some of the largest financial institutions, independent power producers (IPPs), manufacturers, and private equity firms in the world.





Industry Best Practice Awards since 2013

## **OUR**

## ESG STRATEGY



At CAMS, we help our clients prosper by designing resilient, sustainability-focused management processes that deliver tangible results. Our proven ESG strategy is based on four fundamental components that reflect our commitment to addressing the latest environmental, social, and governance challenges.



#### **RESULTS DRIVEN**

While others may simply check the box with policies such as environmental compliance and waste minimization, CAMS drives measurable results. We deliver a plan to build financial success and increase our client's competitive advantage through practices throughout ownership and beyond.



#### LEADERSHIP SUPPORT

The CAMS Executive Management Committee, comprising of our most senior leaders, drives our commitment to identifying and implementing sustainable solutions. They reinforce this commitment by empowering our employees to creatively advance the company's corporate values of Shared Vision, Value Creation, Entrepreneurship, Community, and Environmental, Health, Safety and Regulatory excellence.



### EXPERIENCED, CROSS-FUNCTIONAL TEAMS

Our team members are the boots-on-the-ground for identifying ESG-impact opportunities that drive value creation. Our innovative, team-based design allows us to recognize novel opportunities, nimbly employ resources, and provide tailored solutions when others cannot.



#### FOSTER ENDURING VALUE

CAMS is committed to progressing financially-material ESG issues at the facilities we manage and within our corporate structure. Our solutions are evergreen and intentionally flexible to adapt to the changing dynamics of the industries and markets in which our clients operate.



## INVESTING IN SUSTAINABILITY SOLUTIONS

We are partners in ArcLight Clean Transition Corp.

The blank check company seeks to identify and support market leaders that will accelerate the transition to a sustainable decarbonized energy infrastructure. This special purpose acquisition company primarily focuses on products, equipment, services and technologies enabling the continued decarbonization of the economy by reducing or eliminating carbon emissions.



## OUR PARTNERS

CAMS is led by a veteran team with decades of experience.

# OUR COMPANY VALUES



Our values guide all aspects of our business and shape our culture.



### **SHARED VISION**

We collaboratively develop tailored, sustainable solutions, provide ethical leadership focused on your success, and treat your assets as our own.



#### **VALUE CREATION**

We proactively reduce costs, increase efficiencies and deliver results. We consistently implement industry-standard best practices and are relentless in our commitment to quality and sustainability.



### EHS&R

We maintain safe and reliable assets and are committed to the health and safety of employees, customers and communities. We do things the right way, the first time, every time.



#### **ENTREPRENEURSHIP**

We encourage ideas and innovate with integrity to improve performance.



#### **COMMUNITY**

We enrich the communities in which we live and work, and prioritize sustainable business practices, day-in and day-out.





## JAMES RICHARDSON Partner



**GREG BOBROW**Partner & Chief Operating Officer



**JEFFREY SOMMERS**Partner & Chief Financial Officer



## OUR COMPANY TIMELINE

Adding tangible value since 2007.

#### O CAMS Established

CAMS is founded with an initial focus on power generation operations and maintenance, accounting, finance and commercial services. It has since expanded to provide fully integrated, comprehensive services for a complete set of infrastructure investors.

## 2010

#### O CAMS Acquires Bluewire Technology

Full-service IT support and consulting firm Bluewire completes a landmark project for CAMS' first power generation facilities. Later that year, CAMS acquires the company, adding information technology to its business services portfolio.

## CAMS Offers Deconstruction and Remediation Services

A client engages CAMS to find a solution for two underperforming power generation assets. CAMS proposes and implements a planto deconstruct the assets, sell reusable scrap, and perform environmental remediation to repurpose the land for sale and future redevelopment. This approach is so successful that CAMS launches a business group focused on acquiring and repurposing similar obsolete assets. That business evolves into our current model, in which CAMS deconstructs obsolete power plants and redevelops them for renewable power generation.

## O CAMS Introduces E&P Services

As CAMS' clients diversify into the upstream oil and gas industry, CAMS adds experienced engineering as well as operations and accounting personnel to support the growing industry. CAMS E&P provides operations and accounting services to a growing portfolio of oil and gas asset owners (private equity, financial institutions, and lien holders) located in all major U.S. basins.

## CAMS Signs First Renewable Energy Contract

CAMS' first renewable energy asset management contract is for a utility-scale wind project in Texas. Other projects quickly follow, including utility-scale solar projects and wind project balance-of-plant O&M services in 2017. To date, CAMS has been involved in the management and operations of 42 wind and solar projects totaling 3,500 MWs.

## CAMS Develops Client ESG Management Program

eSPARC designs a tailored ESG Management Program for a \$16.5 billion private equity firm with investments in the midstream, power and upstream sectors. The program incorporates quantitative, sector-specific ESG metrics to monitor individual investment holdings' performance and highlighted achievements through qualitative case study reviews. A strawman program is presented during the baseline year of program development, with implementation during the second year. CAMS also provides support for the first Annual General Meeting materials and Annual ESG Report.

## O CAMS Adds Midstream and Trident

2013

012

The creation of CAMS Midstream adds the third leg to the stool, complementing the established Power and E&P divisions. CAMS also acquires and builds an affiliate company, CAMS Trident, to provide corrosion engineering and pipeline integrity services. CAMS Midstream has grown significantly, broadening its scope of services and adding employees with decades of industry experience.

#### O eSPARC Established

01

eSPARC, an affiliate of CAMS, provides full-service environmental consulting services. eSPARC leverages years of business, legal, technical, operational, and environmental permitting experience to help energy and industrial facilities meet environmental challenges and requirements. Capabilities include due diligence, coal ash management, remediation and redevelopment support, strategic regulatory reviews for capital projects, complex air permit application development, in-house air dispersion modeling expertise, waste and wastewater management, environmental plan development, and compliance support services.

2007

# OUR COMPANY TIMELINE CONT.

A track record of growth.

#### CAMS Supports Publicly Traded E&P Trust

CAMS is awarded a contract to provide asset management for a publicly traded trust, holding interests in over 7,000 oil and gas positions in Texas, New Mexico, and Louisiana. CAMS provides all accounting and operations to include direct liaison with Trustee and supports the issuance of public filings.

## O CAMS Awarded O&M and Asset Management for Large Midstream Portfolios

CAMS Midstream begins operating and providing asset management services for several Third Coast Midstream (formerly American Midstream) energy assets. The portfolio includes approximately 260 miles of natural gas gathering pipelines with 40,450 horsepower of compression in the Eagle Ford. At the beginning of 2020, seven regulated natural gas transmission systems are added to the portfolio. In the latter half of 2020, another six gas transmission systems are added. Total capacity exceeds 1.6 Bcf per day and covers approximately 2,300 miles across Louisiana, Alabama, Mississippi, Tennessee, Arkansas, Oklahoma, and Missouri.

2019

#### CAMS Awarded O&M Services for 5.2 GW Portfolio

CAMS is awarded O&M services for a large portfolio formerly owned by American Electric Power. The portfolio includes four power plants in the Midwest, including one of the largest coal plants in the U.S. - the General James M. Gavin Power Plant. The Gavin Power Plant is capable of powering two million homes.

#### CAMS Introduces eTRAC

CAMS enters into its first contract for eTRAC, an inhouse developed software-as-a-service platform. The platform combines real-time market and project performance data to provide immediate, project-specific financial and operational performance information. eTRAC is particularly valuable to project owners that seek to optimize assets by participating in day-ahead bid/offer strategies. The first client is a large private equity firm.

## O CAMS Supports Distressed E&P Assets

CAMS is appointed by new management to provide asset management services for offshore assets of a private oil and gas company focused on exploration and development in South Louisiana and the Gulf of Mexico Shelf. CAMS supports the Chief Restructuring Officer, bond holders and the board of directors as the company navigates the restructuring process and assesses a strategic exit.

#### O CAMS Establishes Battery Partnership

CAMS establishes a partnership with FlexGen, a leading battery integrator and storage solutions provider., to deliver the first comprehensive services offering to the battery energy storage market in the U.S. The partnership embeds O&M considerations in the design of the facility to ensure the most cost-effective project for owners of both greenfield and brownfield redevelopment projects.

2021

#### O CAMS Adds Battery Storage

A utility-scale independent power producer (IPP) backed by leading energy investors, awards CAMS the O&M service contract for 10 utility-scale battery storage projects in Texas, subject to the final execution of the contract. It represents one of the largest third-party service contracts at the time of signing.

#### Winner of 68 Best Practice Awards

2020

Since 2013, CAMS has been consistently recognized for its operational commitment to best-in-class safety practices and performance by earning 68 Combined Cycle Journal (CCJ) Best Practice Awards. These awards highlight the most outstanding generating facilities in the power industry.

## O&M Company

CAMS continues to expand its renewable energy footprint by acquiring the U.S. solar operations and maintenance company Belectric. Its portfolio includes 191 operating sites in 11 states.

## CAMS Creates Renewable Services

CAMS establishes a new company, CAMS Renewables Services ("CRS"). CRS serves as a point of aggregation and focus for the growing suite of CAMS' renewable energy-related services to continue to best meet our clients' evolving needs.



## ENVIRONMENTAL

**CASE STUDY** 

Sustainable Business Practice:

### **HAMAKUA ENERGY**

Hamakua Energy (Hamakua), a 60-MW combined-cycle power generation facility located on the island of Hawai'i in Honoka'a, Hawai'i, provides 22 percent of Hawaii Island's generating capacity. CAMS has managed and operated the plant since 2011.

The facility's primary fuel is naphtha. Prior to October 2019, low sulfur and ultra-low sulfur diesel were used for start-ups and to supplement the naphtha. Naphtha is a cost effective fuel but is typically procured as either a byproduct of other refining operations in Hawai'i or is procured from the naphtha markets in Asia. In 2019, CAMS supported the owner, Hamakua Energy, LLC, a Pacific Current company, in securing a biodiesel supply contract with Pacific Biodiesel Technologies (Pacific Biodiesel). Pacific Biodiesel owns a refinery at the Shipman Industrial Park in Keaau that utilizes state-of-the art distillation technology to produce the nation's highest quality biodiesel.

Much of the fuel is manufactured through the recycling of waste cooking oils from restaurants statewide.

The use of the Pacific Biodiesel fuel represents a sustainable business practice for Hamakua. The consumption of the locally-sourced renewable fuel that is transported to the facility via bio-diesel fueled trucks supports a reduction in greenhouse gas emissions. This is done through a decreased reliance on imported fossil fuels both at the plant and in the supply chain, while upholding the State's energy independence and energy security initiatives.

## 60 MW

Combined-Cycle Power Generation Facility 22%

of Hawaii Island's generating capacity produced here

## 2011

CAMS began operating and managing the plant





## SOCIAL CASE STUDY

Supporting Local Students:

## **CALHOUN POWER**

### Awarding College Scholarships

Calhoun Power Company, LLC is a 688-MW dual-fuel simple-cycle generation facility located in Eastaboga, Ala. The plant's four GE 7FA gas turbine engines generate enough electricity to power over 500,000 homes in the region. The plant is owned by Harbert Power Fund V, LLC and has been operated by CAMS since 2016.

Calhoun Power takes community involvement seriously. Through the Anniston Community Education Foundation (ACEF), Calhoun Power offers three \$2,000 scholarships annually, divided between the fall and spring semesters, to graduating seniors planning a degree in electrical, electronic or engineering related majors. In additional to demonstrated academic

success, all high school senior scholarship recipients have contributed at least 20 hours to community service. The scholarships are renewable one time and returning applicants must serve at least 40 community service hours over the previous year.

Pictured right are recent recipients of ACEF scholarships, including six Calhoun Power Scholars. The Calhoun Power Scholars include are attending Jacksonville State University, Morehouse College, Spelman College, and Auburn University. Their academic interests include computer science, environmental science, biomedical engineering, electrical engineering, and mechanical engineering.





688 MW

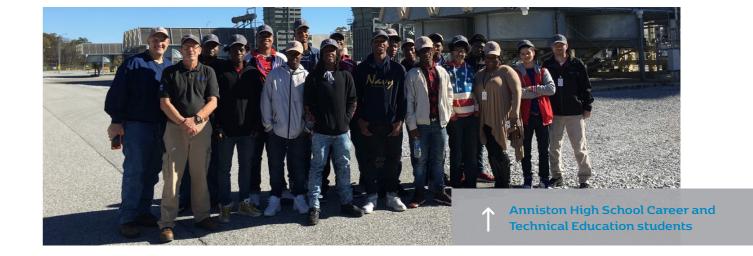
DUAL-FUEL SIMPLE-CYCLE GENERATION FACILITY GENERATES ENOUGH ELECTRICITY TO POWER OVER

500,000 HOMES 2016

CAMS BEGAN OPERATING THE PLANT

Vocational Education Tours

Each year, Calhoun Power sponsors local vocational education students to tour the plant to learn about careers in the power generation field.



CAMS — ESG Report / Q1 2021



## GOVERNANCE

### Integrity, Transparency and Ownership

Governance within CAMS is epitomized by responsible and ethical leadership principles built on trust and a common goal for synergistic individual and team success at all levels. CAMS encourages and fully supports all employees on their journeys to build professional success in parallel with the accomplishments of the teams they lead, CAMS, and the owners of the facilities that CAMS manages and operates. Corruption, fraud, discrimination, and bribery are not tolerated within our ranks and we will not enter into business relationships with owners who do not share these values.



## **CASE STUDY**

### COVID-19 Response

In March 2020, as the seriousness of the COVID-19 pandemic began to unfold, CAMS took quick action to ensure the reliability of its energy assets and to protect and monitor the health of its employees and their families. The CAMS Leadership Team created a vision for operations during this uncertain time. Upper-level management contributed to the design of the Business Continuity Plan and communicated to employees the measures being taken to protect

them and how employee ownership of CAMS-designed plans would protect the health of each individual employee and their family members. Over the last year, our program has expanded to include management of active quarantine cases and return to work processes, weekly monitoring of COVD cases in the areas in which we have operations, distribution of vaccination information, and tracking of vaccinations at our facilities nationwide.

### **KEY ASPECTS OF OUR COVID-19 RESPONSE PLAN**

on their journeys to build

professional success.

Development of a company-wide Business Continuity Plan with appropriate modifications for individual sites and affiliate companies.

Establishment of an Emergency Operations Center (EOC) to track employee work locations, health status and issues encountered throughout the CAMS fleet; and to monitor pandemic responses at the local, regional, national, and world-wide level. The EOC provides a 24/7 hotline for all employees and also a web-based application for plant-level leadership to supply daily status updates.

Dedicated IT support and purchase of laptops to allow employees to work from home where possible.

Daily briefings by the EOC to the CAMS Senior Leadership Team for dissemination to all employees.

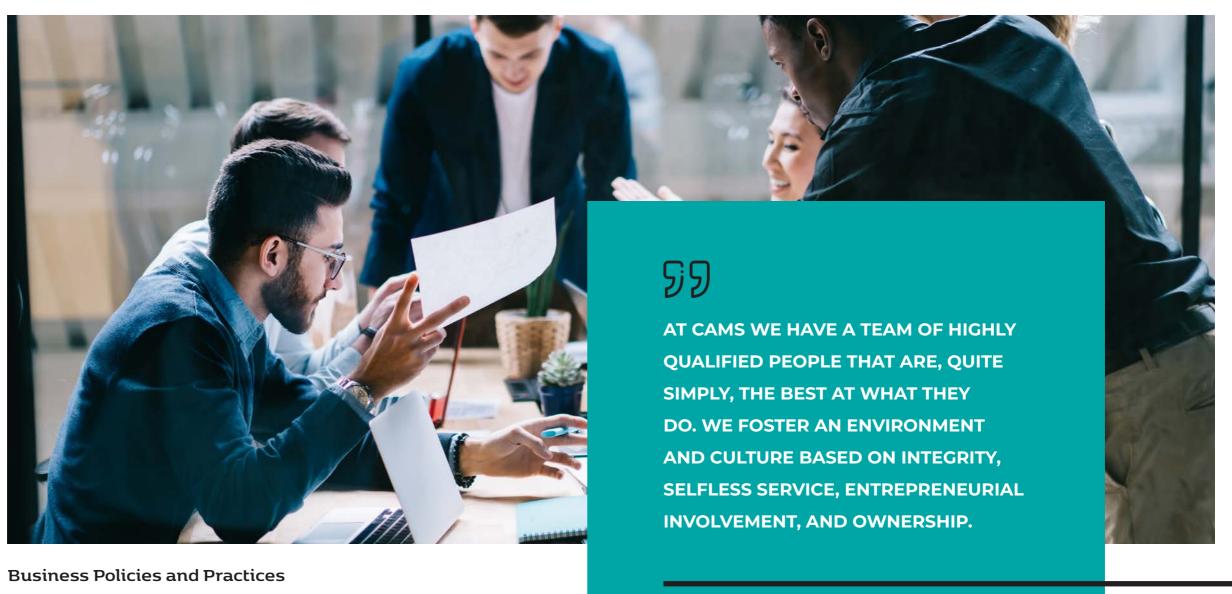
Targeted communications to clients to update them on measures taken to ensure reliability and continued operation at all CAMS-managed and -operated facilities.

Targeted communications to employees to let them know of resources available to them and to provide flexible work arrangements.

Initiation of a Family Support Team led by CAMS Human Resources Department to assist families impacted by COVID-19 related illness.

Early development of a Return-to-Work Plan with continuous inputs and revisions as warranted by the constantly changing base of knowledge concerning the virus spread.







CAMS utilizes a team-focused approach in which client assets are treated as CAMS assets and all employees are CAMS family members. This philosophy has served CAMS well during all types of business cycles, including economic booms and downturns such as those experienced in 2008 and in the current COVID-19 pandemic environment. Our transparency and success-driven culture have allowed us to leverage the strengths of employees at all levels of the organization to facilitate innovative management and operation of over 38,000 MW of generation, over 3,500 miles of regulated and unregulated gathering and transmission pipelines transporting natural gas and liquids, over 15,000 wells located in all major US basins.





## DELIVERING TAILORED, COMPREHENSIVE SOLUTIONS WITH SUSTAINABILITY IN MIND

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