



ANNUAL
ESG
REPORT

2022



910 Louisiana Street, Suite 2400
Houston, TX 77002
Phone: 713-358-9700
E-mail: info@camstex.com

www.camstex.com



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SUSTAINABILITY STATEMENT

At CAMS, our founding principle is to add value through superior management and operation of our clients' energy infrastructure assets.

We do not take this responsibility lightly: we treat the assets with which we are entrusted as our own. That's why we encourage and empower our employees to pursue

creative and sustainable business practices in all aspects of our work. We've seen first-hand the benefits sustainable practices can have on operational excellence, financial performance, safety, community relations and the environment.

Given the dynamic environment in which we work, we also pledge to continually evaluate our operational methods to promote sustainable business practices and ethical, transparent governance within our walls and with our clients.



MESSAGE FROM THE CEO



MESSAGE FROM THE CEO

Since its formation, CAMS has practiced the principles embodied and defined by Environmental, Social and Governance (ESG) excellence. For over 15 years, we have leveraged our superior asset management and operational leadership expertise to provide safe, reliable, environmentally responsible services for energy infrastructure assets. CAMS is comprised of diverse individuals committed to furthering sustainability-focused practices that support our clients' businesses during this transitional time in the energy sector.

Our devotion to these principles is a key aspect of our value proposition and our suite of full life-cycle services. Reliable energy improves quality of life, supports economic development, and promotes social equity. In 2021, we began communicating our ESG activities in our quarterly reports, our website, and social media outlets. This year, we issue our first, full Annual ESG Report. This report highlights examples of the sustainability of our highly reliable and resilient generation fleet. It includes the responsible operation of fossil fuel facilities and a growing number of renewable assets. Our work in environmental sustainability is unparalleled. We have championed reduced emissions and carbon capture for multiple facilities and streamlined planning and management requirements at each of our locations.

We are very proud of our employees. They are the backbone of our company and integral to maintaining a high standard in all our service areas. Additionally, they are strong members of their respective communities. Our workforce of over 2,000 employees engages in active volunteerism and community outreach. CAMS matches all financial donations in each area. In 2022, our staff completed 3,300 volunteer hours and accumulated over \$300,000 of charitable giving.

CAMS continues to excel in all areas indicative of a strong ESG focus. We are very proud of these achievements. Some of them are highlighted below:

Safety: TRIR of .56

Operations:

- 79 "Best of the Best" Awards for operational excellence from Combined Cycle Journal
- Bluewire ranked #13 on Houston Business Journal's List of Largest Cybersecurity Companies

Business Growth:

- National Association for Business Resources (NABR) named CAMS one of the National Best and Brightest Companies to Work
- Achieved 40% growth rate from 2021 to 2022
- Renamed Renewable Energy Services to Energy Transition Services
- Remote Operations Center, Strategic Control Services, established

ESG:

- Gold title for Globe Business Excellence Awards - Company of the Year
- Top 4 Finalists - Cleanie Awards 2022 for Best Corporate Sustainability Initiatives

I am proud of the progress we made in 2022. As a first-in-class steward of energy assets, we are committed to ongoing evaluation and improvement of our ESG practices. The CAMS team is excited to be in a position to drive innovative technologies and business models that will ensure continued sustainable development in the energy sector.

Joseph W. Sutton

JOSEPH W. SUTTON
FOUNDER & CEO



CAMS is comprised of diverse individuals committed to furthering sustainability-focused practices that steer our clients' businesses toward unprecedented growth and accomplishment during this transitional time in the energy sector.



INTRODUCTION TO CAMS

ABOUT US

Consolidated Asset Management Services was established in 2007 with an initial focus on asset management of thermal power generation facilities, accounting, finance, and commercial services. We have since expanded to provide fully integrated services that encompass the entire lifecycle of asset ownership from due diligence to transition, to operations and optimization, and then the sale process and monetization. CAMS is headquartered in Houston, Texas, and has regional offices in Bakersfield, California, and Raleigh, North Carolina.

We supply Operations & Maintenance (O&M) and Asset Management (AM) services to the owners of energy infrastructure assets including conventional and renewable power, midstream, and exploration and production. At the core of these services is our commitment to full care, custody, and project control. Acting and thinking as an owner, CAMS takes on full plant responsibility, ensuring operations run smoothly and safely. We successfully implement a robust culture of safety, environmental compliance, and ESG focus, integrated with rigorous management processes to achieve the economic and reliability objectives of our clients.

In 2022, we managed nearly 33 GW of thermal

assets, 1.8 GW of wind and solar generation, and over 300 MW of battery energy storage systems (BESS). The assets we manage and operate provide fuel, transportation, and power to grids throughout the United States, ensuring the sustainable operation of key infrastructure including hospitals, schools, businesses, and industrial activities at all times, including periods of extreme weather and other emergencies.

In addition to our core O&M and AM capabilities, CAMS affiliates and specialized corporate teams offer technical services in the areas of IT, OT, Remote Operations, environmental consulting, E&P management, and corrosion and protection.

MISSION



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

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 ESG challenges: Leadership Support, Experienced Cross-Functional Teams, Results Driven, and Foster Enduring Value.

SUSTAINABILITY



CAMS integrates sustainable practices in everything we do, with our approach extending beyond mere compliance.

We proactively identify and implement innovative solutions that enhance efficiency, reduce waste, and promote the use of renewable resources. Our ESG strategy is integral to our business model, influencing every decision we make and every action we take. We believe that our commitments in these areas not only make us a better company but also contribute to a better world.

INTRODUCTION TO CAMS

CAMS BLUEWIRE

Full-service IT company with over 17 years of experience in the energy sector offering IT technical support, Azure, Microsoft Licensing, Managed VoIP phone systems, data repository, email security, remote offsite backups, remote management and monitoring, management of anti-virus protection, and datacenter collocation.

STRATEGIC CONTROL SERVICES & ENERGY ADVISORS

Provides real-time 24/7 remote operations services from our secure Remote Operations Center in downtown Houston, Texas. These affiliates also offer OT cyber security systems and monitoring, and NERC CIP and 693 compliance support.

CAMS eSPARC

Environmental consulting company specializing in industrial and energy sector clients throughout the U.S. providing environmental management programs, tailored sustainability programs that incorporate ESG tenants, air permitting strategy analyses, compliance services, and audits.

CAMS E&P

Specialized division of CAMS with a focus on providing comprehensive technical, operational, commercial, and financial support to clients in the oil & gas industry. CAMS E&P manages and supports a growing portfolio of independent oil and gas companies, including onshore, offshore, conventional, and shale plays.

CAMS TRIDENT

Experts in corrosion engineering and pipeline integrity. The company is committed to reducing clients' risks by providing Cathodic Protection and AC Mitigation design, installation, and maintenance services. CAMS Trident serves a variety of industries, including oil & gas, power generation, construction, engineering, chemical, and other heavy industries.

ENERGY TRANSITION SERVICES

Originates and leads greenfield and brownfield development opportunities in the areas of battery energy storage, PV, carbon capture, hydrogen co-firing and other environmentally sustainable technologies.

FINANCIAL SERVICES

Offers extensive back-office support services to our clients as part of an AM or O&M agreement or through a separate Professional Services Agreement. CAMS Financial Services offers a comprehensive suite of services that includes accounting, finance, and institutional management, acting as the primary interface with various stakeholders.

CAMS HUMAN RESOURCES

Supports the company's most valuable asset - its people, providing services that span from benefits management to employee relations, and from compensation analysis to recruitment. These services are also available to third-party clients on a contracted basis.

OUR FOUNDERS



DICK LEIBERT
Partner



JEFFREY SOMMERS
Partner & Chief Financial Officer



JOSEPH W. SUTTON
Founder & Chief Executive Officer



JAMES RICHARDSON
Partner



GREG BOBROW
Partner & Chief Operating Officer

SHARED VISION

Our values guide all aspects of our business and shape our culture, including maintaining a Shared Vision with our clients.

LEADERSHIP

We collaboratively develop tailored, sustainable solutions, provide ethical leadership, and treat our clients' assets as if they were our own.

CAMS HISTORY

2007 - 2020

A track record of growth.

2007 CAMS Established

CAMS is founded with an initial focus on power generation operations and maintenance, accounting, finance and commercial services.

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.

2011 CAMS Offers Deconstruction and Remediation Services

CAMS launches a business group focused on acquiring and repurposing obsolete power generation industrial site assets for renewable power generation or redevelopment for commercial or industrial purposes.

2013 First Renewable Energy Contract Signed

CAMS signs its first renewable energy asset management contract 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.

2015 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.

2019 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 Introduces eTRAC

CAMS enters into its first contract for eTRAC, a proprietary software-as-a-service platform. The platform combines real-time market and project performance data to deliver 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.

2020 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, bondholders, and the board of directors as the company navigates the restructuring process and assesses a strategic exit.

2008 CAMS Introduces E&P Services

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

2012 CAMS Adds Midstream and Trident

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.

2014 eSPARC Established

eSPARC is established as an affiliate of CAMS to provide full-service environmental consulting services. Capabilities include due diligence, coal ash management, remediation and redevelopment support, strategic regulatory reviews for capital projects, air permit application development, in-house air dispersion modeling expertise, waste and wastewater management, environmental plan development, and compliance support services.

2016 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.

2020 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.

CAMS HISTORY 2021-2022

Evolving to advance energy transition needs.

2021 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.

CAMS Acquires Solar O&M Company

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

2022 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. This represented one of the largest third-party service contracts at the time of signing.

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.

MAR CAMS Awarded Services Contracts for over 10 GW Power Generation Portfolio

CAMS is awarded contracts by affiliates of ArcLight Capital Partners, LLC, to provide operation and maintenance (O&M) and asset management services for power generating assets representing over 10 gigawatts (GW) of capacity. The facilities are well diversified across markets, technology and fuel type and will allow for the future integration of intermittent renewable resources,

MAR CAMS Executive Named to REAL Houston Board of Directors

Brian Ivany, Executive Vice President, Renewables, was named to the Board of Directors for Renewable Energy Alliance Houston (REAL Houston). Ivany leads CAMS' renewable services business which provides asset management, operations and maintenance, optimization and related services to wind, solar and storage assets. In this role, he supports the optimization of numerous renewable energy assets located throughout the U.S. CAMS also joins REAL Houston as an innovator member. CAMS manages and operates over 200 renewable energy projects.

JUN CAMS Renames Renewables Group to Energy Transition Services

CAMS renames its Renewable Energy Services group to CAMS Energy Transition Services (CAMS ETS) to reflect expanded offerings including development and advisory services. CAMS ETS originates and leads greenfield and brownfield development opportunities in the areas of battery energy storage, PV, carbon capture, hydrogen co-firing and other environmentally sustainable technologies.

JUN CAMS Awarded O&M Services Contract for Hallador Energy's Merom Generating Station

CAMS is awarded an O&M contract to support Hallador Energy Company and its Merom Generating Station (Merom), a 1,000 MW coal-fired power generating station in Indiana. Located in Sullivan County, IN., Merom employs a workforce of approximately 220 and can power up to 200,000 homes at full capacity.

JUL CAMS Named One of the Best & Brightest Companies to Work For in the Nation

CAMS named one of the Best & Brightest Companies to Work For in the Nation® by the National Association for Business Resources. CAMS was also named to Houston's Best and Brightest Companies to Work For® list earlier this year.

OCT Winner of Four 2022 Combined Cycle Journal Best Practice Awards

CAMS earned four Combined Cycle Journal (CCJ) 2022 Best Practices Awards. St. Charles Energy Center, under CAMS management, was honored as one of the top six in the Best of the Best category. In addition to St. Charles Energy Center, Griffith Energy, Kings Mountain Energy Center, and Rolling Hills Generating were recognized for their contribution to improving facilities' safety standards and operational practices. Since 2013, CAMS has won a total of 79 CCJ Best Practice Awards.

ESG GROWTH AT CAMS



Even before implementing our ESG program, CAMS' company values set the foundation for our long-standing tradition of providing business solutions in alignment with ESG principles. In 2021 we began formally communicating our sustainability-focused initiatives with quarterly updates. This report, covering our 2022 activities, represents our first full Annual ESG Report and marks a key step in the evolution of our ESG program. We understand how important this information is to our employees and to our clients, and will leverage the accomplishments of this year to support our continued growth as a sustainability leader in the energy infrastructure industry.

Entrepreneurship and Value Creation

Our leadership team and plant employees work collaboratively with facility owners to improve efficiency and operational performance, which in turn reduces environmental impacts and supports business goals. Our successes range from engineering solutions and the implementation of state-of-the-art emission controls (page 20) to resource conservation measures (page 26).

Environmental, Health & Safety, and Regulatory Excellence

Our corporate EHS&R team proactively manages environmental permits and compliance (page 18), the safety and welfare of our employees, contractors, and communities (page 42), and cyber security (page 66).

Community

CAMS employees actively engage in volunteerism, donations, and environmentally beneficial projects throughout the year. In 2022, our employees contributed over \$300,000 to local charities, while volunteering their time to important causes. Our facilities are consistently involved in advancing environmentally beneficial projects (pages 22, 30, and 32).

Shared Vision

CAMS provides ethical leadership to drive business success in alignment with ESG principles. Our employees are respected for their contributions and the valuable insights they provide to continuously improve our company and ensure the goals of our clients are met.

In short, ESG growth is valued at CAMS. We are making significant strides in advancing ESG initiatives that embody our core values of Entrepreneurship, Value Creation, EHS&R, Community Involvement, and Our Shared Vision. Our progress is a testament to our devotion to these values and our dedication to improving performance, delivering results, and ensuring the health and safety of our employees and communities.

MONA CAESAR JOHNSON, PE
EXECUTIVE VICE PRESIDENT
EHS&R



ESG PERFORMANCE & VISION ACCOLADES

Since 2013, CAMS has been consistently recognized for its operational commitment to best-in-class safety practices and performance by earning 79 Combined Cycle Journal (CCJ) Best Practices Award. Since 2021, the documenting and reporting of our company's ESG practices has led to national recognition of CAMS' achievements and has further encouraged our employees to pursue creative and sustainable business practices. We have seen first-hand the benefits of sustainable practices on operational excellence, financial performance, safety, community relations, and the environment.

2022 ESG ACCOLADES



COMBINED CYCLE JOURNAL BEST PRACTICES AWARDS

CAMS earned four Combined Cycle Journal 2022 Best Practices Awards for best practices and contributions made by plants and personnel. St. Charles Energy Center, under CAMS management, was honored as one of the top six in the Best of the Best category. Griffith Energy, Kings Mountain Energy Center, and Rolling Hills Generating were recognized for their contribution to improving facilities' safety standards and operational practices.



BEST & BRIGHTEST COMPANIES TO WORK FOR IN THE NATION

CAMS named one of the Best & Brightest Companies to Work For in the Nation® by the National Association for Business Resources (NABR). CAMS was also named to Houston's Best and Brightest Companies to Work For® list in the same year. CAMS was one of 139 winning organizations honored out of 1,100 nominations from across the country.



GLOBEE BUSINESS EXCELLENCE AWARDS - ENERGY/UTILITIES

CAMS earned the gold title of the 2022 GLOBEE Business Excellence Awards for Energy & Utility sector. CAMS was recognized for its outstanding employee retention achieving a turnover rate of only 1.5% in 2021, along with other sustainability-focused corporate initiatives that are a part of CAMS' 2022 ESG program.



CLEANIE AWARDS

CAMS was identified as a Cleanie Awards finalist for Company of the Year and Best Corporate Sustainability Program categories. CAMS was selected as a finalist out of hundreds of other applicants.

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.



LEADERSHIP SUPPORT

The CAMS Executive Management Committee, comprised 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 values of Shared Vision, Value Creation, Entrepreneurship, Community, and Environmental, Health, Safety and Regulatory excellence.



EXPERIENCED, CROSS-FUNCTIONAL TEAMS

Our employees 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.



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 throughout ownership and beyond.



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.

⚡ 2022 FAST FACTS

1,900

EMPLOYEES

0.56

TRIR

23

STATE OPERATING AREA

>100M

THERMAL MWh PRODUCTION

2.84M

MANHOURS

2.1 GW

RENEWABLE CAPACITY

3,500

MILES OF PIPELINE MANAGED

39,900

HP COMPRESSION MANAGED

99%

FIELD PARTICIPATION IN ENVIRONMENTAL TRAINING

83%

PLANTS WITH ACTIVE RECYCLING PROGRAMS

3.9M

TONS AVOIDED CO2 EMISSIONS

33 GW

THERMAL CAPACITY



Value creation and entrepreneurship are two of CAMS' core values.

We proactively reduce costs, increase efficiencies, and deliver results, while implementing industry-standard best practices. We relentlessly pursue our commitment to quality and sustainability. CAMS employees are encouraged to share their ideas, innovate with integrity, and improve performance.

ENVIRONMENTAL



**WE PLEDGE TO CONTINUALLY
EVALUATE OUR OPERATIONAL
METHODS TO PROMOTE
SUSTAINABLE AND
ENVIRONMENTALLY FRIENDLY
BUSINESS PRACTICES**

ENVIRONMENTAL SERVICES TEAM

ESG is not just a catchphrase. It is a critical part of our business.

Promoting and integrating environmental, social, and governance principles is part of our daily jobs as professionals in the CAMS Environmental Services team. Corporate employees play a particularly important role in this effort. Their responsibilities touch multiple operating facilities, allowing them to see different ways of doing business. For example, in our annual compliance assessments of each facility, we provide training and support ESG-related initiatives while identifying best practice measures that can be shared fleet-wide. We also support management of change evaluations, contributing environmental perspectives to optimization projects. Another important role we provide is to aid facilities during difficult grid reliability situations, such as extreme weather events. We interact with the various regulatory agencies and help plants meet their environmental obligations while responding to these critical need incidents.

Additionally, the Environmental Services Team staffs CAMS eSPARC, LLC, CAMS' wholly-owned environmental consulting company. At eSPARC we support clients with a number of ESG initiatives that touch the full lifecycle of asset ownership. Our services include due diligence assessments, strength and risk assessments, program and report development, and reporting to both internal and external frameworks.

When we promote great ESG practices internally, we make CAMS a better company, and we make our clients' facilities better places. We propagate success, and we make CAMS more efficient and more effective. We take pride in treating our clients' assets as though they are our own.

DEREK FURSTENWERTH, PE
SENIOR VICE PRESIDENT,
ENVIRONMENTAL SERVICES



COMPLIANCE KPI

In 2021, we began tracking metrics associated with environmental compliance at all our operational facilities. We communicate our status with respect to these metrics at monthly meetings that the corporate compliance team and CAMS leadership attend. Our goal is to increase awareness of environmental incidents and communicate lessons learned so that we may reduce or minimize significant environmental events in the future. Our results for 2022 compare favorably to our 2021 baseline.

CHANGE FROM 2021 BASELINE



UNDERSTANDING THE LINGO

- 1 SIGNIFICANT EVENT**
 Significant Environmental Event is an exceedance of a numeric permit limit; a reportable spill; or issuance of an NOV or fine by a regulatory agency.
- 2 MINOR EVENT**
 Minor Environmental Event Incident is a minor or administrative deviation from permit or regulatory requirements a reportable spill inside containment; or a spill below the reportable quantity threshold.
- 3 NEAR MISS**
 Environmental Near Miss is any event that could have resulted in a Significant Environmental Incident but for a control measure, swift intervention, or good fortune. Reporting of these events is encouraged to further awareness and training.



CLEAN, EFFICIENT OPERATIONS CPV THREE RIVERS

CPV Three Rivers Energy Center (TREC) is a 1,250 megawatt natural gas-fueled combined-cycle electric generation facility located in Goose Lake Township, Grundy County, Illinois. The facility is on track to begin operations in early 2023 and will be capable of powering more than 1.25 million homes. TREC will consist of two combustion turbines (CT), two heat recovery steam generators (HRSG), and two steam turbines (ST) to maximize efficiency. This new single-shaft design will allow efficient electric generation from each specific unit, independent of maintenance or outage work on of the other sister unit. The plant is owned by Competitive Power Ventures and will be operated by Consolidated Asset Management Services.

Carbon Footprint

TREC is using combined-cycle technology and the latest “H” class gas turbine, approximately 30-40 percent more efficient than older baseload electric generation technologies. This state-of-the-art technology combined with clean-burning natural gas will replace less efficient generating units, offsetting carbon dioxide emissions

equivalent to taking more than 300,000 cars off the road each year. Additionally, the facility uses advanced emissions control technology, including ammonia injection and dry low-emission burners, to reduce total nitrogen oxides (NOx) emissions.

Water Use

TREC’s air-cooled condenser design will reduce water use by 90 percent compared to a wet-cooled facility, helping conserve valuable natural resources. The relatively small amount of water needed for process makeup comes from onsite wells. By utilizing air-cooled condensers, the facility is also able to implement a zero-liquid discharge system. Zero liquid discharge (ZLD) is a strategic wastewater management system that ensures that there will be no discharge of industrial wastewater into the environment. This benefits the environment through recycling and recovery for subsequent reuse for industrial purposes. This wastewater would otherwise be discharged into the Illinois, Kankakee, and Des Plaines River basin areas.



BURLINGTON OSPREY



Burlington Generating Station (Burlington) is located on a 114-acre site in a commercial and light industrial area along the Delaware River in Burlington, New Jersey. The Facility can generate approximately 135 MW of electricity by utilizing four combustion turbine generators (Unit No. 12). Unit No. 12 has been in service since 2000 and can fire both natural gas and kerosene.

Ospreys are a type of hawk that depends primarily on live fish for their diet. They are protected by the US Migratory Bird Treaty Act and in New Jersey are listed as threatened under the Endangered and Nongame Species Conservation Act of 1973. An osprey can locate fish up to 130 feet above the water, and then dive towards the surface to capture its prey with its feet. The bird's unique reversible outer toe allows it to firmly grasp fish weighing up to five pounds. Many years ago, in an initiative to revitalize the local bird population after a drought, staff at Burlington built an Osprey nesting area which they continue to maintain, providing a home for local Osprey communities. Burlington is owned by Parkway Generation, LLC, and is operated by CAMS.

BURLINGTON STATION REVITALIZES BIRD COMMUNITY



OPERATIONS & MAINTENANCE



CAMS' O&M services extend to maintenance coordination, inventory and logistics management, and engineering services. CAMS optimizes and coordinates scheduled maintenance programs with vendors and Original Equipment Manufacturers (OEMs), ensuring that the plant machinery remains in top working condition. Inventory and logistics management, including the handling of spare parts, is expertly conducted to ensure smooth and uninterrupted plant operations. Predictive and preventative maintenance programs are implemented to anticipate and resolve potential issues before they escalate. CAMS's team also provides engineering, repair, and field services, delivering a comprehensive suite of O&M services to its clients. We work in conjunction with facility owners to develop efficiency projects that deliver both financial and ESG performance according to their specific budgets, timelines, and goals.

Throughout the year, the CAMS O&M Team actively contributes to our ESG initiatives. Each plant commits to being a responsible steward of the environment and a positive contributor to local communities and school programs through donations of both time and money. The O&M Team also coordinates first responder emergency drills with local fire, police, and SWAT teams.

CAMS is continuously planning for the future and evaluating opportunities to enhance our ESG performance and the goals of our clients, such as co-locating renewable power generation assets at our existing thermal plants. Our plant personnel take pride in aligning their daily work with the company's ESG values, fostering a culture of sustainability and social responsibility.

OPERATIONS & MAINTENANCE



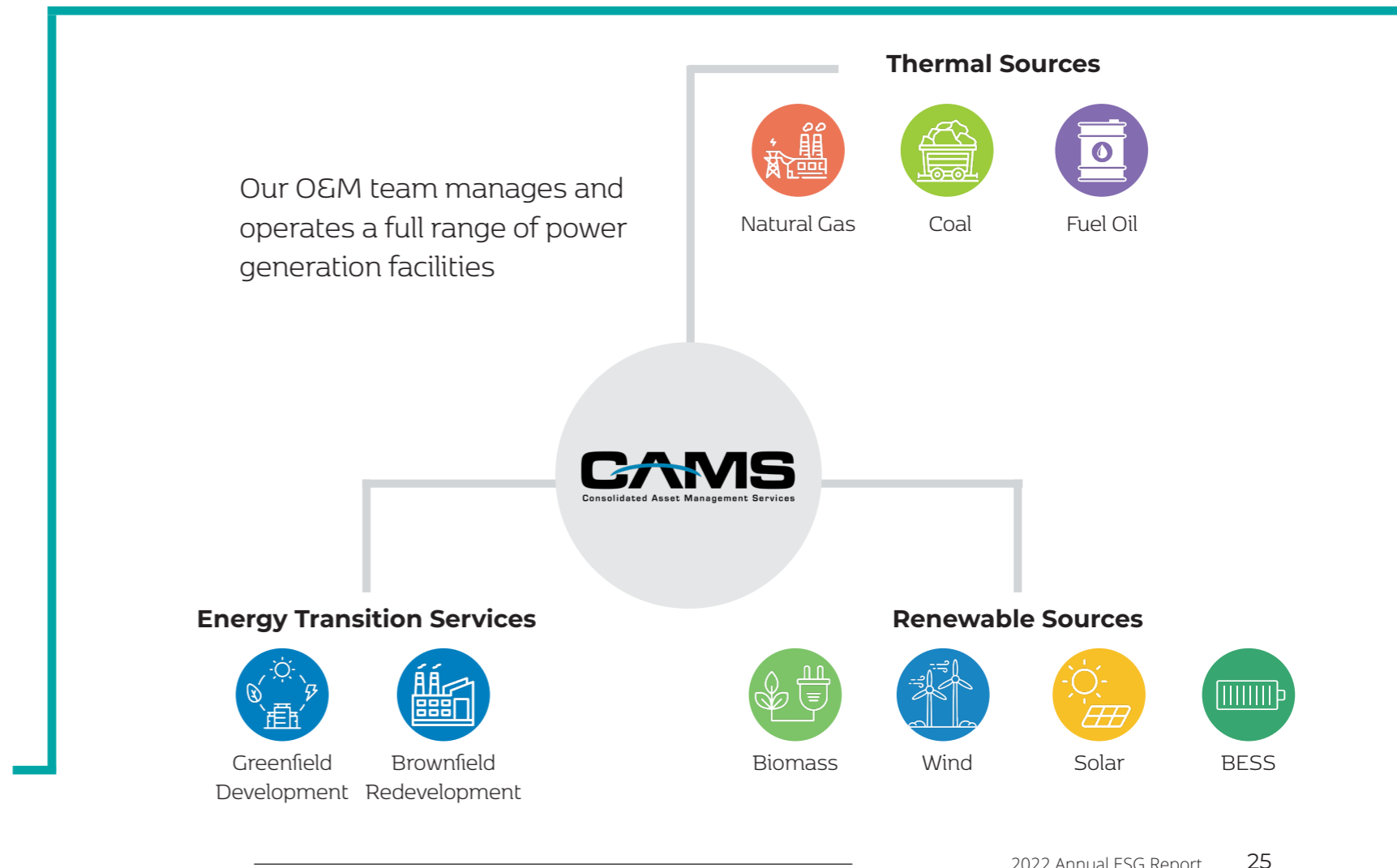
“We firmly believe that the CAMS’ commitment to ESG positively impacts our business operations and stakeholder relationships. The O&M Team is also aware of the need to stay abreast of ESG trends and emerging issues, ensuring that our company is prepared to address these in the upcoming years.”

TODD WITWER
EXECUTIVE VP, WESTERN OPERATIONS



“Regulatory compliance and community involvement have always been core values of CAMS operations. The operations team’s role is to achieve absolute compliance with all regulatory rules and expectations. It also includes fostering and supporting charitable activities in the communities we are located.”

ERIC GARRETT
EXECUTIVE VP, EASTERN OPERATIONS



BENEFICIAL WATER REUSE LINDEN STATION

Linden Station is comprised of Linden CT and CC sub-plants. Linden CC consists of two separate 2X1 combined cycle units based on GE 7FA gas turbines, with a combined generating capacity of 1,300 MW. Linden is owned by Parkway Generation, LLC and is operated by CAMS.

Linden CC is located in an area designated by the Aqueduct Water Risk Atlas as a “high water risk” area based on water availability, water quality, and regulatory/reputational risk. However, the plant operational commitments require a large amount of water. Traditionally, combined cycle plants meet their water requirements through the uptake and discharge of water to the surrounding environment. However, Linden CC wanted to minimize the environmental impact of its operations in this resource-constrained area. They opted to use grey water, a beneficial re-use water (BRUW), as its non-contact cooling water source, thus eliminating the need to utilize surface water, groundwater, or city water for this process. Linden’s use of BRUW for cooling purposes has a positive impact on the community as it helps the local municipal supplier reserve more water for its residential customers. At the same time, aquatic wildlife is protected since the plant does not use cooling water intake structures and because the BRUW is recycled after use, discharge to Arthur Kill is not necessary.

Linden CC strives to maximize the use of BRUW, ultimately offsetting the use of alternate water sources by as much as 800 million to 1.3



billion gallons per year. The grey water has limited other beneficial uses and would otherwise be discharged back to the environment.

The BRUW is sourced from the Linden-Roselle Sewerage Authority (LRSA). After the water is processed through LRSA’s system it is discharged from their final ultra-violet treatment bed to an outfall area. Linden CC pumps the water across the LRSA property to a gravity-fed sand filter system. There the water is “polished” to remove any additional solids. A small portion of the water is returned to the LRSA influent where it then passes through the LRSA process again. The rest of the “polished” water is forwarded to the plant for use as non-contact cooling water in the cooling towers. After the water is cycled several times in the cooling towers, it is returned to the LRSA for treatment. Linden CC maintains chemistry in this system with the addition of sodium hypochlorite (bleach) as needed to help keep the sand filter station in proper order and to maintain water quality within the cooling towers.

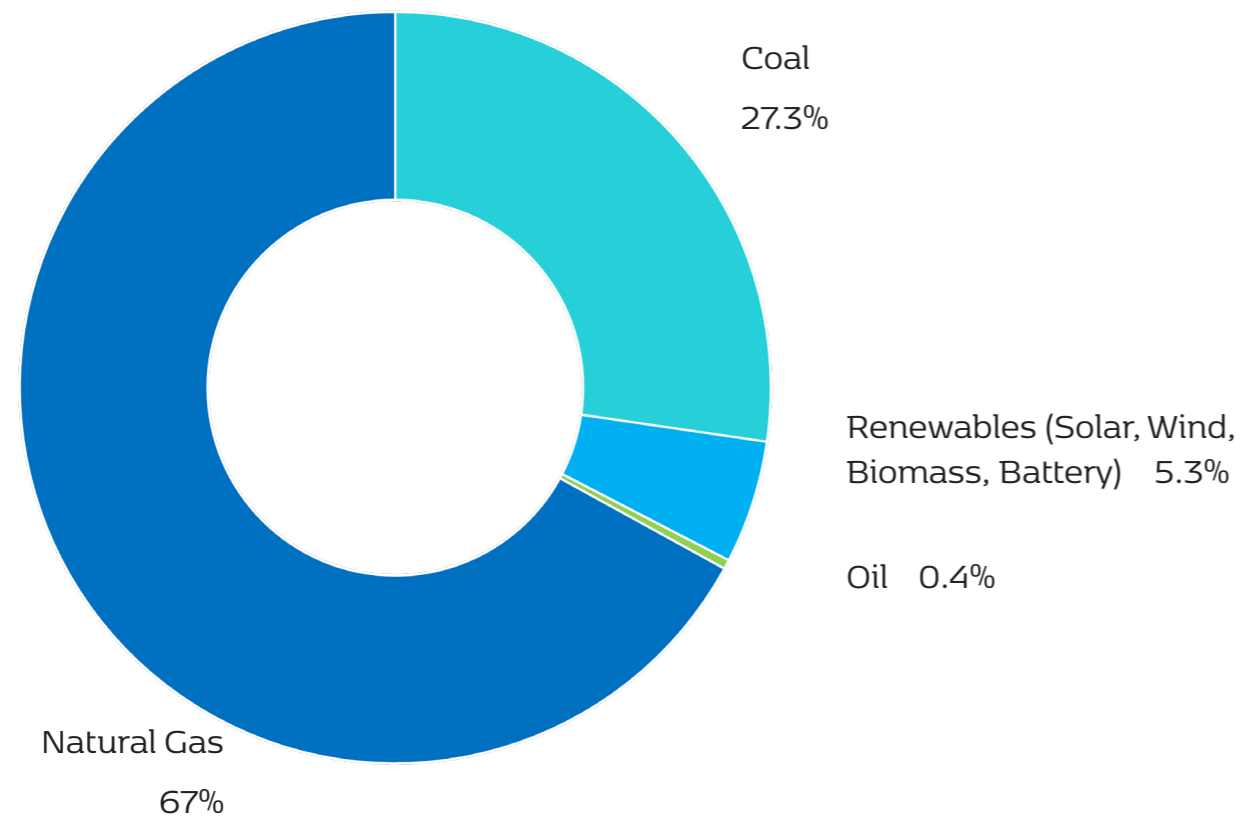
The process is monitored continuously for proper operation from the LRSA side pump station to the return of the discharge at the LRSA’s influent. The system and water quality are maintained by both station personnel and support staff specifically qualified to ensure the system is optimally maintained.

The BRUW program at Linden CC is an example of how CAMS sustainably operates and manages its facilities. Our plant management teams proactively seek opportunities to provide reliable energy services while making positive contributions to their communities and minimizing environmental impacts.

RELIABLE & DIVERSIFIED POWER MIX

CAMS EMISSIONS PROFILE

CAMS 2021 FLEET GENERATION (MWh)¹



■ Natural Gas ■ Oil ■ Coal ■ Renewables (Solar, Wind, Biomass, Battery)

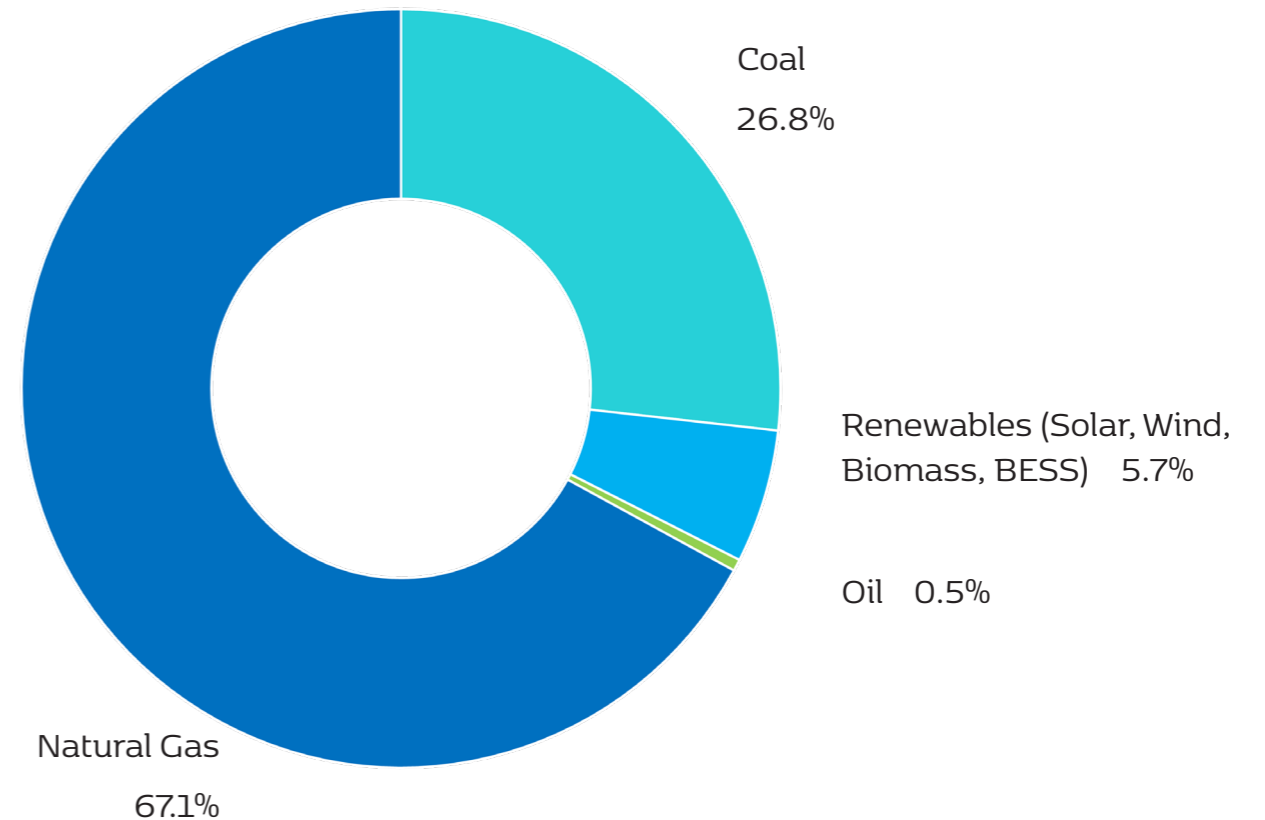
During 2022, CAMS made remarkable progress in broadening the diversification of our portfolio, with an emphasis on renewable resources and supporting energy transition services. Our managed renewable capacity grew by 31%², including wind, solar, and battery projects, and our thermal portfolio grew by 51%.

This progression underscores our dedication to reliable energy infrastructure, innovation, and sustainability. Our management team links superior financial and operational

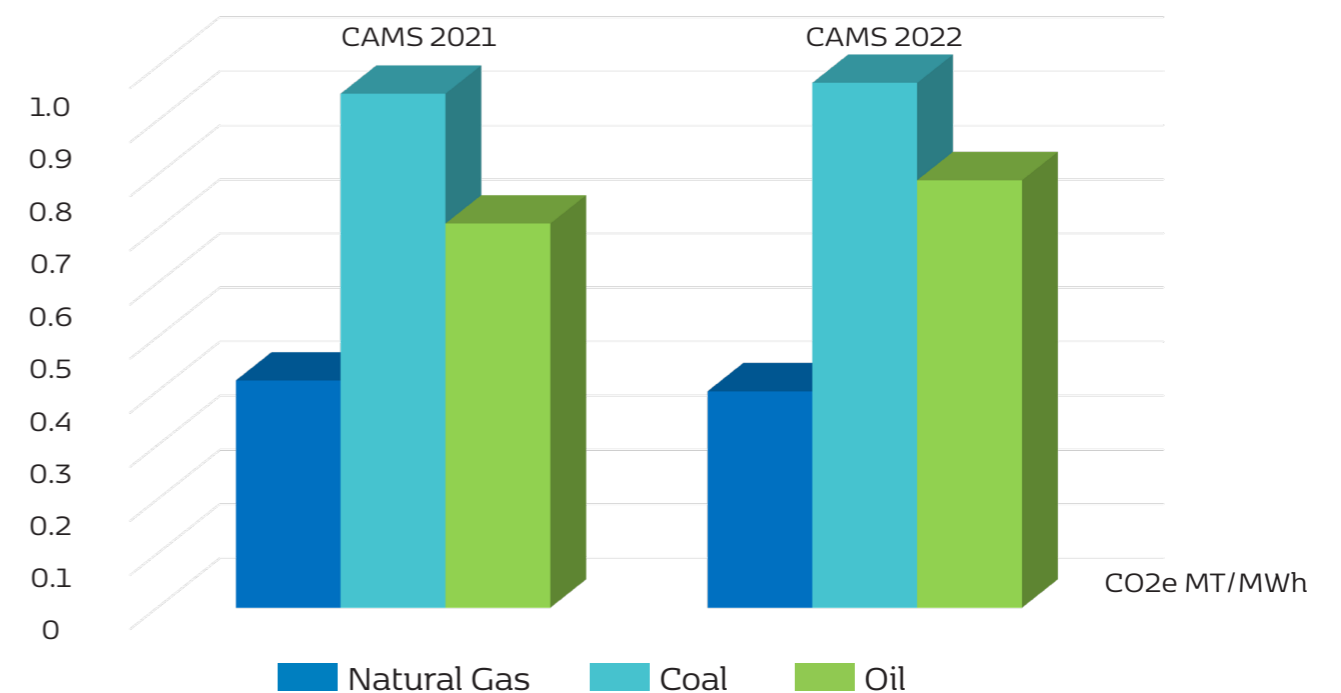
performance with the growing demands of ESG expectations and tracks progress with data-driven Key Performance Indicators (KPIs). CAMS solutions and strategic initiatives have established us as a frontrunner in the energy sector, committed to delivering sustainable and value-driven outcomes for our clients.

¹ Thermal generation as reported to EPA CAMD
² Capacity represents nameplate capacity of both pre- and post-COD projects at the point of interconnection.

CAMS 2022 FLEET GENERATION (MWh)¹



CO2e INTENSITY TRACKING



WETLANDS RESTORATION KEYS ENERGY CENTER

The Keys Energy Center (KEC) is a 2x1 natural gas-fired combined cycle power generating facility in Brandywine, MD. The station generally runs on a load-following schedule and started commercial operations in 2018. Keys is owned by Parkway Generation, LLC and is operated by CAMS.

Three wetlands mitigation sites were established in and around the station during the permitting process to construct the Keys facility: the Hollybrook site, the Mitigation site, and the Pipeline Extension site. The plant has worked diligently over the last four to five years to restore these areas to meet all Army Corps of Engineers and Maryland Department of Environment requirements.

The Hollybrook site is the first of the three sites to be closed and offers many ecological benefits as a contiguous forested wetland habitat. The site expands habitat adjacent to a historical bald eagle nest and associated protection zones. It protects and improves water quality and creates habitat for two state-listed fish species, the flier, the Ironcolor shiner, and several state-listed plants.

The site creates forested wetlands, reduces forest fragmentation, and creates additional Forest Interior Dwelling Bird species habitat by converting nearly 13 acres of open agricultural land and a significant area of edge habitat into forest interior habitat. The other two locations are on track to be closed out successfully after 2022.



MIDSTREAM PROACTIVE PIPELINE EMISSION REDUCTION

Midstream operations play a crucial role in the energy supply chain, ensuring the availability of crude oil, natural gas, natural gas liquids (NGL), and liquified natural gas (LNG). The CAMS Midstream group provides asset management, O&M, financial and corrosion engineering and pipeline integrity services for the full life cycle of midstream assets for all of these commodities, ensuring our clients are able to operate efficiently and within the applicable regulatory requirements. In particular, leak detection, maintenance, and pipeline integrity management have important environmental and safety components, which tie to our corporate ESG philosophy.

In 2022, the Pipeline and Hazardous Materials Safety Administration (PHMSA) enacted new regulations for the pipeline industry, aiming to reduce fugitive emissions. The regulations broadly mandated that operators "minimize emissions" without specifying any particular method. In response, CAMS developed several novel compliance approaches that could be incorporated into daily operations tasks to ensure the minimization of emissions.

As an example, one of our operations teams utilized an additional pipeline walk-down to identify potential leaks that could contribute to fugitive emissions. The task involved walking an approximately 10-mile natural

gas pipeline and checking all above-ground appurtenances for any leaks. The team used a simple yet effective method of applying soapy water with a spray bottle, similar to checking for a nail in a tire, to detect leaks at all above-ground flanges, valves, fittings, and gaskets. Where any possible leaks were identified, the equipment was tagged and flagged so that appropriate adjustments could be made. By integrating emission reduction efforts into routine operations CAMS established a workable emissions reduction procedure that aligns with the existing practices and furthers our corporate goal to integrate ESG objectives in a manner that promotes the sustainable business success of our clients.





CAMS Energy Transition Services (ETS) added over 730 MW¹ of renewable generation in 2022.

CAMS Energy Transition Services (ETS) added over 730 MW¹ of renewable generation in 2022. While all business segments grew (solar, wind, and BESS) wind experienced the largest growth with the inclusion of approximately 600 MW via eight projects located in multiple states. In 4Q22 we also launched a new offering, Development as a Service, specifically designed to extend the useful life of existing generation as well as support the development of greenfield renewable projects. Development as a Service includes multiple technology types including BESS, solar, hydrogen, and carbon capture.

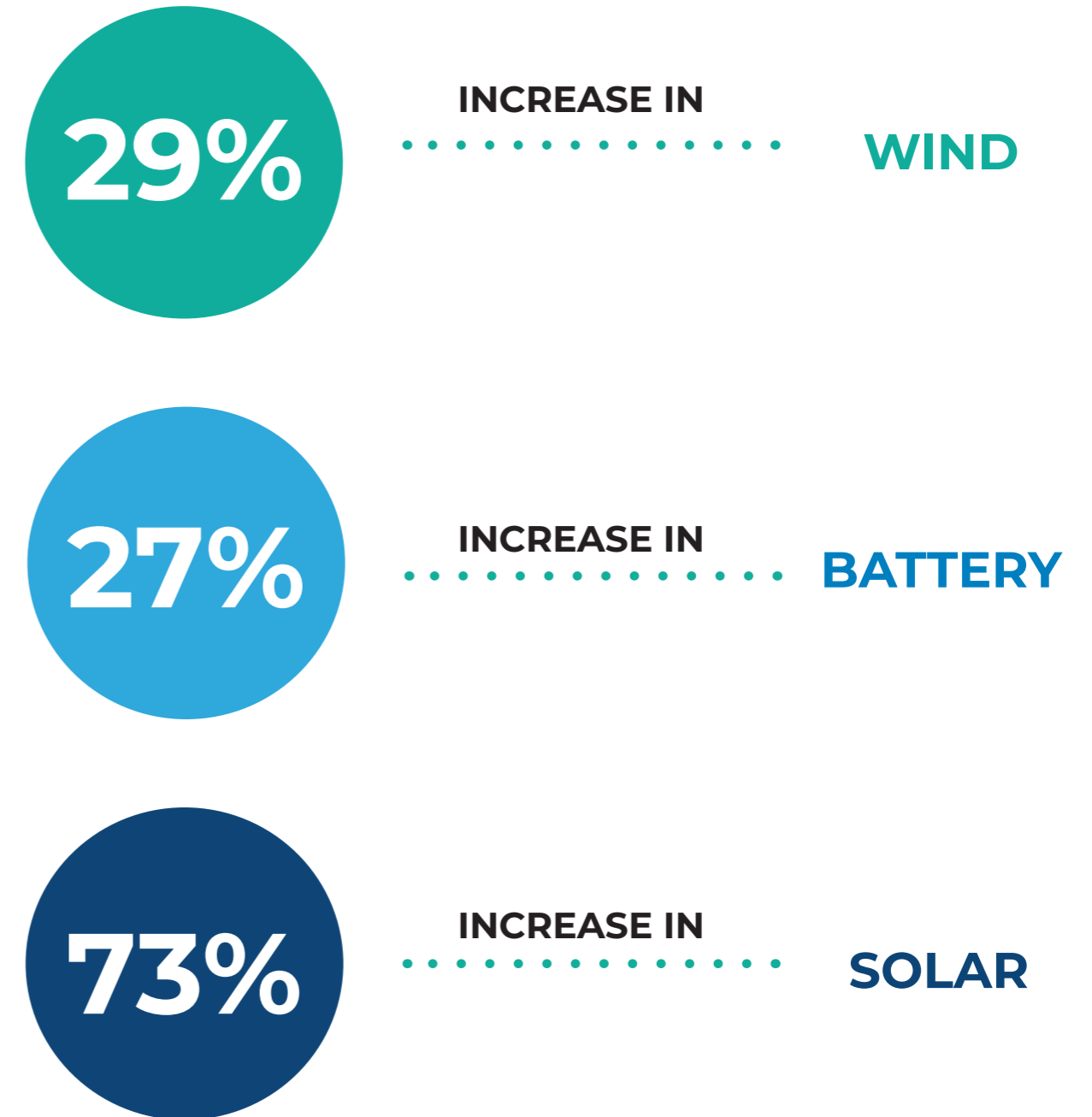
We expect the passage of the Inflation Reduction Act (IRA) to serve as a strong tailwind for renewables development throughout 2023. The IRA's 30-40% investment tax credit coupled with numerous state incentive programs creates a compelling business case for developers, IPPs, and investors across several ISOs. On the other hand, constrained global supply chains, particularly for modules, inverters, and other BOP equipment paired with multi-year interconnection queue delays could dampen the sector's rate of growth. The opportunities and challenges facing future renewable development underscore the value CAMS' experience, creativity, and persistence add to our clients and their projects.

BRIAN IVANY
EXECUTIVE VICE PRESIDENT,
ENERGY TRANSITION SERVICES



¹MW values are nameplate capacity at the point of interconnection

MANAGED & OPERATED ASSETS ETS GROWTH IN 2022 (MW)^{1, 2}



¹MW values are nameplate capacity at the point of interconnection ²MW values include pre-COD projects awarded

STORMWATER EROSION MITIGATION

CAMS Energy Transition Services (ETS) team provides expert operations management of renewable assets. The team ensures reliable, safe management of these facilities and constant diligence in the area of environmental stewardship. For example, after assuming control of a customer's Battery Energy Storage System (BESS) site, CAMS operations staff noticed that runoff was leading to soil erosion in a native vegetation area.

This situation posed a threat to local ecosystems and also created an opportunity for construction materials to contaminate the area. Additionally, the erosion undermined the support for the site's perimeter fencing and gate, creating security issues. CAMS operations team executed a solution that involved replacing the washed-away material, implementing a regular monitoring program, and evaluating the need for a retention wall.

CAMS' commitment to environmental stewardship and our ESG program objectives was evident throughout the entire resolution process. Our review highlighted the importance of considering rain runoff paths when placing concrete pads and fence post foundations. Similar incidents may now be prevented by applying the lessons learned.



ISSUE

Soil erosion in
vegetation area due
to runoff from site

SOLUTION

Implement regular
monitoring program
and retention wall

RESULT

Reliable, safe
management of
client's facilities





eTRAC RENEWABLE ASSET OPTIMIZATION

Facilities that support the Energy Transition are continuously being added to the CAMS fleet. In parallel, we are expanding our capabilities to proactively incorporate sustainable business solutions into the management strategy for our renewable assets. The implementation of eTRAC, a CAMS proprietary software tool that is used to acquire, store, and analyze data for power generation assets, has been instrumental in furthering this goal.

eTRAC utilizes a variety of technologies (API, database, encryption, machine learning, and authentication) to automate workflows and reduce the time and effort needed to evaluate the operational performance of power assets compared to expectations. By leveraging the real-time information provided by eTRAC, CAMS is able to quickly assess how the near-term forecast will impact operational and financial targets. The ability to quickly understand issues facing the project and look ahead, allows CAMS to strategically manage assets saving resources while enhancing project outcomes.

CAMS utilized eTRAC in 2022 to augment the performance and availability of a 100+ MW distributed solar generation fleet on the east coast of the United States. Unlike utility-scale assets, distributed asset fleets often encompass a large number of locations and lack on-site maintenance personnel. This creates a greater need for automation of data processing.



Through the automation of data processing analytics, the asset management and O&M teams were able to quickly identify inverter-down patterns and respond with parts to return to the facility to operation faster than ever experienced before. The manual data processing methods previously used would only have accommodated weekly and monthly assessments, instead of the daily views available through the use of eTRAC. Additionally, enhanced analytics of ariel thermography provided the team the ability to track isolated module issues on a year-over-year basis to detect patterns in performance issues.



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

CORPORATE HEALTH & SAFETY



A frequent question that arises when discussing the newer business models that incorporate ESG is 'How do traditional safety measures and metrics fit into the ESG model?' While Health and Safety initiatives certainly focus on regulatory compliance and the policies and programs that ensure businesses meet those requirements, safety performance is a key piece of the puzzle that addresses the Social aspect of ESG and allows CAMS to evaluate how well we are meeting ESG responsibilities and risks.

In 2022, CAMS focused on resetting its Health and Safety cultural performance from senior leadership to craft-level employees. CAMS senior leadership identified areas to increase our general safety compliance as well as improve our Social standings from an ESG perspective. To facilitate this, CAMS developed a visual representation of our EHS Vision and showed corporate and site management staff how to incorporate each section of our vision into continual practices to improve overall safety performance.

Site personnel now use the elements of the EHS Vision to guide their efforts toward achieving our goal of Zero Incidents. For example, emphasis on the Focus on Fundamentals of Hazards Identification tenant incorporates the aspects of pre-job briefs and field verification of risks to set the tone culturally and ensure that if anyone sees an uncontrolled hazard they stop work and put effective protection measures in place.

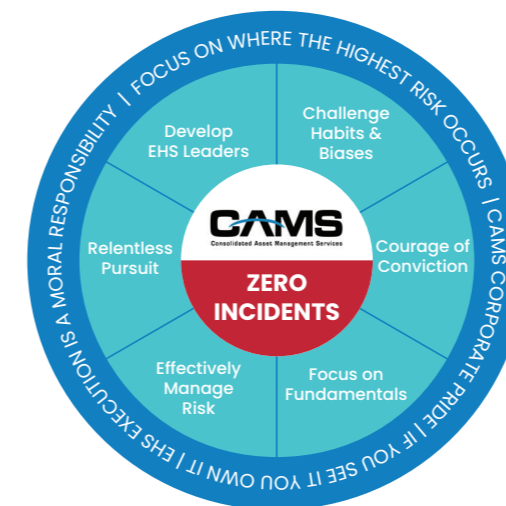
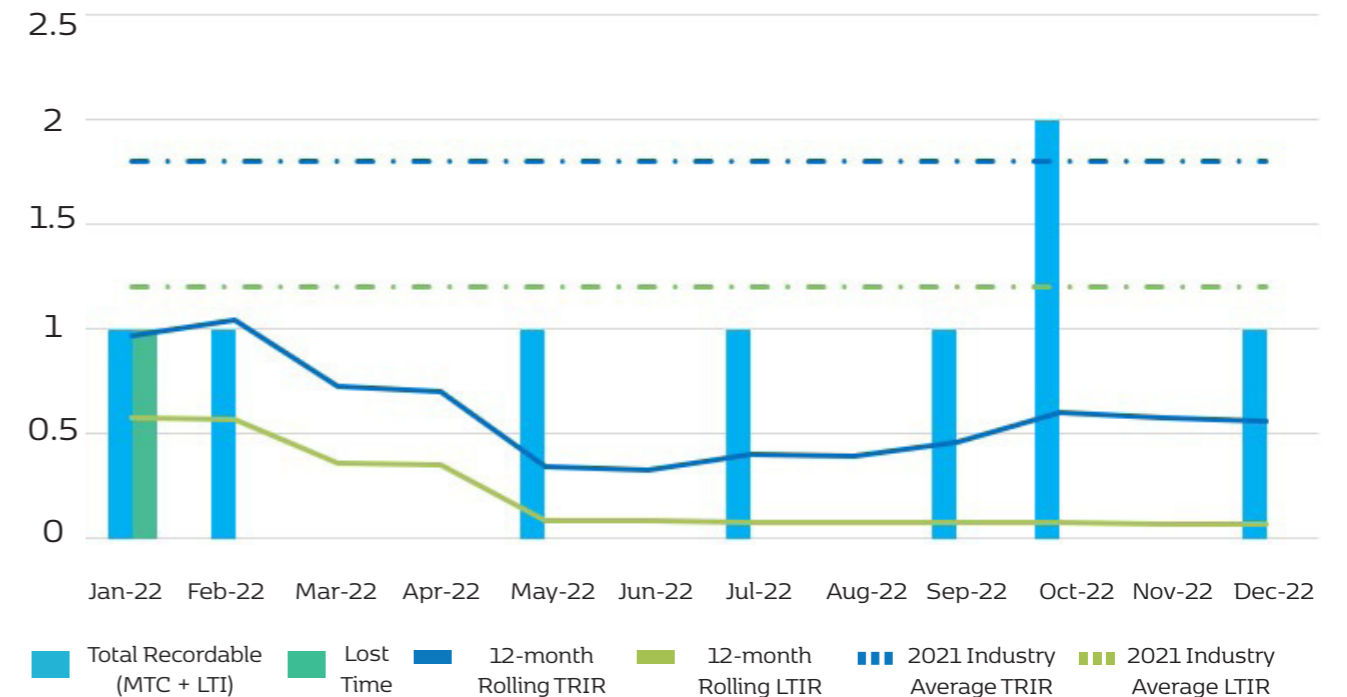
This simple systematic approach increased safety awareness across the fleet and contributed to very strong safety performance. In 2022, CAMS TRIR finalized at 0.56, which is over 1.2 lower than the industry average, and our LTIR ended at 0.07, greatly outperforming our competitors across the nation.

BEN VODILA
VICE PRESIDENT,
CORPORATE HEALTH & SAFETY



2022 SAFETY STATISTICS

CAMS 2022 Manhours
2.84M



	CAMS 2022	2021 Industry Average
TRIR	0.56	1.8
LTIR	0.07	1.2

"Safety performance is a key piece of the puzzle that addresses the Social aspect of ESG."

BEN VODILA
VICE PRESIDENT, CORPORATE HEALTH & SAFETY



Photo: San Fermin site, Puerto Rico, managed and operated by CAMS

CAMS is a leading provider of a wide array of asset management services for energy infrastructure companies. Our Asset Management Team acts as the owner's representative for all business responsibilities including P&L responsibilities, risk management, and contract management. Additionally, we apply technical and leadership skills to identify value-added opportunities ranging from CAPEX project enhancements to strategic optimization for capital improvements, Energy Transition Services, and real estate. The implementation of these ideas provides efficiency, financial, and ESG benefits.

"CAMS corporate values are consistent with and supportive of the objectives desired by our clients. As we manage their projects in concert with our values, the financial, operational, ESG, and business goals of our clients are achieved without conflict."

RANDY YORK
Executive Vice President, Asset Management

HURRICANE FIONA RELIEF SUPPORTING OWNER INITIATIVES

CAMS asset managers actively support the ESG initiatives of our owners. For example, CAMS operates and manages the San Fermin Solar Farm, a 27 MW utility-scale solar asset in Loiza, Puerto Rico owned by Stonepeak, a leading alternative investment firm specializing in infrastructure and real assets. This asset provides renewable energy to the Puerto Rico Electric Power Authority. In early September 2022, Hurricane Fiona struck the island of Puerto Rico, damaging homes and businesses while leaving millions of people without water or electricity. Due in large part to the efforts of CAMS, its employees,

and Stonepeak, the San Fermin Solar Farm was the first renewable electric generator reconnected to the grid after Hurricane Fiona made landfall. Additionally, CAMS and San Fermin teamed up to provide \$20,000 for the humanitarian support of those impacted by Hurricane Fiona. The cash donation was made through PRXPR Puerto Rico, a no-overhead fund that invests 100% of donations received to support essential needs related to food and agriculture, clean water, and fuel/renewable energy initiatives.



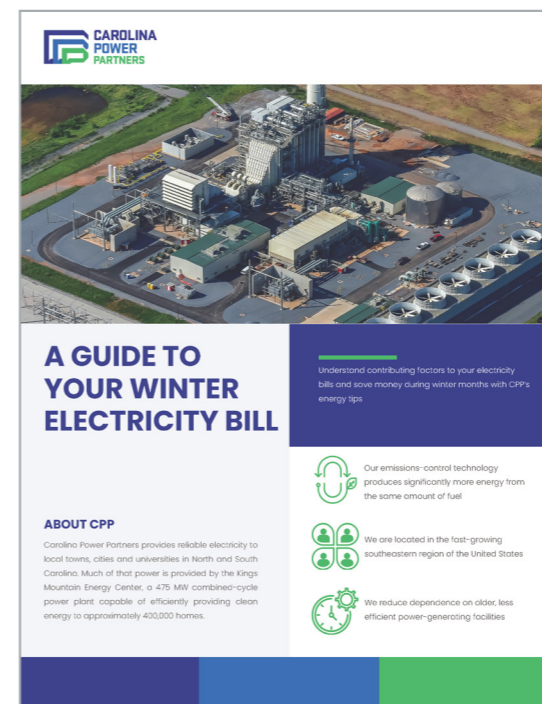
KINGS MOUNTAIN COMMUNITY OUTREACH

Carolina Power Partners (CPP) owns Kings Mountain Energy Center (KMEC). KMEC is a 475-MW combined cycle facility located in Kings Mountain, NC that provides reliable, environmentally-friendly power to the Carolinas.

As the CPP Asset Manager, CAMS actively engages in community service outreach opportunities that align with the ESG goals of CPP and CAMS. In 2022, the CPP-CAMS team championed two initiatives to help CPP customers in Winterville, NC.

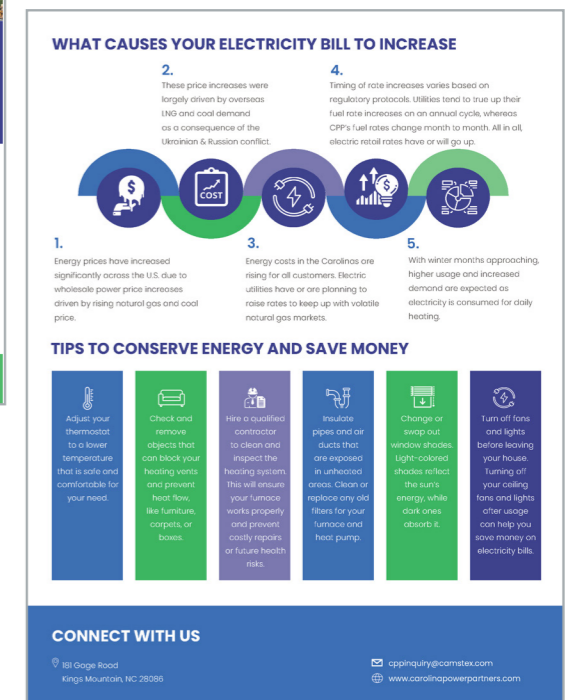
The first initiative, CAMS developed an educational campaign to inform CPP customers of the causes of rising electricity costs. The flyer provides useful tips to conserve energy and save money. This information was available through a "Guide to Your Winter Electricity Bill" publication that was posted to the Town of Winterville website. The guide also provided an overview of the KMEC, which produces most of the power CPP supplies to local towns, cities and universities in North and South Carolina.

For the second initiative, CAMS organized a partnership with the Town of Winterville, Greene Lamp - a local Community Action Agency, and CPP to provide lower income families financial assistance to reduce their monthly electricity bills throughout a 12-month period. Funds donated by CPP supported approximately 265 families in the Town of Winterville.



Page 1: Guide to Your Winter Electricity Bill

Page 2: Guide to Your Winter Electricity Bill



HUMAN RESOURCES



CAMS is a team of talented and committed individuals who intentionally work to provide superior, reliable energy services to our clients across the United States.

CAMS's commitment to diversity impacts our ongoing success. We recruit, retain, and reward our employees based on capability and performance. Our successes include a steady increase in employees from less than 500 in 2016 to nearly 2,000 by the end of 2022. During this phenomenal growth period, our turnover rate has remained consistent with our industry peers, and we have retained a diverse, talented workforce that includes 29% women and minorities company-wide.

Our business partners in the Human Resources department practice maintaining a positive, professional, and inclusive environment. We do not discriminate with regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability, age, or veteran status.

JASON O' NEAL
VICE PRESIDENT
HUMAN RESOURCES

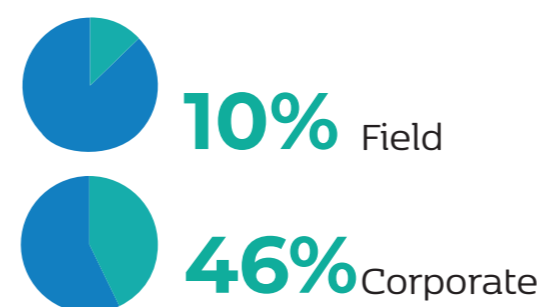


WORKPLACE CULTURE & DIVERSITY

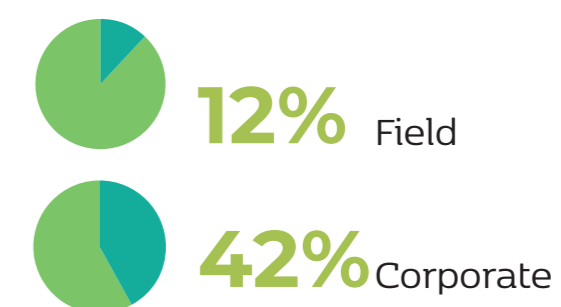
COMMITTMENT TO DIVERSITY

A diverse and inclusive workplace can mean many things. At CAMS, we are devoted to our people and will stop at nothing to ensure every employee feels welcome. Our unique business model has fostered a culture where differences are valued and ideas are celebrated. Equality is imperative for our continued success, and we vow not to lose sight of such an important mission.

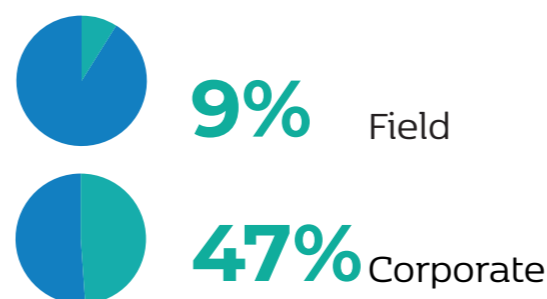
2021 Minorities



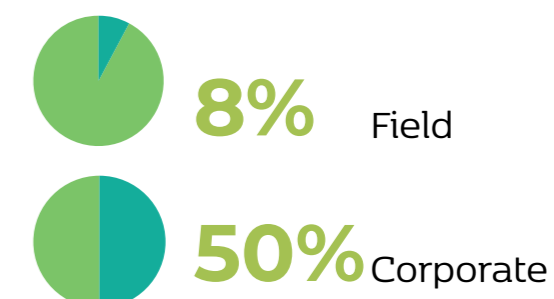
2022 Minorities



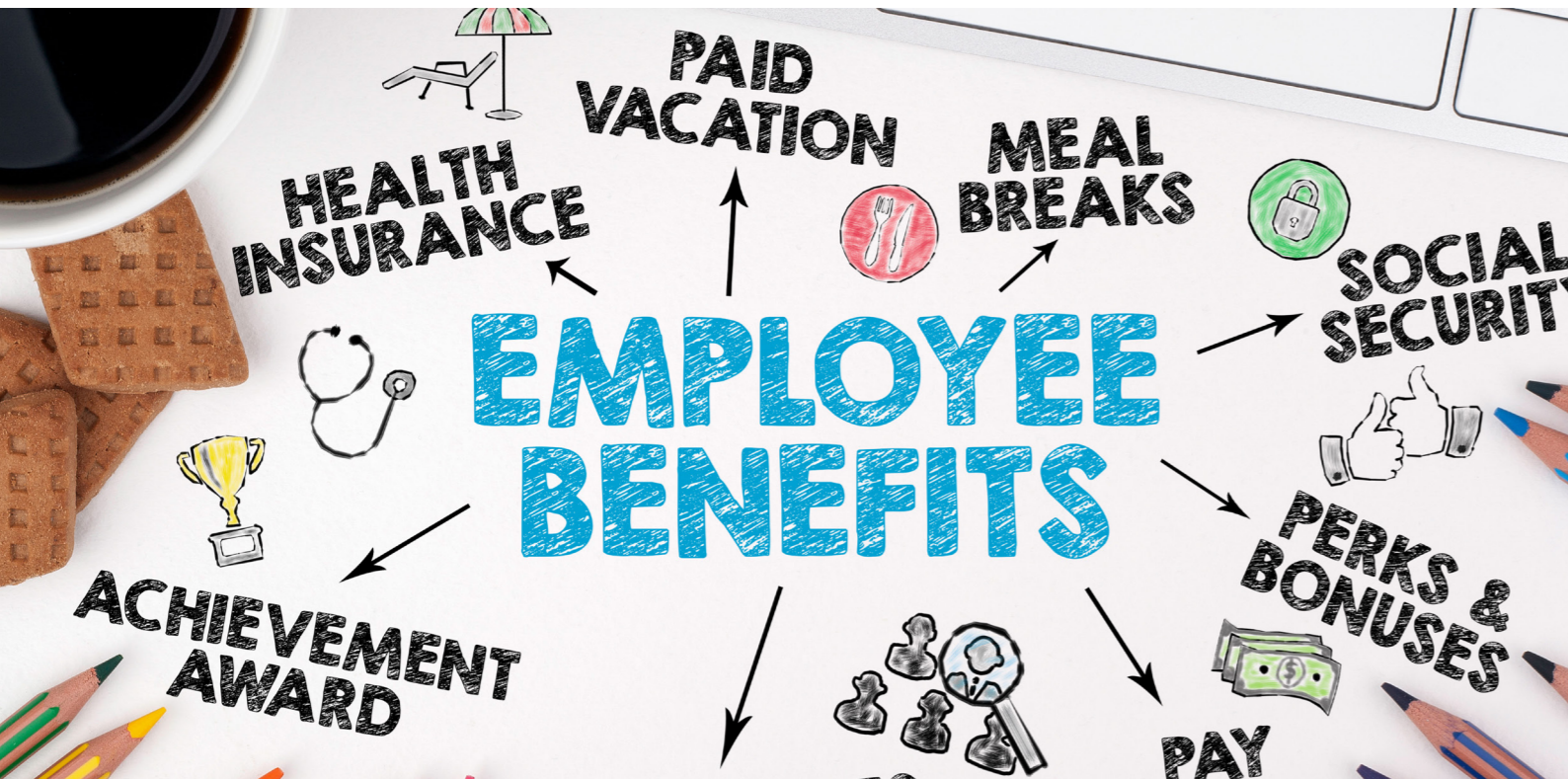
2021 Women



2022 Women



EMPLOYEE ENGAGEMENT



E&P PROMOTES EMPLOYEE DEVELOPMENT

The CAMS E&P team embraces CAMS' conviction that our employees are our biggest asset. Leaders of the group are continuously identifying new ways to engage employees in ESG-centric activities that reinforce their importance and create a great work environment. For example, the team hosts several catered lunch-and-learns throughout the year covering relevant business topics such as the operations side of E&P companies as well as unique perspectives from industry leaders and role models. The meetings engage employees in an activity that enhances their professional knowledge and builds camaraderie. Periodic floor meetings are also organized to inform employees of the status of current clients as well as business development opportunities.

These events have proven to be a great way to communicate to our employees their importance within the organization as well



BENEFITS PACKAGES & MENTAL HEALTH SERVICES

CAMS employees and their families are offered a robust suite of benefits designed to support their health, financial security, and overall well-being. There are five distinct medical plan options, including a Qualified High Deductible Health Plan designed for use with a Health Savings Account, prescription drug coverage, dental, vision, and safety eyewear. The company encourages employees to proactively manage their healthcare costs and make informed decisions about their care.

CAMS also provides income protection benefits to include financial assistance in the event of disability, accident, or death, a

competitive retirement plan with options for pre-tax traditional 401(k) and post-tax Roth 401(k) savings, as well as a Profit Sharing Plan. Other benefits include FSA/dependent care, pre-paid legal, an Employee Assistance Program (EAP), and generous packages for paid time off, and sick time.

Taking care of our employees is crucial in supporting CAMS' ESG objectives. Through our commitment to employee welfare, we address social and employee well-being needs, attract and retain talent, promote productivity, mitigate risks, meet stakeholder expectations, and comply with legal and regulatory obligations.



as to obtain input to inform continuous improvement in the future.

The CAMS Exploration and Production (E&P) team provided full transactional lifecycle services to 30 energy clients during 2022. The team's collective expertise includes Asset Management (accounting, finance, modeling), Operations & Maintenance (engineering, contract operations, land administration), and consulting support for acquisitions and divestitures. Additionally, the team offers comprehensive organizational support for E&P companies that have fallen behind on accounting, owner relations, and production accounting tasks or have acquired assets that require remediation of historical records.



VETERANS AT CAMS

Veterans are an integral part of the CAMS family. Many of our plant and corporate leadership are military alumni including our founder and CEO, Joe Sutton, 33% percent of the CAMS Management Committee, and 12% of our workforce. CAMS recognizes the unparalleled dedication, dependability, and commanding presence of veterans. We view their employment not just as a gesture of appreciation for their invaluable service, but also as an opportunity to enrich our workforce with their remarkable skills and traits. During 2022, CAMS initiated plans to formally engage transitioning and civilian-experienced military veterans in a meaningful way. As we implement our program, we are working with firms that specialize in matching veterans with employers and attending veteran job fairs to meet candidates in person.

VETERAN SPOTLIGHT - BRIAN IVANY

Brian Ivany, Executive VP for Energy Transition Services (ETS), was recognized by Hart Energy as one of its most "Impactful Veterans in Energy" in 2022. The program highlights leadership and contributions made in the energy industry by military veterans.

Determined to make a difference for his country, Ivany joined the Army in the aftermath of the 9/11 attacks and attended college at the United States Military Academy where he earned a degree in systems engineering. He then served five years in the Army, deploying twice to Iraq in support of Operation Iraqi Freedom and Operation New Dawn, and earning a Bronze Star, and Ranger and Airborne tabs. He later obtained an MBA from Georgetown University.

During his military service, Ivany honed his leadership skills. His role as an Army Officer required flexibility, critical problem-solving skills, and the ability to make decisions with limited information.



He also observed first-hand the importance of a reliable energy infrastructure while serving in Iraq. Because the country only produced about 33% of its required energy, large concentrations of homes, businesses, and schools could not receive essential services. Struggling Iraqi turned to supporting the insurgency to provide for their families.

The realization of the dire consequences caused by a severed energy infrastructure compelled Ivany to begin his energy career at CAMS. He started as a financial associate and later filled roles as a manager in the CAMS business development team and president of CAMS Exploration & Production (E&P), before being promoted to Executive Vice President for CAMS ETS.

In his current position, Ivany leads CAMS' ETS group providing asset management and O&M services to the renewable energy sector including wind, solar, and battery energy storage. The team provides optimization and development services to increase asset profitability and longevity. The ETS group includes several Veterans critical to its success including Greg Roberts, BESS O&M Manager, Kevin Owenswalker, BESS O&M Technician, and Nick Kemper, Manager Business Development.

COMMUNITY INVOLVEMENT



> \$300,000

total donated
to local
organizations and
initiatives

3,300

volunteer hours in
2022

COMMUNITY SERVICE IS A CAMS CORE VALUE.



As a fully-integrated service provider for owners of energy infrastructure assets, we understand the importance of contributing to the areas we serve. We are actively involved in outreach programs at all the facilities that we manage and operate, as well as at our corporate office in Houston. From participating in the American Heart Association Heart Walk and supporting back-to-school supply drives to developing educational campaigns and providing financial assistance to areas impacted by natural disasters, our actions are guided by a genuine desire to make a positive impact. We have also established partnerships with educational institutions like the California Maritime Academy, offering hands-on engineering internships to train the next generation of power facility operators. At CAMS, we are more than just a business - we are a part of the community.



CORPORATE COMMUNITY INVOLVEMENT



CAMS corporate office employees demonstrated a strong commitment to community service and philanthropy this year. Key activities included:

MLK Book Drive: CAMS supported the United Way of Greater Houston and Houston ISD community book drive for elementary students. Books featuring diverse characters, written and illustrated by people of color were donated by CAMS employees to Houston ISD students as part of their annual Read Across America celebration.

YMCA Greater Houston Operation Backpack Drive: CAMS employees donated essential school supplies to benefit over 20,000 children in Houston.

American Heart Association's Houston Heart Walk at the University of Houston: CAMS employees and family membered walked 2.5 miles across the University of Houston Downtown campus to raise over \$1000 for heart disease and stroke research, advocacy for healthier communities, and improved patient care.

Dolly Parton's Imagination Library for the Holiday Giving Tree initiative: The CAMS employees raised \$2,425, sponsoring a year's worth of books for 97 children. This effort aligns with CAMS' dedication to equality and the belief that every child should have access to books, regardless of their family's income.

The Raleigh office of CAMS donated \$1,300 to the Food Bank of Central & Eastern North Carolina, a contribution that was matched by CAMS. This donation helped provide nutritious food to individuals in 34 central and eastern North Carolina counties.

EMPLOYEE VOLUNTEER SPOTLIGHT: MARIUM NISA



CAMS Business Development Manager, Marium Nisa, exemplifies the CAMS spirit of community involvement. She dedicated over 200 hours this year to organizations that seek to enhance the lives of women in the energy sector, underserved communities, and students.

As a member of the Women's Energy Network (WEN) Mentorship Program, Marium joined women from various roles and ranks in the energy sector to address unique challenges specific to their professional roles under the guidance of industry mentors. She also volunteered as Chair of the Young Professionals Board for SERJobs, a Houston-

area nonprofit that serves diverse low-income adults, U.S. veterans, formerly incarcerated adults, and young adults with innovative programs that leverage education, employment, and empowerment. Marium led the monthly job readiness programs, fundraising campaigns, and local events to recruit volunteers. As a member of the University of Saint Thomas' (Houston) Alumni Mentorship Program, Marium assisted aspiring individuals on their academic and personal journeys. Through one-on-one interactions, workshops, and networking events, she fostered a nurturing environment that encouraged open dialogue and the exchange of ideas.



COMMUNITY INVOLVEMENT



↑ XAVIER HIGH SCHOOL ROBOTICS PROGRAM

MIDDLETOWN GENERATING STATION ↑

MIDDLETOWN SUPPORTS LOCAL ORGANIZATIONS

Middletown Generating Station is a nominal 762 MW plant located on the western bank of the Connecticut River in Middletown, Connecticut. The plant consists of three steam electric generating boilers and five combustion turbines and is owned by Generation Bridge I, LLC, and is operated by CAMS.

Middletown employees actively support community organizations such as the Xavier High School Robotics Program and the Middlesex County and New Haven County 4-H Clubs through volunteerism and financial donations.

Xavier High School Robotics Program:

The Xavier High School Robotics Program involves 50 students who design, build, program, and test robots that compete in tournaments requiring the performance of complex tasks. The students learn project management, communication, organizational, and technical skills that help them beyond their high school careers. Middletown supports this organization financially and also with volunteer support by Nick Mainetti, Maintenance Manager, who serves as a mentor for the program.

The Middlesex County and New Haven County 4-H Clubs:

Middletown Power provides financial support to the fair that is organized by the Middlesex County and New Haven County 4-H Clubs. Each year local youth plan the fair to showcase their projects related to agriculture, leadership, communication, arts, and science. 4-H assists youth ages 5 to 18 in developing leadership and life skills that help them to become self-directing, productive, and contributing members of their families and communities.

MONTVILLE JOINS 4TH ANNUAL AMBER'S RESCUE RUN

The Montville Generating Station is an approximately 500 MW peaking plant providing enough power to support over 400,000 homes during peak electric demand periods. The plant's four units are either dual-fuel (gas or oil), oil-fueled or diesel-fueled generators. The 49-acre facility along the Thames River supplies power to ISO-NE. The plant is owned by Generation Bridge I, LLC, and is operated by CAMS.

Over a dozen Montville employees participated in the 4th Annual Amber's Rescue Run. The event benefitted the Wings of Freedom Animal Rescue, an all-volunteer non-profit entity which is supported 100% by donations and fundraising. Montville raised \$9,200, which will be used to help rescue animals needing medical treatment or specialized training.



CROCKETT SUPPORTS CAL MARITIME ACADEMY STUDENTS



Crockett Cogeneration is a 240-megawatt natural gas-fired combustion turbine electrical power generating plant located in the unincorporated area of Crockett, Contra Costa County, CA. The plant is owned by Hull Street Energy, and managed and operated by CAMS. Crockett Cogeneration has a long-standing partnership with the California Maritime Academy in Vallejo California with an engineering internship program at its center. This successful hands-on engineering internship trains students in the management, operations and maintenance skills required for power facilities. Crockett Cogeneration received a Best Practices Award for Workforce Development for this intern program from the Combined Cycle Journal in 2013.

The Cal Maritime Academy asked Crockett if they could help four of their senior students. Due to COVID restrictions, these students were unable to complete the required number of days at sea to meet graduation requirements. The Crockett Cogeneration team stepped up to help these students meet the graduation requirements by hosting them at the plant to shadow the operators and learn about the cogeneration facility while logging the field hours to meet graduation requirements.

In addition, CAMS has been able to hire talented individuals from this program to be a permanent part of the CAMS team.



LAWRENCEBURG VOLUNTEERS AT OHIO RIVER SWEEP

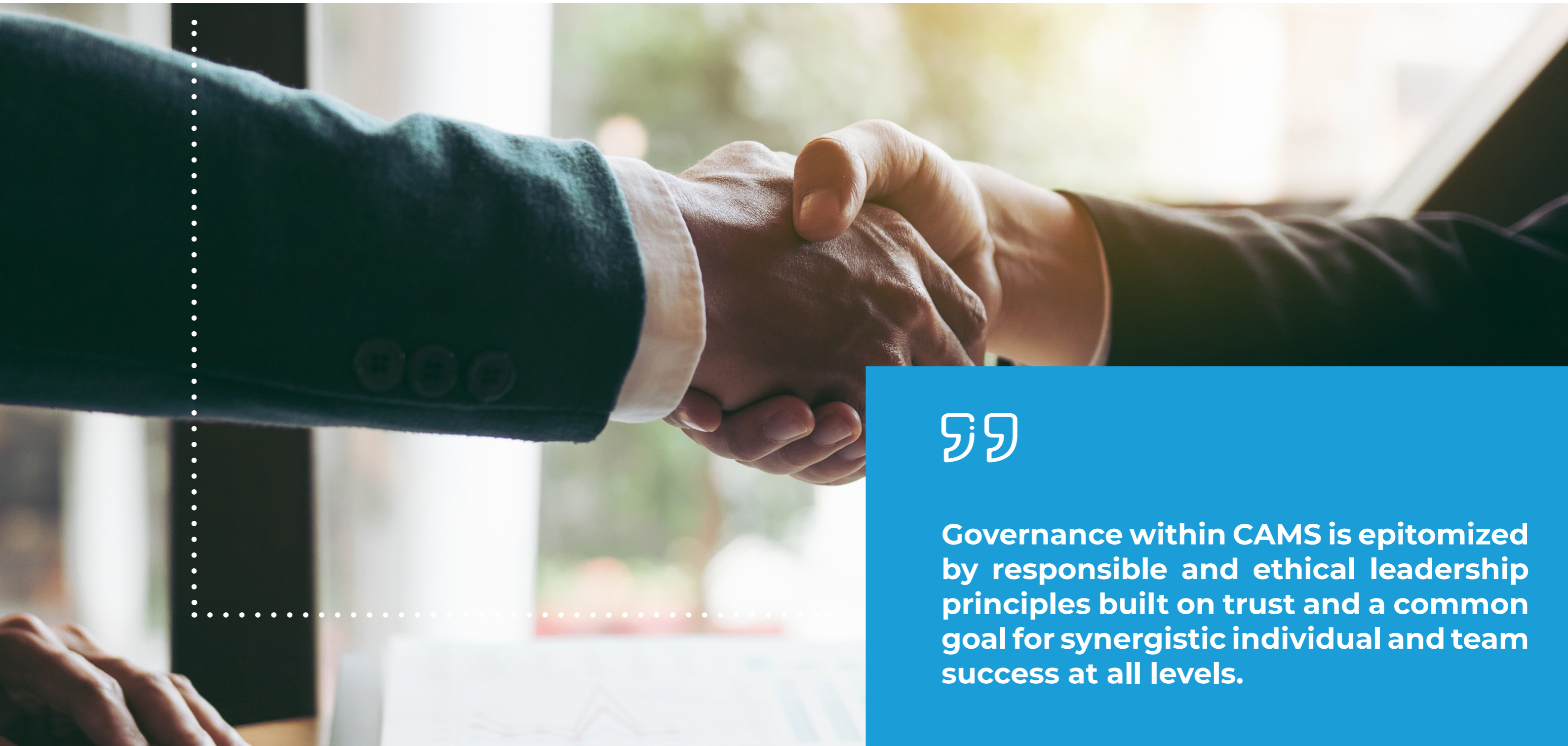
The Lawrenceburg Power Plant is a 1200-megawatt (MW) combined-cycle natural gas-fueled power plant located in Dearborn County, Indiana, that produces electricity through the utilization of advanced combustion turbine and steam turbine combined-cycle technology. The plant is owned by Lightstone Generation and is operated by CAMS.

Lawrenceburg Power employees are key contributors to their community. Each year they volunteer for the River Sweep cleanup event organized by the Ohio River Valley Water Sanitation Commission, the Foundation for Ohio River Education, and the environmental protection agencies from Illinois, Indiana, Ohio, Kentucky, West Virginia, and Pennsylvania. Although the event used to take place on a single day, Ohio River Sweep now covers the period of March through

October in order to have a larger collective impact than a one-day event could previously offer. This year, Lawrenceburg Power held its event in conjunction with Earth Day. Fourteen volunteers collected trash along a 1-mile stretch of shoreline between Hollywood Casino and the Dearborn Trailhead along the Ohio River in downtown Lawrenceburg. Ultimately, the team disposed of enough trash to fill a 30-yard dumpster.

Over the years, the volunteers like those from Lawrenceburg have made a significant positive environmental impact over the entire Ohio River Basin, helping preserve the cultural, ecological, and economic value of the area.

GOVERNANCE



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.

COO STATEMENT BUSINESS ETHICS



The continued success of our business is dependent upon the trust and credibility we build with our employees, clients, and industry partners.

Consistent with our 2022 ESG goals is the unwavering commitment to our Code of Ethics and Business Conduct. Business ethics are an integral part of our culture. At CAMS, we are committed to honesty and integrity in our business dealings. Our employees have online access to our Code of Ethics and Business Conduct policy as well as a 24-hour hotline to express anonymous concerns.

Creating an environment where employees are treated with dignity and respect is a core value. We believe everyone should feel comfortable speaking his or her mind, particularly with respect to ethical concerns. We as leaders embrace this philosophy and commit daily to fostering a culture of open dialogue and continuous learning.

Upholding the highest standards of business ethics is not only the right thing to do, but instrumental for our business to help build stronger relationships with our stakeholders, make better decisions, and create long-term value for our clients.

GREG BOBROW
CHIEF OPERATING OFFICER



CONFIDENTIAL REPORTING

CAMS complies with the highest level of governance standards, and we stand by our Code of Ethics and Business Conduct. We believe it is important to allow for suspected violations to our code to be reported anonymously to help us further safeguard our stakeholders' confidence and protect our reputation.

CAMS' confidential reporting provides the ability to report ethical or other

issues through a third-party vendor, AnswerFirst.

Confidential reporting through AnswerFirst complements our current reporting practices, as outlined in our Code of Ethics and Business Conduct, which is available for employees to download.



CFO STATEMENT CYBERSECURITY



Keeping pace with a rapidly changing risk environment is an ongoing endeavor.

At CAMS, we implement real-time monitoring practices and proactive training to protect both our OT and IT networks. We have found that prioritizing cybersecurity and implementing strategies for early threat detection and risk minimization is one of the most effective methods to safeguard our enterprise.

As the CFO of CAMS, I want to emphasize the critical role that robust cybersecurity measures play in our corporate ESG program. In today's expanding digital age, the importance of cybersecurity cannot be overstated. It is not only about protecting our company's data and systems but safeguarding our stakeholders' trust. Our commitment to cybersecurity is a cornerstone of our dedication to responsible governance, one of the key pillars of our ESG program. We understand that a breach in our cybersecurity system could result in severe implications for our stakeholders and reputation, which is why we have implemented stringent cybersecurity measures.

Our affiliate information technology company, CAMS Bluewire Technology, runs continuous assessments of our business IT systems to include real-time, AI-enabled network monitoring, patching compliance, backup verifications, and cybersecurity training and phishing tests. In parallel, our Regulatory team oversees the operational technology programs of the CAMS fleet, particularly with respect to NERC Critical Infrastructure Protection (CIP) requirements. These measures are designed to protect our data and our stakeholders' data, information, and systems. This is crucial for our business, and our business relationships and underscores the importance of cybersecurity in our ESG program.

JEFF SOMMERS
CHIEF FINANCIAL OFFICER



CAMS BLUEWIRE IT & CYBERSECURITY SUPPORT



CAMS Bluewire Technology (Bluewire) provides managed services and IT support, including cyber security solutions, to the CAMS corporate office, many of the CAMS-operated facilities, and third-party clients. As part of the CAMS governance strategy, Bluewire utilizes AI-enabled network monitoring to protect our critical infrastructure. The cybersecurity program also includes regular patch compliance assessments, ongoing cyber security training, and phishing tests.

Patch Compliance

Patch compliance assurance is an important aspect of the overall security program implemented by Bluewire. All devices on the CAMS network are regularly checked for current patches or alternate threat remediation methods. During 2022, the overall CAMS Corporate patch compliance rate was 96%.

Cyber Security Training

Cyber security awareness helps protect CAMS' data, systems, and networks from malicious attacks and cyber threats. Bluewire leverages its training platform to help employees understand the importance of cyber security and how to identify potential threats and respond appropriately.

Phishing Tests

Bluewire utilizes phishing tests to give CAMS employees a realistic view of an actual phishing attempt. These tests can involve emails that may include a simulated malicious link, attachment or QR code. Employees fooled by the test are automatically enrolled in remedial training. By participating in the tests our employees learn how to spot and report suspected phishing attempts, thus protecting themselves and CAMS from cybercriminals.

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910 Louisiana Street, Suite 2400
Houston, TX 77002
Phone: 713-358-9700
E-mail: info@camstex.com
www.camstex.com