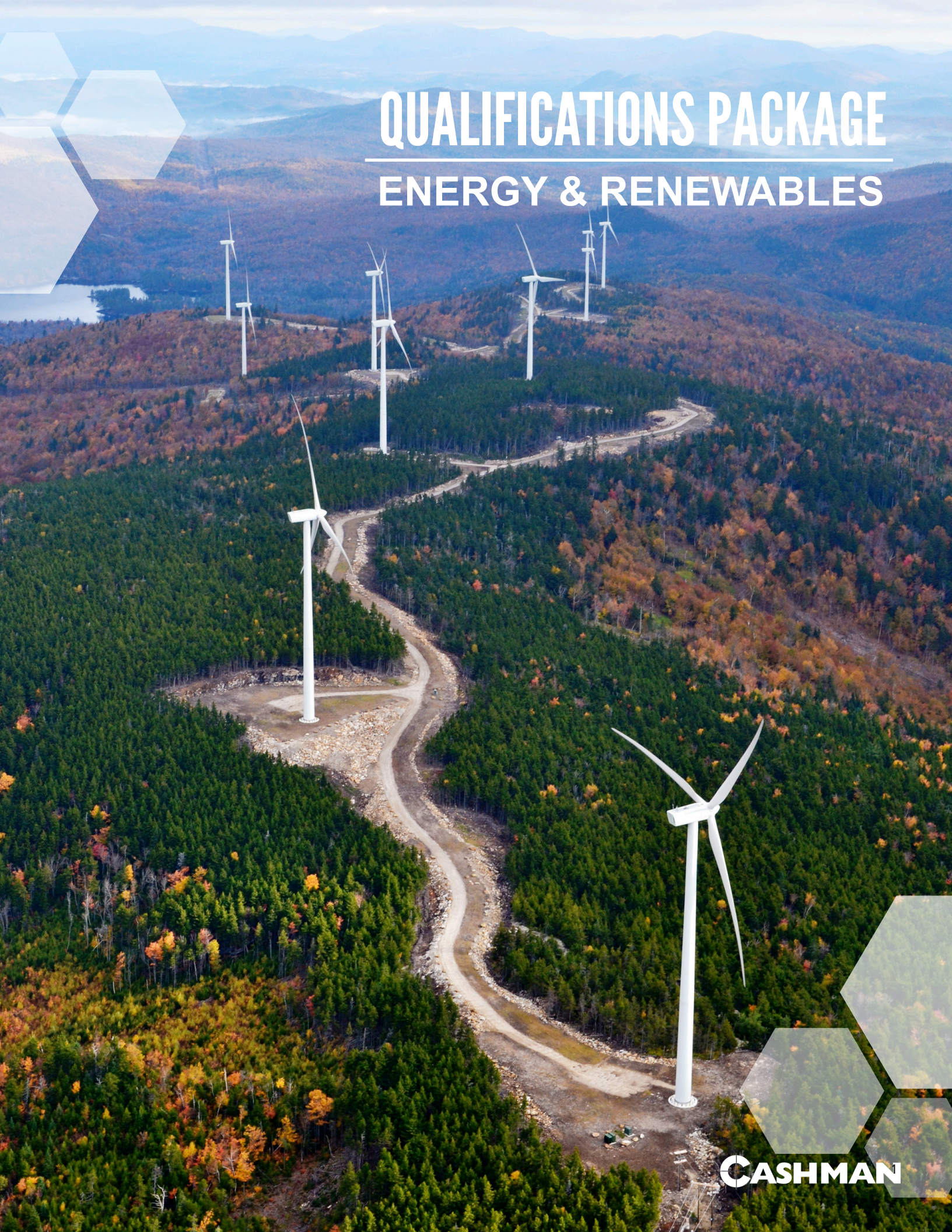
QUALIFICATIONS PACKAGE

ENERGY & RENEWABLES



CASHMAN

CONTENTS

CASHMAN

Jay Cashman, Inc.
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PATRIOT RENEWABLES

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PATRIOT RENEWABLES

Preload Cryogenics / Preload Middle East
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INTRODUCTION

At Cashman, we understand that communities depend on modern infrastructure to remain competitive in the global market. It is our goal to provide innovative engineering and construction solutions that minimize the risks and costs associated with improving local infrastructure.

As a leading provider of construction and energy services, Cashman creates value for Owners by partnering with clients to develop innovative ideas, maintaining achievable schedules, and conducting our operations under budget. Cashman and our affiliates Patriot Renewables and Preload consistently apply these concepts while maintaining safety, quality, and sustainability in all that we do.

Cashman recognizes its responsibility to improve the communities in which we work, whether the work is performed close to home or in the international market. That is why upholding our values of integrity, accountability, safety, and environmental conservation is paramount at all our work sites.

Utilizing sound engineering and advancing the latest technologies, particularly as regards wind and alternative and renewable energy sourcing, we execute heavy civil and energy construction projects across a broad range of services. Not only do we implement the work, we apply our extensive regulatory experience to help Clients navigate the complex permit approval processes.

Cashman and its affiliated companies are involved in various areas of utility and energy-related design and construction, including renewables, wind energy farms, liquefied natural gas (LNG) infrastructure/storage, and pipeline/energy infrastructure construction support. Cashman's in-house capabilities and equipment portfolio provide Owners a single contractor capable of building—and even operating—a wide variety of large-scale infrastructure related to energy/renewables production and storage. Current and recent energy projects constructed by Cashman have improved the physical infrastructure in communities and have enhanced local and regional economies. From commercial-scale wind energy projects to oil/gas infrastructure projects throughout the Northeast, and LNG tank construction globally, Cashman delivers quality sustainable infrastructure with minimal adverse impact to stakeholders by working closely with Owners so you can focus on your business and operational goals.

From commercial-scale renewable energy projects to oil and gas infrastructure projects throughout the Northeast and beyond, Cashman has diversified its abilities, added expertise and equipment, strengthened core competencies, and maintained its focus on safety and quality.

COMPANY HISTORY

The Cashman Family history in Construction dates back to the late 1800s when relatives of Mr. Jay Cashman, the Founder and Chairman of the Cashman Group of Companies, constructed the iconic Provincetown Pilgrim Monument at the tip of Cape Cod. From an early age, Mr. Cashman shared the same enthusiasm, passion, and know-how for the business as his ancestors.

Coming of age through the 1960s and 1970s, Mr. Cashman quickly built a successful track record of performing heavy civil and marine contracting projects throughout the Northeast. Notable work included rebuilding destroyed seawalls and jetties after the Blizzard of '78 and constructing a new marine facility for the Martha's Vineyard Steamship Authority.

In 1994, Mr. Cashman founded Jay Cashman, Inc. which represents the primary heavy civil and marine construction entity within the Cashman Group of Companies. Through the 1990s the firm continued to grow and prosper, executing large-scale heavy civil and marine construction projects including components of such notable regional projects as Boston's Central Artery "Big Dig" Program, the Deer Island Sewer Treatment Facility, Spectacle Island Environmental Remediation and Clean-Up, the MBTA South Shore/ Greenbush Commuter Rail, and the Fore River Bridge Construction in Quincy, Massachusetts.

Success on large-scale projects such as these has come as a result of expertise, dedication, safe work practices, and efficient execution. Cashman's history as a quality construction contractor is built through a strong team culture internally and externally that is cultivated with Owners and Joint Venture Partners alike.

Today, the Cashman Companies have grown to a privately held conglomerate, which include Jay Cashman, Inc.; Cashman Dredging and Marine Contracting Company, LLC; Sterling Equipment; Patriot Renewables; Preload Cryogenics and Preload Middle East, and several related business lines that share resources and expertise across a diverse array of contracting segments and business units. With over 40 years of experience, a high-performance staff of operational and project-related personnel, and a comprehensive portfolio of services and resources, Cashman looks forward to teaming with Clients to take on challenging energy / renewables projects safely and to exceed expectations on all fronts.

Cashman and its affiliated firms Patriot Renewables specialize in commercial-scale wind and solar energy projects throughout the Northeast. Services include:

- Integrated Site Development including Excavation and Earthwork and Demolition
- Constructability Review / Design Phase Consulting Permitting
- Community Engagement
- Construction Operations

Through Preload Cryogenics and Preload Middle East, we specialize in LNG infrastructure/storage, and pipeline/ energy infrastructure construction support. Services include:

- In-depth knowledge and experience with all aspects of tank storage and operations, including bund wall construction
- Wire-wound prestressed concrete tank design and construction
- Storage of cryogenic liquids such as LNG, LOX and LPG
- Operation of tank / tank farms

LOCATIONS

MA

☆ Corporate Headquarters:

549 South Street
Quincy, MA 02169

NY

2877 Richmond Terrace
Staten Island, NY 10303

With numerous long-term projects in various parts of the country—for example, our work in Maine, Florida, the Carolinas or the Caribbean—Cashman often sets up regional offices to more quickly respond to Client needs.

PROJECT MANAGEMENT

The complex nature of marine construction, dredging and environmental remediation makes it imperative to have an integrated, efficient team of experts managing a project. Cashman operates using a flat corporate organizational structure to ensure Clients have streamlined access to senior project and corporate decision-makers at all times. Having a flat organizational structure also means we are flexible to meet Customers' evolving needs and provide these key benefits:

- **Improved Communication.** Cashman's workforce quickly receives communications regarding safety, project benchmarks, best practices, and other critical messages. Reducing managerial layers enables our workforce to quickly provide managers innovative solutions to everyday problems.
- **Rapid Response to Customer Needs.** Top-level project managers interface directly with superintendents, foremen, engineers, trade craft employees, and laborers, which makes decision-making rapid and enables employees to provide input directly to decision-makers.
- **Operational Flexibility.** Cashman can improve operations by implementing strategic organizational adjustments rapidly. During the course of all project operations, our organization can quickly re-align to meet short-term Customer goals.
- **Efficient Performance and Production.** Cashman employees are more productive when they can take ownership of the work they perform. With our flat organizational structure, we promote basic decision-making at the employee level. This reduces the need to seek managerial decisions for basic tasks and creates an empowered workforce that is dedicated to performing efficient, effective, results-driven work.

Executing this approach is our team of innovative project managers. Cashman project managers are experts in their fields and bring decades of heavy civil and marine experience to their projects. These leaders support project employees and are available to Customers at all times to discuss project needs and provide direct, rapid support.

SAFETY POLICY

Our Safety Policy is guided by the straightforward goal: *Everyone Goes Home Safe*. Cashman is committed to providing job sites that are free from recognizable hazards. This is achieved by making the safety of all staff and every operation a priority throughout each project, from planning through to completion.

We manage safety issues and concerns by adhering to the following principles:

Compliance. We comply with all applicable safety regulations and requirements and implement programs and procedures to assure compliance.

Prevention. We employ management systems and procedures to identify and correct unsafe conditions. We train our employees to identify potential risk so we may take steps to prevent harm to our employees, other trades on the project, or the community and environment.

Monitoring. We measure our safety performance and efforts. The measurement results allow us to benchmark in order to evaluate our performance against the industry and, more importantly, against our own safety standards, always seeking ways to improve outcomes.

Communication. We communicate our commitment to a safe work environment and expectations at every project location to our employees, vendors, and clients. We share lessons learned throughout the company.

Continuous Improvement. We seek out opportunities on every project location to improve our performance and adherence to these principles.

ENVIRONMENTAL COMPLIANCE

At Cashman, our commitment to the environment is apparent at each work site. Cashman is one of the largest hazardous waste contractor in the United States. As such, our employees take their responsibility to the environment seriously, and we implement all controls necessary to ensure regulatory and permit compliance on every project.

A significant portion of Cashman's business is marine-based, making water quality and erosion control issues paramount. Before each project, Cashman assesses the potential to disturb wetlands and issues related to the staging area that could have an adverse impact on the environment, and devise controls to avoid or minimize our operational impact.

At each project site, Stormwater Pollution Prevention Plans are implemented to control runoff and prevent erosion. This may require grading a lay-down site, installing perimeter controls that will redirect or absorb stormwater, among additional controls. Stormwater control takes on greater importance when handling and / or stockpiling hazardous materials. When hazardous materials are present, Cashman takes additional precautions to further control water from these areas.

Controlling stormwater is one of many controls in place to maintain water quality. Cashman implements controls related to fuel, oil, or other chemical spills that might contaminate a body of water or pristine woodlands. The first step in spill control is avoidance, which includes containment tubs for fuel tanks and other similar devices.

Cashman has experience operating on projects with a zero tolerance policy for any type of sheens present on the water. Cashman crews are trained in Best Management Practices as well as the deployment of spill kits, which are kept aboard every manned vessel and at every construction site.

Maintaining water quality within permit requirements additionally requires project teams to maximize the clarity of the water column. This means limiting solids from becoming suspended in the water column. This is achieved using a series of methods and controls that minimize turbidity. Controls include the type of excavator attachment used, silt curtains, and cofferdams.

To further protect the environment, Cashman regularly measures air emissions. Protection of air quality directly impacts quality of life and in some cases may violate regulatory requirements. Cashman avoids air quality issues using controls and methodologies.

Cashman's environmental commitment is present at its headquarters, as well, where many elements of an Environmental Management System are in place. Cashman reduces its carbon footprint through the installation of solar panels, as well as energy conservation and recycling policies within our offices.

QUALITY ASSURANCE & QUALITY CONTROL

Cashman's Quality Policy is rooted in one simple philosophy: *All work meets or exceeds Owner expectations by executing work right the first time, and employing a culture of continuous improvement in all that we do.*

Infrastructure projects turned over by Cashman are guided through a Quality Assurance / Quality Control (QA/QC) Program that accounts for project conditions, industry standards, and federal, state, and local regulating authorities, permit requirements, and any other standards that govern our worksite. Every member of the Cashman team is tasked with seeking ways to improve the quality of our work processes, products, and services.

We achieve quality in all that we do by:

- Developing work plans that match specification and / or plan requirements.
- Achieving client satisfaction by maintaining continuous communications with Owners.
- Eliminating rework by pushing responsibility for quality through every level of our organization.
- Measuring results by monitoring each key project performance criteria and working regularly to improve our performance.
- Striving for continuous improvement in all that we do by using lessons learned and data to improve our work.

By adhering to these primary objectives, Cashman's rigorous QA/QC Program benefits our Clients, Owners, and ourselves.

PROJECT CONTROLS

At Cashman, we understand and live by the adage that "Time is money." In the heavy civil and marine construction industry where daily costs can exceed $100,000, it is paramount that Cashman provide controls over project costs and schedule as they relate to the past, present and future. Project Controls are used to monitor and scrutinize project health and forecasts, as well as to develop improvements to our operations for future, similar projects.

The foundation of Project Cost Controls begins with PROJECT ESTIMATES, in which detailed work breakdown structures relate costs and duration elements for discrete tasks. Accurate estimates provide the basis for successful operations. As a result, Cashman uses HCSS HeavyBid®, an industry-leading software package that provides access to historical company and subcontractor cost information.

Schedule Control is maintained on all sizes of projects and contract types to ensure projects are on pace with performance expectations. Cashman's SCHEDULES present a comprehensive view of project performance, providing visual impacts of time and cost savings related to schedule changes, project modifications, revisions, and other updates.

Integration of cost information, probability analysis, subcontractors, suppliers and third-party activities are all typical components of an overall project schedule. Regularly updated schedules measure our as-bid expectations versus as-built scenarios, as well as resource allocation and performance.

Scheduling functions are typically executed by a dedicated scheduler using Primavera P6 Professional Project Management®. Our scheduler creates baseline schedules that are resource-loading during the bidding and contract execution stages, and maintains as-built durations, resource utilization, and revisions as they are encountered during contract execution.

Weekly and monthly schedule reviews and summary reports are executed and distributed, as required, to Cashman's Project Management and Client Teams. Our scheduling capability, enhanced by personnel and software, enables more informed decisions and provides a better understanding of progress being made against the overall goals of the project.

COST CONTROLS

COST CONTROLS are an equally important aspect of Cashman's integrated Project Controls. Cost elements of a project, while integrated into our project schedules, have distinct components that are maintained and managed on a daily basis throughout the course of a project.

Cost elements of each project are monitored using Viewpoint® construction software, which provides visibility of our initial budget, cost tracking, purchasing commitments and cost accruals, requests for equitable adjustments, and forecasting.

We ensure that all cost elements of a project—past, present, and future—are accounted for, and regular reports are generated to determine a project's health. Projects undergo regular management reviews to identify potential improvements. Our chosen software suite streamlines our reporting functions and simplifies our ability to make decisions about project improvements, markets, and commodities.

Schedule, Cost and Operational Performance metrics, other media, and data files are all linked together through *CashmanLink*, a proprietary internal reporting system to give Senior Management instantaneous access, updates and feedback on the health of a project from anywhere with an internet connection. Clients or Owners can also be provided with a dedicated project-specific portal to selected information and reporting tools to allow for improved communications / data flow and reporting.

ENGINEERING & DRAFTING SERVICES

The success of any Civil, Marine or Energy Construction project depends on proper design and engineering. Cashman's in-house design and engineering capabilities are focused on safe, cost-efficient, and proven design and engineering techniques related to the constructability of projects.

In-house drafting services utilize the latest versions of AutoCAD and Bentley Microstations to provide detailed models, drawings, and renderings as necessary to support bidding and operations. Drafting revisions and updates over the course of a project, along with as-builts upon completion, are maintained through a document control process. This process allows for a complete history of the progression of a design / drawing package.

Cashman's in-house engineering services are typically limited to construction and installability. To execute Design-Build or Public Private Partnership projects, Cashman works with a select group of third-party Design and Engineering partners. Cashman's Engineering Department maintains licensed professional engineers in a wide variety of disciplines (civil, mechanical, and survey) in several different states along the Eastern Seaboard.

Cashman's Engineering and Design Department has a history of providing innovative solutions to complex problems. Our Engineering and Design professionals provide a combination of backgrounds in design engineering and operations. This allows Cashman to select best practices and design / engineering excellences from a variety of markets, including energy-power, oil & gas, heavy civil / marine, environmental, industrial power, dredging, and mechanical / electrical. This diversity is one of Cashman's strengths, and allows us to offer Clients and Owners solutions that may not have been apparent to contractors with a more singular focus.

TECHNICAL CAPABILITIES

At Cashman, we understand that cities and communities, the military, and many municipal agencies depend on modern infrastructure to remain competitive in the global market. It is our goal to provide innovative solutions that minimize the risks and costs associated with improving local infrastructure – on, under, and over water and land.

Cashman provides its Clients low risk and high value on each infrastructure project, whether a wind turbine to generate energy, a large-scale port facility, or repairs to a failing seawall. This is achieved by drawing on experience performing projects with complex logistics, production, and structural needs. Cashman's work around the country and the world addresses challenges found in providing high-quality, reliable infrastructure while seeking to reduce costs for Owners.

Cashman studies the specific issues presented by each project to develop solutions during the proposal process. During the preconstruction period, our project management team partners with Clients and design engineers to identify potential issues and develop strategies to overcome them. Issues are overcome by applying technology in new ways, developing innovations, engaging the local community, and drawing on past experience and lessons learned to avoid the issues in the first place.

On every project, Cashman seeks innovative ways to improve production while maintaining the Quality standard our Owners expect. Cashman has developed innovative techniques that ensure accuracy and productivity. We are particularly well-suited to manage any hazardous materials encountered during construction, drawing on significant strength in remediation contracting, and we have access to all required equipment through our affiliate equipment companies.

From commercial-scale wind energy projects to oil and gas infrastructure projects throughout the Northeast and beyond, Cashman has diversified its abilities, added expertise and equipment, maintained core competencies, and maintained its focus on safety and quality.

WIND AND PIPELINE CONSTRUCTION SUPPORT

Cashman is among the most experienced and technically capable construction companies in the United States and primarily self-performs services that meet nearly any infrastructure need including wind, pipeline or other utility construction and support.

Often with our affiliate company Patriot Renewables, Cashman is involved in various areas of utility construction, including wind energy farms, pipeline construction support, directional crossings support, foundations, and pipe services and tunneling. Cashman's in-house capabilities and equipment portfolio provide Owners a single contractor capable of building a wide variety of large-scale infrastructure related to energy and power production.

Recent projects follow and include an active development pipeline of wind projects in the Northeast along with management of three operating wind projects; marine construction support and tie-in for a 30-inch-diameter gas pipeline crossing the Hudson River in New York; and construction support for a new lateral gas pipeline and new metering / regulating station for the planned Footprint Power Salem Harbor Station facility in Massachusetts.

ALTERNATIVE DELIVERY METHODS

Cashman's execution of Design-Build (D-B) and Public-Private Partnership (PPP) projects makes us a seasoned partner firm for alternative delivery procurements. Our previous success on D-B projects dates back to 2002, when Cashman successfully won and began construction on the Greenbush Commuter Rail, a $335 million D-B project for the Massachusetts Bay Transportation Authority. Cashman has executed D-B projects valued at greater than $400 million.

Preload Middle East was awarded an $850,000 1.3 million gallan water reservoir tank Design-Build project at the King Khalid Air Base in Saudi Arabia, Design began in 2015 and work was completed in 2016.

In addition to D-B experience, Cashman negotiated a Public-Private Partnership project in St. Kitts, British Virgin Islands, to construct a new cruise pier for the larger and longer Oasis-class cruise ships.

We continuously seek investment opportunities to create value for our clients. Through our PPP portfolio, Cashman seeks to provide Owners opportunities to achieve goals that may otherwise be unattainable.

PROJECT EXPERIENCE

Cashman builds infrastructure that is vital to the economic development of communities around the United States and beyond. Our managers, engineers and operators build quality structures and integrate them into the surrounding environment. We ensure our Clients are able to make the most informed and beneficial decisions possible by working closely with Owners and Engineers during pre-construction phases. Working across a wide range of markets, we ensure Client goals *and* community needs are met.

Focused on providing the cleanest and most efficient energy solutions, the experienced team at Cashman affiliate company Patriot Renewables is continuously seeking to provide reliable power to communities throughout the Northeast. The Cashman-Patriot team is made up of skilled individuals with proven abilities in project development, renewable energy, community relations, and environmental stewardship.

The Cashman-Patriot approach focuses on developing wind or alternative renewable power solutions such as solar that provide minimal impact to the community. Working with the public, we strengthen local economies and improve regional energy independence. Energy generated by our wind farms is currently powering thousands of homes with no adverse effects on the environment.

Cashman operates in full compliance with all laws, regulations and contractual requirements in each element of our construction work. With the goal of providing economically and environmentally sustainable energy, services include:

- Integrated Site Development
- Permitting and Construction
- Operations

Cashman has more than 250 highly qualified employees that focus on meeting our Customers' needs. We maintain significant financial resources to manage work across various business lines, and we have the capability to bond individual projects valued up to $50 million and aggregate up to $500 million. Cashman's significant equipment and personnel assets enable us to add value to each project we execute.

PATRIOT RENEWABLES

Cashman-Patriot has an active development pipeline for commercial-scale wind energy projects in New England, as well as several completed wind energy projects. Visit Patriot's site to learn more about completed projects and the services available: www.PatriotRenewables.com

PROJECT EXPERIENCE

Preload International: Along with its partner firms, Preload International forms one of the largest prestressed concrete tank designers/constructors in the United States. Based in the Boston area, Preload is affiliated with the Cashman group of companies. Preload has designed and constructed more than 3,600 prestressed concrete tanks worldwide in its 85-year history. Preload has successfully designed and constructed tanks for storage of LNG and other cryogenic liquids (e.g., LOX, LPG, etc.). Design includes single-, double-, and full-containment precast, prestressed concrete tanks (and membrane tanks), many of which are still in service today. Preload first developed the technology/methodology and is the only company to have successfully designed and constructed prestressed concrete tanks for use as primary containment of these substances in direct contact with the prestressed concrete.

Preload Cryogenics: Part of the Preload International family of firms, Preload Cryogenics has been pioneering the research, development, design, and construction of prestressed, precast, sliding base concrete tanks for over half a century. As interest and investment in cryogenic tanks have been increasing in the past decade and as energy prices rise, the need for safe, reliable biofuel storage is increasing. Preload Cryogenics prestressed concrete tanks provide the durability, flexibility, and safety to store today's refrigerated and cryogenic liquids, such as LNG, liquid oxygen, liquefied petroleum gas, ethylene, ammonia, and others, for a wide range of storage volumes—from 5,000 to 300,000 cubic meters.

Preload Middle East: With tank solutions that address the need for high-quality water storage internationally along with emerging thermal energy storage (TES) technology, Preload Middle East has focused its efforts on energy-efficient and environmentally responsible solutions. Several factors—economic growth, infrastructure expansion, and a high demand for centralized cooling—are increasing the need for high-quality water storage throughout the world. Recognizing this opportunity, Preload Middle East has become involved in several large-scale water storage projects in the Middle East and elsewhere. Preload Middle East's tank solutions also address the TES technology that has become a widely sought means for cutting energy costs for big commercial and industrial facilities.

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