

Engie

Anson II

Texas

May 5, 2023



*Proprietary and confidential information intended for Engie only

May 5, 2023



Curt Robinson
Director, Pre-Construction
Engie, NA - Grid Scale Renewables
curt.robinson@engie.com

Dear Mr. Robinson,

Mortenson appreciates the opportunity to be considered as your EPC partner. Our team is outcome focused and tenacious in driving to our customer's goals. While we do not have capacity to construct the Anson II project according to the desired schedule, we hope this proposal helps you evaluate Mortenson for future opportunities.

Track Record Executing Challenging and Complex Projects – Mortenson began its renewable energy journey in 1995. Over the past 25 years, we have tackled islands, mountains, deserts, and permafrost. We have pioneered technology and customers turn to Mortenson to help navigate their most challenging and complex projects.

History of Meeting our Commitments – Eighty percent of our projects are with repeat customers. We are committed to supporting our customers as true partners and bring a collaborative, solutions-oriented attitude to all projects. We have completed or have under construction more than 12 GWh of storage and have yet to miss a completion milestone. Our team stands ready to support Engie with the transition to the engineering, procurement and construction process and will work side-by-side with your team to ensure all business and project goals are achieved.

Stability During Uncertain Times – Having one of the most financially stable and strategically sound EPC firms brings peace of mind to you, your stakeholders, and financial partners. This statement may never be truer than during these uncertain and unstable times.

The Executive Summary that follows summarizes the key content of our proposal and details the immediate action that must be taken to ensure the viability of your project.

Please do not hesitate to reach out with any questions that you may have.

Regards,

Brent Bergland
Vice President, Project Development

A handwritten signature in black ink, appearing to read "Brent Bergland".

THE RIGHT CHOICE FOR ENGIE

OUR COMMITMENT

With a diverse skillset across the energy and infrastructure spectrum, Mortenson is uniquely positioned to deliver your project. Engie will be supported through an unmatched single project team that integrates our in-house expertise of our Energy Storage, Power Delivery, Civil, and Engineering resources. Mortenson is committed and eager to partner with Engie. With the multiple design decisions needed to move the project forward, Mortenson's commitment to transparency during this iterative process will ensure the project meets Engie's schedule and budget goals.

The next 120 days will be critical to meeting the project schedule goals and will require an organized effort by all stakeholders with a pinpoint focus to meet the desired milestone dates. Mortenson will commit a dedicated team of seasoned professionals upon award to guide Engie through this time and are ready to start today.

TEAM MEMBER COMMITMENT

Mortenson is committed today to leveraging our resources across our organization to support an effective implementation plan that drives for alignment with the Engie team early to inform and guide timely and efficient solutions in design, procurement and smooth transition to the field for construction. A unique and invaluable benefit Mortenson brings is having a single EPC responsible for all scopes of the project, minimizing the risk associated with securing the necessary workforce in a busy market within tight time constraints – vs. multiple companies/subcontractors vying for the same resources.

DESIGN PHILOSOPHY

- We are currently building our 4th 100+ MW Sungrow BESS project in Texas. We have included references for three completed Sungrow projects and one active project that is using the same liquid-cooled technology that is the basis of Engie's portfolio. We know what Sungrow's strengths and weaknesses are and how best to work with them to drive a successful project and will bring this experience to Engie.
- As the energy storage and battery market has exponentially grown in the last two years, many projects have struggled to hit milestone dates or even come online. Mortenson's proven track record acting in the role as integrator has successfully resulted in on time completions, commissioning, and reliable online power sources. We understand the challenges that need to be overcome to achieve these goals, and if desired can serve as the integrator for these projects by providing the EMS.
- Defining battery operating parameters, use cases, augmentation, and various additional aspects such as the critical thermal management are key inputs to selecting the most efficient storage solution, and Mortenson's in-house subject matter experts are prepared to guide the Engie team in navigating these decisions.

OPERATIONS PLAN

From the beginning, Mortenson's operations team has been integrated into our pursuit, design, and estimating efforts.

- This upfront involvement and continued commitment of our operations team will assure Mortenson will be well-positioned to execute the project.
- Included in this proposal is our detailed execution plan, describing Mortenson's philosophy and approach to an integrated design and construction process.

THE RIGHT CHOICE FOR ENGIE

PERMITTING

Accounting for and allocating proper permitting durations for working through the many nuances of dealing with local, state and federal authorities having jurisdiction (AHJ's) to secure permits is essential to the project success.

- Mortenson understands that while permit timing is often at the mercy of the specific AHJ, it is vital to factor in the proper amount of time when scheduling.
- Upon award, Mortenson will immediately begin partnering with Engie in building relations with the AHJ community influencing the project.
- Having built comparable projects in Texas including the DFW area well positions Mortenson as an invaluable asset to Engie, and we have already begun reaching out via consulting partners we have successfully executed storage work in Texas with in preparing this proposal and developing our execution plan.
- Of particular importance will be conversations with the AHJ for fire protection of the battery energy storage systems (BESS) to ensure they are informed of the technology and safety features built into the design for these assets, to ease concerns, including thermal runaway mitigation measures.

DESIGNING TO BUDGET

Having a clear and wholistic understanding of the project budget and expected pro forma and designing to those goals is critical to any project's success.

- Mortenson has leveraged an unmatched diversity of subject matter experts across the company to create the budget and performance data provided in this proposal.
- Mortenson has captured detailed pricing for nearly all critical components based on today's market conditions, and early as possible commitments to vendors will be critical to protecting the project budget from the current market's volatility.



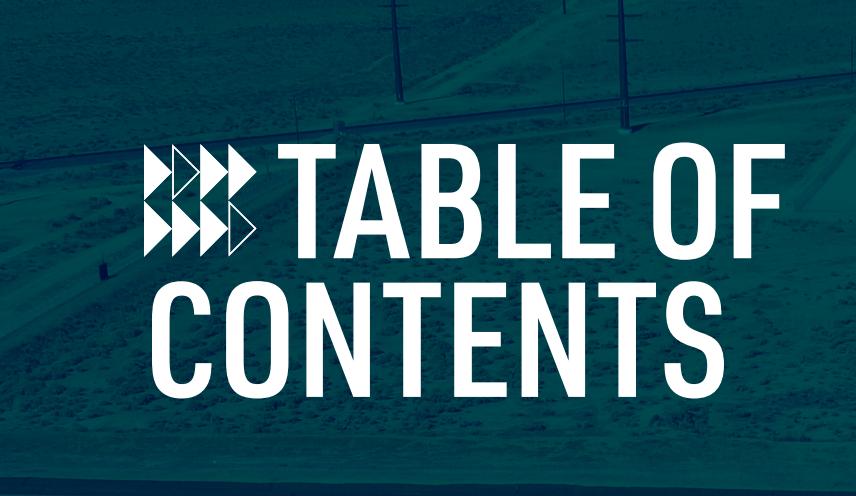


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A large industrial building constructed from several shipping containers. The building features a dark grey or black exterior with vertical metal siding. On the right side, there are multiple windows with dark frames and a balcony-like structure above them. The building is set against a clear blue sky.

01

OUR TEAM

OUR TEAM: COMPANY OVERVIEW

Founded in 1954, Mortenson is a U.S.-based, family-owned construction and development services company. Over the last 68 years, Mortenson has grown to over 5,000 team members with project operations extending across 48 states and Canada. With revenues surpassing \$5 billion, Mortenson is recognized as the 19th largest construction firm in the United States, according to *Engineering News-Record* (ENR) rankings. Our financial position is exceptionally strong and is among the best in the construction industry.

FAMILY-OWNED FIRM

Founded by M. A. Mortenson, Sr.
Incorporated in Minnesota in 1954

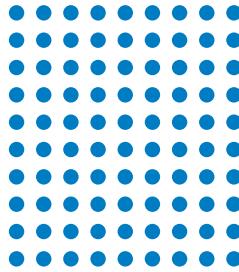
68 YEARS
STRONG



REGIONAL OFFICE LOCATIONS

19TH TOP BUILDER IN
THE UNITED STATES

ENR Top 400 Contractors
every year since 1969

 **5,000+**
TEAM MEMBERS
2,500 salaried
team members

 **34**
BEST WORKPLACE AWARDS

in the last 5 years across our offices

\$4.8B 
IN ANNUAL REVENUE

A STRATEGIC PARTNER WHO ACTUALLY GETS YOUR BUSINESS

Energy Storage
Solar
Power Delivery
Civil
Engineering
Electric Vehicle Infrastructure
Wind
Federal Government
Public + PPP
Higher Education
Manufacturing & Distribution
Transportation
Aviation
Water / Wastewater
Cultural & Performing Arts
Sports + Entertainment
Healthcare
Hospitality
Offices
Scientific + Labs
Data Centers

- 23rd Top Green Contractor in the US (ENR 2022)
- 100% of electricity used in our offices is powered by renewable energy credits
- 5% of pretax earnings donated to charitable organizations annually

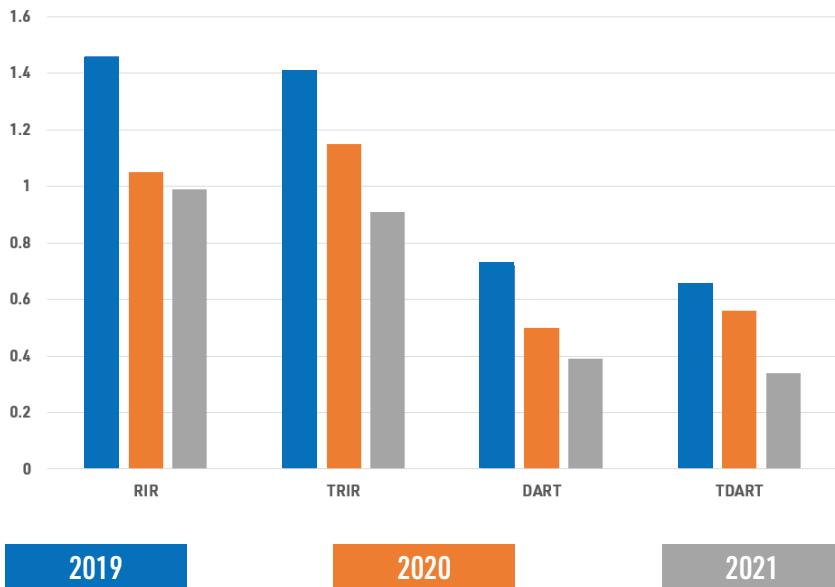
OUR TEAM: SAFETY

Safety is our number one value – no exceptions. Mortenson is committed to eliminating worker injury at every project site and workplace. To accomplish this goal, we have adopted a focused, company-wide Zero Injury Program to lead the way in ensuring all workers return home as healthy as when they arrived.

The Zero Injury Program is set in place from Day One and includes methods and procedures designed specifically to make our project sites as safe as possible. Pretask planning cards, Toolbox Talk sessions, and Safety Audits, along with detailed task and equipment training sessions, are just a few of the many methods we use to achieve our safety standards.

On our Mortenson project sites, with an all-hands approach from the bottom up, **we all own Zero Injuries.**

BY THE NUMBERS



Our commitment to a culture of Safety cannot be stressed enough, especially on large-scale operations like the Green River project. Our focus is locked on reducing injuries and is reflected in our decreasing statistics, year after year.

RIR: Recordable Incident Rate

DART: Days Away Restricted Transferred

TRIR: Total Recordable Incident Rate

TDART: Total Days Away Restricted Transferred



Craft Engagement - OneVoice Program

Craft engagement is imperative to the success of every project Mortenson builds. The mission of OneVoice is to ensure that everyone is heard – fostering a culture where everyone has a voice. Craft are taking care of craft (in partnership with management) through ownership and communication. OneVoice allows us to directly connect to the expertise of our craft and project leaders, creating an environment of empowerment and open communication for all team members – helping us to achieve our goal of Zero Injuries.

OUR TEAM: QUALITY

Mortenson is committed to providing design and construction services that **exceed expectations** and **enrich customer operations**. We are dedicated to building projects with craftsmanship and enduring quality. We believe in earning trust by always **delivering what we promise** and sustaining our business by constantly improving. Success is created by team members upholding our values and **taking full responsibility** for their roles and quality of work.

Mortenson operates under a **Quality Management System (QMS)** that includes procedures for the following:

- Management and supervision responsibilities
- Design management
- Procurement of external resources and materials
- Management of material receiving and storage
- Planning and preparation for installation
- Management of inspection and testing document and record control
- Project closeout
- Internal/external auditing

DO THE JOB RIGHT THE FIRST TIME WITH ZERO INJURIES AND ZERO REWORK

We understand that quality is key throughout the life cycle of the project. That's why design management begins at the **examination of the RFP**, where the scope of work is generated into a **basis-of-bid design**. The basis-of-bid design and schedule are reviewed post-project award, followed by design development. Issued for review drawings are distributed to the customer for input at the **30%, 60%, and 90% developmental stages**. Any required changes are integrated into the design, where suitable.

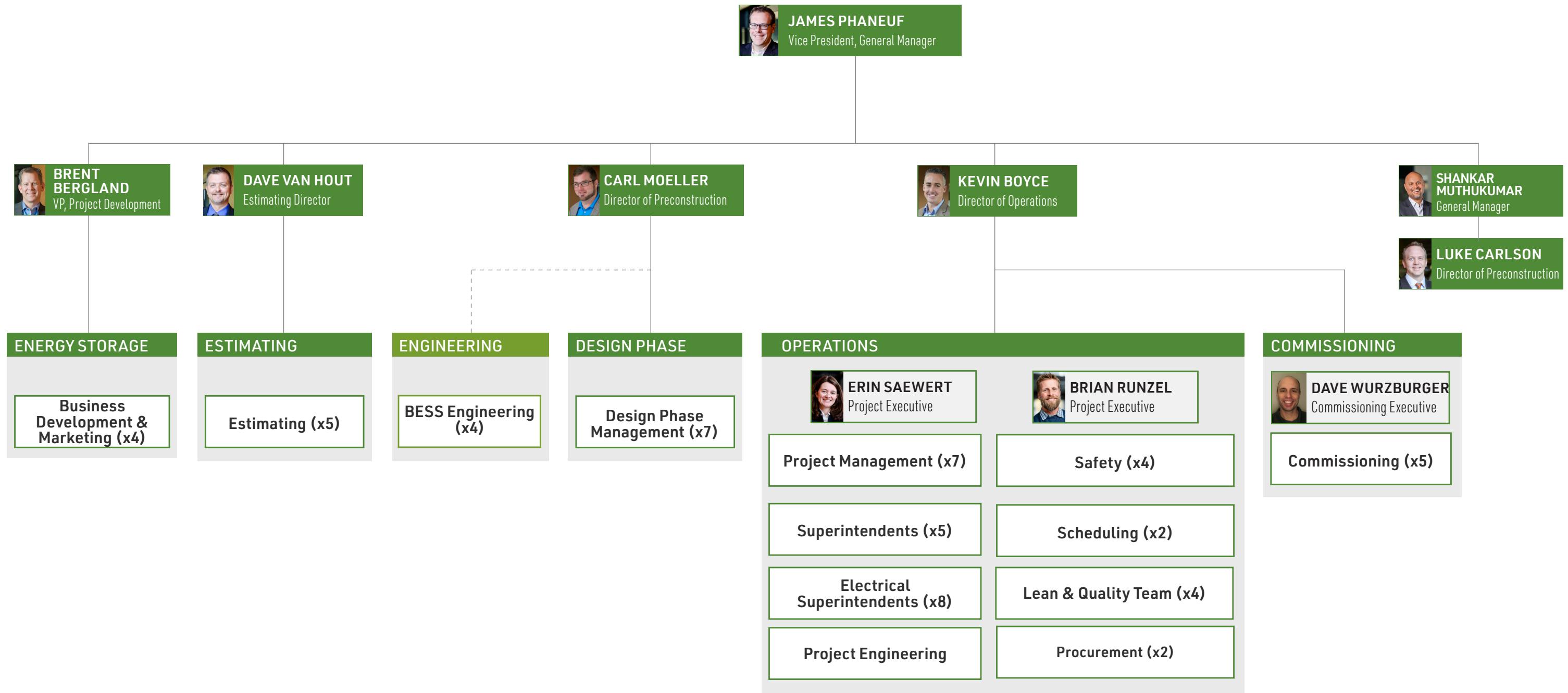
All design issues, revisions, and RFIs are managed within the **Procore software platform**, accessible anywhere by Mortenson, the owner, and trade partners. If materials are not specifically defined within the bill of materials, material procurement is completed through a submittal process, using Procore. All materials are tracked on a **procurement log**, detailing out expected delivery dates and material delivery status.

During the preconstruction planning, our team will create a **Project Quality Plan (PQP)**, which outlines how we will achieve quality excellence, guided by our Quality Management System and project specific requirements. The PQP includes:

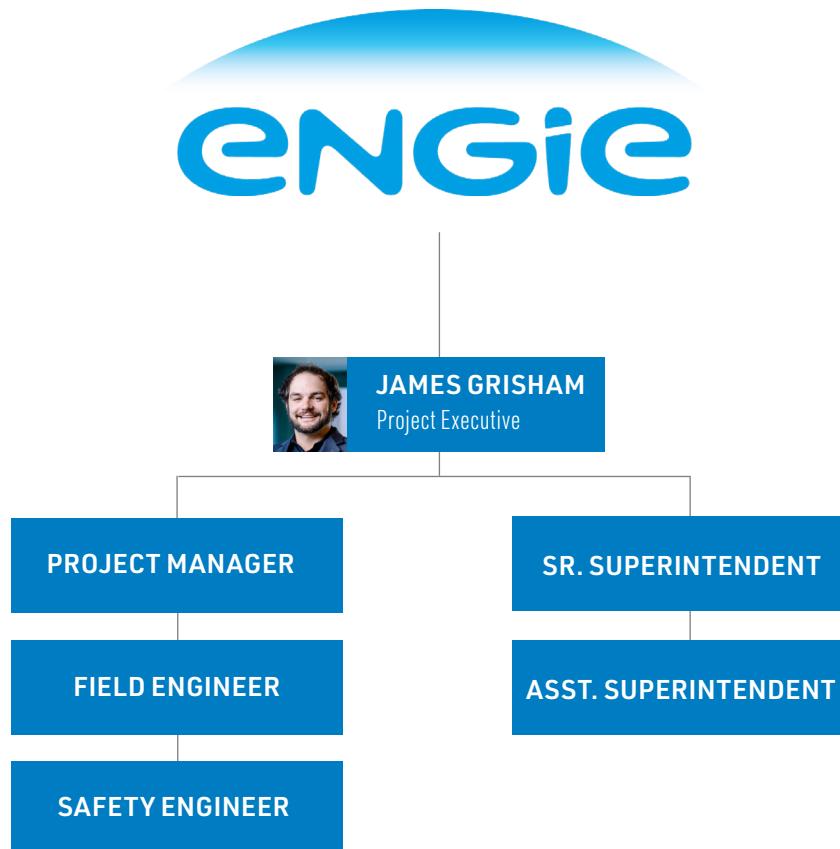
- Measurable project quality goals
- Roles, responsibilities, and reporting structure for the project
- Design document and record control
- RFI and submittal requirements
- Quality Control and Quality Assurance requirements
- Control of inspection, measuring, and testing equipment
- Substation, transmission, and underground collection installation requirements



OUR TEAM: ENERGY STORAGE



OUR TEAM: PROJECT STAFFING



PRECONSTRUCTION SUPPORT



IVAN SRĐEVIC
Business Development Executive



CARL MOELLER
Director of Preconstruction

EXECUTIVE SUPPORT



BRENT BERGLAND
Vice President, Project Development



JAMES PHANEUF
Vice President General Manager



KEVIN BOYCE
Director of Operations

OUR TEAM: CONTRACTOR/SUBCONTRACTOR STRATEGY

With our origins as a builder, Mortenson is exceptional at assembling a construction workforce that delivers high-quality facilities. This skill has been essential to our success since day one, and, in a modern labor market where skilled workers are increasingly scarce, it has never been a greater asset. A key strength to our labor approach is our self-perform capability – on both the union and non-union sides of the industry (depending on local requirements). We have thousands of Mortenson-employed tradespersons that span from concrete laborers to carpenters to electricians, and several more skilled trades in-between.

By employing our own construction workforce, we offer unparalleled flexibility to meet the demands of building a new facility. We also have an extensive network of skilled trade partners that spans North America, many of which have become extensions of the Mortenson operation.

Supporting the communities in which we work is core to our organization, so we are committed to prioritizing local trade partners and Disadvantaged Business Enterprises (DBE). Given the expanse of storage projects, we expect it will be an advantage to Engie to be partnering with a firm that is dynamic and thoughtful in its approach to project delivery and workforce composition.



Mortenson has the capability and plans to self-perform the large majority of the work for the Project, however portions of the work may be subcontracted. Upon award, Mortenson will thoroughly analyze what self-performed vs subcontract approach for each definable feature of work is best for the success of the Project. Factors that will be under consideration are, but not limited to, the following:

- Availability of craft workers
- Expertise of available craft workers
- Current and anticipated market conditions
- Engie considerations for those specific features of work

The background image shows a large, modern industrial building at night. The building has a dark, metallic facade with several windows where workers are visible. A construction worker is standing near the entrance. The sky is dark blue.

02

DIVERSITY, EQUITY, & INCLUSION

DIVERSITY, EQUITY, & INCLUSION

OUR COMMITMENT

Mortenson is committed to providing opportunities for women, minorities, veterans, and small and targeted businesses. We are recognized as industry leaders with a proven history of success across the country in developing and implementing community participation and benefit programs, and we help ensure that local workers and business are engaged in the project at the maximum level. Our goal is to achieve meaningful and sustainable benefits to the community through business and employment opportunities. Mortenson understands the importance of creating equity not only for this project but across the construction industry. We are committed to understanding how we can achieve Engie's diverse spend standards and have made it a top priority to partner with diverse contractors on this project.



Diversity is the rich difference between people

DIVERSITY

Ensuring balance of access and opportunity by providing all team members what they need to thrive

EQUITY

Inclusion is engaging others in meaningful ways, making sure all are heard, and ensuring a sense of belonging

INCLUSION

OUR ENGAGEMENT

Our community participation program was introduced in Minnesota more than 30 years ago when we built the original Minneapolis Convention Center. Since then, it has evolved to broaden its elements and has achieved unprecedented results that are not only measured by numbers, but by how they have impacted lives and changed the face of construction.

Engaging and building diverse talent and teams delivers superior outcomes for the project, the customer, and the community. Our efforts focus on three distinct phases to engage the local market and ensure M/W/DBE businesses are represented:

- Building community partnerships that span projects
- Preparation and outreach during a project's preconstruction phase
- Using experience during the construction phase to build Tier 2 trade partners' capabilities and exposure to new project types

Additionally, Mortenson has an oversight committee that tracks MWBE participation, workforce utilization, and local participation and ensures compliance with Mortenson's Community Participation plans.

SUPPLIER DIVERSITY & COMMUNITY ENGAGEMENT

TRACK RECORD OF SUCCESS

Mortenson has a proven track record of being able to create and execute effective small business subcontracting plans.

M/W/S/DBE GOALS AND RESULTS

PROJECT	CONTRACT VALUE	GOAL	ACHIEVED
Allegiant Stadium Las Vegas NV	\$1.3B	15%	23%
U.S. Bank Stadium Minneapolis, MN	\$860M	20%	29%
Target Field Minneapolis, MN	\$423M	30%	34%
TCF Bank Stadium Minneapolis, MN	\$253M	22%	30%
Froedtert & MCW Center for Advanced Care Milwaukee, WI	\$128M	15%	23%

The major features of Mortenson's Community Impact Program include:

- M/W/S/DBE Participation
- Community Engagement
- Workforce Diversity
- Internship Program
- Technical Assistance
- Monitoring

M/S/DBE PARTICIPATION

Mortenson understands how critically important it is to reach out to the community for this project. Our program is designed to actively seek out local firms in order to achieve maximum participation. For the projects, we will maximize the involvement of the local contracting community through the implementation of the following strategies:

- Structuring bid packages to allow for maximum participation by local S/DBE businesses, including targeting specific scopes of work for S/DBE firms
- Collaborating with local, S/DBE business organizations to identify firms for participation on the project including
 - Nat'l Association of Minority Contractors
 - African American Chamber of Commerce
- Establishing aggressive goals consistent with the availability of S/DBE firms in the marketplace
- Facilitating majority and S/DBE partnerships
- Developing an accelerated payment process for S/DBE businesses to ease the cash flow difficulties such firms may experience
- Developing a payment retention reduction plan with the consent of the team

SUPPLIER DIVERSITY & COMMUNITY ENGAGEMENT

COMMUNITY OUTREACH

Mortenson believes in focused relationship-building and active, visible, and sustained engagement of the community. Our outreach approach is aimed at identifying, attracting, and qualifying targeted firms, and building interest and enthusiasm for the project to the S/DBE contracting community.

We will accomplish this through the following approaches:

- Conducting contractor open houses to explain the bid packages, procurement schedule and process to interested bidders. We will host open houses throughout the procurement process, in concert with the trade contractor bidding process.
- Meeting regularly with local and S/DBE contractor organizations to update them on the project including:
 - Nat'l Association of Minority Contractors
 - Ethnic Chambers of Commerce
- Conducting pre-bid informational meetings to inform and advise local and S/DBE contractors of the potential opportunities on the project. These sessions would be scheduled regularly throughout the procurement process.

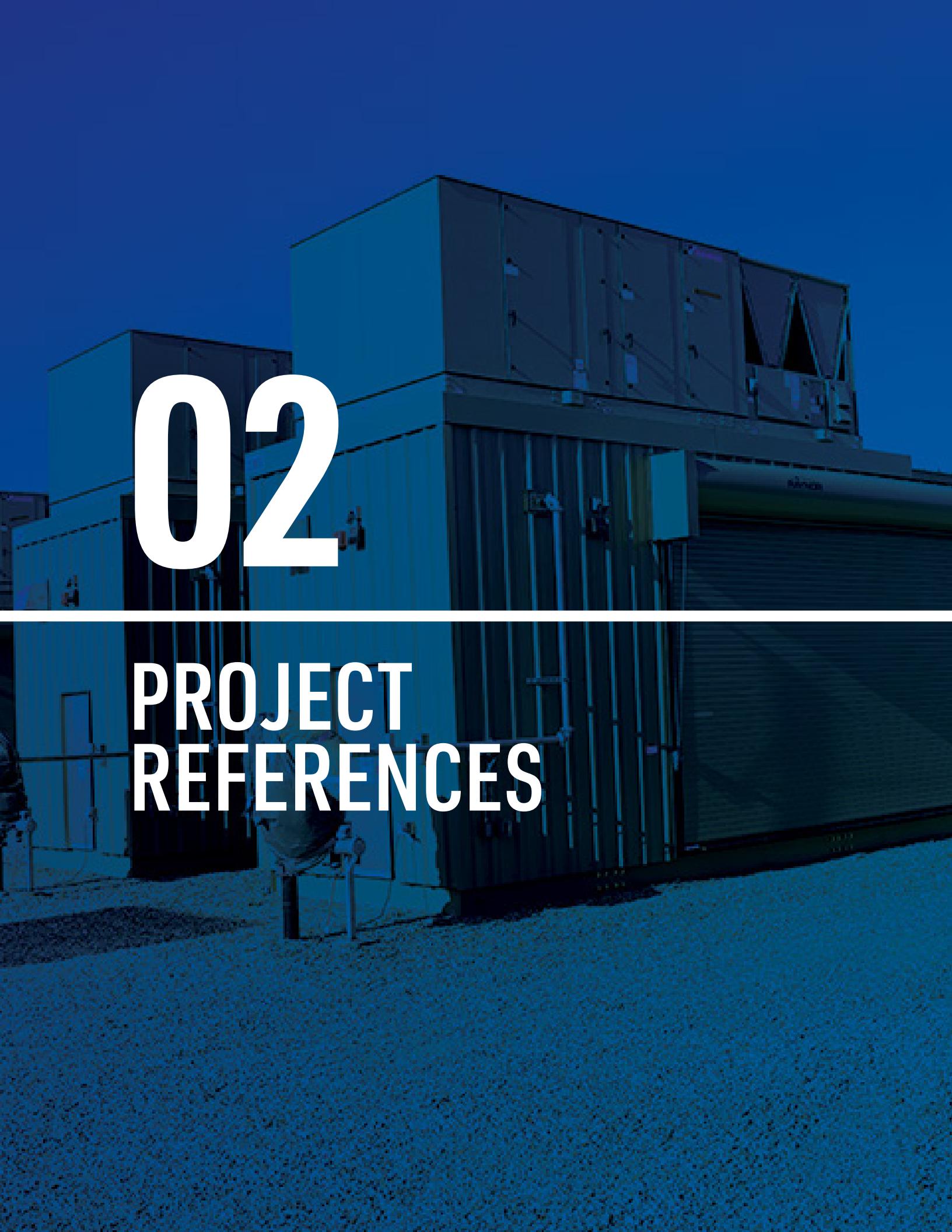


TECHNICAL ASSISTANCE

To address capacity building of S/DBE businesses, Mortenson developed a S/DBE Resource Center as a tool to strengthen and expand women and minority businesses. The resource center provides a knowledge base and technical assistance in all facets of the construction business, with Mortenson personnel and consultants utilized as construction experts providing guidance and support. The services of the resource center are concentrated around business development, business administration, project management and technical services for S/DBE firms to develop and enhance their capabilities and competencies for future growth. The center services would be available to firms involved with the project.

MONITORING

Mortenson will monitor the Community Impact Plan. Report forms for tracking S/DBE participation, workforce utilization and local and state participation will be required monthly from all our subcontractors and suppliers and are a condition of each and every contract. Quarterly reports will be submitted to the Inclusion Monitors, Cross Management Services and Prism Technical Management & Marketing Services, and all appropriate agencies, detailing the efforts and status of the project with respect to our overall plan.



02

PROJECT REFERENCES



CHISHOLM GRID ENERGY STORAGE PROJECT

Texas

The Chisholm Grid project was a containerized energy storage system that had an initial rated capacity of 100 megawatts (MWac) and began commercial operations in mid-2021. Mortenson was the balance of plant (BOP) and battery installation contractor for the Chisholm Grid facility.

The Chisholm Grid battery energy storage system participated in the existing wholesale electricity market as a new and highly-advanced resource to supply valuable grid services that are currently provided by costlier, polluting, and less-flexible thermal generating units. Chisholm Grid was the largest standalone battery energy storage facility participating in the ERCOT Texas electricity market at the time of construction and is one of the largest in the world.

The Chisholm Grid battery energy storage system was developed by Able Grid Infrastructure Holdings, LLC, a joint venture between Able Grid and MAP®. Chisholm Grid is owned by Astral Electricity, LLC, a privately-held energy storage power producer.

ROLE

Engineering, Procurement, Construction, Prime Contractor

BESS TECHNOLOGY

Sungrow Air-cooled

CUSTOMER

Confidential

IN-SERVICE YEAR

Mid-2021

FACILITIES

100MW Energy Storage System

CONTRACT TYPE

Closed Book

OWNER CONTACT INFO

Anthony Mansoor,
Senior Project Manager
Able Grid Energy Solutions LLC
amansoor@ablegridenergy.
com
(248) 217-5588



CROSSETT ENERGY STORAGE PROJECT

Crane, TX

Mortenson was chosen to engineer, procure, and construct (EPC) this standalone 200MW/200MWh battery storage facility utilizing 16,120 lithium-ion phosphate batteries housed in 62 battery enclosures. This facility was uniquely designed so it could operate as two separate 100MW/100MWh battery storage systems.

In addition, the team was also the EPC partner for a 138kV substation interconnecting the battery system to the power grid. The substation consisted of two main 138kV/34.5kV (66/88/110MVA) power transformers, six triple-riser feeders (each with their own switch), one 138kV breaker, two 34.5kV feeder breakers, two 34.5kV breakers to serve capacitor banks, and two capacitor banks (each at 21 MVAR).

The Crossett energy storage project broke ground in February 2021 and was completed in August 2021. This project provides fast-response, dispatchable power to the grid during times of high consumer demand.

ROLE

Engineering, Procurement, Construction

BESS TECHNOLOGY

Sungrow Air-cooled

CUSTOMER

Jupiter Power

SCHEDULE

February 2021 - August 2021

FACILITIES

- 200MW/200MWh Battery Storage
- 138kV Substation



DECORDOVA ENERGY STORAGE BESS

DeCordova, TX

Mortenson was chosen as the EPC contractor for both the energy storage and substation scopes of this confidential energy storage project.

Construction for the project began in April 2021 and completed in March 2022.

The project consisted of 260MW/260MWh of battery storage using LFP technology and included design, procurement, and installation of the project-wide fire suppression and alarms, and full integration of the EMS system. Interconnecting the battery storage system to the power grid was a 260MW - 138/34.5kV substation. Included in the substation was one 138/34.5kV main power transformer (175/234/292MVA), four feeder breakers with triple-landed feeders from the BESS system, one high side 138kV circuit breaker, one reactive breaker for VAR compensation, and two dual-stage 30MVAR capacitor banks (60MVAR total). There was also a wholesale storage load (WSL) metering for each BESS circuit.

ROLE

EPC + EMS

BESS TECHNOLOGY

Sungrow Air-cooled

CUSTOMER

Sungrow USA Corporation

PROJECT OWNER

Vistra Energy

SCHEDULE

April 2021 - March 2022

FACILITIES

- 260MW/260MWh Battery Storage
- 138/34.5kV Substation



EDWARDS AND SANBORN SOLAR + STORAGE

Kern County, CA

Terra-Gen, LLC selected Mortenson as the full Engineering, Procurement, and Construction (EPC) contractor for both the solar and energy storage scopes of the Edwards & Sanborn solar and energy storage project located in Kern County, California. The project consists of 1,070 megawatts of solar and 2,446 megawatt-hours of energy storage. It is currently the largest single solar and battery energy storage project to reach this milestone.

Mortenson is responsible for the system sizing, supply of the battery enclosures, supply of power conversion systems, the energy management system, complete commissioning, and performance testing, all while following CAISO requirements.

Site construction commenced in Q1 2021 with expected completion in 2023.

ROLE

Engineering, Procurement, Construction + System Integration, Prime Contractor

BESS TECHNOLOGY

LG & Samsung in custom enclosures. BYD Cube.

CUSTOMER

Terra-Gen Power, LLC

COMPLETION

Q1 2021 - Q3 2023

FACILITIES

- 3,400MWh Battery Storage
- 1,070MW Solar

CONTRACT TYPE

Closed Book

OWNER CONTACT INFO

Brian Gordia,
Vice President of Engineering
Terra-Gen Power, LLC
bgorda@terra-gen.com
(760) 859-6963



CONFIDENTIAL STORAGE PROJECT

Confidential Location

Mortenson is the BOP engineering, procurement, and construction partner for a 150MW/300MWh battery storage facility, 138kV substation, and 200 feet of slack span connecting to the point of interconnection structure. The system sizing is based off of Trina battery technology with an assumed BOL 2, 138kWhdc cabinet nameplate capacity and Power Electronics 4.2mVA rated inverters.

ROLE

Engineering, Procurement,
Construction

BESS TECHNOLOGY

Sungrow Liquid-cooled

CUSTOMER

Confidential

SCHEDULE

November 2022 - June 2023

FACILITIES

- Battery storage facility
- Substation

MARKET EXPERIENCE

With the depth of our two decades of engagement has come an awareness of an energy evolution to utilize energy storage. Mortenson has been expanding the breadth of our EPC capabilities to lead the industry with effective execution.

Our Energy Storage team has been active in the development and evolution of the codes and standards that guide the industry. Mortenson's involvement in NFPA 855 and UL 9540 allows us insight into the application codes and standards throughout the U.S.

We've also created connections with local regulators through our presentations and discussions with law makers, fire marshal organizations, and trade associations. Our local presence and recent activities in growing energy storage markets in the U.S. also provide an agile means for connecting with local authorities.

INDUSTRY INVOLVEMENT

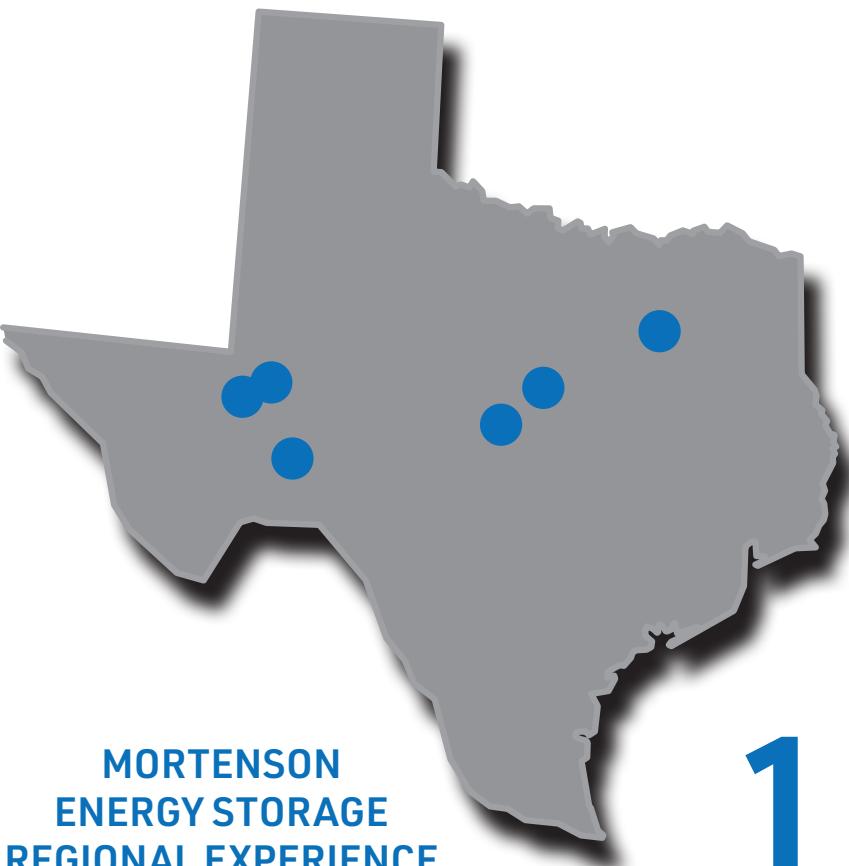
- Energy Storage Association member
- Institute of Electrical and Electronics Engineers (IEEE) member
- American Society of Civil Engineers (ASCE) member
- American Concrete Institute (ACI) member
- Structural Engineering Institute (SEI) member

6

Storage Projects
Throughout Texas

223

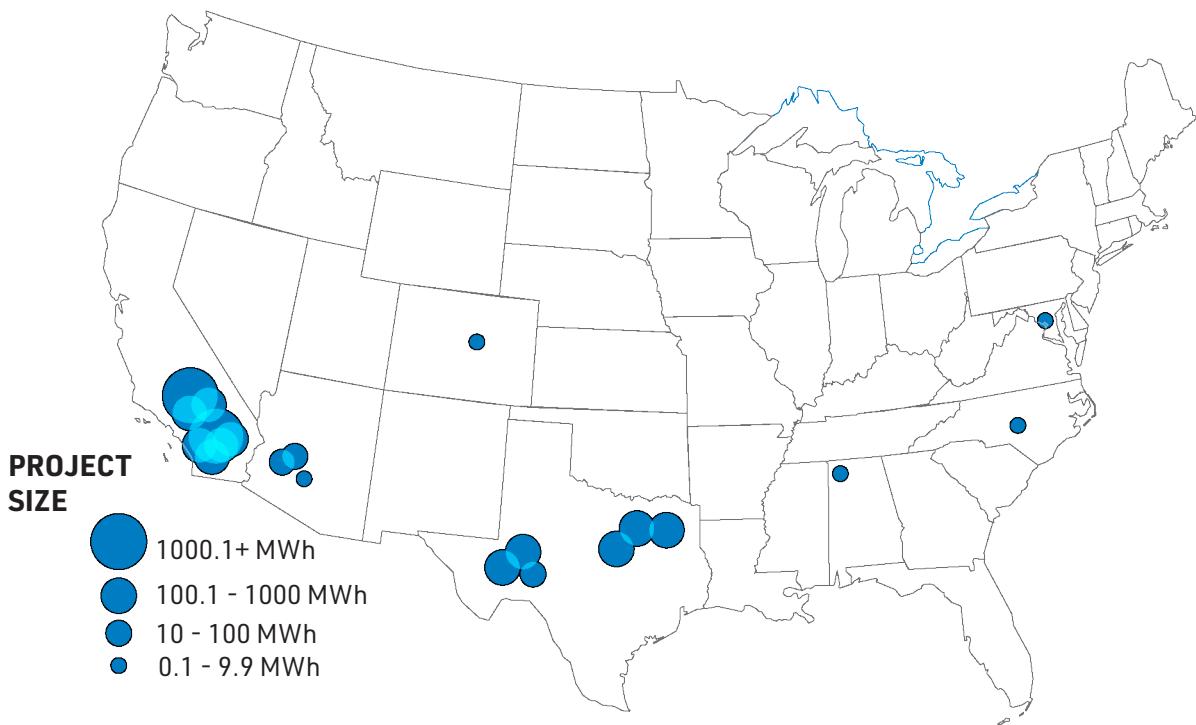
Total Mortenson Projects
Completed in Texas



**MORTENSON
ENERGY STORAGE
REGIONAL EXPERIENCE**

1,000MWh+
**TOTAL MEGAWATT-HOURS OF
TEXAS STORAGE PROJECTS**

ENERGY STORAGE EXPERIENCE



21
Projects

7
States

10+
Gigawatt
Hours

CAPABILITIES

Use Case Optimization	PPA Compliance	High Voltage Integration	Battery Installation
System Sizing	Performance Guarantees	Power Infrastructure	Project Integration
EMS Responsibility	Solar Integration	Battery Enclosures	Grid Compliance

KEY PROJECTS	SIZE
Edwards & Sanborn	870 MW / 3,320 MW
Confidential	80MW / 320MWh
Confidential	125MW / 500 MWh
Confidential	100MW / 400MWh
Confidential	88MW / 352MWh
Confidential	500MW / 2000MWh
Confidential	150MW / 300MWh
DeCordova	260MW / 260MWhr
Crossett	200MW / 200MWhr
Valley Center	139 MW / 480 MWh
Chisholm Grid	100 MW / Confidential
Confidential	30 MW / 175 MWh





The background image shows a large industrial building under construction or renovation. The structure is made of dark steel beams and glass panels. A crane is visible on the right side, and some workers can be seen on the ground level. The sky is clear and blue.

04

EXECUTION PLAN

EXECUTION PLAN

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8.0	Testing & Commissioning <i>[Note: Mortenson and Engie will need to understand and agree on the commissioning division of responsibility amongst Engie, Mortenson, the Battery OEM, and EMS vendor. This plan is not the full scope of what we have included with our initial proposal]</i>	

EXECUTION PLAN

<i>and we look forward to working with Engie on the project-specific plan. Please refer to our proposal scope for what we have included.]</i>	11
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1.0 General

1.1 Purpose

1. This Execution Plan is Mortenson's documented approach of how the Project will be executed from the start of design through Owner's acceptance of the Project. The purpose of this plan is to set clear expectations, roles and responsibilities of the integrated Owner/Mortenson team, identify Project risks and develop prevention or mitigation plans as required ensure a successful outcome for all parties. The below execution plan applies to all Engie projects we are responding to in this RFP and will be tailored to each project upon award.

1.2 Scope of Work

1. The Project consists of the following scopes of work:
 - a. Battery Energy Storage System
 - b. Project Substation

1.3 Key Considerations

1. Milestone dates established within executed PPAs that must be considered in all decisions.
2. Long lead procurement items are the biggest risk to the project schedule.

2.0 One Mortenson Solution

2.1 Scope Specific Expertise

1. Mortenson's renewable energy expertise, capacity and experience as it relates to all facets of the Project allows Mortenson to provide the Engie a Holistic Mortenson Solution. Our expertise allows us to provide Engie the following:
 - a. **Certainty in Safety** – The Holistic Mortenson Solution for the Project creates a comprehensive committed team with a focus on making the Project safe and an enjoyable place to work. All key facets of work being managed by Mortenson means all the work is being designed, planned, coordinated and performed under the same safety program, culture and Mortenson values.
 - b. **Certainty in Quality** – As with safety, a holistic Mortenson solution is extremely beneficial as it relates to quality for both Engie and the Mortenson Project teams. The Project will be designed, planned, constructed, inspected, tested and commissioned utilizing Mortenson's proven integrated work planning, standard work instructions (SWIs), four-phase inspection process, and testing and commissioning processes. This quality process allows Mortenson and Engie to collaborate and set clear expectations early on and then provide continuous monitoring through-out the Projects. The results of Mortenson's focus on high quality design and installation will provide the Engie team confidence that the Project is being built per their expectations and may even allow them to save costs and reduce their quality assurance presence on site.
 - c. **Certainty in Design** – With Mortenson providing a turn-key design solution, Engie, its investors and off-takers will have certainty of a fully functional, reliable Project for the life of the facilities. The Mortenson Project Team will manage all engineering which will provide them a well-coordinated design between the different design disciplines that can be safely and productively executed resulting in a high-quality storage facility for Engie.
 - d. **Certainty in Capability to Execute the Work** – The "One" Mortenson Solution allows Mortenson to provide Engie a uniquely specialized management team complete with key Project personnel with the expertise, experience, leadership, and communication skills to

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- ensure success. Mortenson's proven management systems and tools will provide transparency and provide the best information possible for Mortenson and Engie to make real time decisions with certainty for the best outcome for the Project.
- e. **Certainty in Schedule** – With Mortenson managing all the labor, subcontractors, equipment, and materials on site for the Project, Mortenson controls how and where these critical resources are deployed for a successful on or ahead of schedule completion of all the Project.
2. Mortenson has the capability to self-perform the work for the Project, however portions of the work may be subcontracted to leverage market opportunities. Upon award, Mortenson will thoroughly analyze what self-performed vs subcontract approach for each definable feature of work is best for the success of the Project. Factors that will be under consideration are, but not limited to, the following:
- Availability of craftworkers
 - Expertise of available craftworkers
 - Current and anticipated market conditions
 - Engie considerations for those specific features of work.
3. For all aspects of the Project, Engie will be working with team members who actively demonstrate Mortenson's Leadable principles of:



These Mortenson LeadBlu principles in conjunction with the ingenuity and expertise of our exceptional people will be invaluable in overcoming known and unknown challenges through the engineering, procurement, construction and commissioning of the Project.

3.0 Project Risks & Solutions

3.1 Permitting

- We have included a reasonable permit duration (12 weeks for grading and building permits) for County reviews and approvals. There is a risk to the Project schedule if the County extends these review periods. Mortenson's plan to mitigate this risk, a collaborative Mortenson and Engie proactive approach for the first permit submission developed during the early phases of design. Face-to-face (if allowed) or construction video-conference walk through the first of each type of permit application submittals. We have found that this process invaluable in guiding plan reviewers through the construction documents and explaining our in the permit applications.

3.2 Testing & Commissioning

- Substantial Completion BESS and Acceptance Testing
 - The Proposal documents are intended to address the Commissioning Plan and Acceptance Test Requirements. After award, but prior to the execution of an EPC Agreement,

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Mortenson and Engie will need collaborate and develop the framework for all acceptance testing.

4.0 Schedule

4.1 Milestone Dates and Needs

1. Mortenson's proposed milestone dates were included in the proposal.
2. Upon award, the Project team will review with Engie the proposed schedule and then issue it as a baseline schedule and collaboratively finalize each Project milestone dates and milestone deliverables with Engie. Items that will have to be addressed will need to include the following:
 - Financial close dates (Project funding authorizations)
 - Limited Notices to Proceeds (LNTPs) required for each Project and each anticipated LNTP date
 - Final Notice to Proceed dates for each EPC Agreement
 - Date for power availability for energizing AC BESS battery modules
 - Guaranteed utility backfeed power dates
 - Owner furnished equipment delivery dates
 - Dates for Owner completion of MMMP requirements
 - Completion of pre-mobilization activities such as perimeter fence installation

4.2 Schedule Management and Software

1. Mortenson will be utilizing the Elecosoft PowerProject ("Asta") critical path scheduling software platform to manage all the Projects. This scheduling platform can create output files that are compatible with Primavera P6 should Engie use Primavera scheduling platform to track the progress of the Project.

4.3 Managing Schedule Risk, Handling Delays and Minimizing "Schedule Creep"

1. Mortenson has sophisticated planning and scheduling capabilities and processes, which we apply proactively in developing and implementing work plans which address quality, productivity, safety and schedule in an integrated manner. Mortenson employs several tools to implement and maintain aggressive schedules. We believe strongly in the power of planning and communication. We use proactive schedule management to address specific delays (such as unforeseen circumstances, manpower issues, subcontractor performance, inclement weather, or design changes) when they occur, to prevent slip to the overall schedule. This includes:
 - Establishing aggressive schedule goals at the beginning of the Project, including fast-tracking as described above. Incorporating the appropriate referenced weather days, government holidays, and other noted work constraints.
 - Regular schedule updates through the preconstruction as well as the construction phases of the Project.
 - Conducting periodic pull-planning sessions during both design and construction phases with key decision makers to validate the logic and accuracy of the schedule.
 - Developing detailed, integrated work plans (IWPs) for all systems and features of work. These IWP address schedule, productivity, safety and quality, and help eliminate delays associated with re-work, lack of coordination, and safety issues.
 - Communicating schedule requirements in detail with each member of the Project team, obtaining the necessary commitments to fulfill these requirements, and closely monitoring performance.

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- A comprehensive subcontractor prequalification process.
- Involving key trade partners (i.e. ATI) in design-assist roles, early in the design process, to provide input during the design phase of the Project.
- Incorporating trade-flow flexibility into our schedules to allow alternative sequencing to maintain progress on critical path areas when issues arise.
- Use of weekly updates of rolling three-week look ahead schedules to ensure close day-to-day coordination.
- Working extended hours, and application of additional resources on critical path work activities and weather dependent site civil activities, to mitigate the impacts of inclement weather and gain time in the early portion of the Project.
- Rigorously monitoring progress (including design, off-site fabrication and delivery activities) to identify any impending or actual slippage at the earliest possible stage.
- Finishing Strong - We begin planning and organizing for commissioning and Project completion activities at the very beginning of the design phase. During construction, we use a focused, disciplined "Red-Zone" process to organize, energize, and implement all Project completion activities.

4.4 Pre-Construction

The preconstruction activity **includes** the effort needed to attain permitting and support the ERCOT interconnection process.

1. Permitting

- The permitting required to be obtained is organized into the following groups. During the first 120 Days we seek consultation with the relevant AHJs to confirm schedule and approach and have identified the meeting to execute this under. We would propose that this meeting starts off regular and purposeful engagement so that we can develop our permitting sets and submit timely and expected packages. We understand that we will have to sequence our set of work to not overwhelm their resources. The durations and sequence built into the schedule reflects discussion and phone calls with the relevant offices.
 - Coach Permit (Trailer Office Complex)
 - This permit will be sought through the County Plan review office.
 - Grading Permits
 - These permits will be sought through the County Plan review office and will be the submission of the IFP Civil / Grading sets
 - Building Permits
 - These permits will be sought through the County Plan review office and will be the submission of the IFP Design sets.
 - Environmental Permits
 - Engie will be responsible to obtain the environmental development permits. This includes all permits associated with wetlands, jurisdictional waters, air quality, air pollution, noise, cultural resources, hazardous material and protected plants and wildlife. Mortenson will use these authorizations and design sets to seek and obtain the SWPP, water quality, and air quality permit.

4.5 Design

1. Civil Design

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- As the civil design set is key for permitting and ultimate BESS design, we will start design immediately after project award and LNTP#1 has been issued. The package has a 30/60/90/IFC approach with 10-day owner review times between.

4.6 Commissioning

- Mortenson has included for activities for the cold, hot and performance testing of this Project. These durations and sequence will need to be revisited pending execution of the BESS supply agreement. We understand that there will be a set of activities but will need to engage and involve the suppliers of the owner furnished equipment and Engie to ensure we have the right durations captured. It is important to understand that establishment of milestones and the scope of commissioning is directly related so any discussion about milestones needs to include finalization of the scope of the performance guarantees. We have included durations and sequence based on our best understanding of the requirements and the technology.

4.7 First 120 Day Plan

- The collaboration, the coordination, the communication, the decisions that are made and the courses of action decided upon taken in the first 120 days will have the greatest impact to the success of this of this complex and exciting Project.
- At the Project kick-off with Engie, Mortenson will walk-through our 120-day plan and collaboratively add, delete, or modify this plan as the team decides.
- Key Inputs and decisions from the customer that include:
 - Final ALTA
 - Discussion and final confirmation of BESS parameters
 - Collection of final interconnect agreements
 - Input from each permitting agency to the design and IFP process
 - Collection of all environmental studies
 - Timely authorizations for site investigations and procurement of critical path materials
 - Preparation of MMMP deliverables to the County

5.0 Engineering

5.1 Mortenson's Engineering Management Team and Engie Interaction During Design

- Our approach is founded in Mortenson's industry-leading combination of experienced staff and design build practices. Specifically, for this Project, we will be focused early on aligning expectations and requirements around the energy storage asset. From there, design adaptations to our concept can be efficiently made to accommodate any changes. Our team has already worked through many of the problem sets inherent with this new facility and battery technology.
- Mortenson will have a designated Contractor Project Engineering Manager that will lead a team of Mortenson design phase professionals with expertise in BESS system design, substation design, geotechnical design, civil design, electrical collection design and SCADA/EMS design.
- Mortenson will be an active leader in all design related decisions and will be directly engaged in and manage all communications between the design-build team, Engie, and other Project stakeholders.
- During the design and preconstruction phases, the design-build team will engage highly experienced technical staff, key trade partner representatives and key construction phase team members who will perform constructability reviews of the drawings and specifications for the Project. This constructability review will identify and mitigate potential conflicts and Project risks prior to entering the construction phase and minimize potential claims and

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change orders that may arise during construction. Constructability reviews are also an essential part of the development and validation of the best value solutions we propose for this Project.

5. Early involvement of Engie and other stakeholders and applicable permitting authorities in the design and decision-making process is key to a successful design-build process. We will establish a collaborative and coordinated design development process, including progress meetings to address scheduling, status of design progress and permits, requested information and clarifications, and any other questions or concerns. These regular meetings, with focused agendas, will reduce overall meeting time and help to expedite the Project.
6. Select members of the Mortenson engineering management team will be transferring to the Project operations team on site to facilitate a smooth and successful transition from engineering to construction.

5.2 Integration of All Scopes

1. With Mortenson providing a turn-key solution, with a dedicated engineering management team allows for timely, collaborative discussion between discipline leads to ensure there are no gaps or design discrepancies between design disciplines.
2. The Mortenson engineering management team will be responsible for contracting and managing our design partners that will be providing Engineer of Record (EOR) services. EOR selection will be based on the following:
 - Expertise and experience in that specific design discipline
 - Available capacity
 - Design deliverable schedule
 - Past experience with Mortenson
 - Agreeable to flow downs from the EPC Agreements
 - Price / Value
3. The Mortenson engineering management team will be facilitating design coordination between equipment manufacturers/suppliers (i.e. trackers, inverters, batteries, et.) and our EORs to ensure the design aligns with the equipment technology selected and approved and that the correct product is that meets the design requirements is purchased and installed in full compliance with the EPC Agreement and AHJ requirements.
4. The Mortenson engineering management team will be responsible for contracting and managing third party engineering reviews and bringing all possible concerns identified in these reviews to resolution in a timely manner prior to the Issue for Construction documents.
5. Mortenson will develop and maintain a High-Risk Matrix for this Project, which has been initiated in this proposal phase, to track high risk design and construction issues and mitigation strategies for the Project. This emphasis on eliminating risks and tracking them consistently through proposal, design, and construction has proven to improve our outcomes on our projects.

5.3 Initial Design Steps

1. To enhance the design-build team communication during design and following Project award, we will hold an interactive charrette to review Project requirements and validate any assumptions or modifications that were made during the negotiation of the Project scope. We will identify what pre-design deliverables are still required and mutually develop courses of action to collect this missing information. We will establish clear lines of communication and protocol that will be used through the duration of the Project.
2. Following Project award, Mortenson will quickly award the scopes of work to design partners, trade partners and vendors. This process will be an extension of the involvement and input they have already provided to our conceptual design.

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3. After Project award, an early Limited Notice to Proceed (LNTP) must be issued promptly to start design. This LNTP should include authorizations to start site investigations in to confirm and/or collect the necessary information to keep design proceeding on schedule. Site investigations will include, but not necessarily limited to, the following:
 - Additional geotechnical investigations
 - Pile pull testing
 - Topographic surface verification of actual conditions
 - Surface condition evaluation
 - Identification of any existing structures, foundation, fences, utilities, etc.
 - Test pits to evaluate native material for trench backfill

5.4 Design Quality Management

1. Design quality control begins with developing a thorough understanding of the Project scope. The design team will be actively involved in this Project from proposal to design through construction. Their continued involvement will help to ensure that the Project design fully conforms to the RFP. Design meetings will be held, with all design disciplines represented, to ensure the proper flow of information and to ensure close coordination of the design. Major trade partners will attend, as appropriate, to provide input into the design. Comments and changes will be logged, tracked and closed to ensure all issues are addressed.
2. Design quality control does not end at the completion of the design phase. The design team will work closely together during the construction phase to ensure that the intent of the design documents and the requirements of the RFP are met. To that end, the design team members will be responsible for review of contractor submittals (shop drawings, product data, etc.) as well as promptly responding to requests for information from Mortenson and associated subcontractors. This ensures that the submittals are reviewed by those individuals who are most familiar with the design intent and the Project requirements.

5.5 SWPPP Design Approach

1. Storm Water Pollution Prevention Plan (SWPPP) measures construction, maintenance and eventual removal will be based on a specific scope.
2. Upon award, authorization to perform site investigation and complete SWPPP design will need to be included in the early LNTP.
3. Mortenson will engage a consultant, familiar with the civil and SWPPP requirements, to perform a third-party engineering review of the SWPPP plan.
4. Upon completion of the SWPPP design, Mortenson will re-evaluate the actual SWPPP measures and maintenance required for the Project and reconcile the allowance submitted in the proposal.

6.0 Procurement

6.1 Delivery of Owner Furnished Modules (TBD)

1. Upon Project award but prior to EPC Agreement execution, the Mortenson team will work with the Engie team to collaboratively develop the best Owner Furnished Equipment delivery schedule plans for the Project(s).

6.2 Supplier Selection

1. The Mortenson engineering and purchasing teams will identify the critical long-lead materials and equipment and develop procurement action plans.

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6.3 Purchasing

1. Mortenson will have a team of purchasing managers and buyers to support the timely buyout and execution of purchase agreements for the Projects.

6.4 Material Management

1. Mortenson shall have dedicated construction coordinators on site to track and manage on site deliveries and material.
2. Inspections of Owner furnished equipment upon delivery shall comply per the terms and conditions of the EPC Agreements.
 - a. Prior to Project mobilization, a detailed OFE inspection process needs to be developed, included in the Material Management Plan and shared with all Project(s) stake holders, including the on-site Engie team.

7.0 Construction

7.1 Technical Approach to Construction

1. The construction of this Project will be approached as a full integration of battery energy storage, supporting systems, and sitework. Mortenson will be the clear leader of all these phases, with a clear understanding of scope due to our broad base of expertise. We have experienced Project team members and best-in-class tools for them to successfully manage and communicate to the team and stakeholders.
2. At the start of each phase of work, we will conduct pull planning sessions to collaborate on specific workflow, coordination, and duration of activities. These pull planning sessions are only one part of the Last Planner system that Mortenson implements on our jobsite.
3. Mortenson utilizes Procore to manage our construction documentation, including RFI's, submittals, meeting minutes, and long-lead delivery materials.
4. We will assist the owner with addressing any environmental concerns and stormwater controls measures prior to any work on site. Mortenson's in-house environmental compliance personnel will ensure that we have any environmental concerns identified before we start - limiting the chance that our Project will become delayed later in the process.

7.2 Labor Resource Management

1. After Project award, Mortenson will finalize a labor management plan for these Projects.
2. The labor management plan will be prepared by key Mortenson construction phase leaders. This plan will address:
 - a. Assistance with the finalization of the Project Labor Agreements (PLAs).
 - b. Detailed manpower curves based on the final baseline schedule.
 - c. Determine features of work to be self-performed or subcontracted.
 - d. Develop a plan to overcome other Projects competing for the same labor pool.
3. For work that will be self-performed, Mortenson will utilize local labor in compliance with the executed PLAs under the guidance of experienced Mortenson superintendents and site supervision.

7.3 Site Logistics Plan

1. After Project award, site investigation and procurement of long lead temporary facilities (i.e. power and data lines) will need to be incorporated into an early Limited Notice to Proceed (LNTP).
2. Upon execution of this early LNTP, the Project team will conduct its site investigations to create a comprehensive site utilization plan to validate special requirements for the following:

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- Field office locations
 - Temporary utility routing to field offices
 - Paramedic stations
 - Craft parking areas
 - Laydown yards for material storage
 - Vehicle dust removal stations
 - Temporary directional and other site signage
 - Traffic routes into and out of site
 - Delivery access to site
 - Emergency Muster points
 - Fueling stations (to be included in SPCC plan)
3. The current site utilization plan assumes three (1) Project office complexes.
 4. Upon verification of a site utilization plan, the Project team and Mortenson's designer of record will coordinate and prepare permit submittal packages as required for temporary field offices and facilities required for Project execution.

7.4 Environmental Management

1. The authorities having jurisdiction (AHJ) have environmental mitigation measures that requires comprehensive planning and pro-active management. Mortenson will assign an Environmental Manager to the Project(s) supported by designated environmental engineers to implement this pro-active environmental management plan. The duties of the Environmental Manager and team will include the following:
 - Monitoring and management of compliance with the Project(s) SWPPP program.
 - Monitoring and management of compliance of the Spill Prevention and Contaminant Control (SPCC) plan.
 - Ensure compliance with the Maintenance, Trash and Pest Management plan during the construction phase of the Project.
 - Assist with the coordination of Engie provided biologist to perform wildlife and protected plant pre-construction surveys/investigations.
 - Assist with the coordination of Engie provided biologist to develop site specific training to ensure all Project team members receive the required Environmental Awareness training.
 - Assist with the coordination of Engie provided biologist with its implementation of the Raven Management Plan.
 - Ensure compliance Engie managed action plan should protected bird nests, kit fox dens, badger dens, plants or tortoises found on site during construction.
 - Assist with the coordination of Engie provided paleontologist and archeologists perform pre-construction surveys and investigations.

8.0 Testing & Commissioning [Note: Mortenson and Engie will need to understand and agree on the commissioning division of responsibility amongst Engie, Mortenson, the Battery OEM, and EMS vendor. This plan is not the full scope of what we have included with our initial proposal and we look forward to working with Engie on the project-specific plan. Please refer to our proposal scope for what we have included.]

8.1 Testing

1. Factory Acceptance Testing

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- a. When executing final purchase agreements, Mortenson will collect pricing from suppliers for add alternates should Engie personnel wish to attend and witness Factory Acceptance Tests (FAT). Based on the scope of AVEP, we would anticipate that FAT would not apply to our scope of work.
- b. Where applicable, Mortenson QA/QC team members will collect, review and if compliant the applicable design criteria, submit Factory Acceptance Tests for the Owner's records.
2. Mortenson will work with Engie and its consultants to develop a mutually agreeable Site Acceptance Testing protocol and procedure.
3. In addition to complying with the requirements of Exhibit R-1, Mortenson personnel in partnership with the high voltage third party testing partner will conduct pre-functional, functional, and performance testing in accordance with industry best practices and in compliance with the most current NETA testing standards. Additionally, we will assist Engie's battery supplier (if applicable) with their obligations to commission and test the battery modules and BMS system.
4. Mortenson's commissioning team will provide all necessary testing and commissioning services for the transformers, switchgear, and metering systems including baseline thermography scanning. Engie battery supplier (if applicable) will be responsible for the required pre-functional and functional testing of the PCS/Inverters, battery module system and the battery management system (BMS).

8.2 Commissioning Team

1. Mortenson will have an experienced, qualified commissioning manager leading a team of commissioning experts in coordination with equipment suppliers' start-up and testing specialists and designated Engie commissioning team members. This team will be responsible for, but not limited to, the following:
 - Create a Project specific commissioning plan
 - Review commissioning plan with all stakeholders and update the plan based on feedback from these reviews
 - Develop, review and update all start-up and commissioning procedures for each type of equipment
 - Create, update and manage commissioning schedules for each Project.
 - Lead weekly commissioning meetings with all stakeholders. Meetings shall start as stated in the agreed upon commissioning plan.
 - Collect, organize and submit commissioning and test results
 - Inspect, test and review completeness of systems and communicate when systems are ready to start Acceptance Testing
 - Lead site acceptance testing
 - Collect, organize and submit commissioning and test results

8.3 Testing and Commissioning Schedule Integration

1. As the detailed testing and commissioning plans are completed, testing and commissioning activities will be fully integrated into the construction schedule.

8.4 Preparation for Commissioning

1. The pre-commissioning process begins once the issued for construction documents are issued for a Project. A testing commissioning kickoff meeting is conducted to bring the entire Project team together to review the scope and schedule. This meeting can be a good place to review details of the Project documents and identify any constructability or material delivery issues.

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The lead commissioning manager utilizes this phase to familiarize themselves with the details of the Project and to develop commissioning and outage and energization plans for submission to all stakeholders and Engie for review and approval.

2. Project Kickoff Meeting
 - a. Brings together the entire Project team to review scope, schedule and site safety
 - b. May review drawings and discuss any potential issues
 - c. Develop a detailed mobilization plan and schedule
 - d. Coordinate primary and support construction activities
 - e. Identify constructability and or material delivery issues
3. Job Assignment Package
 - a. Developed by the testing and commissioning team
 - b. Approved by the commissioning manager
 - c. Package is assigned to the Project commissioning team
4. Commissioning Plan
 - a. Developed by the commissioning team
 - b. Reviewed by all stakeholders
 - c. Approved by commissioning manager
 - d. Reviewed by Engie and its consultants.

8.5 Commissioning Work Plans

1. Weekly Commissioning Work Plan
 - a. Developed by the lead commissioning engineer.
 - b. Includes all construction, testing and commissioning activities planned for the week.
 - c. Identifies means and methods employed to minimize potential issues associated with high risk construction, testing or commissioning activities in accordance with the risk assessment.
 - d. Reviewed and approved by the commissioning manager.
2. Daily Commissioning Work Plan
 - a. Developed by the lead commissioning engineer.
 - b. Includes all construction, testing and commissioning activities planned for the day.
 - c. Identifies means and methods employed to minimize potential issues associated with high risk construction, testing or commissioning activities in accordance with the risk assessment.
 - d. The daily plan is modified whenever site conditions change to present new concerns with regards to planned activities. Commissioning activities are paused until the modified plan is resubmitted to the commissioning manager for review and approval.
 - e. Reviewed and approved by the commissioning manager.
 - f. Utilized in the daily commissioning work plan review.
3. Daily Commissioning Work Plan Review
 - a. Daily discussion between the lead commissioning engineer and the rest of the commissioning team.
 - b. Reviews tasks planned against risk assessment.
 - c. May require rework of the daily plan.
 - d. Final approval of the commissioning manager is required before testing and commissioning shall begin.
 - e. Site safety assessment.
4. Daily Tailboard Safety Meeting
 - a. Prepared by the lead commissioning engineer.
 - b. Identifies tasks of the day for all disciplines on site, special hazards related to specific work activities, site conditions or weather and lists all required PPE.
 - c. Attended by all on-site construction and test personnel.

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- d. Must be redone if site conditions create a new or modify an existing hazard.
- 4. Outage and Energization Plan
 - a. The outage and energization plan shall detail the requirements of switching to establish a safe work zone for the completion of the demolition, construction and testing phases of a Project. The outage and energization plan shall also include all steps and hold points necessary to support test energization, potentials phasing and load check commissioning of the recently installed or modified system.
 - b. Details of the outage and energization plan shall include a review of the protection on the new equipment, an outline of how the switching should take place, a review of any special recording equipment needed, and an outline and timeline for the overall energization schedule, including hold points needed for testing. In some cases, the initial energization plan is used by the switching and tagging coordinator to develop detailed switching orders. Certain details should be carefully considered while developing the initial energization plan.

8.6 Commissioning Documentation Control

- 1. Maintaining an accurate updated set of drawings is critical for the successful completion of the commissioning work.
- 2. It is critical that the drawings be organized at the beginning of the commissioning process and be kept updated throughout. Each person has their own method for organization, but certain minimum requirements must be kept, which will be addressed in the Project's commissioning plan.

8.7 Pre-Commissioning Site Assessment

- 1. This phase of the commissioning process involves the commissioning team mobilizing to the site and setup on site. Once the lead commissioning manager has become familiar with the site and Project documents, the risk assessment is prepared and submitted for review by the commissioning team and Project stakeholders. Preparing a thorough and accurate risk assessment is key to the successful performance of the commissioning process. Once the risk assessment is approved internally it will be sent to Engie for their review and comment.
- 2. A site Project kickoff meeting is also conducted during this phase of the commissioning process. The site meeting is typically led by the commissioning manager and is attended by the Project manager, the commissioning team, trade partner Project managers, trade partner commissioning technicians, Engie, and key Project construction team members.

8.8 General Commissioning Process

- 1. Commissioning methods vary from individual to individual and are developed and refined over a period of years of commissioning work. The following topics are not intended to be all inclusive, but rather highlights of concepts and methods to ensure a minimum level of uniformity to the commissioning work performed. Be sure to understand the design intent of each circuit and system to be commissioned.
- 2. Commission the system and NOT the drawing.
- 3. Think and plan before starting the work and complete all work in a sequential fashion.
- 4. Be careful, thorough, and perseverant.
- 5. Isolate tripping hazards using the isolation checklist.
- 6. When trouble shooting, eliminate the obvious first.
- 7. Use labels and tags to designate devices or wires that will be worked on and devices or wires that cannot be disturbed.
- 8. Work closely with the electricians and technicians throughout the construction phase of the Project to minimize errors.

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9. Clearly identify devices to be removed and or tested on both the front and back of control cabinets when working in cabinets with in-service equipment.
10. Make certain the electricians highlight their work on all Project wiring and interconnection drawings once their work is completed.
11. Keep a detailed list of temporary connections, jumpers, lifted leads and open slide links. This list shall be thoroughly reviewed prior to energization to confirm all items have been properly restored.

8.9 Energization Process

1. The commissioning team is responsible for developing an energization plan for any new equipment.
2. The energization plan is used by the switching and tagging coordinator to develop detailed switching orders. Refer to the energization plan section below for more details on energizing new equipment.
3. The energization plan will follow Engie provided pre-energization checklist.
The commissioning engineer and Engie designated representative shall make final checks before a piece of equipment is energized.
4. Proper phasing is critical to all new or modified protection and control schemes phasing checks can be as is appropriate.
5. The lead commissioning engineer and the commissioning manager collaborate to determine that the testing and commissioning phase of the Project is complete.
6. Certain types of equipment required follow-up checks

8.10 Post-Commissioning

1. The commissioning manager shall verify that all final test and commissioning documentation is complete. Final test and commissioning documentation shall include equipment test results, equipment test data sheets, elementary drawing mark ups, and any equipment isolation sheets, jumper and lifted lead documentation, field notes and miscellaneous documents.
2. Issue Field Marked Drawings to Engineering
 - a. The commissioning manager will provide Engie a copy of the final as-built set of drawings for operation prior to sending the "field copy" marked up commissioning drawings to engineering for as-built drafting.
 - b. Upon completion of construction and commissioning and on-site design engineering reviews, the drawings are ready to be handed back to the respective design/drafting departments for as-built drafting and submittal to Engie.
 - c. All drawings shall be scanned in color PDF and placed in Procore in the appropriate location. The commissioning manager shall notify the respective discipline leads and document control personnel that the construction and commissioning scans are ready for as-built drafting.
 - d. The entire scan set of the issued for construction Project drawings shall be returned to the office for incorporation into the as-built drawing set.
 - e. The issued for construction Project drawings will be archived for reference after the final as-built drawings have been transmitted to Engie.
3. Issue Commissioning Report and Test Results
 - a. The commissioning report must meet the specific requirements set forth in the contract documents or standards published by Engie. This document will be forwarded to designated team members for formatting and documentation compliance.
 - b. The commissioning report shall include as a minimum the following test and commissioning documentation:
 - i. Project overview

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- ii. Operational descriptions
 - iii. Client equipment inventory database
 - iv. Test and commissioning methods and documents
 - v. Test results
 - vi. Equipment raw test data (test equipment files)
 - vii. Test certification sheets
 - viii. Voltage, phase, and load check data sheets
 - ix. Relevant field notes
4. After review of the completed commissioning report the commissioning manager will notify the Contractor Project Manager that the document is ready for internal and external review and distribution. The commissioning manager will distribute the document as required and copy the commissioning team and Contractor Project Manager on the transmittal.
 - a. Lead commissioning engineer prepares the commissioning report and compiles all test results for submission to the commissioning team and commissioning manager.
 - b. Commissioning team reviews and comments (if necessary) on the commissioning report content.
 - c. Commissioning manager reviews and approves the commissioning report and forwards to the Project manager for assignment to an administrative assistant to check format and distribution to Engie.

9.0 Quality

A site-specific quality plan will be provided after award. Below is a high-level outline of Mortenson's commitment and approach to quality.

9.1 Project Quality Plan (PQP)

1. During the preconstruction planning a Project Quality Plan (PQP) is created, which is a detailed plan for the execution of quality in reference to the requirements of the QMS and Project specific requirements. In summary, the PQP includes:
 - Measurable Project quality goals
 - Roles, responsibilities, and reporting structure of quality on the Project.
 - Design document and record control procedures
 - RFI and submittal requirement procedures
 - QC/QA requirements
 - Inspection and Test requirements
 - Control of Inspection, measuring, and testing equipment
 - Work installation requirements.

9.2 Quality Work Execution– The Four Phase Inspection Process

1. During the creation of the PQP, the execution of the Project is identified by Definable Features of Work (DFW). Individual crew level tasks are combined to complete the installation of the Project. These activities are managed individually through a production management system to control the flow and output of the installations ensuring safety and quality are delivered.
2. The work begins by planning of each DFW and review of safety plans, work plans and inspection and testing requirements prior to the first installation conducted in a preparatory meeting. Initial installations and/or mockups are completed with validation of competency and quality of installation. Follow up Quality Control inspections on 100% of the installations and Quality Assurance inspections conducted at predetermined sampling rates based on the risk level of the activity as outlined in the PQP.

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3. Work instructions are developed for each installation activity. The work instructions are included in Mortenson's best practices. Best practices are stored within the Mortenson Best Practice database which includes process and instruction guidance based on company lessons learned and experience, as well as lean practices shared across the business.
4. QC is conducted by the supervisor of the crew, and QA is conducted by Project-based engineers not directly responsible for the installation activity. Mortenson uses cloud-based software for inspections and non-conformance management that is accessible via phone or tablet in the field, and computers for management and supervision. All inspections and inspection findings and/or non-conformances are documented and managed within this cloud-based software platform.
5. Combining the above, the Project team will execute what is known as the four-phase inspection process.
 - a. Preparatory Meeting - Prior to work beginning on each DFW, Mortenson will hold the Preparatory meeting. This is where Mortenson and all other parties of interest (DCRT, EOR, all Trade Partners involved with the DFW, Authorities Having Jurisdiction (AHJ), Third Party Testing Agencies etc.), review the construction process, approved drawings, specifications, submittals, RFI's, site conditions, EOR requirements, inspection and testing, etc. A discussion of the Quality Control (QC) and Quality Assurance (QA) documentation and the process for that DFW will be completed at this time. All discussions and actions items will be recorded, distributed, and closed out prior to work beginning to ensure all parties agree with how the construction of the DFW will progress and fall in line with the rest of the construction sequence as outlined in the respective phase value stream map.
 - b. Train / Simulation - After the Preparatory Meeting has been held, all parties invited to the Preparatory Meeting will be invited to attend the Training / Simulation for that DFW. The purpose of this step is to train the installing crew to the Project requirements and reinforce the work plans validated in the Preparatory Meeting at the location the work is taking place. Depending on the nature of the DFW, Quality Assurance Manager will determine whether to execute a simulation of the DFW on a mock-up training tool, which will be indicated on the Project Quality Plan. This will allow the installing trades to execute the DFW in a non-production environment where a review of the Project design dimensions, specifications, techniques for execution, proper use of equipment and tools is completed.
 - c. Initial Inspection - The Initial Inspection Meeting will be held on the first article of work (Depending on the DFW, it will be a specified length or area of work, or an individual unit of work). All invited parties to the Preparatory Meeting and Testing/Simulation phase (if utilized) will be invited to the Initial Inspection. The installing foreman informs the Site Quality Control Representative when the portion of work is available to be inspected. The QC documentation will have been completed signifying the work has been completed, prior to the Initial Inspection Meeting. If there is a defect in this first article of installation, another Initial Inspection will be required to be held until all deficiencies have been closed out. Updates to the applicable Standard Work Instruction or Integrated Work Plan will be made as well as the addition or revision to items in the QC/QA documentation. The intent is to validate the work and expectation prior to proceeding onto the following similar installations.
 - d. Follow Up Inspections - Follow-Up QC/QA inspections will be conducted in the frequency outlined in the DFW log by the Quality Assurance Manager. QC will be conducted on all

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installations. QA will be performed at a sampling rate which is based on risk of the DFW, but no less than 10% of any DFW will be inspected. The frequency may be increased for short durations to improve installation output when if necessary. The Follow Up inspections will be held to the same standards as laid out in the Preparatory meeting and the Initial Inspection.

9.3 Integrated Work Planning (IWP)

1. Integrated work plans (IWPs) or Standard Work Instructions (SWIs) are completed by the appropriate responsible party for each DFW prior to the start of work. Please reference the Mortenson Quality Manual for further specifics on Integrated Work Planning. IWPs or SWIs are prepared prior to the preparatory meeting for each DFW. The preparatory meeting is led by the Site Quality Control Representative assigned to that scope of work. In the preparatory meeting the DFW specific IWP or SWI, QC Form, QA process, drawings, specifications, safety, environmental, inspection frequencies and testing requirements are reviewed with all production and management staff involved with the DFW. The Engie will also be invited to each preparatory meeting.

9.4 Field Quality Control

1. Quality Control Documentation is completed for all construction activities in the DFW log. The frequency of what can be incorporated under a single quality control document is listed as the first line on each quality control form. The supervisor directing the work is also tasked with inspecting and documenting that the completed work follows the plans and specifications.
2. Each quality control form is a hybrid exhibit / checklist in which design vs. actual installation is documented and a checklist of correct or deficient items are identified. The individual performing the work or DFW supervisor completes all design vs. actual and the checklist identifying all inspections as correct or deficient. Any deficiencies are noted on the QC form by the individual doing the work or DFW supervisor and corrected. A new QC document is created to show the deficiencies have been corrected. All inspections are performed electronically with photos attached via Procore.

9.5 Field Quality Assurance

1. Field Quality Assurance documentation completed by Mortenson team members will be completed using Procore. This is a cloud based electronic checklist tool along with other Project management tools including submittals, RFI's and drawing management. This will enable Mortenson personnel to take drawings, assembly instructions, shop drawings, etc. with them into the field via tablets or mobile phones, and properly populate the quality checklists. Quality issues that are discovered during the inspection process, will be automatically updated into one single source for proper tracking. This system can be configured to include inputs from other parties, to truly have one single source of truth with respects to quality issues.
2. After the DFW activity quality control inspection is completed the assigned Site Quality Control Representative conducts a quality assurance audit of the quality control document and the work at the frequency defined in the DFW log. Any "cover up" inspections that need to happen prior to work put in place are coordinated with the supervisor of the DFW and performed during the work. For additional information on cover-up inspections reference the Mortenson Quality Manual.
3. The field supervisor completes the QC documentation identifying whether each quality requirement has passed or failed the criteria of installation.
4. The QA inspection conducted by the Quality Assurance representative is completed per the defined frequency and documented on a QA checklist identifying whether each quality

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requirement has passed or failed the criteria of installation. QA inspections of the work determine the First Time Quality (FTQ) percentage based on pass/fail quantities resulting in an automatically calculated percentage driven by the software. Each DFW has an associated FTQ percentage during installation in effort to continuously improve the output of the crew when required. For all work that has been Quality Control Inspected, the QA personnel reviews the QC documentation for completeness and accuracy.

5. For any non-conforming work found by a QA audit, the QA personnel enters the deficiency into the issue log within the software system. Depending on the severity of the deficiency and per the Mortenson Quality Manual an issue may be created in Procore for issue management, a Non-Conformance Notice (NCN) may be created pending severity and ability to correct the defect within 10 days, as well as an entry into Mortenson's Event Management is generated.

9.6 Quality Inspection Hold Points

1. Quality inspection hold points required by Mortenson will be identified and accepted in the quality kickoff meeting. Hold points may be factory inspections, material inspections, construction inspections, witness testing, or others. Upon acceptance of hold points identified in the quality kickoff meeting, the Project Quality Plan is revised to include and document these hold points, as well as a notification procedure required for each of the hold points to coordinate and position the proper resources for inspection.

9.7 Design Quality Control

1. The respective Engineers of Record will perform quality control of their design work. A Basis of Design meeting is held after Contract award and at the very beginning of the design process with all stakeholders, including the Engie, to elaborate on the design requirements of the contract and ensure all parameters and specifications are captured and understood. Meeting minutes will be taken and distributed to all stakeholders for record.
2. After the Basis of Design meeting the Engineer of Record produces a Basis of Design Document identifying all parameters, design intent, and further defining the scope of work on the Project. This document is then reviewed and agreed upon by all parties. The Design Quality Control Process controls and reviews that the design is in accordance with the Basis of Design and Contract Documents.

9.8 Design Quality Assurance

1. After each Engineer of Record Quality Assurance Audit, the results are issued to Mortenson for review along with the design package issued. Mortenson then conducts a review of each design document and package for completeness, intent, and compliance with the contract prior to submitting to the Engie. Each drawing set will be stamped as reviewed with the date and initials the internal Mortenson review was completed.
2. In addition to the Mortenson internal review of design documents, it is Mortenson's policy to have certain scopes of engineering work reviewed by a 3rd party. These would include scopes such as protection and control relay settings, SCADA design, and any other High-Risk Design Items as identified on the Definable Features of Work log. The process of defining high risk DFWs is located in the Mortenson Quality Manual. The DFW log will be revised with the exact requirements for Mortenson 3rd Party review after Contract award.
3. After Mortenson's internal review, the documents are provided to the Engie for their review. Any and all review comments are tabulated and addressed either with written responses or in a design revision. In addition, the design documents will be made available to Mortenson and external Trade Partner's in order for a complete constructability review to be completed prior to Issued For Construction.

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4. Design review meetings with Engie, designer and Mortenson are conducted at various stages of the respective designs to review drawings, comments, and discuss the design methodology and schedule. Meeting minutes will be taken and distributed to all stakeholders for record.
5. The Project Engineer will periodically conduct audits with the design team for compliance with the QC / QA procedures established for this Project.

9.9 Project Design Document Control and Record Drawings

1. A complete set of drawings and specifications, including all RFI's and responses, redlines, and revisions are kept electronically via the Procore system.
2. Mortenson's Project management software, Procore, maintains revision history of all Project documents in a document log. It is the responsibility of the assigned Site Quality Control Representative to provide the current revision of the construction documents to field supervision in a timely manner. Timely manner is to be defined as within 1 business day and prior to the start of DFW work affected by drawing revisions. Any design document revisions directly affecting in progress work need to be distributed immediately before addition work is completed. It is the responsibility of the assigned Site Quality Control Representative to perform a weekly review of the record set of red-line drawings with all production supervisors to ensure they are up to date and adhere to the Project requirements.
3. Final record drawings will be submitted to the Engie upon Project Closeout. Review the Mortenson Quality Manual for further specifics on Design Document Control and Record Drawings.

9.10 Submittals

1. Mortenson will perform a review of the contract documents and specifications generated by the Engineer of Record and identify all submittal requirements. A submittal register is generated, monitored, and controlled in Procore. Preliminary Project submittal requirements are listed in the Project Management section of this execution plan. Subcontractors will be required to provide the required submittals for materials.

9.11 Material Quality Control

1. Each chosen material vendor is required to submit their respective Quality Control procedures prior to supplying any material for the Project. Copies of all pertinent quality control certifications, calibrations, accreditations, etc. will be collected by Mortenson and retained as part of the quality record for the Project.
2. A Material Management Plan will outline required inspection intervals to ensure adherence to Project specifications. Depending on the risk associated with the given material, a factory or manufacturing facility visit may be necessary for proper inspections. Upon delivery to site, the material will be inspected to ensure the respective Project specifications are met. Any deficient material will be "red-tagged" and quarantined to ensure it will not be installed. An NCN will be created to the respective supplier to track remediation or replacement.

9.12 Material Quality Assurance

1. All material for the Project will be managed and tracked by Mortenson from design scoping through specification development and approval, design reviews, site visits and inspection, fabrication, delivery, permitting and transportation requirements and restrictions, and final issuance to crews for installation. Weekly updates on material tracking are published and provided to all parties.
2. Factory acceptance tests, visits, and witness testing are completed in accordance with the DFW log / ITP.

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10.0 Safety

A site-specific safety plan will be generated after award. Below is a high-level outline of Mortenson's commitment and approach to safety.

10.1 Introduction

1. Mortenson is committed to eliminating worker injury at every Project site and workplace. As a result of this commitment, Mortenson team members, subcontractors, suppliers, engineers and Engie can expect to return home as healthy as when they arrived. To accomplish this, we have adopted a focused, companywide Zero Injury Program.
2. Through the Zero Injury Program, Mortenson has made great strides in creating a culture where worker injury on any of our Projects is a rare and unacceptable occurrence. Our Zero Injury policy, which is reinforced daily throughout the organization states that "All employees are obligated to conduct their work in a safe manner, to stop work immediately to correct any unsafe condition that is encountered, and to take corrective action so that work may proceed in a safe manner."
3. The purpose of the policy is to establish programs and procedures that will eliminate accidents and injuries on our Projects and in our office, and a Project-specific safety plan is developed and implemented for every new job we begin. The goal of the program is to achieve safety excellence.

10.2 Safety Management Plan Components

1. Project Planning
 - Mortenson's approach to safety starts in the Project planning stage when the Project manager, site superintendent construction executive, director of operations, and the safety representative review the Project's scope of work to perform a risk assessment and identify high risk activities that will become the basis for the Project site safety plan. Each Project is examined with the intent of identifying risk exposure and establishing mitigating actions to maximize the reduction or eliminate exposure of risk for the individual work activities or tasks. These steps of mitigation are incorporated into the Project site safety plan and the standard work instruction (SWI) for that specific work activity or integrated work plan (IWP) for that task.
 - Some of the high-level safety risks that have arisen out of the preliminary assessment of this Project and to be analyzed fully upon execution are as follows:
 - i. LOTO and circuit by circuit isolation practices will be required during phased commissioning and energization of this much infrastructure.
 - ii. This area has high wind potential and will require strict adherence to equipment capabilities for equipment installation and aerial work platforms.
 - iii. The approach to COVID19 is likely to change as the pandemic advances and general approaches change between now and Project execution. It is expected and likely that we will need to ensure at the minimum some manner of protections for our workforce into next year.
 - The final step in the Project planning stage includes a Project kickoff meeting, where the Project team presents their plan to Mortenson's operating group leadership. The Project team is tasked with presenting the safety issues and hazards that they have identified, along with any Project specific processes. Mortenson's leadership will require the Project team to address the rationale behind any Project specific processes and all action items or revisions to the plan are tracked and managed until resolution is reached.
 - All employees must complete and pass the Pre-Employment drug/alcohol testing.

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- Site Supervision are required to successfully complete OSHA 30-Hour for Construction Training.

10.3 Safety Management - Construction Phase

1. Working safely is an obligation of responsibility for each Project team member working on a Mortenson Project. Beginning at the first orientation, everyone on a Mortenson jobsite is taught to understand that site safety is everyone's responsibility, obligating everyone to:
 - a. Conduct their work activities in a safe manner
 - b. Stop work immediately when an unsafe or unexpected condition is encountered
 - c. Take corrective action, to ensure unsafe conditions or at-risk activities are addressed and corrected, prior to continuing work.
2. Mortenson's safety approach is deeply rooted with a behavioral based culture whereas everyone carries the responsibility to personally take any necessary steps to manage exposure to risk for themselves and others in addition to the other safety initiatives mentioned in this document. The primary process that will get Mortenson or any other organization to an incident free workplace is a peer to peer observation process. This observation process coupled with positive leadership training that provides a visible means of support for the observation process is key to reaching our goal of incident free performance. At Mortenson, no one has the right to walk away from a situation that could result in a potential injury.
3. Every day begins with a mandatory "Stretch and Bend" session for the entire Project team at a predetermined location at the Project site. During these daily job planning sessions, site personnel are brought together to be briefed on the day's activities and to do stretching exercises to loosen up prior to beginning their workday. Particular emphasis is placed on communicating where tasks or areas of increased risk will be taking place and to review actions needed to reduce hazard exposure.
4. At the individual crew level, a written Pre-Task Plan Card (PTPC) is completed prior to beginning work activities. The PTPC lists the steps required to complete the assigned task, provides a guideline to identify the hazards associated with the task, and lists actions the crew will take to mitigate the hazard. The PTPC helps ensure all members of the crew are well informed and that they clearly understand their individual responsibilities.
5. Anyone entering an area where work is in progress must first check in with the foreman and/or crew leader to review and sign the PTPC so they also clearly understand and mitigate the hazards to which they may be exposed.
6. Mortenson employs a 100% fall protection policy whereas anyone at a height of greater than 6' requires utilization of certified fall protection/fall restraint devices.
7. To minimize risk associated with fire, all jobsite vehicles are equipped with fire extinguishers.
8. In addition to the obligations outlined above, all subcontractors are required to provide five types of pre-planning and safety submittals throughout the construction phase:
 - a. Subcontractor Daily Reports including daily PTPCs
 - b. Weekly Toolbox Safety Training
 - c. Weekly Project Safety and Health Coordination Meetings
 - d. Pre/Post Activity Submittals
 - e. Monthly Submittals. Each contractor's superintendent is responsible for submitting these documents to the Mortenson Project headquarters.

10.4 Emergency Response

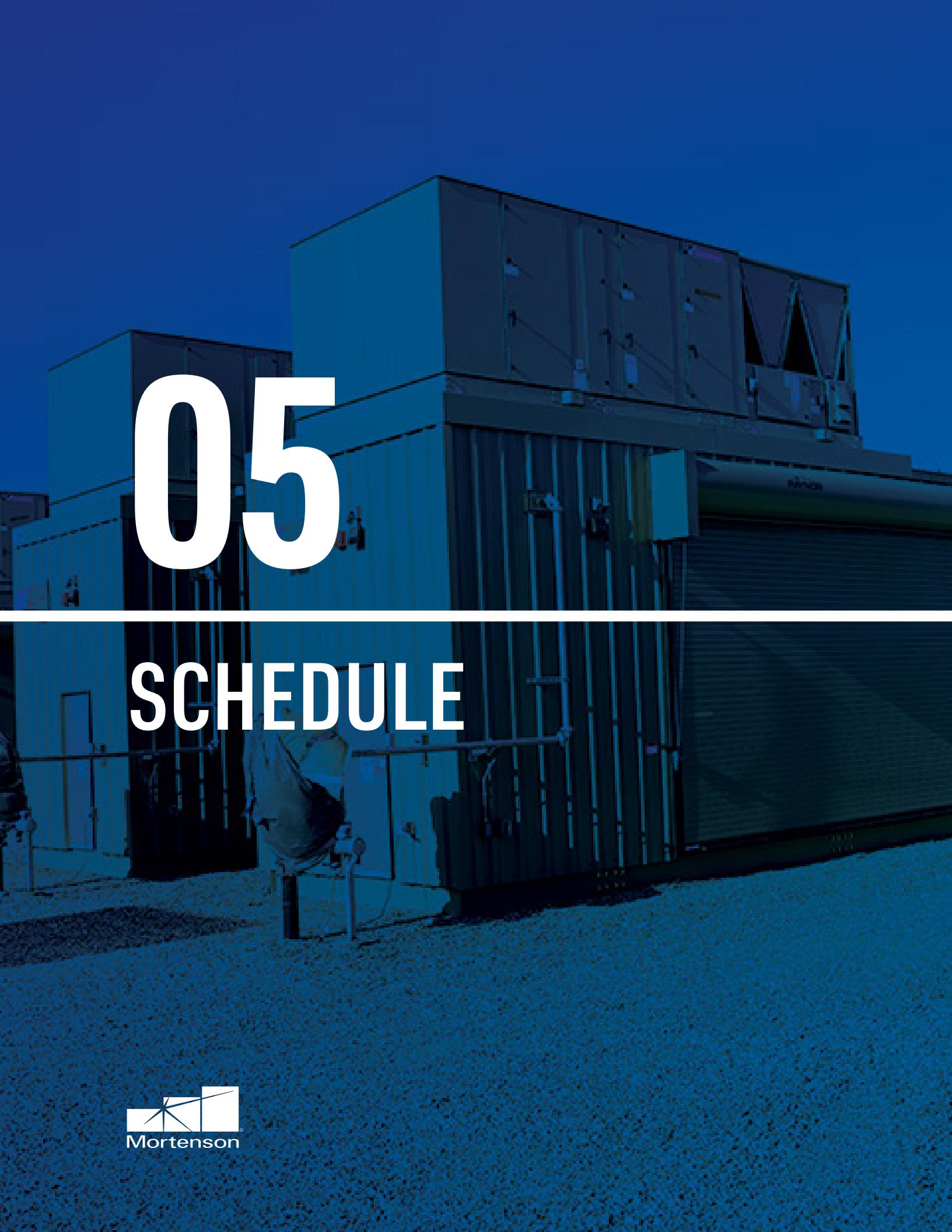
1. Proper preparation is essential when responding to any type of emergency involving the health and safety of all employees involved with Mortenson Projects. In addition to the requisite "first responder" training, Mortenson takes additional steps to improve our ability to adequately respond to an emergency.

EXECUTION PLAN

2. This Project includes a full-time on-site EMTs to help with first aid and safety execution for a Project with this large of a workforce.

10.5 Safety Recognition Program

1. Organizations must use great care when establishing a safety recognition program to ensure that the organization creates a foundation for and maintains a strong value system around safety in each team member. The method in which an organization approaches this process determines whether individuals are "internalizing" or merely behaving relative to a consequence (be it positive or negative). In short, if an organization offers rewards (such as money, gift cards, etc.) for safety performance, or has an incident investigative approach that includes punitive actions, this will tend to drive incident non-reporting. Mortenson is very aware of this and operates with the intent to encourage and demonstrate appreciation for safe work coupled with thorough hazard identification and reporting of ALL incidents. Mortenson realizes that to achieve an incident-free workplace, the development of safety leadership responsibility in each team member is of critical importance. Mortenson also realizes that working safely to protect oneself and others is a personal choice at the end of the day, and cares deeply to find new avenues to help team members make the right choice. The following are examples of Mortenson's approach to recognizing and celebrating strong safety focus and performance:
2. Mortenson's hazard recognition process provides onsite personnel incentive through simple individual recognition to report any unsafe or at-risk acts or situations that could potentially result in an incident or injury. This information/data is documented as a near miss or hazard identification which in turn is reviewed with the Project team and trended as leading safety indicators. By taking specific and targeted actions, many, if not most incidents can be mitigated or eliminated. The recognition can range from thanking the individual in front of the team and/or reading the report aloud to providing small items or tokens of appreciation.
3. Every 30 days that a Project site goes without an incident, Mortenson will recognize this performance through a meal celebration. In addition, high performing team members are recognized for their safety contribution and in many cases given a small token gift to commemorate the occasion such as a cap, shirt, or small award.



05

SCHEDULE

SCHEDULE

Anson II BESS



This Gantt chart provides a detailed project timeline for the Anson II Project, spanning from May 2023 to December 2025. The project is organized into several main phases, each with specific milestones and sub-tasks.

- Project Milestones:**
 - Project Start Milestones:** Includes Proposal Submission (May 2023), Project Award (June 2023), LNTP #1 - Engineering & Procurement (July 2023), and FNTP (August 2023).
 - Completion Milestones:** Includes Backfeed / POI Structure Installed (December 2023), Aux Power Feed Need By Date (January 2024), Mechanical Completion/Site Readiness (February 2024), BESS FDR 1 & 2 Ready for Sungrow Target (March 2024), BESS FDR 3 & 4 Ready for Sungrow Target (April 2024), BESS FDR 5 & 6 Ready for Sungrow Target (May 2024), Sungrow Guaranteed Commissioning Date (June 2024), Project Substantial Completion [Owner] (July 2024), Final Completion [Owner] (August 2024), and COD (September 2024).
- Design:** Phases include IFR Requirements, IFC Requirements, BESS Design, BESS Design, Fire Alarm Design, and Third Party Review.
- PreConstruction:** Phases include Design Phase Management, Construction Planning, and PreConstruction.
- Procurement:** Phases include BESS Procurement, PCS Deliveries [By Owner], Enclosures Deliveries [By Owner], LC Cabinet Deliveries Start [By Owner], and BESS Procurement.
- Permitting:** Phases include BESS Building Permit, SWPPP Permit, Grading Permit, and Container Yard Accessory Permit.
- Construction:** Phases include BESS Construction, Mobilization & Civil Work, Circuit Construction, Primary Construction - FDR 1 through 6, and various sub-tasks like PCS - FDR 1 through 6, LC, Unit Controller, Aux Rough-In, Light Poles, Aux Activities, Fire Alarm Activities, and EMS (By Owner).
- ERCOT:** A final phase starting in December 2024.

The chart uses color-coding to distinguish between different project components and phases. Milestones are marked with diamonds, and specific tasks are highlighted in various colors (e.g., orange, blue, red) throughout the timeline.

Milestone Appearances

Diamond

Group/Sort: None

View: 01. Detailed Layout
Filter: None

Filter: None Project Path: K:\Storage\30_Proj_Gen_Svc\01_Proposals\AcVolTA\AcVolTA-Schedules\Ansor II - May 2023\Ansor II Schedule - 25-03-23.pptx

Start Date: 5/5/2023

Finish Date: 5/23/2025

Page 1 of 1

Run Date: 5/4/2023

Progress Date: 5/1/2023

A photograph of a large industrial building at night. The building has multiple stories with many windows, some of which are illuminated from within. The sky is dark, suggesting it is nighttime. The building appears to be made of metal or concrete.

06

PRICING

BUDGETARY PRICING

Our budgetary pricing for the Anson II project based on the clarifications and scope defined in this proposal is \$19,700,000. As we are unable to construct the project due to capacity constraints, this pricing is non-binding and is meant to aid Engie in its evaluation of other competitive bids for this project.



07

CLARIFICATIONS & EXCLUSIONS

CLARIFICATIONS & EXCLUSIONS

Design and Pricing Approach

The current system design is based on equipment quantities provided by Engie. The below approach and clarifications are for the Anson II project.

	Anson II
PCS Manufacturer	Sungrow
PCS Model	SC4000UD-MV-US
Quantity of PCSs at BOL	42
Battery Manufacturer	Sungrow
Battery Model	ST2752UX-US
Quantity Enclosures at BOL	126
BESS Size (MWac)	150
COD	May, 2025

The following clarifications are intended to provide a more descriptive characterization of our interpretations and assumptions made to complete the scope of work that is the basis of this indicative pricing. As mentioned in the cover letter, Mortenson does not have the capacity to build this project on the desired timeline but is interested in moving the Engie relationship forward on storage projects. We hope this is useful in your evaluation for selecting a partner for Anson II.

COMMERCIAL

General/Commercial Considerations

1. COVID - 19: Our proposal does not include price or schedule impacts related to the coronavirus (COVID-19). Accordingly, notwithstanding anything to the contrary in the Contract Documents, Mortenson shall be entitled to an equitable adjustment by Change Order of the Contract Price commensurate with any additional costs incurred in the performance of the Work caused directly or indirectly by the coronavirus (COVID-19), and Mortenson shall be entitled to an equitable adjustment by Change Order of the Milestone Dates commensurate with any delay caused directly or indirectly by coronavirus (COVID-19). Mortenson agrees to take all reasonable steps to mitigate such additional costs and delays
2. IRA Provisions: Mortenson acknowledges the significant impact of leveraging tax credits to the greatest extent possible and the need to receive these for the project pro forma. However, while the industry awaits much needed clarity from the Internal Review Service (IRS) Treasury Department regarding the exact requirements of Prevailing Wages, Domestic Content and Apprenticeship programs, Mortenson is unable to make a blanket statement of adherence to the Inflation Reduction Act (IRA) at this time. That said, Mortenson's proposal is

based on a utilization of Prevailing Wages and an Apprenticeship program. Adjustments may be required to align with the final guidelines once available by the Internal Review Service (IRS) Treasury Department. We do anticipate that our current labor rates will exceed prevailing wage in Texas.

3. Escalation/Tariffs: Mortenson has not included tariff or other provisions due to governmental policy changes enacted or proposed to be enacted. Mortenson has not accounted for any material or equipment escalation in our proposal price. Proposal price will need to be reviewed at time of material purchase and may need to be revised to reflect current market conditions.
4. Taxes: We have assumed a 6.75% sales tax rate for materials
5. Insurance: We have not included a Builder's Risk Insurance policy
6. Commercial: Our proposal assumes reasonable terms and conditions and are contingent on review of terms and conditions that will be provided by Engie in the future. The terms sheet provided was generally acceptable.
7. Payment & performance bond: A payment and performance bond has not been included in our proposal price. Engie has reviewed Mortenson's financials and this is typically enough comfort for owners to forego this cost.
8. Bonds / Financial Tools / Liquid Credit Support: Notwithstanding trade partner bonding, special company bonds, letters of credit or other financial instruments have not been included.
9. Open Shop: We understand that there are no union requirements on the project, and pricing is based on non-union craft.
10. Licensing: Mortenson is a licensed Electrical Contractor in the State of Texas, license #28676.

Performance Guarantees

1. Mortenson will work with Engie to identify the appropriate performance guarantees, and financial guarantees after the mutual agreement of the finite contractual definitions and the parameters for any required performance testing is completed. For this scope our guarantees are typically tied to RTE requirements and substation testing. Capacity and availability guarantees remain with the battery supplier.
2. Mortenson has not included any performance guarantees, applicability of use provisions, or technology guarantees.

Schedule

1. Proposal is based upon the schedule provided.

Warranty

1. Labor: Proposal includes two (2) year workmanship warranty.
2. Equipment: Proposal includes two (2) year warranty.

PROJECT COORDINATION

Engineering

1. We have included engineering costs for the design of the following scopes:

- a. BESS pad Civil
 - b. Site Stormwater Management Plan (SWMP)
 - c. Site Stormwater Pollution Prevention Plan (SWPPP)
 - d. Site Spill Prevention Control and Countermeasures (SPCC)
 - e. Site Lighting
 - f. BESS and Substation Foundations
 - g. BESS Yard Electrical and Studies, to include Auxiliary Power System; Sungrow will be responsible for a portion of the studies in the BESS yard (internal arc flash study, enclosure design, BESS fire protection design, thermal management design, CFD modeling, BESS SCADA interface, etc.)
 - h. BESS Collection System and Studies
 - i. Fire alarm aggregate system only
2. Owner review of design packages is a maximum of 2 weeks.
 3. We have included third party engineering for our design work.
 4. We have not included any generators or load banks to energize the enclosures and inverters prior to substation back-feed needed to test and commission.
 5. We have not provided EMS/SCADA/BAS design or testing; coordination efforts with Engie will be required to ensure sufficient infrastructure is installed by Mortenson.
 6. Our preliminary BESS design and proposal does not include a Thermal Runaway Mitigation system – that is, a water-based system with supply from either fire pump or local supply is not included. We assume that the Sungrow system comes with a Thermal Mitigation System. Additional discussions with the AHJ will be required to outline exact requirements necessary for this project. Cost and/or schedule may be impacted.
 7. Infrared thermography scans of individual battery compartments are not included.
 8. We have not included a Site Security System – we assume that NERC/CIP Compliance design criteria will be by Engie. Mortenson will include provisions on and within the control enclosure to support door card readers and security cameras supplied and installed by others.
 9. We have assumed that the auxiliary loads are to be metered separately and on its own circuit from the substation, separate from the WSL meter. Mortenson will provide infrastructure, Engie to provide WSL Meter Cabinet and ERCOT coordination/verification.
 10. Ground terminations are to be compression, no exothermic welds included.

Permits

1. General Permits: Unless noted specifically below, Mortenson assumes all permits will be compiled, managed, and fees paid for by Owner. We have excluded all discretionary permits and assumed these will be obtained by Engie. This includes, but is not limited to, all platting, grading, real estate conveyance, utility relocation, road installation, postal service address permits, gas well abandonment permits, or long term monitored security alarm permits. We will provide design inputs as necessary and provide support to compile the necessary documentation associated with our work to satisfy permitting requirements.
2. Building Permits: We have not included fees for building permitting.

3. Environmental: No environmental studies or required environmental remediation work has been included. It is assumed that Engie will complete all necessary environmental studies and obtain all necessary discretionary permits prior to mobilization. Any costs associated with environmental permits obtained by Engie have not been included. We have not included costs for any special environmental site requirements not identified to date.
4. Endangered or Threatened Species: We have excluded any costs associated with delays due to threatened or endangered species permitting, or special operating or mitigation procedures associated with threatened or endangered species.
5. Noise: We have not included any funds for noise studies or mitigation of equipment noise.
6. AHJ Requirements: We have excluded city, county, military and other AHJ requirements that may impact this project until further investigation is completed. We will work with Engie and the appropriate AHJs to determine what those requirements are and address at that time accompanying this proposal.
7. Archeological and Cultural: We have excluded any provisions associated with delays due to archeological or cultural studies/permitting/impacts. Please reference Environmental Clarifications document accompanying this proposal.
8. Visual: We have not included any visual studies or renderings.

Construction Support

1. Geotechnical Investigation: We have assumed, project specific geotechnical investigation, including but not limited to soil borings, pile load testing, electrical resistivity testing and foundation recommendations will be provided by the Owner. Mortenson has included no additional studies.
2. Topographical Survey & ALTA: Project specific topographical survey and ALTA inclusive of substation and BESS location to be provided by others.
3. Temporary Laydown Yard Lease Space: We have assumed laydown space within the project lease area, according to the attached General Arrangement drawing.
4. Temporary Laydown Yard Reclamation: We have assumed that the laydown yard created will not have to be reclaimed or seeded at the completion of the project.
5. Temporary BESS Construction Power: Mortenson has not included provisions and cost for data or temporary power sourcing and consumption. We have assumed that Engie will coordinate with local service providers, supply to site and pay for power and data service and usage for the project. Temporary power includes but is not limited to:
 - a. Power sourcing and consumption for temporary trailer and construction related activities.
 - b. Power sourcing and consumption for temporary onsite and/or offsite conditioned storage of equipment including but not limited to battery modules.
 - c. Power sourcing and consumption to for BESS container conditioning as required per manufacturer recommendations.
 - d. Power sourcing and consumption to charge/discharge/test/commission batteries and system.
6. EMS Testing and Switching Support: Mortenson has support staff to assist Engie in ESS Testing and Commissioning to include 2 qualified electrical workers for a continuous 4-week duration.

Interconnection and RTO/ISO Coordination

1. ERCOT Management: Owner or Owner's independent engineer shall be responsible for the ERCOT Quarterly Stability Assessment (QSA) and Resource Asset Registration Form (RARF) required milestones, deliverables, and submissions. Owner or Owner's independent engineer shall also be responsible for coordinating with and obtaining the required studies and reports from the Transmission Service Provider (TSP) to meet the QSA and RARF milestones. Mortenson shall support Owner or Owner's independent engineer in developing a QSA and RARF deliverable schedule and provide necessary data associated with the Work to meet the requirements of the process.
2. Engie Interconnection Agreement: Owner or Owner's independent engineer shall be responsible for the preparation, negotiation, fees and reporting compliance associated with the Interconnection Agreement. We have not included engineering support for the Interconnection Agreement.
3. NERC Reporting: Owner or Owner's independent engineer shall be responsible for NERC required milestones, deliverables, and submissions. Mortenson shall support Owner or Owner's independent engineer in developing a schedule and provide necessary data associated with the Work to meet the requirements.
4. Local Utility Integration: Owner or Owner's independent engineer shall be responsible for integration within the local interconnecting utility footprint. Mortenson will support independent engineer in developing a schedule a

TECHNICAL SCOPE

Site Preparation

1. Undisclosed or Unknown underground conditions: Mortenson assumes the site is free of underground obstructions or structures including but not limited to UXOs, boulders, gas lines, drain tile, irrigation lines, and utilities. See above related to archeological/cultural discoveries. All costs associated with the discovery, removal, repair and/or relocation are excluded.
2. We assume no hazardous materials or polluted soils will be encountered and have not included hazardous material abatement. If hazardous materials are encountered, the abatement will be by others.
3. We have assumed that any disconnection work to existing underground or above ground utilities onsite will be completed prior to mobilization and associated demolition.
4. Site Security: No provisions for permanent security systems including card readers, remote access, or CCVT have been included.
5. Access: Engie will be responsible for coordinating and providing unrestricted access to the site on an access road that meets all local permitting and access requirements.
6. Road Upgrades: Upgrade, refurbishment, or repair of public or existing privately maintained roads and associated utility, lighting or other related work, is excluded.
7. Landscaping: Price excludes any hardscaping or landscaping of site. A onetime reseeding of disturbed areas is included. We have not included maintenance/upkeep of the seeded areas.
8. Fencing/ Wall
 - a. Standard chain link fencing with barbed wire and a non-motor operated 20' vehicle gate have been included.

- b. No automatic gates or card readers have been included.
 - c. No screening paneling or Privacy fencing have been included.
9. SWPP/SPCC: Development of SWPPP and SPCC for BESS is included.
10. Easements: Mortenson assumes all easements have been procured and are Owner Responsibility.
11. We have assumed suitable soil conditions and standard excavation and earthmoving equipment can be used on site. Rock has not been considered in our pricing.
12. Mortenson assumes fill brought in from off site has similar soil properties as soil on site, most notably similar Rho values. Mortenson has not included additional contingency costs associated with fill needed to be brought it from a farther source.
13. Mortenson has not included provisions for visual, sound or height requirements/restrictions that may be needed for the project outside of what has been specifically noted in RFP.
14. Civil:
- a. General
 - i. No topography was included. Pricing includes assumptions for cut/fill as described below
 - ii. No asphalt paving has been included
 - iii. No permanent utilities have been included to the site.
 - iv. All sites assume surface drainage only, no storm drain system
 - v. No retention ponds have been included.
 - vi. No existing or future utility conflicts have been included.
 - vii. No contaminated soil or debris removal is included.
 - viii. Pricing assumed all soils can be left on site.
 - ix. Site Entrance to the project site included.
 - x. Site assumed 3' of cut/fill across the site. No import of soils have been included. It's assumed that the on-site soils are suitable for building the pad.
15. Mortenson has not included any study or mitigation for ground potential rise on any nearby pipelines, including impact to cathodic protection systems.
16. Mortenson has included a 100-year storm swale, 4ft deep and 1,080 LF as a preliminary concept while site specific hydrology investigations are being performed by Engie.
17. We have included (15) LED BESS yard lights on conventionally sized poles. We have not included any additional back-up power source to energize the site lighting.
18. Provisions related to sun exposure mitigation during installation are excluded (e.g., portable tenting). Note: If the battery OEMs require specific installation means or methods related to sun exposure, we will work with the Engie team to define an acceptable solution.

Foundations

1. We have assumed steel H-pile foundations for the Sungrow battery containers and PCS. We have assumed both equipment and subsurface conditions will accommodate this assumption.
2. Piles are assumed to be black steel. We have not included corrosion provisions for pile. Final pile load testing and geotechnical investigation will be required to confirm assumptions.
3. Pile quantities: ESS Enclosures

- a. Sungrow Pairs
 - i. W6 x 15 x 12.5' – 15 Piles per Pair
 - b. Sungrow Singles
 - i. W6 x 1 x 12.5' – 10 Piles per Enclosure
 - c. Aux Skids
 - i. W6 x 15 12.5' – 8 Piles per Skid
 - d. PCS
 - i. W6 x 15 x 12.5' – 8 Piles per PCS
4. We have not included any pre-drilling or slurry for our Steel H-piles. Site specific geotechnical investigation with pile load testing will be required to confirm pile sizing and pile install rate.
 5. Off-site disposal of excavation and/or grading spoils is excluded. We assume we can waste excess material onsite.
 6. No foundations for future augmentations have been included.
 7. No provisions for corrosive soils have been included.

BESS Design Assumptions

1. Preliminary cable sizing has been completed based on NEC Table 310.16 and NEC section 311 utilizing AL conductor. A formal CYME underground cable modeling will be required after away and cable sizing may be required to change based on Geotech soil parameters.
2. Pricing includes cable tray for all cabling from the PCS to the Sungrow enclosures.
3. MV Homeruns from the first PCS on a string to the substation are assumed to be direct bury.
4. Energy Storage system sizing is based on information and use cases provided by Engie, changes in the use case may impact the degradation and result in changes to system sizing requirements to meet the appropriate use case.
5. Mortenson assumes no thermal mitigation techniques (concrete encasement, slurry, fluidized thermal back-fill, etc.) will be required to dissipate heat from any underground cables.
6. Round Trip Efficiencies: These are not included in this proposal.

Auxiliary Power

1. Auxiliary power for the BESS yard will be fed by substation feeder breaker separate from the feeders used for power charge/discharge and WSL metering. There is no redundant source provided for the BESS aux system.
2. Consumption costs from use of the auxiliary power systems (as allowed) for temporary storage onsite, charging, testing, and commissioning of the BESS shall be paid for by others.
3. We assume that ERCOT requirements for auxiliary loads have been considered when Engie is selecting PCS inverters. Mortenson has assumed that auxiliary loads are metered separately and fed separately to the PCS to be compliant with ERCOT nodal protocols.
4. Pricing includes a backup generator for the 240/120V systems
5. 4 – 34.5/480V 2MVA Aux Transformer Skids w/ 2000A Switchboards have been included
6. 4 – 480 / 240/120V Step Down transformers and respective switchboards have been included to support the Sungrow Emergency systems.

7. 42 – 480V LV Panelboards have been included to service each DC Block
8. Backup power to be provided via generator hookup to the Aux skids. Generators not included and would be brought to site if/when required.
9. No switchgear has been provided.

Fire Suppression/Life Safety

1. Our preliminary design and pricing may have addressed some but not all NFPA 855 requirements. Additional discussions with AHJ will be required to outline exact requirements necessary for this project. Cost and/or schedule may be impacted.
2. We have not included installation of permanent water to the project site.
3. Mortenson has not included any redundancies on the fire life safety systems that may be imposed by local AHJ's to this project. Certain AHJ's in the past (Kern County CA) have required redundant aux power sources for all TRM systems, Exhaust Fans (or HVACs that are utilizing an exhaust feature for explosive gasses), Fire alarm Aggregation Systems, and any other fire related systems.
4. We have included a fire alarm integration system design and install which would require coordination with Engie and Sungrow – fire alarm/life safety design and install within Sungrow containers to be included by Sungrow.
5. No addressable module is included within the Sungrow enclosures and will be provided within the Fire alarm control panel
6. Each circuit will have a fire alarm control panel
7. All circuit will be tied to a aggregate alarm panel located at the gate.
8. No monitoring of the system is included.
9. No fire suppression system has been included.
10. No temporary or permanent fire water tank has been included.
11. No contact has been made with any of the AHJ's in regard to requirements for the project.

Spare Parts Inventory

1. Mortenson has not evaluated failure rate and reliability for all BESS assets and has not included a comprehensive spare parts inventory at this time. If selected, we will work with Engie to determine what level of redundancy, reliability, and resiliency is preferred and subsequently determine the appropriate level of spare parts inventory.

Testing

1. Mortenson has included testing for the BESS System collection system, cable, aux transformer and switchboard, and Substation new Equipment testing. Engie will perform battery testing, PCS hot commissioning and ERCOT Checklist Step 3/ESS Site Testing.
2. Mortenson has included 8 weeks (40 days) of Owner Testing and Commissioning support in the form of 2 electricians.
3. If selected, we will work with Engie to determine the appropriate level of FAT, SAT, and any additional requested commissioning required to effectively construct the project. Testing plans will be specifically tailored for the Revolution Energy Project.
4. We have assumed 3 weeks total for ERCOT Checklist #1 and #2 for equipment energization and testing. We have included commissioning support during Engie's hot commissioning phase. If Sungrow/Owner delays extend performance testing period beyond this period, Contractor shall invoice additional time for on-site personnel.
5. On-Site work shall be supervised by a lead technician or engineer who holds a current certification to NETA-ETT Level III or higher during commissioning.

Exclusions

1. Off-site and/or on-site testing of battery modules prior to installation of battery enclosure is excluded.
2. PD testing for MV cables associated with BESS auxiliary power systems is excluded.
3. IR Scanning is excluded.
4. Geotechnical investigation/report, pile load testing, ALTA survey, Phase 1 and other environmental surveys are excluded.
5. Disconnecting of existing water, gas, electrical or other utility connections is excluded.
6. Proposal excludes all interconnection utility studies and management
7. Arc flash and BAS design within container is excluded
8. PCS to Container and within Container Fault Current Studies are excluded
9. QSE engagement is excluded
10. SCADA/Networking/Controller Design and Supply is excluded
11. Site Security System is excluded
12. Battery thermal management and performance risk is excluded along with any CFD modeling
13. Post-energization harmonics analysis.
14. No overall plant sizing studies have been included.
15. ERCOT Checklist Part 3 Testing and Commissioning is excluded
16. Proposal excludes rock drilling, excavating, and trenching.
17. Proposal excludes fuel price escalations beyond current market rates.
18. Integration with third-party offtaker requirements are excluded. As more information and coordination is known, Mortenson will provide further clarifications.
19. Pricing excludes permanent communication line procurement/installation. Mortenson will assist owner in coordination.
20. Permanent utility drop costs for the project have been excluded.

Training Plan

1. Mortenson has not included a training plan at this time. If selected, we will work with Engie to develop a Transition to Sustainable Operations Plan to effectively transition from construction to operations.

Operations & Maintenance

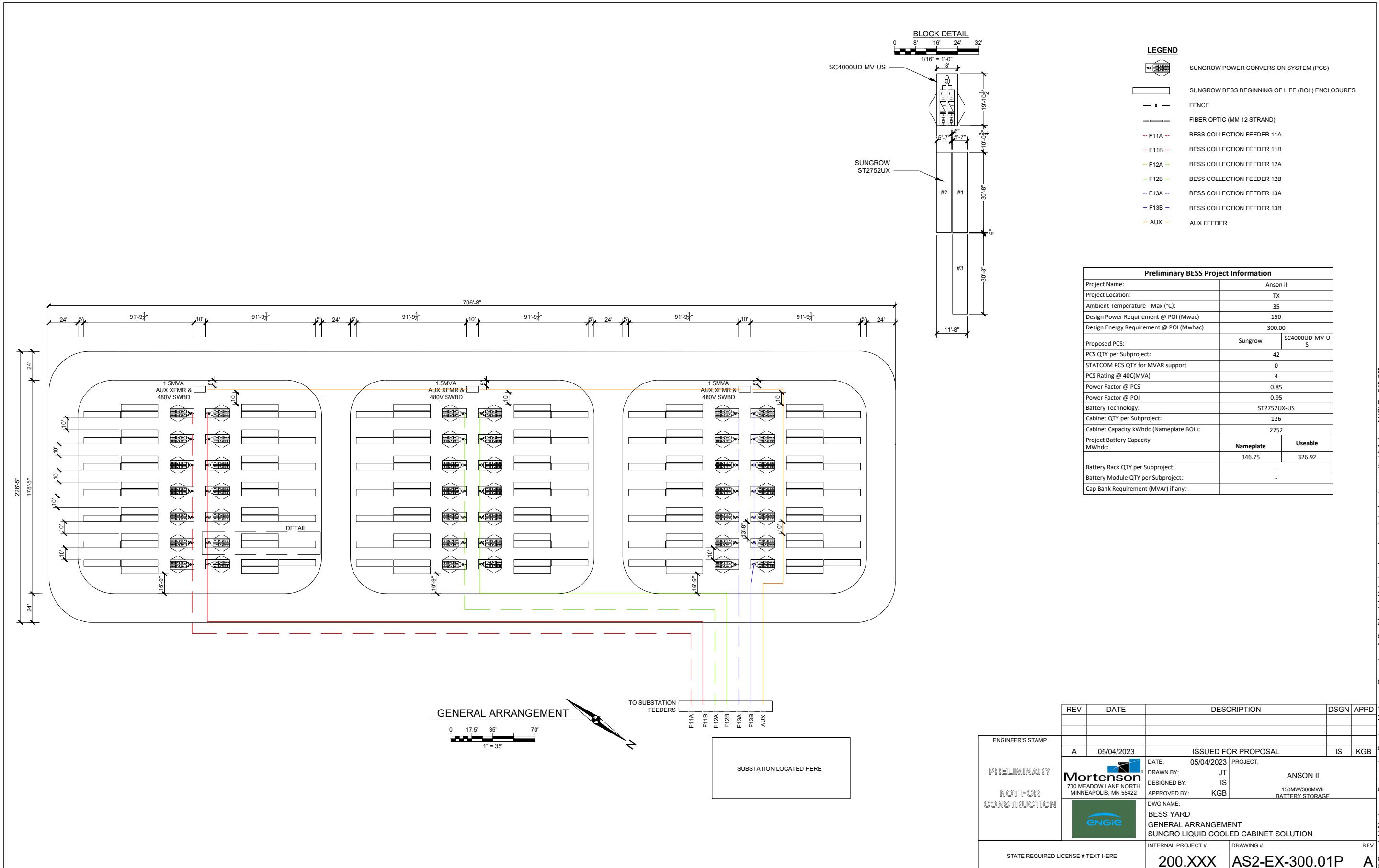
1. Mortenson has not included pricing for operations, maintenance and monitoring beyond scope already included.

A large industrial building constructed from shipping containers is shown at night. The building has multiple levels and sections, with some parts having glass windows and others being solid metal. The scene is illuminated by artificial lights, creating strong shadows and highlights against the dark sky.

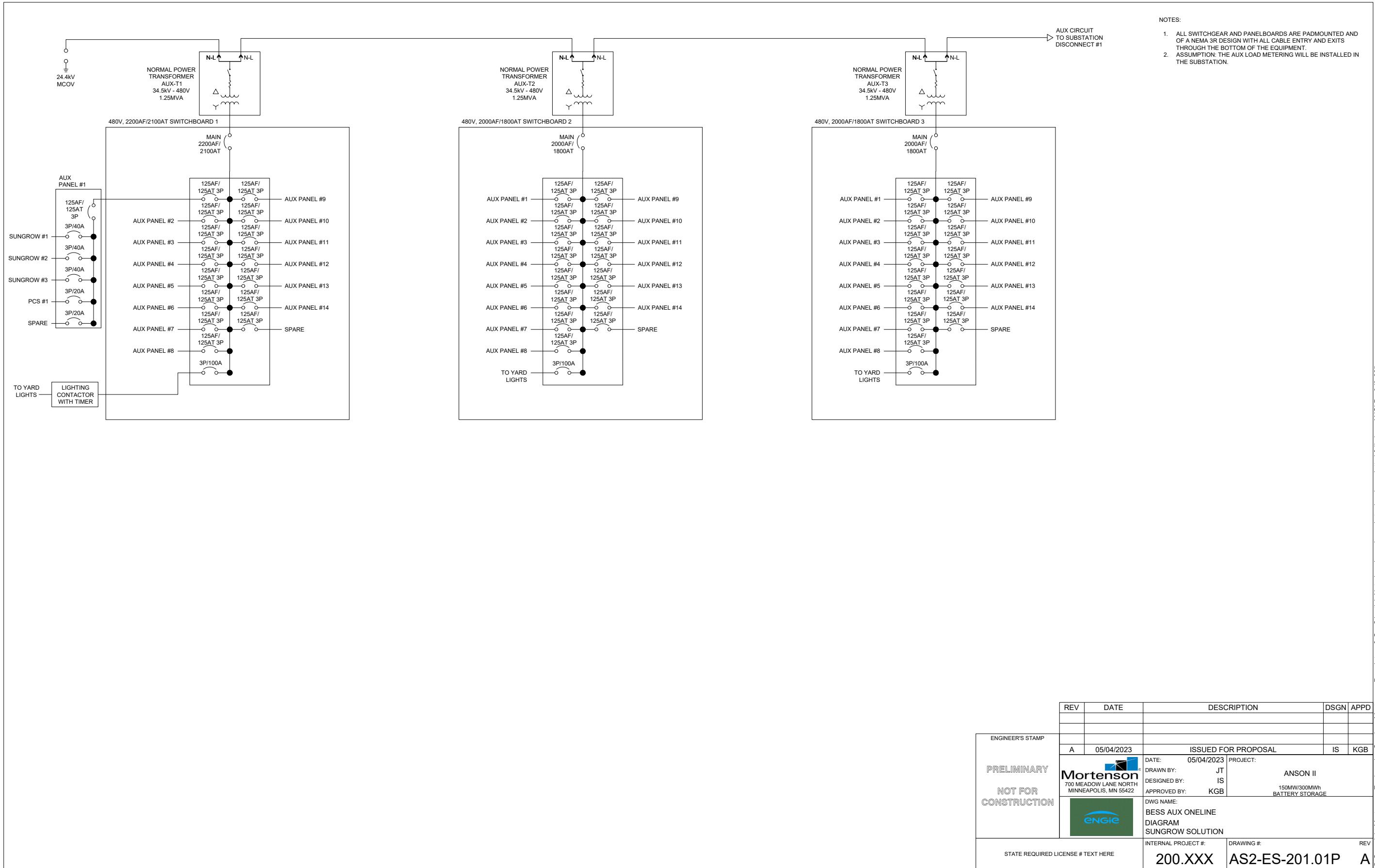
08

OUR DESIGN SOLUTION

OUR DESIGN SOLUTION



OUR DESIGN SOLUTION



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09

FINANCIALS

FINANCIALS

Mortenson financials can be shared via secured portal to Engie CFO upon request.



10



W-9

Form **W-9**
 (Rev. October 2018)
 Department of the Treasury
 Internal Revenue Service

Request for Taxpayer Identification Number and Certification

► Go to www.irs.gov/FormW9 for instructions and the latest information.

Give Form to the requester. Do not send to the IRS.

Print or type. See Specific Instructions on page 3.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. M. A. Mortenson Company				
	2 Business name/disregarded entity name, if different from above 				
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate single-member LLC <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) ► _____				
	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____				
	<small>(Applies to accounts maintained outside the U.S.)</small>				
	5 Address (number, street, and apt. or suite no.) See instructions. 700 Meadow Lane North				
	6 City, state, and ZIP code Minneapolis, MN 55422				
	7 List account number(s) here (optional)				

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			-		-		
--	--	--	---	--	---	--	--

or

Employer identification number

4	1	-	0	7	4	0	9	2	3
---	---	---	---	---	---	---	---	---	---

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here

Signature of
U.S. person ►

Stephanie Anderson

Date ► **2/4/2021**

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
 - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
 - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
 - Form 1099-S (proceeds from real estate transactions)
 - Form 1099-K (merchant card and third party network transactions)
 - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
 - Form 1099-C (canceled debt)
 - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.



11

CERTIFICATE OF INSURANCE

CERTIFICATE OF INSURANCE



CERTIFICATE OF LIABILITY INSURANCE

Page 1 of 2

DATE (MM/DD/YYYY)
05/18/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERNS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Willis Towers Watson Midwest, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 372305191 USA	CONTACT NAME: Willis Towers Watson Certificate Center PHONE (A/C, No. Ext): 1-877-945-7378 E-MAIL ADDRESS: certificates@willis.com	FAX (A/C, No): 1-888-467-2378
	INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A: Arch Insurance Company		11150
INSURER B: XL Insurance America Inc		24554
INSURER C: Indian Harbor Insurance Company		36940
INSURER D:		
INSURER E:		
INSURER F:		

COVERAGES

CERTIFICATE NUMBER: W24773513

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR			51PKG8901210	05/01/2022	05/01/2023	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (ea occurrence) \$ 2,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
A	GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:						
A	AUTOMOBILE LIABILITY X ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			51PKG8901210	05/01/2022	05/01/2023	COMBINED SINGLE LIMIT (ea accident) \$ 3,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR X EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$			US00084142LI22A	05/01/2022	05/01/2023	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input checked="" type="checkbox"/> Y/N No If yes, describe under DESCRIPTION OF OPERATIONS below	<input checked="" type="checkbox"/>	N / A	51WCI8901010	05/01/2022	05/01/2023	X PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 2,000,000 E.L. DISEASE - EA EMPLOYEE \$ 2,000,000 E.L. DISEASE - POLICY LIMIT \$ 2,000,000
C	Contractors Pollution Liability			CBO744666705	05/01/2022	05/01/2023	Each Loss/Agg SIR \$5,000,000 \$250,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Evidence of Insurance.

SEE ATTACHED

CERTIFICATE HOLDER

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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CERTIFICATE OF INSURANCE

AGENCY CUSTOMER ID: _____
LOC #: _____



ADDITIONAL REMARKS SCHEDULE

Page 2 of 2

AGENCY Willis Towers Watson Midwest, Inc.	NAMED INSURED M. A. Mortenson Company 700 Meadow Lane N P.O. Box 710 Minneapolis, MN 55440
POLICY NUMBER See Page 1	
CARRIER See Page 1	NAIC CODE See Page 1 EFFECTIVE DATE: See Page 1

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance

INSURER AFFORDING COVERAGE: Indian Harbor Insurance Company	NAIC#: 36940	
POLICY NUMBER: CEO742110602	EFF DATE: 05/01/2022	EXP DATE: 05/01/2023
TYPE OF INSURANCE: Professional Liability	LIMIT DESCRIPTION: Each Claim/Agg Retention	LIMIT AMOUNT: \$5,000,000 \$1,000,000



LET'S REDEFINE POSSIBLE™



Mortenson

700 Meadow Lane N
Minneapolis, MN 55422
www.mortenson.com