

The logo for Ulteig, consisting of the word "Ulteig" in white sans-serif font on a red square background.

Ulteig

We listen. We solve.®



STATEMENT OF QUALIFICATIONS

| POWER



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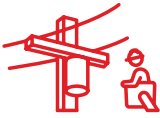



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ULTEIG OVERVIEW

Ulteig is a leader in the engineering industry. We are a team of forward-thinking, innovative experts who make critical connections, putting together the complex, multi-disciplinary strategies needed in today's rapidly changing power industry.

THE VALUES AT OUR CORE

- CLIENT SUCCESS** We create exceptional value through our expertise and collaborative approach.
- INTEGRITY** We are authentic and always do what's right.
- ENTHUSIASM** We are passionate about the work we do and have fun doing it.
- INCLUSION** We seek diverse backgrounds, empower all voices, and value all perspectives.
- AGILITY** We act with speed, flexibility and balance.
- INNOVATION** We leverage ingenuity and foster creative outcomes.

<p>100% EMPLOYEE OWNED</p> 	<p>1,200+ EMPLOYEES</p> 	<p>300+ LICENSED PROFESSIONAL ENGINEERS</p> 
<p>270+ SUBSTATION EMPLOYEES</p> 	<p>110+ AUTOMATION, INTEGRATION AND SYSTEM PROTECTION EMPLOYEES</p> 	<p>85+ T&D EMPLOYEES</p> 
<p>120+ CIVIL EMPLOYEES</p> 	<p>130+ ENERGY SOLUTIONS EMPLOYEES</p> 	<p>65+ FIELD SERVICE EMPLOYEES</p> 

AWARDS AND RECOGNITION

6 TOP WORKPLACE RECOGNITION AWARDS



POWER MARKET OVERVIEW

America's power grid and infrastructure have come under increasing challenges in three key areas: **asset management, grid modernization and operational excellence**. Ulteig is the partner of choice for future-focused power companies that are looking at overcoming these challenges with integrated, expert solutions that produce exceptional results.

WHO WE SERVE:

- CONSTRUCTION CONTRACTORS
- ELECTRIC UTILITIES
 - INVESTOR-OWNED UTILITIES (IOUs)
 - ELECTRIC COOPERATIVES
 - MUNICIPALLY-OWNED ELECTRIC UTILITIES

OUR SOLUTIONS:

- RELIABILITY AND RESILIENCY
- AGING INFRASTRUCTURE UPGRADES
- SMART GRID TECHNOLOGY
- RENEWABLE INTEGRATION

OUR POWER EXPERTISE:

- SUBSTATION
- TRANSMISSION
- DISTRIBUTION
- SYSTEM INTEGRATION
- GRID MODERNIZATION
- ENERGY STORAGE





NEWPORT SUBSTATION INTERCONNECT | WAPELLO, IA

Central Iowa Power Cooperative (CIPCO) embarked on a project to reconfigure its Newport Substation and add a line in response to a request for a solar interconnection. The substation, located slightly to the south of Wapello, Iowa, serves as an access point for generation onto CIPCO's eastern Iowa power grid.

“Based on our experience with substations and interconnects,” said Patrick Deibel, P.E., a technical manager with Ulteig’s substation team, “Ulteig was awarded the design to reconfigure the Newport Substation and connect it with a new solar project being built on 800 acres adjacent to the substation.”

Working on the Newport Substation was familiar ground for Ulteig’s engineers. Just two years earlier, Ulteig assisted CIPCO in the redesign of a 161 kV ring bus to expand the Newport Substation to provide more reliability to the overall system. During the start of design and construction in 2017 and 2018, a future line position was not needed, but the new design was added to provide for future positions to be integrated into the expansion.

SERVICES USED:

- Substation Design
- Project management

PROJECT AWARDS:

- National Recognition Award in the American Council of Engineering Companies (ACEC) 2021 Engineering Excellence Awards (EEA)
- Grand Prize Award in the Energy Production Category of ACEC Iowa’s 2021 Engineering Excellence Awards

TECHNOLOGY INNOVATION

The search for innovative ways to solve client challenges better, faster and more efficiently never ends. Current events may have constrained certain aspects of the way Ulteig team members work, but it didn't inhibit their ability to think outside the box to find novel solutions to the year's myriad of challenges. In fact, it was quite the opposite. The constraints imposed fed into team members' passion for problem solving and inspired new ways of thinking.



WHAT'S NEXT:

Ulteig's Technology & Innovations team is actively exploring:

- 1 NEW, MIXED AND AUGMENTED REALITY TECHNOLOGIES
- 2 AUTOMATED CONSTRUCTION EQUIPMENT
- 3 ADVANCES IN ENERGY STORAGE
- 4 CUSTOM SOFTWARE AS A SERVICE (SAAS) SOLUTIONS
- 5 CLOUD COMPUTING AND AI
- 6 3D MODELING
- 7 BIG DATA / ANALYTICS

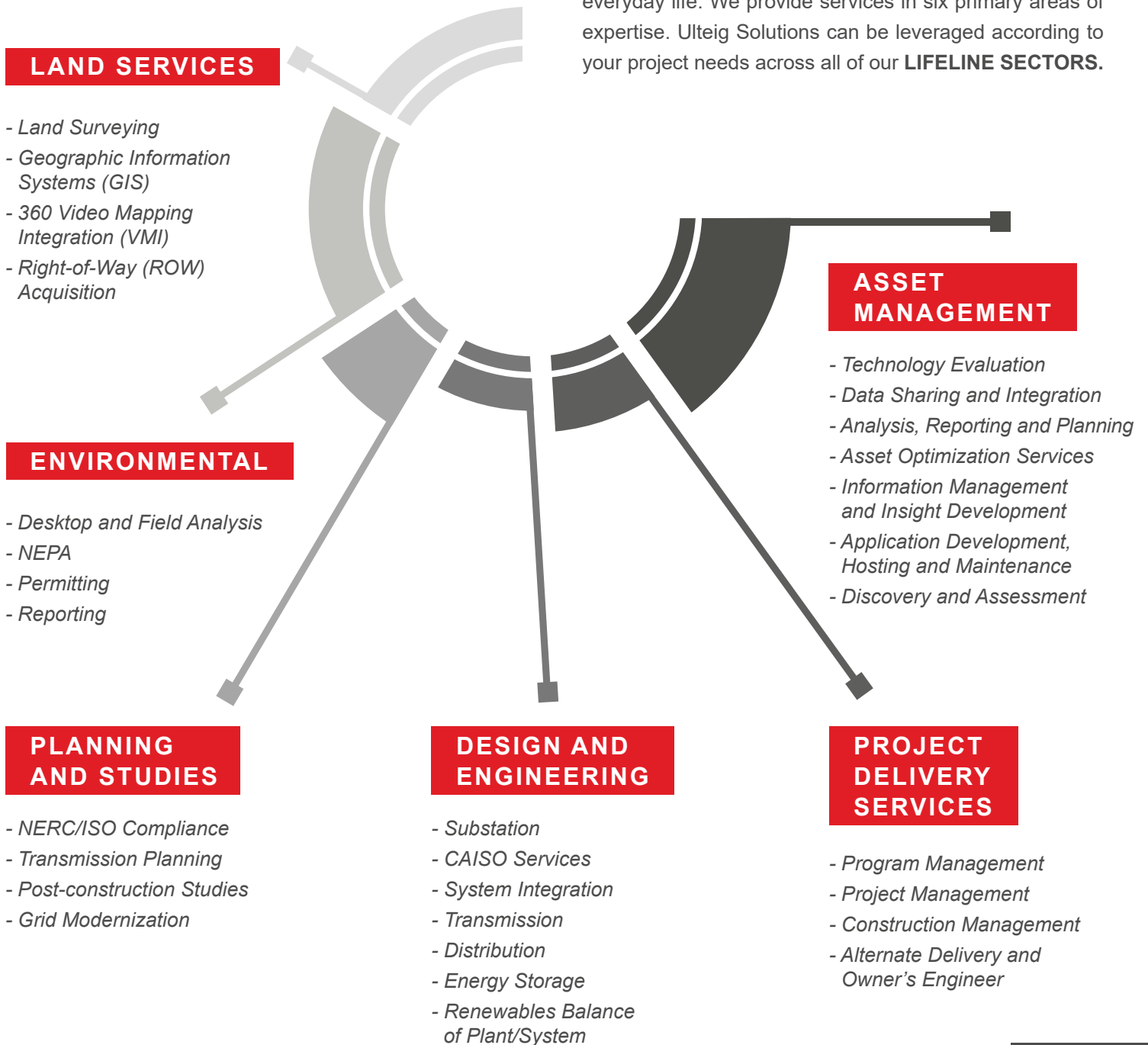


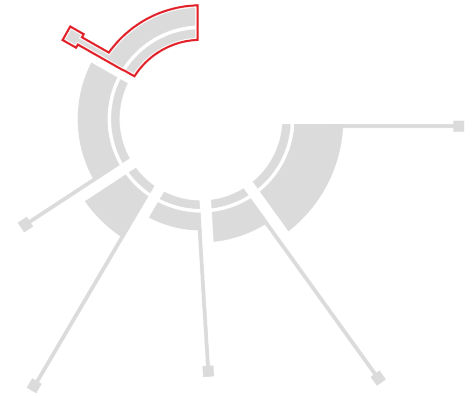
ERIC STERN | DIRECTOR, TECHNOLOGY INNOVATION

“ WE'RE NOT A STATIC COMPANY. WE DON'T JUST CONTINUE TO DO THE SAME THING OVER AND OVER AGAIN. WE ARE PROBLEM SOLVERS. WE'RE ALWAYS LOOKING TO DO BETTER. TECHNOLOGY PLAYS A BIG ROLE IN THAT. ”

INTEGRATED SOLUTIONS

Clients depend on us to deliver comprehensive engineering and technical services that strengthen infrastructure vital to everyday life. We provide services in six primary areas of expertise. Ulteig Solutions can be leveraged according to your project needs across all of our **LIFELINE SECTORS**.





LAND SERVICES

Ulteig has the distinct combination of capacity and experience to deliver a wide range of land, GIS and surveying services to meet your specific project needs. We provide a one-stop shop for our clients, which can fast-track a project and reduce coordination efforts and risk. Our in-house land service capabilities are comprehensive and adaptable to support your project goals.

LAND SURVEYING

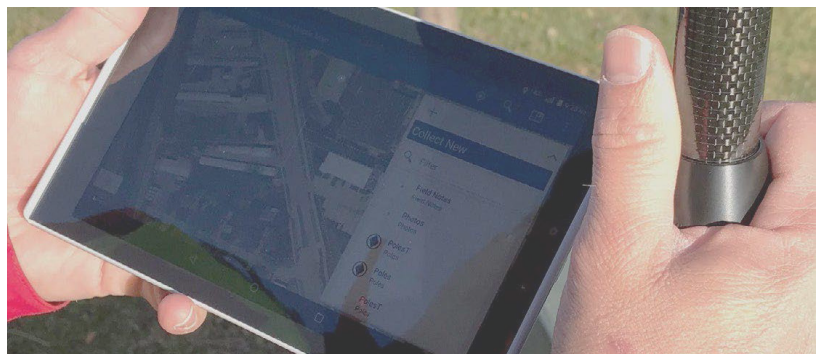
- Cadastral surveys
- Boundary surveys
- ALTA/NSPS land title surveys
- Micrositing
- Utility locating – Quality level B
- Due diligence and constraint analysis support
- Control surveys
- Land divisions and subdivision platting
- Easement surveys and land descriptions
- Mapping
- Topographic design surveys
- Construction staking surveys
- Pre and post construction haul route road scan

RIGHT-OF-WAY ACQUISITION

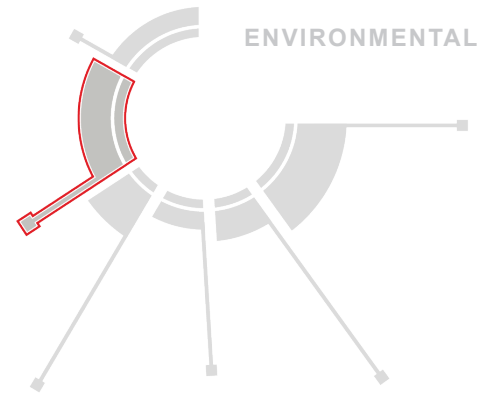
- Roadway, large-scale electric transmission and pipeline corridors
- Utility scale renewable projects
- Relocation assistance and services
- Land acquisition
- Title research
- Crop damage assessments
- Lease program management

GEOGRAPHIC INFORMATION SYSTEMS

- Geometric network modeling
- GIS needs assessments and implementation plans
- Mobile mapping solutions
- Site selection
- Suitability modeling
- Utility mapping and modeling



ENVIRONMENTAL



Ulteig's environmental team delivers comprehensive and innovative solutions to achieve environmental clearance for all your project needs. Our diverse team of environmental professionals are recognized as leaders in the industry to aid projects from upfront field resources surveys through local, state and federal permitting, to environmental construction inspection. Our environmental staff works hand in hand with the design team as a collaborative effort to ensure your projects move forward in an expeditious manner to meet project schedule, cost and quality expectations.

ENVIRONMENTAL

NEPA

- CATEX, EA, EIS
- Agency Coordination, Public and Stakeholder involvement
- Administrative Record

NATURAL RESOURCE FIELD SERVICES

- Aquatic Resource Surveys
- Migratory Bird, Bat and Raptor Surveys
- Threatened, Endangered, State Listed Species and Habitat Surveys
- Storm Water Pollution Prevention Plan Inspection
- Biological and Botanical Surveys

ADDITIONAL SERVICES

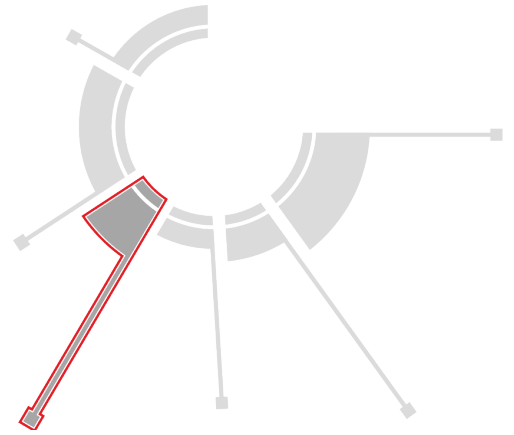
- Viewshed Analysis
- Noise Analysis, Abatement and Reporting
- Construction Monitoring
- Habitat Conservation Plans
- Phase I/II Environmental Site Assessment
- Asbestos Inspection

PERMITTING

- Federal, State, Local
- Clean Water Act (Section 401, 402, 404, 408)
- Incidental Take Permit
- Stormwater Pollution Prevention Plan Inspection
- Public Utilities/Service Commission

CULTURAL RESOURCES

- Manuscript and Records Search
- Cultural, Historical and Architectural Survey
- Native American Consultation
- Report of Investigation
- Survey, Evaluative Testing and Mitigation



PLANNING AND STUDIES

Our team provides insightful data and analysis to help guide clients to make decisions, communicating potential pitfalls and providing future project considerations to maximize long-term value. We manage all aspects of studies in-house, resulting in better efficiency and communication, and give you direct and reliable access to our team.

POWER SYSTEM STUDIES

TRANSMISSION PLANNING

- Transient and dynamic stability studies
- Power flow and contingency analysis
- Economic conductor analysis
- Interconnection studies
- Wide area studies for multi-resources
- TPL-001 study
- Cascading failure analysis
- Transmission line path studies
- Mitigation solutions for multiple voltage and thermal violations

POST-CONSTRUCTION STUDIES

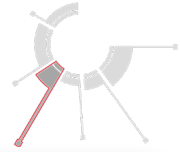
- Capacitor bank switching studies
- Fuse/breaker coordination studies
- Transient Recovery Voltage (TRV) studies
- Post-construction harmonic metering and analysis

NERC/ISO COMPLIANCE

- Transient and dynamic stability studies
- Power flow and contingency analysis
- Complete network dynamic stability studies for NERC 754 critical clearing and cluster studies



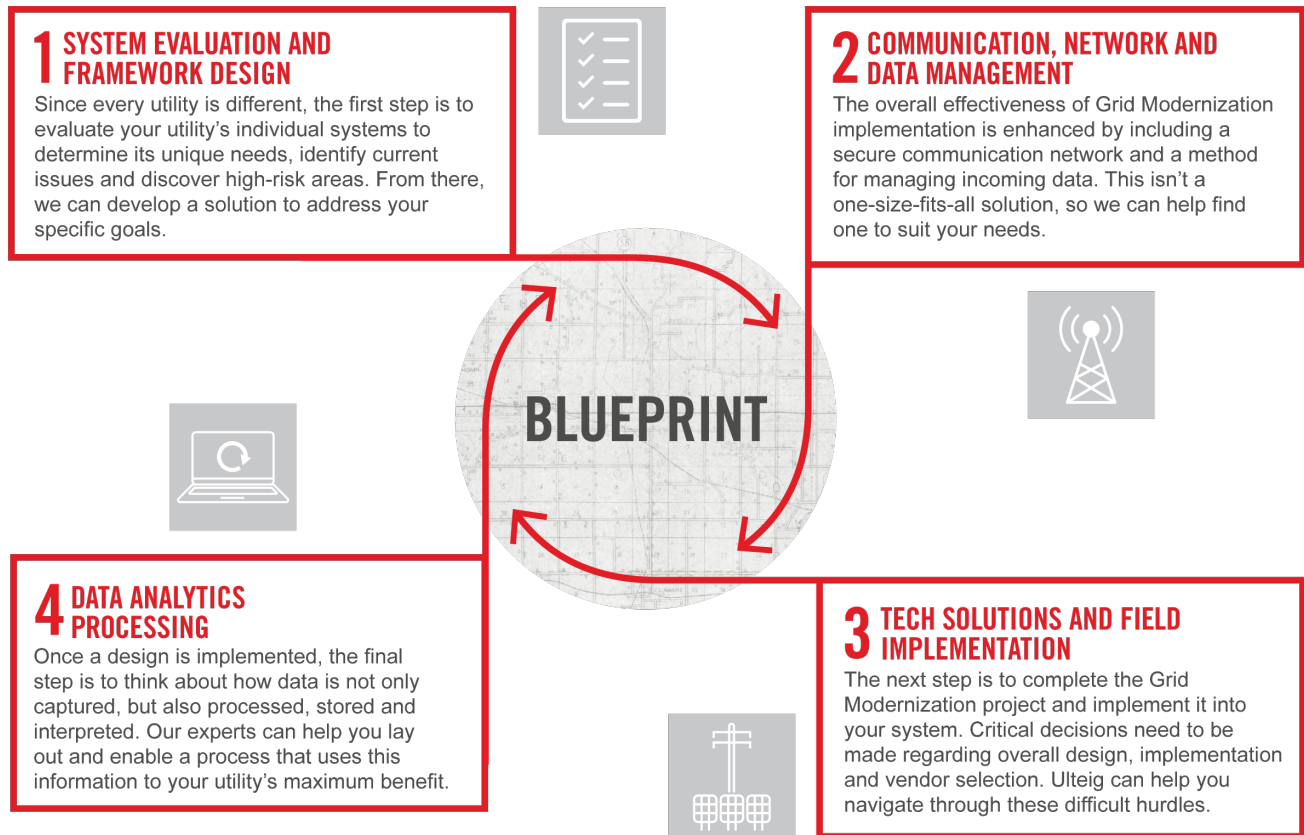
PLANNING AND STUDIES



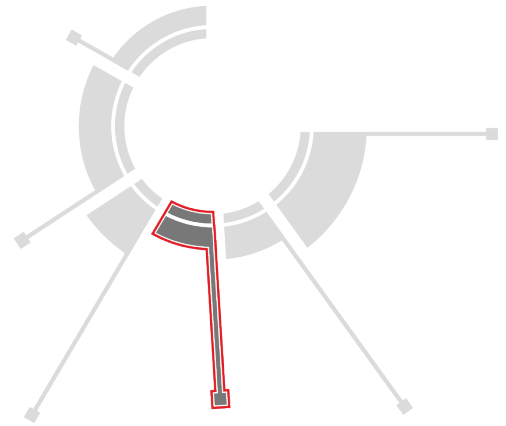
GRID MODERNIZATION AND DISTRIBUTION PLANNING

- GIS mapping of the electric system
- Distribution planning and studies
- Fault current, power flow, voltage drop, coordination, load balancing
- Electric system model development
- Power quality
- Peak demand management
- Volt/VAR optimization
- System reliability
- Grid resiliency
- Automated fault location, isolation and service restoration
- Conservation voltage reduction
- Distributed Energy Resources (DERs) impact analysis
- Grid modernization and technology road map development
- Policy changes
- EV impact analysis

GRID MODERNIZATION CYCLE – We partner with electric utilities to develop future-ready modernization strategies designed to anticipate and meet the energy supply and demand challenges of the years ahead. We use a set of unique criteria, along with an electric system model, to customize a solution to meet your needs. Solutions typically include one or more of the following principles: **RELIABILITY, RESILIENCY, HARDENING, VISIBILITY, ADAPTABILITY AND SYSTEM INTEGRATION.**



DESIGN AND ENGINEERING



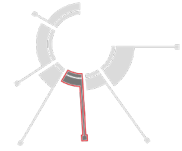
SUBSTATION

Ulteig has decades of experience in high voltage substation design. This includes greenfield and station modifications from 5kV to 500kV. In addition to substation design, Ulteig offers protective relay settings and metering services.

- Project scoping
- Preliminary arrangement
- Site selection
- Siting and permitting support, including photo renderings
- Facility studies
- Construction estimating and support
- Grading design
- Control equipment enclosure design and specification
- Auxiliary power system design
- Station battery system sizing
- Fault coordination studies
- Electrical control and design
- Physical design
- Structural steel design
- Material ordering, tracking and expediting
- Equipment specifications
- Programmable Logic Controller (PLC) and Human-Machine Interface (HMI) programming
- Protective relay setting development
- System Control and Data Acquisition (SCADA) and network design
- Spill Prevention, Control and Countermeasure (SPCC) plan
- Stormwater Pollution Prevention Plan (SWPPP)
- Event analysis and evaluation
- Lightning protection
- Grounding
- 3D design

CAISO SERVICES

- CALIFORNIA INDEPENDENT SYSTEM OPERATOR RIG AND METER ENGINEERING
CAISO NRI PROCESS MANAGEMENT | CAISO ANCILLARY SERVICES**
- Revenue meter design and integration
 - Complex metering schemes
 - Remote Intelligence Gateway (RIG) design and integration
 - RIG certification renewals
 - New Resource Implementation (NRI) process management
 - Energy Imbalance Market (EIM) process management
 - Energy Communication Network (ECN) facilitation
 - Qualifying Facility (QF) conversions
 - Equipment specifications
 - Site surveys
 - Remote and in-field support
 - Design compliance review
 - Milestone and deliverable tracking
 - Annual meter re-certifications
 - Load profile data retrieval
 - Troubleshooting and repair

DESIGN AND ENGINEERING

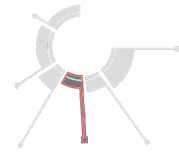
SYSTEM INTEGRATION

Ulteig's team of System Integration professionals offers an extensive set of Supervisory Control and Data Acquisition (SCADA) and networking design services. These services can be part of an upfront collaborative effort on a greenfield site or added to an existing site. Our experts will work with you to deliver a customized solution that meets your specific needs.

- SCADA design and integration
 - RTU programming
 - Custom HMI display development
 - Owner's engineer commissioning
 - Systems audit
 - Proactive/preventative maintenance
 - Plant optimization
 - NERC CIP compliance
- Network design and integration
 - Historical data collection and custom reporting
 - System event alerts
 - Alarm scheme design and integration
 - Data management and integration
 - Custom coding
 - Trending display configurations
 - Synchrophasors
 - Plant control for PV and BESS

OUR ENGINEERS TEST COMMUNICATIONS,
I/O AND PROGRAMS/CONFIGURATIONS IN OUR
ADVANCED ENERGY LAB (AELAB),
A CONTROLLED ENVIRONMENT DESIGNED TO MIMIC MULTIPLE
SUBSTATION CONFIGURATIONS.

DESIGN AND ENGINEERING



TRANSMISSION

From concept to energization and operations, Ulteig’s Transmission Team prides itself on solving complex problems, helping customers anticipate future needs, and seamlessly collaborating with a customer’s internal teams. From routing environmental services, economic analysis, design performance specifications and permitting to surveying, ROW support, detailed design and construction management, our team is prepared to handle every aspect of your project. At every point along the process, Ulteig transmission engineers drive innovative solutions that deliver quality results and more value.

- Environmental Services
- Permitting assistance, including 3D photo renderings
- Scoping
- Transmission routing
- Estimates
- Transmission line design
- Design criteria preparation
- Facility studies
- Shielding studies
- Electromagnetic Field (EMF) studies
- Underground design
- Audible Noise (AN) studies
- Steel design
- Lattice tower analysis
- Foundation design
- Optical Ground Wire (OPGW) replacements
- Line uprating studies
- Structure analysis
- Stormwater Pollution Prevention Plans (SWPPP)
- Material specifications
- Material procurement support
- Construction specification, management, observation and support
- Transmission line reconductors
- FERC 881 Support

DISTRIBUTION

At Ulteig we pride ourselves on the level of field experience our engineers have and continue to practice. Many of the engineers in our distribution group started their careers in the field and continue to use that gained knowledge to benefit our clients. Once a complete design is delivered to our clients we continue to be in contact with them throughout the construction process to ensure they understand and are satisfied with all aspects of our design.

FIELD DESIGN AND STAKING

- Basic surveying
- Construction contract administration
- Easement acquisition
- Joint-use staking and make-ready surveys
- Line inspection
- NESC and utility specifications
- Permitting
- Protection/basic sectionalizing design
- Sizing transformers and conductors

▪ Material coordination

- Underground line design and subdivision layout
- Overhead/pole-line structure design and layout

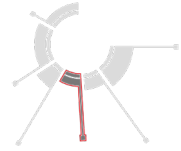
PLANNING AND ANALYSIS

- GIS mapping
- Power quality studies
- Load flow studies
- Volt/VAR compensation
- Arc flash studies
- Interconnection studies
- Coordination studies
- Loss reduction studies

SYSTEM HARDENING

- Design criteria development
- Full structure analysis and design
- Review of existing system and recommendations for system hardening
- Review of outage data and design standards recommendations
- Underground design

DESIGN AND ENGINEERING



ENERGY STORAGE

The energy professionals at Ulteig can help you model an optimum standalone battery storage system or help design a new renewables plus storage project to help you minimize costs and maximize revenue. We leverage expertise across Lifeline Sectors and Service Disciplines to provide a comprehensive project approach.

We provide certainty around energy storage development and investment decisions.

- Modeling and studies
- Business case development
- Owner's engineer support
- Interconnection and permitting
- Technical bid support
- Decision making road map (siting, application and size)

Our experienced multidiscipline teams deliver context-sensitive designs to meet your unique needs.

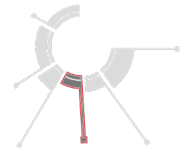
We've completed 10+GW of utility-scale SCADA design, programming, and commissioning across North America.

- Conceptual design
- Balance of plant/system engineering
- High-voltage engineering
- Owner's Engineering
- EPC support
 - Permitting
 - Environmental
 - Survey and staking
 - Procurement and logistics
- Use-case consulting
- AC/DC coupled and stand-alone
- Plant-level PV and storage integration
- SCADA
- Power plant control
- Performance and financial reporting
- Commissioning
- Networking and NERC/CIP security
- Hardware and software supply

We align with our clients' requirements and objectives to ensure safe and timely project delivery.

- Project and construction management
- Equipment FAT support
- Testing and commissioning (third-party)
- Asset management
- O&M Analytics
- Construction surveying
- Environmental monitoring
- Design and engineering





DESIGN AND ENGINEERING

RENEWABLES BALANCE OF PLANT/SYSTEM (BOP/S)

Ulteig’s experience and history in the BOP/S market allows us to leverage our historical knowledge of past projects with a deep understanding of new market trends in the industry. From the 34.5kV collection system to access road design, including permitting and construction survey, we have the experience to support wind and solar projects from the initial conceptual layouts through final design, construction, and operations and maintenance of the facility.

CIVIL, STRUCTURAL AND GEOTECHNICAL ENGINEERING

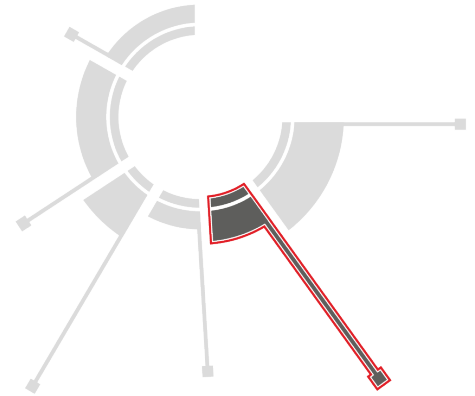
- Desktop hydrology study
- Pile design
- PV array grading design
- Access road design
- Crane pad design
- Earthwork analysis
- Stormwater treatment design
- Erosion and sediment control design
- Site evaluation and conceptual layouts
- Road profile optimization
- Bill of materials
- Detailed design
- Existing road studies and delivery flow analysis
- Geotechnical due diligence

COLLECTION SYSTEM (AC/DC)

- Optimized layout and cable design
- Collection design studies
- System design studies
- Equipment installation design
- Material specifications
- Permit support
- Construction support
- Energy production study
- Dynamic modeling
- Transient analysis
- Harmonic study
- Arc flash studies
- NERC compliance



PROJECT DELIVERY SERVICES



PROJECT MANAGEMENT – Our project managers have experience throughout a project's life cycle, from development through construction and operation. We coordinate and streamline all aspects of the project, working with subcontractors and arranging all necessary services to ensure objectives are being met. Your project's success is our highest priority, and we consistently deliver creative solutions, on time and within budget.

PROGRAM MANAGERS – Our program managers can focus on the big picture, providing consistent and integrated services. These professionals coordinate all your projects to integrate multiple design disciplines and ensure all projects in your portfolio are consistently delivered the way you need them. Our priority is to help you meet your overall strategic goals. When you need help in executing a large volume of projects, our professionals can supplement the expertise of your internal team for as long as you require it.

PROJECT DEVELOPMENT

- Bid package preparation
- Architect/engineer/contractor selection

COST

- Project budget development
- Project cost and cash flow forecasting
- Project cost estimating
- Pay application processing
- Change order reviews

SCHEDULING

- Critical path schedule modeling
- Schedule scenario forecasting
- Earned value analysis

SCOPE

- Contract management
- RFI management
- Procurement and logistics coordination
- Financing due diligence

SAFETY

- Site safety audits

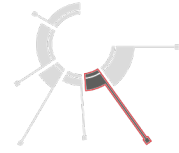
QUALITY AND RISK MANAGEMENT

- Perpetual risk management
- Qualitative and quantitative risk analysis
- Issues tracking and resolution

COMMUNICATION

- Coordination with stakeholders
- Progress reports and meetings
- Document control

PROJECT DELIVERY SERVICES



CONSTRUCTION MANAGEMENT

Our QA/QC service is implemented through a series of processes that assure each project activity is carried out in a method that meets our clients' expectations. Ulteig is highly proficient in QA/QC implementation and engaging contractors in the process.

WHAT WE DO

The scope of work is determined based on the complexity of your project, and the makeup of your team is carefully coordinated to ensure full coverage across three core areas:

- Construction management
- QA/QC management
- Commissioning and energization management

Our team will identify and navigate costly construction mistakes, minimize the potential for unexpected change orders, and keep you informed of potential risks, delays and challenges during construction. We'll also carefully monitor quality check points and develop a thorough commissioning and energization plan for a safe, timely and cost-effective in-service project.

VALUE-ADD SERVICES

Using Ulteig's full breadth of resources, we can provide you with these unique value-add services:

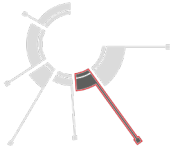
- Real-time construction status
- Cost reporting
- Conflict resolution
- Lessons learned/debrief meetings
- Request for Information (RFI) management
- Environmental monitoring, mitigation and restoration
- Disciplined change control
- Document control
- Major equipment deliveries
- Third-party engineering design reviews
- Constructability reviews

ALTERNATIVE DELIVERY SERVICES

- Construction Manager-at-Risk (CMAR)
- Lump sum design-build
- Progressive design-build
- Construction Manager/General Contractor (CMGC)
- Contractor-led Engineer Procure Construct (EPC)
- Owners rep services



PROJECT DELIVERY SERVICES



PROJECT MANAGEMENT

Successful project management begins by assessing and aligning with our clients’ requirements and objectives, and culminates with safely delivering projects on time and on budget, despite all issues and obstacles that challenge that objective. Exceptional project management is distinguished by attentive and responsive communication with clients and stakeholders, perpetual proactive risk management and creative resolution of conflicts and issues. Ulteig project managers consistently deliver this value to our clients by employing sophisticated schedule modeling and project controls techniques coupled with expert judgment attained through years of experience delivering successful energy and infrastructure projects. Acting as the project owner’s representative and advocate, Ulteig project managers leverage this expertise on behalf of our clients to consistently deliver unparalleled service and value that yields tangible results for the projects we manage.

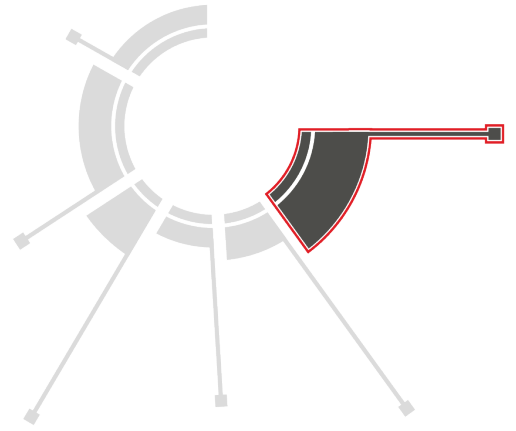
- Coordination with stakeholders
- Qualitative and quantitative risk analysis
- Perpetual risk management
- Critical path schedule modeling
- Schedule scenario forecasting
- Project cost estimating
- Project budget development
- Project cost and cash flow forecasting
- Earned value analysis
- Contract administration
- Bid package preparation
- Architect/engineer/contractor selection
- Pay application processing
- Change order reviews
- RFI management
- Issues tracking and resolution
- Procurement and logistics coordination
- Permit compliance
- Progress reports and meetings



ULTEIG’S PROJECT MANAGEMENT INTEGRATED RESOURCE TEAM CONTRIBUTED TO MORE THAN

420 PROJECTS

IN THE LAST THREE YEARS.



ASSET MANAGEMENT

Managing and optimizing assets has never been more important. At Ulteig, asset management focuses on using data, information, insights, technology and engineering to manage your day-to-day business needs as well as identifying and prioritizing strategic asset management, investment decisions and long-term planning. Our team of experts works with you to capture and use data to develop insights critical to determining an informed, prioritized asset management and investment roadmap for your business.

- Technology evaluation
- Data sharing and integration
- Analysis, reporting and planning
- Asset optimization and information management
- Insight development
- Discovery and assessment
- Application hosting, development and maintenance



WHAT MAKES ULTEIG DIFFERENT?

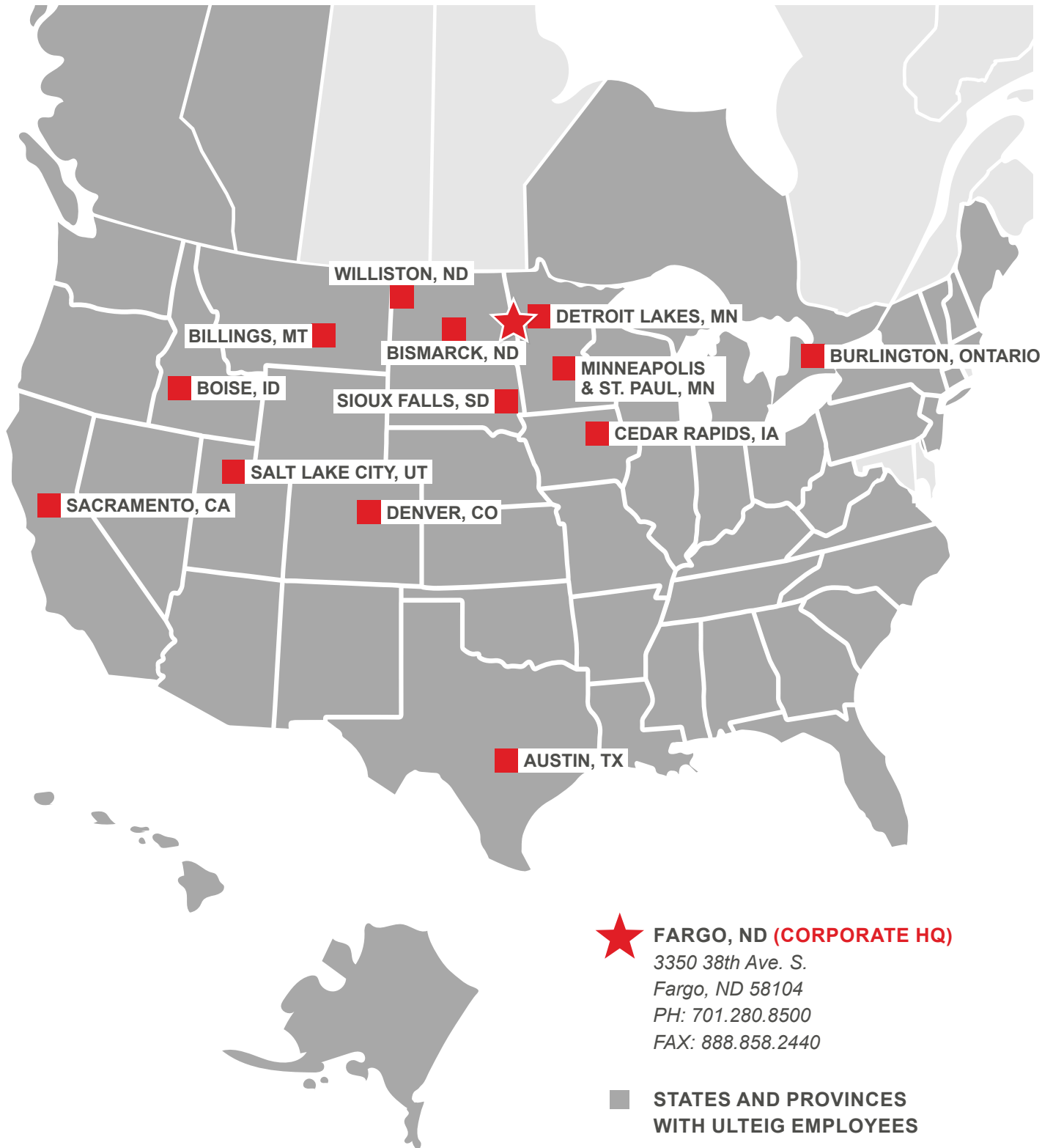
We are committed to creating a positive experience for our clients throughout a project's duration, offering the advantage of accessibility through exceptional project management, attentiveness and responsive communication. Ulteig anticipates needs and delivers results with trademark accuracy and timeliness. We proactively manage risks, constantly reassess priorities, and strategically align with our clients' vision, objectives and requirements. We tailor designs and services to meet and exceed expectations.

IT'S ALL ABOUT CONNECTING with clients and their needs. Throughout the process, we are accessible and transparent, listening and solving through the daily connections that are essential to this work. Our clients and their customers depend on these connections that ultimately bring essential services to millions. While our experience spans the nation, we maintain a hometown feel.

A STRONG CONNECTION IS FOUNDATIONAL, whether it involves wires, roads, pipes or people committed to working together for a common purpose. Ulteig generates the connections that strengthen infrastructure — planning, collaborating and creating reliable solutions for our clients and the communities they serve.

WE LISTEN. WE SOLVE.[®] Our tagline captures the essence of our unique position in the marketplace. “We listen” speaks to partnership, to becoming integrated in our clients’ business and truly understanding their needs. We are constantly listening. “We solve” is the promise we make to clients and their communities – we offer comprehensive, long-lasting solutions. This represents everything Ulteig stands for.

LOCATIONS AND CONTACT





Ulteig delivers comprehensive engineering/design, program management, technical services and field services that strengthen infrastructure vital to everyday life. An employee-owned company, Ulteig connects people and resources to develop compelling, integrated solutions across the Lifeline Sectors® of power, renewables, transportation and water. Ulteig leverages its expertise throughout North America with a wide range of public and private clients.