



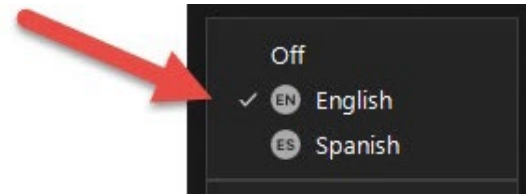
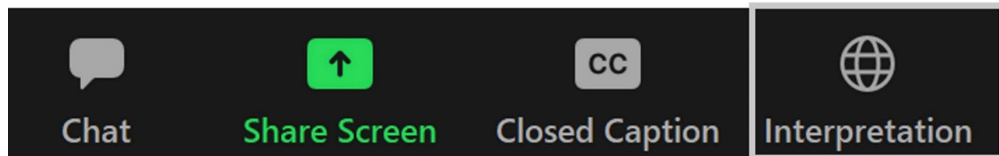
Thank you for joining us!
The presentation will start at 6:30.

Interpretación

Está disponible interpretación en idioma español durante esta reunión. En los controles de la reunión en la barra de herramientas ubicada en la parte inferior de la pantalla, oprima el icono **Interpretation** (interpretación) (globo pequeño) y después sobre el idioma que quiere escuchar.

Interpretation

Spanish interpretation is available during this meeting. In your meeting controls on the toolbar at the bottom of the screen, click the **Interpretation** icon (the small globe) and click the language that you would like to hear.



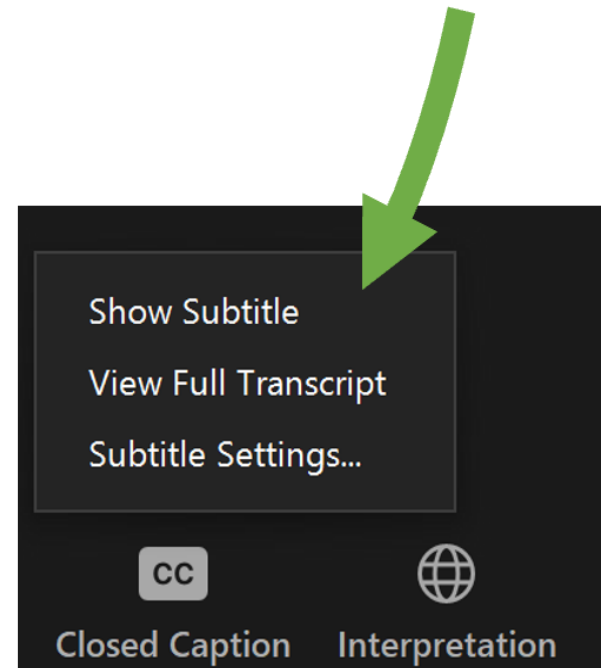
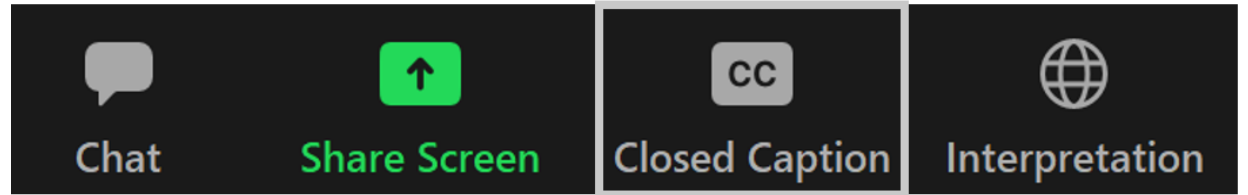
Captioning

You can view closed captions by clicking the **Closed Caption** icon on the toolbar at the bottom of your screen and selecting from the options offered.

Show Subtitle will display a caption at the bottom of the screen.

View Full Transcript will display the meeting's audio transcription in a window to the right.

To adjust the size of the text, click the upward arrow next to **Start Video / Stop Video**. Click **Video Settings** then **Accessibility**. Move the slider to adjust the caption size.



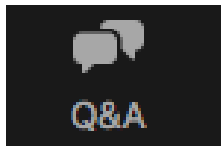
Participating in the meeting – Questions and Answers

In Person



- During the Q&A session, in-person participants should raise your hand if you would like to comment
- A member of the project team will come to you with a microphone to give your remarks

Virtually (in Zoom)



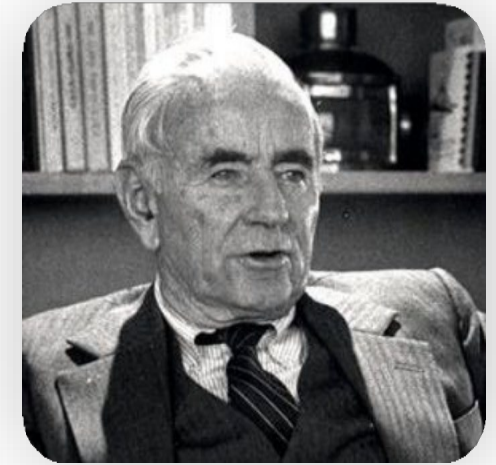
- Use the Zoom Q&A feature
- Type your questions in at any point during the meeting
- A member of the project team will read your question and direct it to the appropriate team member for an answer

Graham Tyson – Vice President Operations, Crowley Wind Services



Crowley Profile

- Founded in San Francisco in 1892
- Headquarters in Jacksonville FL
- Third generation of family ownership/leadership
- Strong community partner in over 20 states and over 20 countries
- Leading industry efforts in sustainability, including nation's first all-electric tug boat under construction
- Over \$3 billion in annual revenues
- Over 7,000 employees worldwide
- 170 vessels owned and/or operated
- Other assets include: terminals, warehouses, tank farms, office buildings, trucks, trailers, containers, chassis, cranes and other specialized vehicles



Crowley Purpose and Values

BRAVELY ADVANCING WHAT'S POSSIBLE TO ELEVATE PEOPLE AND PLANET



Integrity

We built our name on doing what is right. As our company evolves to meet a changing world, integrity remains our North Star



Sustainability

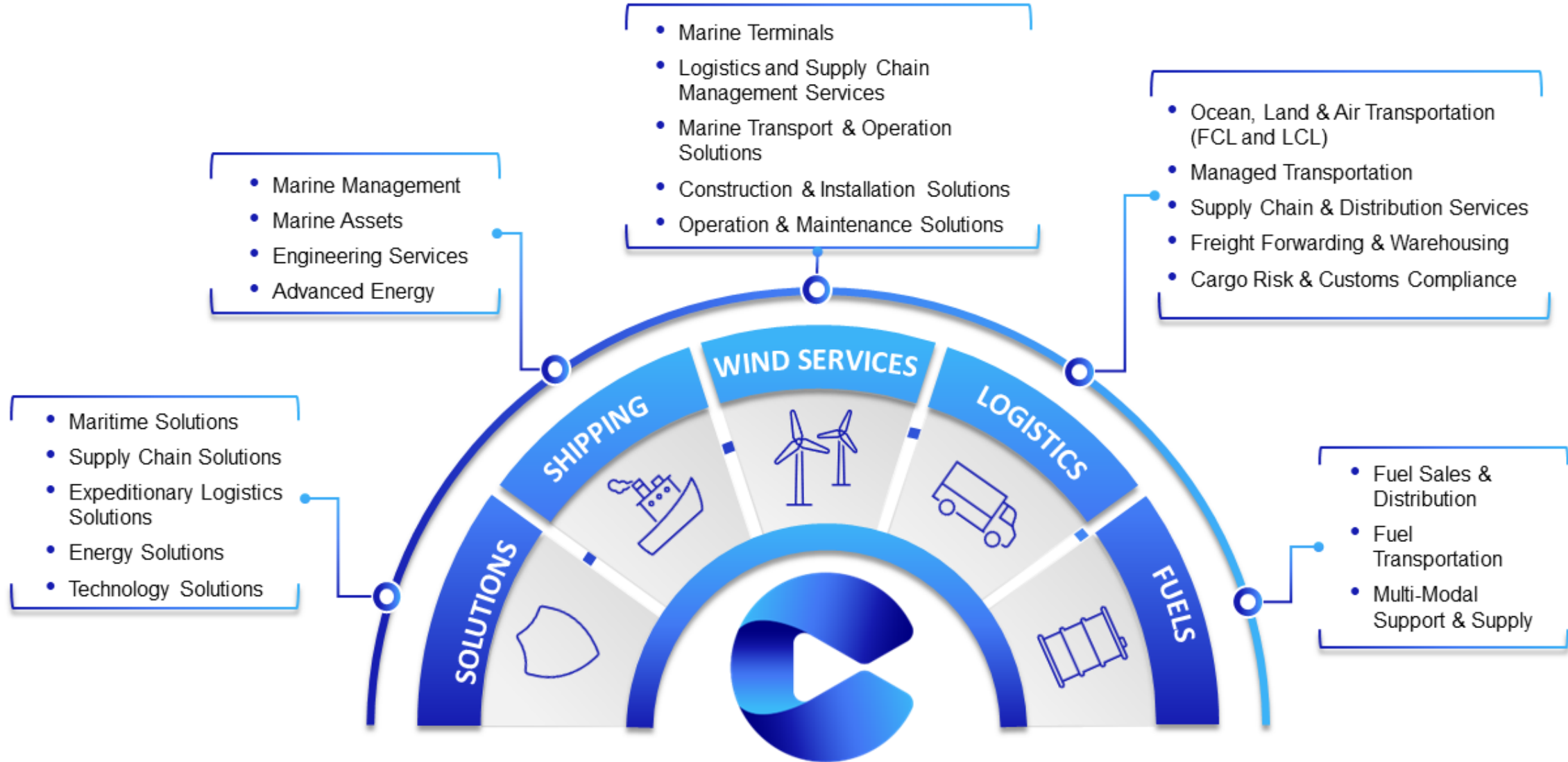
Sustainability starts with our people and practices, and extends to our solutions, partners and the entire planet.



Drive

We are passionate about progress. Through constant innovation and investments in the future, we deliver exceptional experiences.

Lines of Business





OFFSHORE WIND AND THE
NORTH SHORE OF MASSACHUSETTS

Offshore Wind and Salem

Why Offshore Wind?

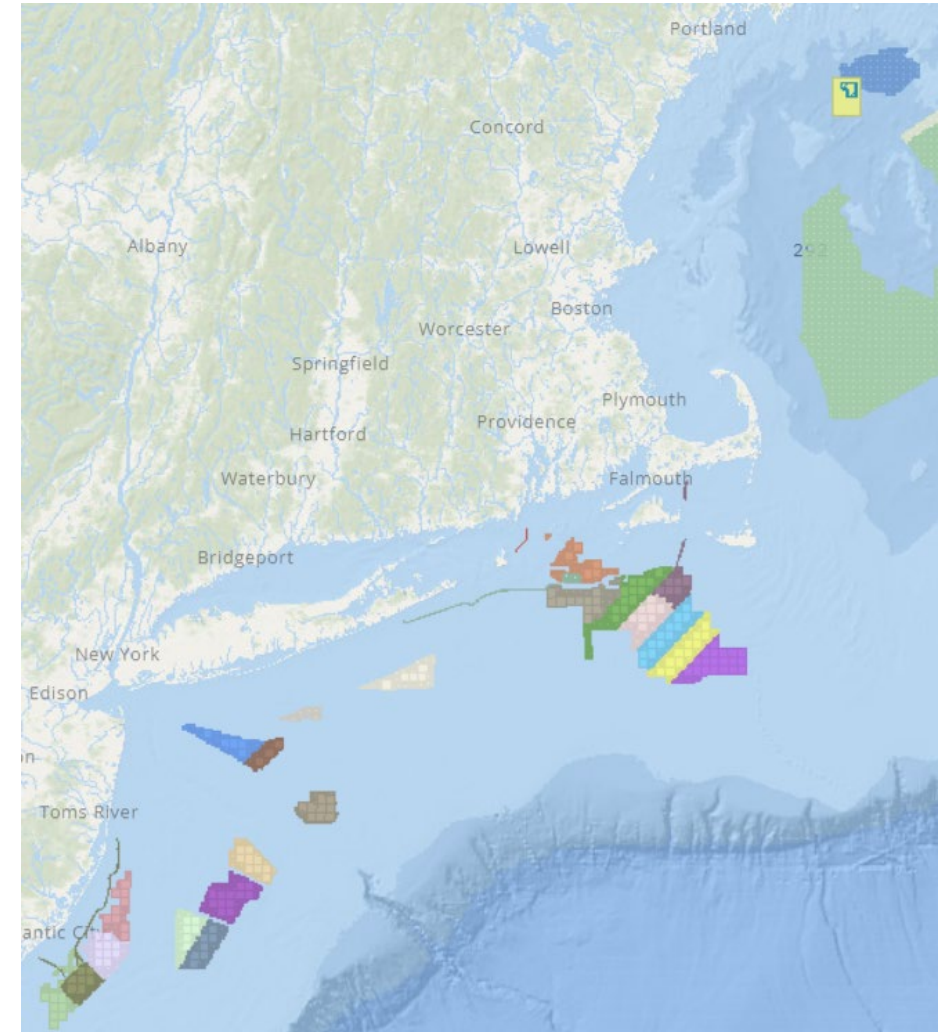
- Clean, Renewable Energy
- High, consistent winds offshore
- Economies of scale
- Global experience

Why New England?

- Shallow waters, strong winds
- High Demand from MA, RI, CT
- Existing Infrastructure
- Powerful workforce

Why Salem?

- Natural Harbor with no restrictions
- Footprint Site was underutilized
- Strong workforce in the region
- Central to near term and long term projects





Project Update - Overview



Permitting

- Local - Salem Conservation Commission, Salem Planning Board
- State - Water Quality Certificate, Chapter 91, Coastal Zone Management
- Federal - Army Core of Engineers



RFP and Construction

- Request for Proposal Out
- Award End of December 2023
- Start Construction Early 2024

Terminal Operations



Salem Offshore Wind Terminal



Operations

- Staging and for the wind turbine components (blades, towers, nacelles)
- Components will be delivered to new wharf
- Transferred to the shore and either Laydown A or B
- Components will be stored until assembled for offshore installation
- Slow movement – expensive equipment & materials

Wind Turbine Generator Components



Wind tower section after discharge from the UHL F
Bedford in Massachusetts. Photo credit: UHL



Load-In



Marshaling (storage/laydown)



Pre-Assembly and Loadout





AVANGRID

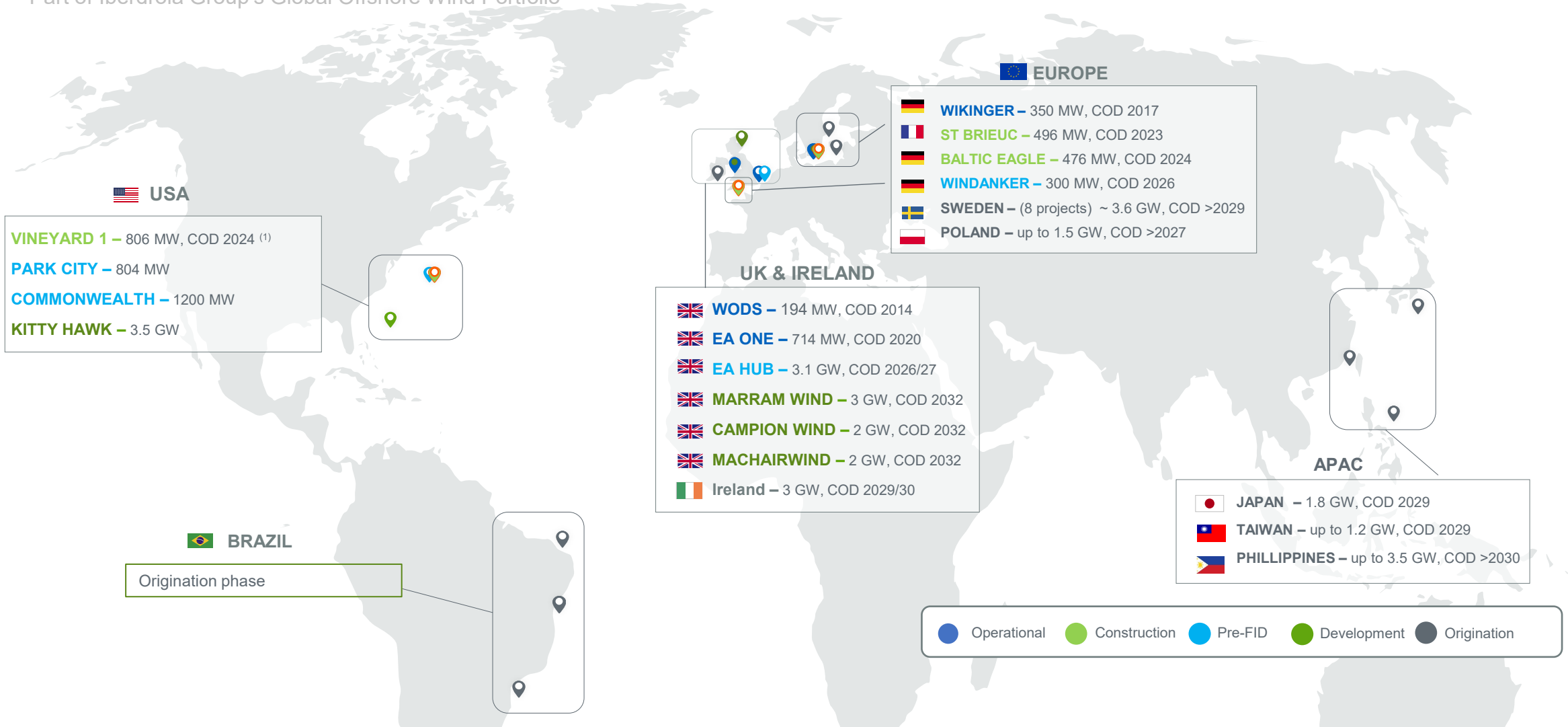
Greg Dolan, Ports Manager

Pat Johnson, Manager, US Offshore External Affairs

Chris Hardy, Outreach Manager

Avangrid Renewables Offshore Wind:

Part of Iberdrola Group's Global Offshore Wind Portfolio



1,200 MW of operational assets, 1,800 MW under construction, and a global pipeline of more than 35,000 MW to deliver growth beyond 2025

Avangrid Company Profile

Networks business with renewables working to enable the energy transition



Present in **24 U.S. States**

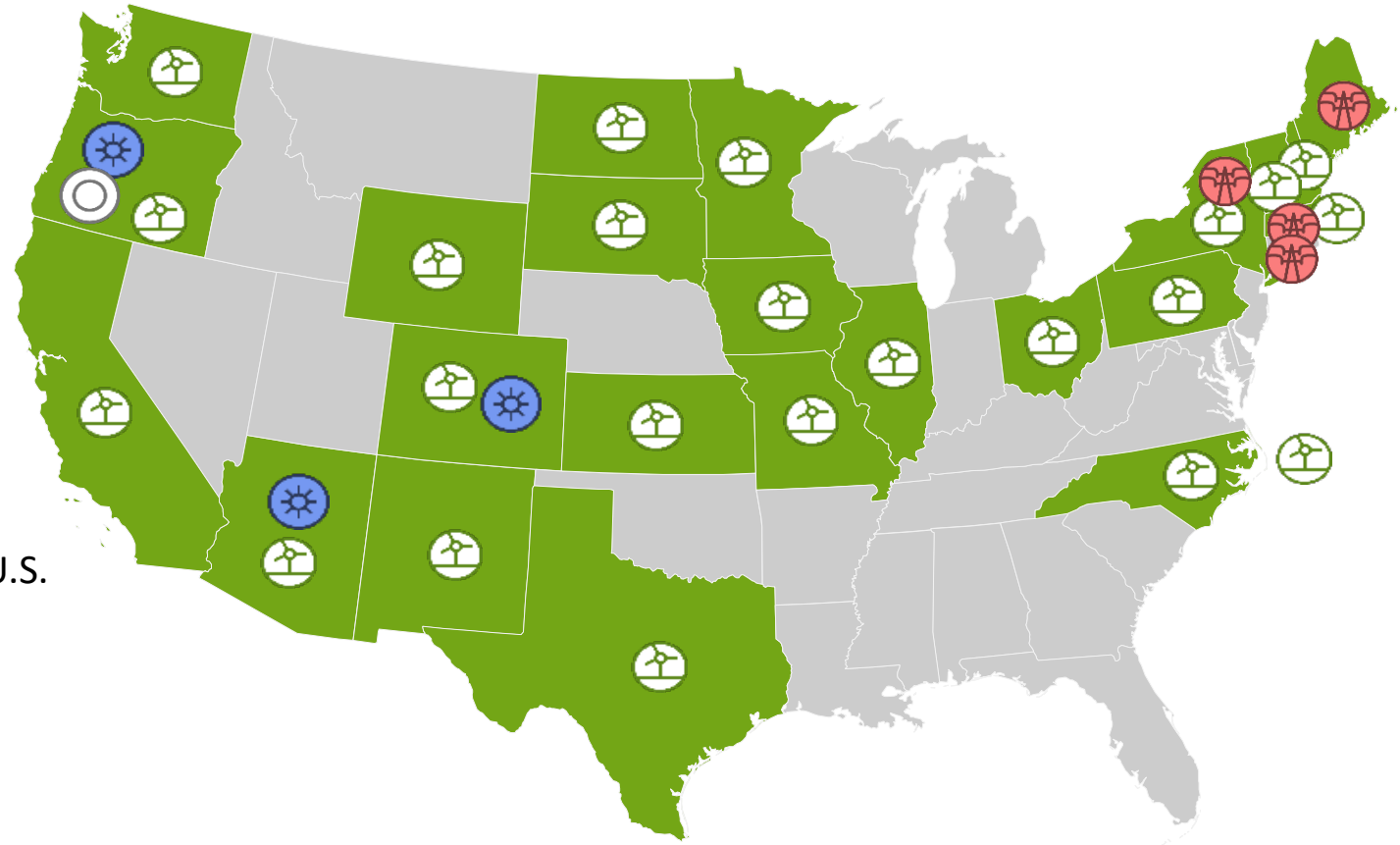
8 Utilities in NY, CT, ME & MA

3.3M Customers, 7M+ Population Served

3rd-Largest Onshore Renewables Operator in the U.S.

First Mover in Offshore Wind

+\$40B in Assets and **+7,500** Employees



Offshore Wind Projects

Vineyard Wind 1 (800 MW)

- Under construction
- Lease Area OCS-A 0501
- 50% ownership

Park City Wind (800+ MW)

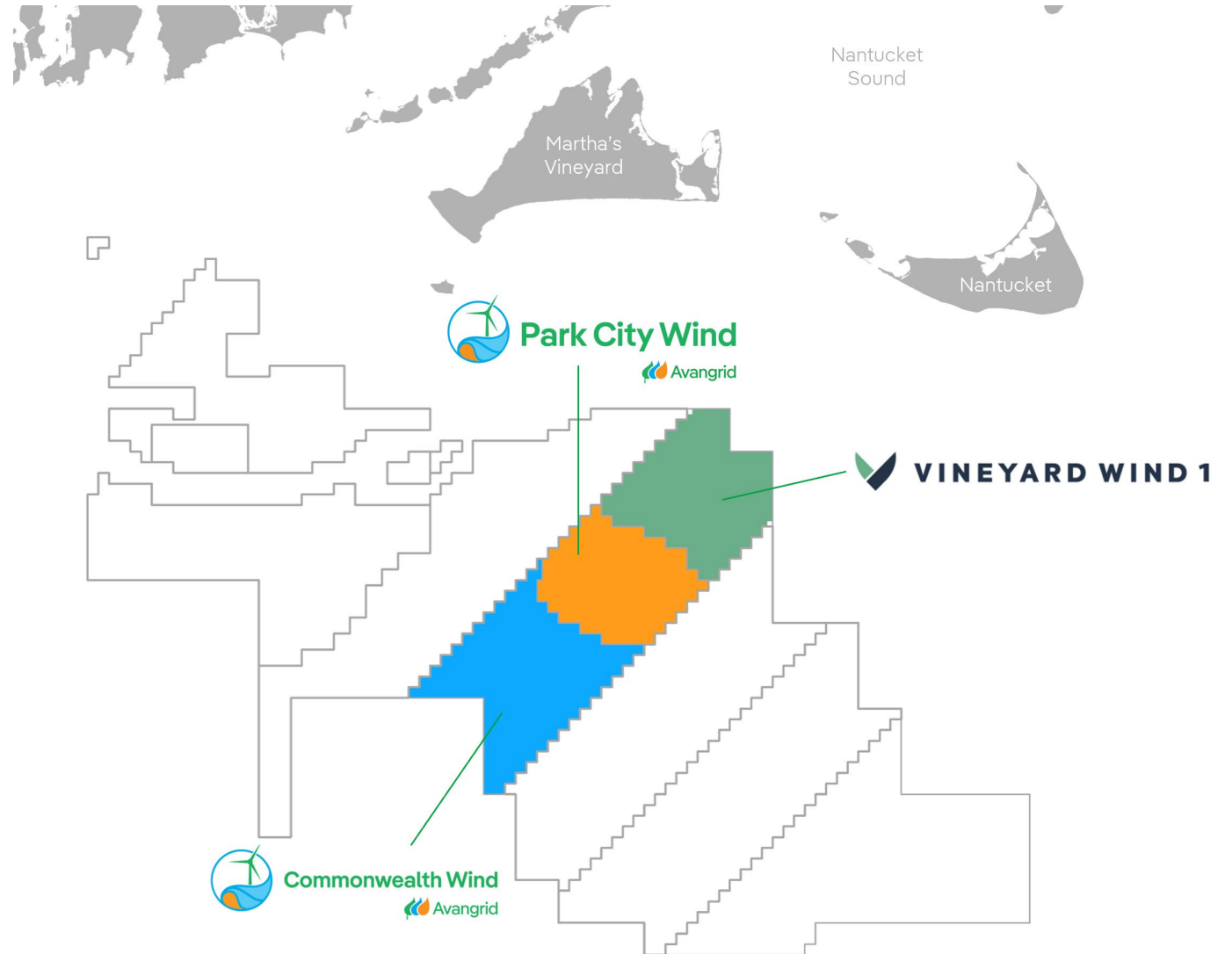
- In development
- Lease Area OCS-A 0534
- 100% ownership

Commonwealth Wind (1,200+ MW)

- In development
- Lease Area OCS-A 0534
- 100% ownership

Kitty Hawk Wind (2,500 MW)

- In development
- Lease Area OCS-A 0508 (NC/VA)
- 100% ownership



Our projects create permanent, local jobs and provide economic benefits

1.1M

homes powered by Vineyard Wind 1 and Commonwealth Wind

8M+

MWh of clean generation per year (~15% of MA demand)

~3.2M

tons of GHG emissions reduced per year

JOB CREATION

~25,000

job-years supported during construction^{1,2}

900+

sustained jobs during 30-year operations²

For each **\$1 million invested** in offshore wind farms...



...**2 FTE jobs** are created in Massachusetts

ECONOMIC BENEFITS

~\$3.1B

est. spend in MA

\$22B

impact on MA GDP³

\$50M

in commitments for workforce, supply chain, communities, and innovation

¹ One job for one year

² Estimated impacts of Avangrid in MA for 2022 – 2025 including direct, indirect and induced effects of investments, based on analysis by PricewaterhouseCoopers.

³ Vineyard Wind 1, Commonwealth Wind and MA portion of Park City Wind; includes construction and 30 yr operations

Vineyard Wind 1 (MA):

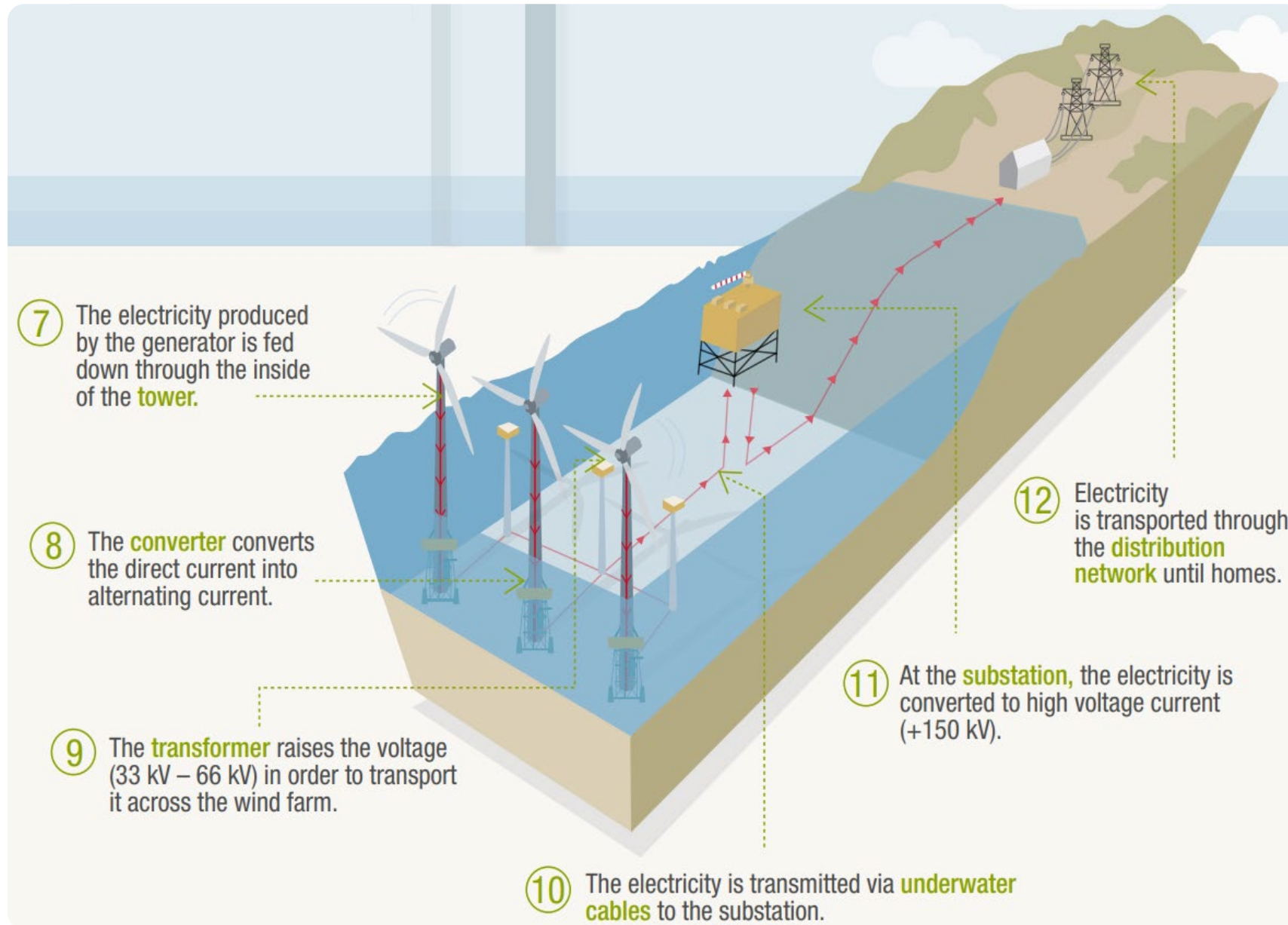
Joint Venture, Avangrid Renewables & Copenhagen Infrastructure Partners



KEY PROJECT FACTS

Installed Capacity	<ul style="list-style-type: none">• 800MW
Developer	<ul style="list-style-type: none">• Vineyard Wind, a joint venture, 50% Avangrid Renewables and 50% Copenhagen Infrastructure Partners
Site and Location	<ul style="list-style-type: none">• OCS-A 0501 lease area• 15 miles South of Martha's Vineyard & Nantucket• Wind speed of 9-10m/s• Water depths of approximately 35-58m
PPA	<ul style="list-style-type: none">• Massachusetts utilities: 20 Years // 800MW
Technology	<ul style="list-style-type: none">• GE 220m – 13.6MW Haliade-X Turbines
Permitting and Grid Connection	<ul style="list-style-type: none">• State & Federal permitting completed• Record of Decision issued May 2021• Interconnection at Barnstable (Hyannis), MA
Status	<ul style="list-style-type: none">• Financial Close achieved September 2021• Currently in the installation phase with First power expected this year and COD 2024

How does an offshore wind farm work?



Offshore Wind Major Packages (Scopes)

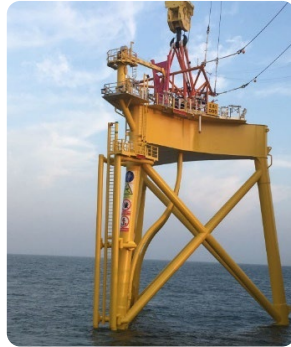
An offshore wind project consists of seven major packages (scopes) – five offshore and two onshore

Offshore packages have two main scopes of work:

- Product supply
- Transportation and Installation (T&I)



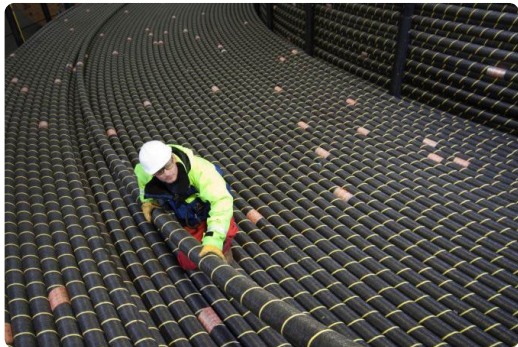
Wind Turbine Generators (WTGs)



Foundations



**Electrical Service Platform
(Offshore Substation)**



Array Cables



Offshore Export Cable



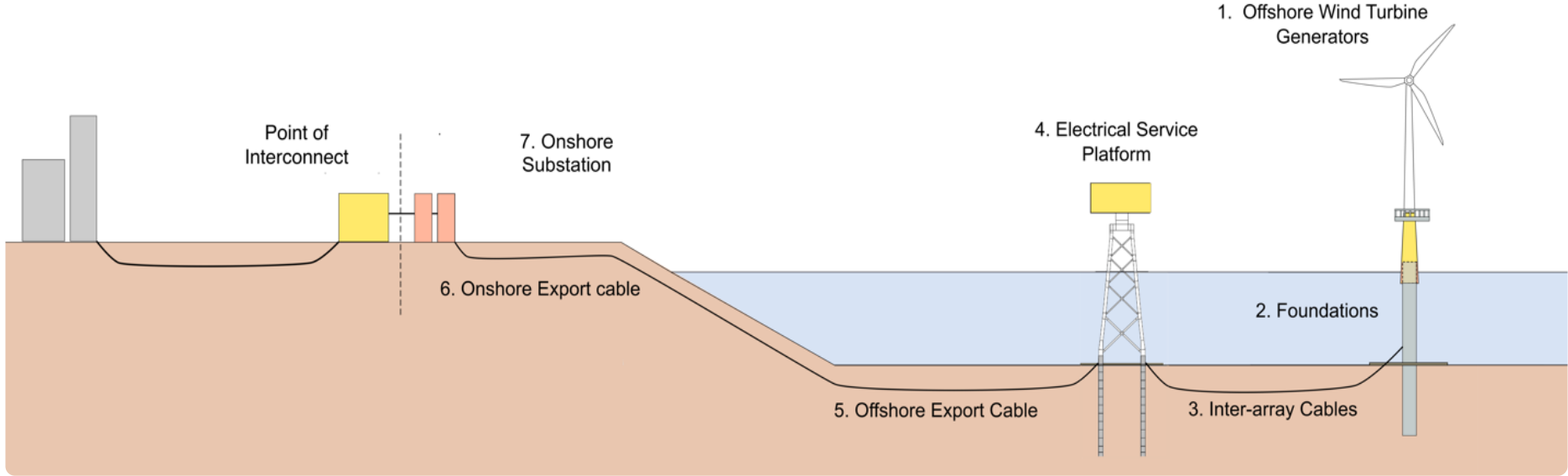
Onshore Substation



Onshore Export Cable

Offshore Wind Development Life Cycle

Key investment decisions taken 3-5 years in advance require experience and expertise



★ Offtake / PPA

Benefits and Engagement in the Community

Public Benefits of Salem Offshore Wind Terminal

- **ECONOMIC INVESTMENT and JOBS**

- Tax agreement with City of Salem
- Community Benefits agreement
- 150 jobs during construction; at least 8 jobs direct to Crowley and 20-30 jobs during busy periods
- Up to 150 positions from tenants, contractors during projects
- Career training with Salem High School CTE, other schools

- **COMMUNITY DEVELOPMENT**

- Improved landscaping at the perimeter of the site
- Public Point access at southwest corner of the site
- Derby Connector Public access
- Mission for the Designated Port Area that is consistent with the city's harbor master plan

Landscape and Access Improvements



- View from Derby St. looking north
- Plant diverse evergreen mix plantings for green buffer
- Protect existing shade trees

Derby Street Plantings

Landscape and Access Improvements



- View from parking lot
- Plant diverse mix plantings
- Natural green buffer
- South-facing slope
- Drainage swale conditions
- Reflect the power plant landscape

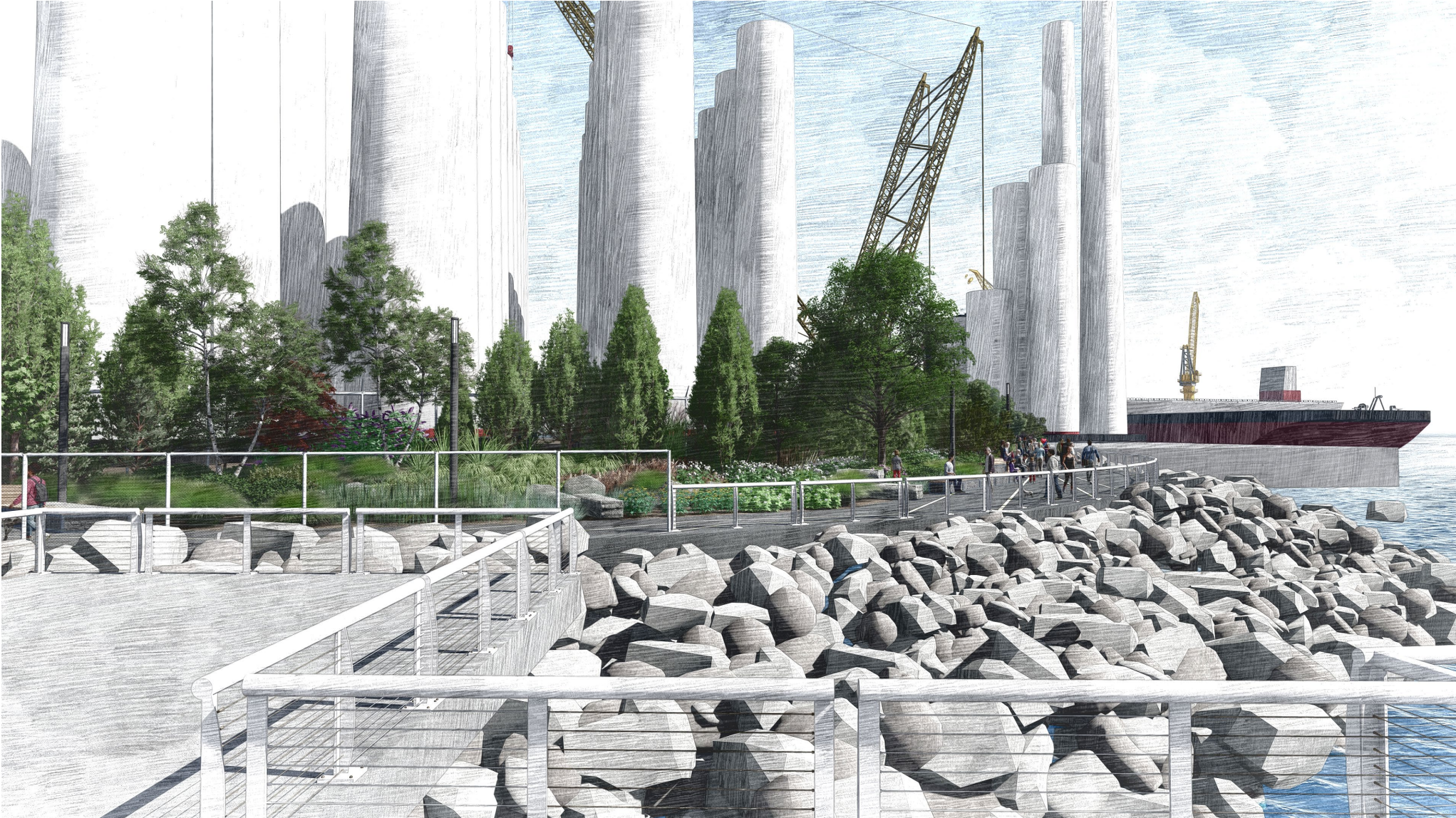
Blaney Street Plantings

Landscape and Access Improvements



- Entering through the Gate into the Point Access Location

Landscape and Access Improvements



- View from Salem Ferry boat dock

Discussion – Q&A



Contact us

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