

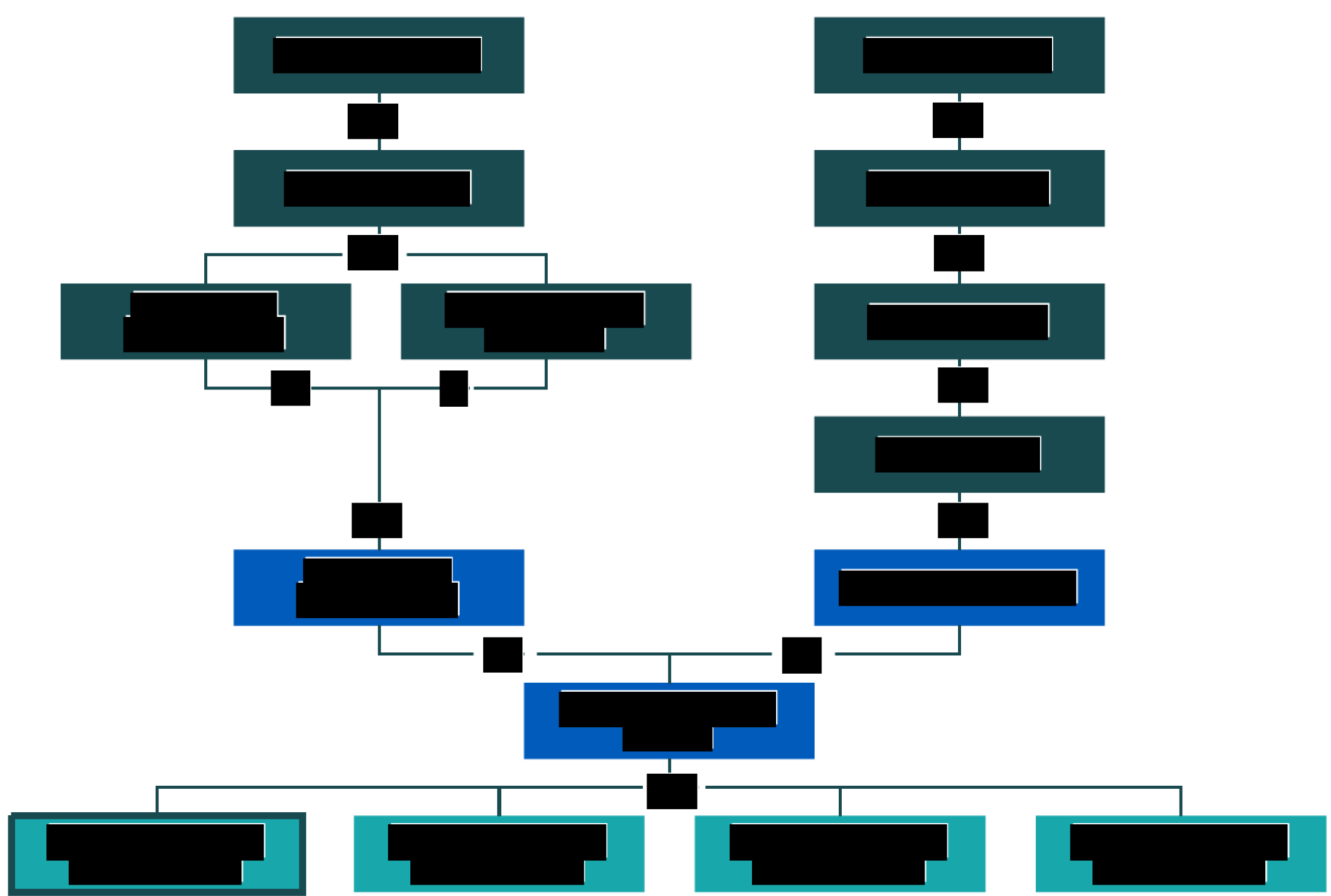
Section 1: Applicant Information

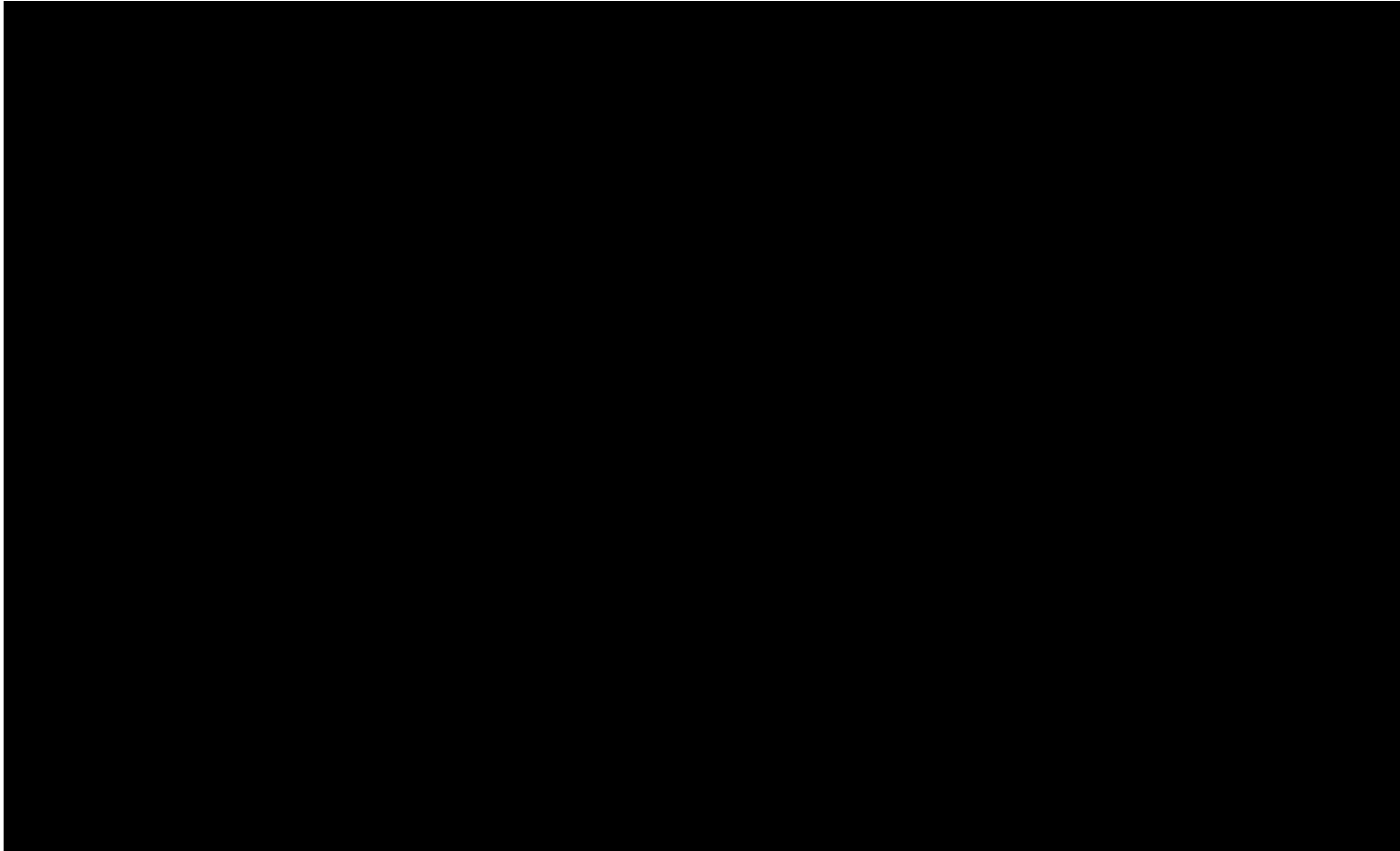
List of Appendices

Appendix 1-1: Atlantic Shores Joint Venture legal organization chart.....	2
Appendix 1-2: Atlantic Shores organizational chart (Project execution)	3
Appendix 1-3: Resumes of Key Employees.....	4
Appendix 1-4: Atlantic Shores 2019 financial statements.....	29
Appendix 1-5: EDF Renewables 2018 and 2019 consolidated balance sheet and income statement.....	32
Appendix 1-6: Shell Oil Company 2018 and 2019 financial statements	37

Atlantic Shores Offshore Wind, LLC – Legal Organizational Chart

Appendix 1-1





Joris Veldhoven

Commercial and Finance Director, Atlantic Shores Offshore Wind

Joris Veldhoven joined Atlantic Shores as Commercial Director in January 2019, prior to which he was managing global wind supply chain for Shell New Energies Wind. Mr. Veldhoven has helped enable Shell New Energies to build a portfolio of wind projects, leading a global team of supply chain specialists within wind energy from early project development to operations. Those successful development projects include five existing Shell onshore wind farms in the U.S.

Over more than a decade Mr. Veldhoven has built deep experience in portfolio management, planning and supply chain management in difficult external settings; having held various commercial roles with Shell since 2007 in The Netherlands, Norway and the United Arab Emirates. Mr. Veldhoven provides Atlantic Shores with great expertise in establishing valuable commercial strategies, managing relationships with major supply chain partners in the wind industry, including turbine manufacturers and operations contractors; and building and maintaining a local supply chain. Additionally, Mr. Veldhoven acts as Financing Director, managing tax optimization and bank relations. Mr. Veldhoven holds a master's degree in industrial engineering and management science from Eindhoven University of Technology.

WORK EXPERIENCE

Atlantic Shores Offshore Wind, LLC

Commercial and Finance Director, New York City, USA, 2019 to Present

As Commercial Director, leads the procurement and commercial team, interfacing with suppliers and supporting the development of the New Jersey supply chain, implementing the business plan, enhancing business development and leading the offtake strategy and delivery, including preparation of this Application. As Financing Director, leading the Atlantic Shores finance team, ITC strategy and financing strategy, and maintaining bank relations. In this role:

- Successfully established a JV team from 5 FTE in early 2019 to 33 FTE in late 2020.
- Significant external profile through trade associations, renewable energy conferences, market development & partnering discussions, stakeholder (fishery/union) negotiations.

Royal Dutch Shell Group

Contracting and Procurement Manager, New Energies, The Hague, NL, 2017 to 2019

- Responsible to develop and enhance Shell's supply chain relationships with active and future contractors for the Shell Wind businesses (onshore and offshore, incl. M&A)
- Accountable to deliver supply chain leadership for Shell in wind through strong category, concept select & project delivery work
- Directly contributed to and involved in all Shell offshore wind deals and bids during this period.

Business Advisor to EVP Contracting and Procurement, The Hague, NL, 2016 to 2017

- Provided strategic advice and frontline insights to EVP who heads-up Shell's procurement (>2400 people, ~45 billion spend) across all Shell businesses.
- Led strategic projects in various countries (typically 1-4 months) to further enhance supply chain delivery and ultimately increase value delivery and savings.
- Opportunity lead for international target operating model exercise; establishing potential for further operating model efficiency gains >25% of total annual costs (>80 million USD).

Contracting & Procurement Manager FCP Gas, Dubai, UAE, 2013 to 2016

- Accountability for forming and leading a team that engages with the Contractor market (international, regional and Iraqi) and developing commercial contracting strategies & tactics
- Selected, awarded & managed all Contractors (total value >500mln USD) within approved budgets.
- Role involved significant external stakeholder management with elected Iraqi officials.
- Majnoon FCP Gas project was delivered safely, timely and on-budget from concept select to start-up.

Commercial Advisor & Economist, Norske Shell, Stavanger, NO, 2011 to 2013

- Responsible economist for developments at Gjoa (2011) and Ormen Lange (2012) – including for field compression opportunities through Nyhamna with NPV>100 million USD
- Member of Vestprosess commercial committee, and deputy-rep for Shell in management committee

Portfolio Advisor, Shell Upstream Commercial, The Hague, NL, 2010 to 2011

- Analyzed the portfolio of Shell Upstream NBD opportunities (portfolio NPV >15B USD)
- Initiated scouting of new upstream opportunities, e.g. in Gabon.

Business Strategy Consultant, Shell Global Solutions, 2008 to 2010

- Created and implemented the integration strategy for an acquired (50M USD) Canadian/Chinese company on location.

Amnesty International Nederland

Board Member, Amsterdam, NL, 2008 to 2011

- Developed human rights strategy for NL section
- As youngest board member, represented Amnesty Nederland in various international human rights forums
- Exercised financial control on budget > 30M EUR

QUALIFICATIONS

- **MSc in Innovation Management (cum laude)** from Eindhoven University of Technology, the Netherlands, 2006 to 2008
- **MSc Industrial Engineering and Business Administration** from Buenos Aires University of Technology, Argentina, 2007
- **BSc Industrial Engineering and Management Science** from Eindhoven University of technology, the Netherlands, 2002 to 2006

Joris' favorite thing about New Jersey is canoeing the lush Delaware water gap National Recreation Area with his family.



Jennifer A. Daniels

Development Director, Atlantic Shores Offshore Wind

Jennifer Daniels brings over 16 years of marine infrastructure permitting experience to the role of Development Director. She has been actively supporting the development of U.S. Offshore wind projects since 2008. Prior to joining Atlantic Shores Offshore Wind, Ms. Daniels was responsible for managing the environmental team that supported the successful evaluation and permitting of the Block Island Wind Farm, America's first offshore wind farm as well as the first U.S. federal water offshore windfarm under BOEM jurisdiction, the Coastal Virginia Offshore Wind Farm. During her career, she established working relationships with Federal as well as State regulatory agencies along the Atlantic Coast of the U.S.

Her two decades of professional experience include managing multidisciplinary environmental teams that supported the siting, permitting, and evaluation of the environmental effects of large-scale onshore and offshore energy generating facilities. Ms. Daniels holds a bachelor's degree in mariner resource development and aquatic technologies from the University of Rhode Island and a master's degree in business administration from the University of Massachusetts.

WORK EXPERIENCE

Atlantic Shores Offshore Wind, LLC, January 2019 to present

Director of Development, Boston, MA

As a member of the Management Team, responsibilities include supporting the day-to-day operation of Atlantic Shores, a Joint Venture between EDR Renewables and Shell New Energies, to develop and deliver a portfolio of safe and efficient offshore wind farms off the coast of Atlantic City, NJ, with a combined capacity of over 2.5 GW.

As Director of Development, responsibilities include the management of a multidimensional team tasked with maturing the Atlantic Shores portfolio of projects by ensuring permit deliverability, responsible development and coexistence with other users of the sea and coastal communities. Primary areas of development oversight include providing strategic direction for elements of project facility siting on and offshore, land acquisition, permitting, regulatory compliance, environmental evaluation, stakeholder and community engagement, government relations and research and development partnerships.

Tetra Tech, Inc., 2005 to 2019

Vice President of Offshore Energy, Boston, MA, 2018 to 2019

- Vice President of Tetra Tech's Offshore Energy Program responsible for managing the strategic growth of the offshore energy business line and portfolio of marine energy client (marine renewables, oil & gas, and marine transmission and fiber optics).

Manager, Ørsted Bay State Wind Offshore Windfarm

Appendix 1-3

- Project Manager for the Site Assessment Plan (SAP) and Construction and Operations Plan (COP) in support of Ørsted's proposed Bay State Wind Offshore Wind Farm;
- Oversaw the evaluation of the potential environmental effects of site assessment/site characterization, construction, operation and decommissioning activities;
- Supported the design and execution of the full suite of necessary terrestrial and marine environmental surveys;
- Ensured all site assessment/characterization activities are conducted in compliance with federal regulations and guidelines as well as the conditions of the Project Lease;
- Served as Tetra Tech's primary representative for all project team and agency coordination and collaboration.

Project Manager / Technical Lead, Deepwater Wind Block Island Windfarm and Block Island Transmission System Project

- Project Manager and Technical Lead that supported the siting and permitting of a 5-turbine 30MW offshore wind located in state waters off Block Island, Rhode Island and associated marine and terrestrial electrical transmission and support facilities;
- Oversee preparation of the project's strategic environmental review and permitting plan;
- Support agency and public outreach, survey protocol design, the execution of comprehensive marine and terrestrial surveys involving multiple contractors.

Coastal Virginia Offshore Wind Project, Virginia Beach, VA

- Siting, environmental analysis, and permitting of a 12MW offshore wind technology testing facility located in federal waters approximately 24 nautical miles off the coast of Virginia Beach, VA;
- Oversee development of the project's SAP, and Research Activities Plan (RAP) under the BOEM's Renewable Energy Regulations as well as identification, planning and development of the project's required federal, state, and local permitting and approval packages.

Dominion Commercial Offshore Wind, Virginia Beach, VA

- Oversee development of SAP for the deployment of up to two meteorological (met) buoys within the Dominion Resources, Inc. Renewable Energy Lease Area on the OCS.

Georgia Power, Federal Waters off the Coast of GA

- Support review and negotiation of an Interim Policy/Limited BOEM Renewable Energy Lease to support the installation of either a met tower or met buoy in federal waters off the coast of Georgia.

Statoil Hywind Maine Project, Boothbay Harbor, ME

- Support siting and preliminary permitting of a 4-turbine 12MW floating offshore wind pilot project located in federal waters off Boothbay Harbor, ME.

Excelerate Energy, LP, Northeast Gateway Energy Bridge Project, MA

- Construction, operation and environmental compliance efforts associated with the Northeast Gateway Energy Bridge Deepwater Port in Boston, MA.

NRG Bluewater Wind, DE & NJ

- Support siting and permitting efforts for offshore wind farms to be located on the outer continental shelf (OCS) off the Coasts of Delaware and New Jersey.

Atlantic Sea Group, LLC, Safe Harbor Deep Water Port Application, NJ

- Assist in the preparation of a U.S. Coast Guard (USCG) Deepwater Port Application for the construction and operation of an offshore Liquefied Natural Gas (LNG) island-based terminal.

Calypso U.S. Deepwater Port and Pipeline Project, FL

- Support offshore Calypso U.S. Deepwater Port and Pipeline Project off the coast of Florida.

Weaver's Cove Offshore Berth Project, Mount Hope Bay, MA

- Oversee preparation of a FERC third-party Environmental Impact Statement evaluating the construction and operation of a new offshore berth jetty approximately 1,200 feet in length and an associated 4.2-mile-long cryogenic pipe to be located in Mount Hope Bay, MA.

Woods Hole Oceanographic Institution (WHOI), Coastal and Global Scale Nodes)

- Manage permitting and regulatory analysis for the WHOI Coastal and Global Scale Nodes portion of the Ocean Observatories Initiative sponsored by the National Science Foundation

QUALIFICATIONS

- **2006** - University of Massachusetts – MS, Business Administration
- **1999** - University Rhode Island – BA, Marine Resource Development and Aquatic Technologies

*Jen's favorite thing about New Jersey is the shore and freshly shucked clams.
It is where I started my career as a marine biologist!.*

Rain Byars, P.E.

Technical Director, Atlantic Shores Offshore Wind

Rain Byars brings over two decades of wind industry experience to Atlantic Shores Offshore Wind. As a licensed Professional Engineer with a degree in mechanical engineering from Carnegie Mellon University, Ms. Byars has contributed to the development of 4.6 GW of offshore wind farms globally, and led the verification of the Block Island Wind Farm (BIWF), the first offshore wind farm in the U.S. Supporting both BIWF and Fishermen's Energy Offshore Wind Farm in New Jersey state waters from 2013 to 2018, Ms. Byars had a role in defining the design methodologies for offshore wind in the unique conditions of U.S. North Atlantic waters.

Ms. Byars' experience spans research and development of innovative technologies, manufacturing, installation and commissioning, and operation. As a product manager for GE Energy, Ms. Byars was responsible for the technical product management of 700 wind turbines at 10 domestic and international sites. As a recognized technical authority Ms. Byars has provided training on wind energy technology and processes, and has published papers and articles on wind turbine electrical system design, structural monitoring, and risk management during fabrication and construction.

Ms. Byars chairs the working group authoring the *AWEA Offshore Compliance Recommended Practices (OCRCP)* to be published under ANSI in 2021, applying U.S. and global standards to offshore wind in U.S. waters. As a principal engineer for ABS Group, Ms. Byars was engaged by regulators such as Bureau of Safety and Environmental Enforcement (BSEE) and the Bureau of Ocean Energy Management (BOEM) to advise on offshore wind best practice in engineering, occupational health and safety, asset management, inspections, and regulatory requirements.

WORK EXPERIENCE

Atlantic Shores Offshore Wind, LLC

Technical Director, Ste-Augustine, FL, December 2019 to present

As a member of the management team, responsible for the day to day operation of Atlantic Shores, a joint venture, to develop and deliver a portfolio of safe and efficient offshore wind farms off the coast of Atlantic City, NJ, with a combined capacity of over 2.5 GW.

As director of the technical and delivery department, leadership of multiple teams responsible for concept and detailed design of the wind farm; fabrication, installation, and operation strategies; collection of site environmental data through geophysical and geotechnical surveys, offshore met buoys and onshore met stations; interfacing with commercial and development teams and providing technical input to federal and state permitting, competitive bids for electricity offtake, utility interconnection, and development of supply chain, land, ports, and vessels to support the project.

K2 Management

Chief Engineer Offshore Wind, Boston, MA, October 2018 to November 2019

Technical management of offshore wind projects during design, manufacturing and construction.

Projects to date:

- U.K. offshore (1200MW) feasibility study for investment
- Japan offshore (850MW) technical consulting during tender phase
- U.S. offshore (800MW) technical consulting during design phase
- U.S. offshore (1800MW) feasibility studies for investment
- U.S. onshore (160MW) technical consulting during tender phase
- Advising Canadian Energy Board on offshore wind regulatory requirements and best practice

ABS Group

Principal Engineer Offshore Wind, Houston, TX, February 2013 to October 2018

Subject Matter Expert (SME) for on- and off-shore wind; project management (PM), technical execution, and technical oversight of renewable energy projects; PM and SME on several offshore wind consulting and verification projects including CVA of the first installed offshore wind farm in the US (BIWF); provided internal and external training on wind energy technology and processes.

Projects:

- Project management and engineering lead for the Verification (CVA) of Block Island Wind Farm, the first offshore windfarm in US waters; led team of 30 engineers and inspectors in 8 countries to complete verification of all project phases including site environmental assessment, site specific wind and wave loading, strength and lifetime analysis of wind turbine and offshore support structure, sub-sea cable, integrated load simulation in Bladed and SACS, on-site surveillance in China, Europe, Louisiana, and offshore Rhode Island; advocated and negotiated for project developer and subcontractors to correct safety and quality issues, and obtained corrections. Commissioning complete in 2017.
- Project management and engineering lead for verification of Fishermen's Atlantic City Wind Farm; developed processes and procedures to execute the first offshore wind CVA project in US waters; completed verification of the project design basis and detailed design including site environmental assessment, site specific wind and wave loading, strength and lifetime analysis of wind turbine and offshore support structure, integrated load simulation in Bladed and SACS.
- Engineering lead for the Verification (IVB) of the design of Kentish Flats Extension offshore windfarm in UK waters; completed verification of the project design basis and detailed design including site environmental assessment, site specific wind and wave loading, strength and lifetime analysis of offshore support structure, integrated load simulation in Bladed.
- Provided technical and market insight and reporting to the Bureau of Safety and Environmental Enforcement (BSEE) and the Bureau of Ocean Energy Management (BOEM) for offshore wind such

as training and safety recommendations, inspection procedures and frequency, pollution risk assessment, and forecast of offshore wind installation rates.

Nextwind Inc.

Cofounder and CEO, St. Augustine, FL, 2010 to 2013

Training and leadership of multi-disciplinary, international teams executing on- and offshore wind turbine product development from 500kW to 6MW power output; high level strategic planning, turbine configuration and systems integration advice; project management and delivery; development and delivery of technical communication and training in written, verbal, and multimedia form; collaboration with customers and partners on three continents. Concept development of 12-20MW wind turbine.

Wind turbine concept definition; development of innovative and advanced systems to maximize energy capture and optimize lifetime cost; identification of feasible cost effective strategies for assembly, transportation, erection and service; detailed development of power systems and control strategies; supplier identification and qualification; development of test plans for risk mitigation; collaboration with team members including engineering specialists, manufacturing, supply chain, and logistics.

Continental Windpower

Director of Engineering, Santa Barbara, CA, 2009 to 2010

Hired and trained engineers in design criteria and methods; managed internal personnel and external partners with creativity and flexibility to help achieve ambitious company business plans; product development and establishment of supply chain within one year, ahead of schedule and under budget.

Innovative Windpower

Department Head, Bremerhaven, Germany, Electrical Engineering, 2007 to 2008

Hired and trained engineers in design criteria and methods; led product development and engineering including conceptual and detailed design, specification, and sourcing of all electrical systems, interface between electrical and mechanical systems, load simulation, stress analysis, control algorithm development, and design certification.

WindForce, GmbH

Project Manager, Bremerhaven Germany, 2006 to 2007

Electrical system design of a 900kW wind turbine; project management of the system development from concept to prototype; conceptual and detailed design, specification, and sourcing of all electrical system components including turbine controls, generator and power electronics; interface between electrical and mechanical systems; control algorithm development; design certification to GL rules; prototype commissioning; analysis of fiber-optic load sensing system for composite and steel structures; writing technical papers, reports, proposals, sales literature, operation manuals and service instructions for multiple customers and projects.

Rain or Shine Power, LLC

Founder and General Manager, Tehachapi, CA, 2003 to 2006

General management of profitable retail business with a reputation for honesty, quality, and cost effectiveness; Design, sales, and installation of residential grid-tie and stand-alone solar and wind systems; General Contractor, construction and engineering project manager on all installations; system design and site integration; installation and commissioning of solar, wind, and hybrid systems; system troubleshooting and service throughout Southern California; preparation of quotes, interface with customers; website design and maintenance; marketing material design and authoring of articles; training of two new solar retailers and installers in California to take over demand.

GE Energy (formerly Enron Wind, Zond Energy Systems)

Product Manager/ Fleet Manager, Tehachapi, CA, April 2002 to March 2004

Technical management of a fleet of over 700 operational wind turbine generators in the US, Germany, and Spain; investigation and analysis of engineering and quality issues; interface with Commercial Development and Operation & Maintenance departments, as well as customers and end users; analysis of reliability and performance data on the fleet; identification of serial failures and performance of root cause analysis, development of corrective actions; leading product upgrade projects focusing on improving performance and availability; inspection of operating machines and service documentation; due diligence on suppliers and repair facilities; coordination of consultants and specialists including controls, structural loads, and stress analysis.

Project Manager, October 2001 to March 2002

Creation of plans, budgets, schedules, and resource requirements for multi-year wind turbine engineering projects; anticipation and avoidance of potential production issues based on lessons learned from prior projects; interface with managers, customers, manufacturing, and supply chain; preparation and presentation of the Final Project Report on all development activities performed under a multi-million dollar government contract over the preceding five year period to the Department of Energy; updating of documentation and document databases.

Project Engineer, January 2000 to September 2001

Engineering of complex wind turbine assemblies and sub-assemblies; Leadership of cross-department teams to develop lower cost and higher reliability components and systems; creation or editing of specifications, fabrication and assembly drawings, and change orders; troubleshooting and retrofits; bridging of cultural and language barriers to foster an open and efficient work flow and meet project objectives; interface with manufacturing engineering, quality control, procurement, suppliers and service technicians; production line integration, factory acceptance testing, field testing.

Mechanical Engineer June 1998 to December 1999

Value engineering to lower overall machine cost; completion of design change projects on specific wind turbine subsystems; editing of component specifications, reviewing of design proposals, and participation

in prototype acceptance testing; collaboration with design, procurement, manufacturing, and service personnel to ensure smooth product integration of design changes; preparation of submissions for design certification.

PROFESSIONAL LICENSING

Professional Engineer, License number 120201, Texas Board of Professional Engineers

EDUCATION

BS, Mechanical Engineering, Carnegie Mellon University, 1997

TRAINING AND CERTIFICATES

- Working at Heights: Wind Turbine Climb and Rescue certified, ENSA, Miller
- Offshore Safety: OPITO BOSIET License 00735700010715900131, Falck Safety Services
- Port Access: TWIC card, TSA

VOLUNTEER EXPERIENCE

Chair of the *AWEA Offshore Compliance Recommended Practices (OCRPs)* working group 2017-present. Leading a volunteer group of over 100 industry professionals to rewrite the U.S. offshore wind recommended practice, providing a roadmap to apply best practice from U.S. and global wind and offshore industries. Active in the AWEA Offshore Wind Technical Advisory Panel (OWTAP) and the IEC TC 88 Wind Energy Standards US Technical Action Group.

INDUSTRY GROUPS

- Member ASME, IEEE, VDE, AWEA, EWEA
- Industry Conferences 2005 to 2020 technical paper review, technical presentation, and technical session chair including IEEE (Institute of Electrical and Electronics Engineers), AWEA (American Wind Energy Association), and EWEA (European Wind Energy Association)

SELECTION OF PUBLISHED PAPERS

- *Applying Risk Management Principles to the CVA Process in Offshore Wind Farm Projects* Paper presented at the Offshore Technology Conference (OTC); May 1, 2017; Houston, TX
- *Lessons Learned from the First U.S. Offshore Windfarm – Design, Manufacturing, and Construction*, Paper presented at the AWEA Offshore Windpower Conference; October 25, 2016; Warwick, RI
- *The Gaia Ultra-Large Wind Turbine: How to build Tomorrow's 12MW Turbine with Components Available Today*, WindTech International, Volume 8, July-August 2012

- *Power System Architecture: Finding the Best Solution for a 5MW Wind Turbine*, Paper presented at the European Wind Energy Association Offshore Conference, November 30, 2011; Amsterdam, Netherlands
- *What is the Best Generator Type for a 5MW Wind Turbine? A Comparison of Doubly Fed and Permanent Magnet Generators for Wind Turbines*, Paper presented at the American Wind Energy Association Offshore Conference, October 12, 2011; Baltimore, Maryland
- *Production Integration of Fiber Optical Sensors Embedded in new Rotor Blades for Real Time Loads Feedback*, Paper presented at the European Wind Energy Conference; May 9, 2007; Milan, Italy
- *Structural Monitoring System for Offshore Wind Turbine Foundation Structures*, Paper presented at the European Wind Energy Conference; February 28, 2006; Athens, GR

Rain's favorite thing about New Jersey is trying new food at the great restaurants along the shore.

Doug Copeland

Development Manager, Atlantic Shores Offshore Wind

Mr. Copeland has worked in the renewable energy industry for over 14 years, leading development efforts in onshore and offshore wind, solar and energy storage. Currently, Mr. Copeland oversees the development and overall portfolio of the Atlantic Shores project with a focus on the pre-financial decision phase. In this role, Mr. Copeland leads the interconnection strategy, liaisons with the fishing industry, oversees real estate efforts, external affairs, government relations, and port strategy.

He has served on offshore wind market advisory groups in New York, New Jersey, Maryland, and as vice-chair of the American Wind Energy Association's (AWEA) Offshore Wind Steering Committee. Prior to his career in the renewable energy industry, Mr. Copeland ran a nationally recognized economic development program. He earned his bachelor's degree from Villanova University and a master's degree from Boston College.

WORK EXPERIENCE

Atlantic Shores Offshore Wind, LLC

Development Manager, Philadelphia, PA, 2018-Present

- Lead multiple aspects of project and policy development prior to construction & operations;
- Team lead on interconnection strategy, fishing relations, and development aspect of ports in NY and NJ;
- Oversee real estate plans & acquisition, external affairs, community relations, state & federal affairs;
- Serve on offtake contract bid team, working closely with technical and commercial teams;
- Work closely with EDFR staff to bring those resources into JV where applicable.

EDF Renewables

Director, Offshore Wind Development, Philadelphia, PA, 2020 - Present

Senior Manager, Offshore Wind, Philadelphia, PA, 2019 - 2020

Regional Development Manager, Philadelphia, PA, 2009 -2019

- Project development work in 16 states across PJM, SERC, MISO, Puerto Rico, and ISO NE;
- Expertise in leading wind, solar, and energy storage project development at all stages; asset acquisition, due diligence, negotiating site control, interconnection, local and state environmental permitting, managing consultants, stakeholder outreach, power purchase discussions, and supervising staff;
- Strong public presentation skills and ability to work with diverse communities and stakeholder groups;
- Until specific EDFR offshore group was created, served as lead on offshore policy and development;
- Co-chair of AWEA Offshore Wind Steering Group, served on state policy and key industry groups;

- Developer for EDF RE's first utility scale energy storage project in North America and first utility scale solar project in PJM.

Green Woods Charter School

Board Member, Philadelphia, PA, Board secretary, 2009 to 2014

Oversaw budget and academic performance at award winning school with science-based curriculum.

Gamesa Energy & Navitas Energy

Senior Project Developer, Philadelphia, PA and Minneapolis, MN, 2006 to 2009

- Developed wind farms in PA, SD, IA, and MN including land leasing, local permitting, community outreach;
- Managed landowner relations & permitting activity during wind farm during construction;
- Permitted largest (at the time) wind farm in South Dakota through NEPA process with EIS.

Independent Consultant, 2006

Client: Local Initiatives Support Corporation (LISC) Green Community Development Center

- Created business plan for new department focused on green building & community development.

Green Institute, Minneapolis

Board Member, Board Secretary, 2000 to 2006

Set goals/vision for internationally recognized business incubator and green building organization.

Riverview Economic Development Association, St Paul

District del Sol Program Manager, 2000 to 2006

- Directed nationally recognized commercial corridor revitalization program;
- Oversaw redevelopment projects. Managed loan & grant fund. Recruited new businesses;
- Directed group marketing initiatives, including annual Cinco de Mayo Fiesta (100,000 attendees).

QUALIFICATIONS

- **Boston College Graduate School of Social Work:** Masters in Social Work, Concentration in Administration
- **Villanova University:** Bachelor of Science, Comprehensive with focus in Biology & Math
- **Universitario de Cadiz, Spain:** Summer study program

Doug's favorite things about New Jersey are climbing at Rick's Rocks, blueberries, and sharing Action Park stories.

Paul R. Phifer

Permitting Manager, Atlantic Shores Offshore Wind

Paul Phifer joined Atlantic Shores Offshore Wind as Permitting Manager in November 2019, following a 20-year career in environmental conservation and permitting for the U.S. government. In his current role, Dr. Phifer is leading the efforts for securing all federal, state, and local permitting associated with the Atlantic Shores Lease Area.

For the last decade, Dr. Phifer managed 13 offices for the U.S. Fish and Wildlife Service (USFWS) from Maine to Virginia, overseeing environmental permitting projects related to onshore and offshore wind energy, natural gas pipelines and hydroelectric power. In this role he ensured coordination and cooperation between multiple state and federal agencies including the Bureau of Ocean Energy Management, U.S. Coast Guard, Army Corps of Engineers and the Federal Energy Regulatory Commission. At the federal level, Dr. Phifer worked on a diverse portfolio of issues including international environmental treaties for the U.S. Department of State and for the USFWS endangered species conservation, natural resource damage assessment and restoration, and permitting associated with energy development. Dr. Phifer holds a PhD in conservation biology from the University of Minnesota, and a bachelor's degree in philosophy from Boston College.

WORK EXPERIENCE

Atlantic Shores Offshore Wind, LLC

Permitting Manager, Boston, MA, November 2019 to Present

Leading the attainment of the full federal, state, and local permitting associated with an 183,000 acre wind energy area off the coast of New Jersey. This position requires a full understanding of the evolving federal and state regulations, how to work with diverse stakeholders, such as local politicians, the fishing community, and environmental non-governmental organizations.

New Zealand Department of Conservation

Ian Axford Fellow through U.S. Fulbright Program, Wellington, NZ, February 2019 to August 2019

Assisted with the development of the national Climate Change Adaptation Action Plan for the government of New Zealand. This plan guides the nation's conservation and land management adaptation activities far into the future, informs natural climate solutions for 30 percent of the country's landmass, and helps make New Zealand's human communities and biological assets more resilient to climate change.

U.S. Fish and Wildlife Service

Assistant Regional Director, Ecological Services, Hadley, MA, September 2009 to November 2019

Provided executive leadership to over 170 staff across 13 field offices and a regional office, spread over 13 states and the District of Columbia, and managed an annual budget of over \$25M. Set strategic direction to manage environmental conservation programs, and built consensus among staff and stakeholders.

- Led 5 major programs, including habitat restoration, the Endangered Species Act, energy development, and Natural Resource Damage Assessment
- Pioneered the incorporation of climate change considerations into every aspect of the agency's work
- Enabled operational excellence through developing short- and long-term strategic plans
- Empowered others to succeed through transparent decision-making and open communication that fostered a trusting workplace in which others are asked to be creative and accountable
- Performed due diligence to formulate and allocate workforce and budget plans that successfully met priorities
- Conducted outreach to build partnerships and awareness among state and federal agencies, academia, the private sector and Congress on issues of concern so as secure necessary resources
- Responsible for completion of thousands of permits, reviews, and National Environmental Policy Act assessments related to private and government sector energy and development projects (e.g., off and onshore wind, pipelines and hydroelectric projects), worked closely with the U.S. Army Corps of Engineers, the National Oceanic and Atmospheric Association (NOAA), and the Bureau of Ocean Energy Management
- Led national U.S. government discussions and pioneered innovative methods to assess and manage risks to bats and birds, including bald and golden eagles, from wind energy
- Led effort to improve fish passage on over 1,000 miles of the Penobscot River in Maine, working with power companies, the Federal Energy Regulatory Commission, and non-profit organizations while maintaining power production
- Pioneered development and implementation of a 6-state conservation effort to preclude the need to federally protect the New England cottontail, working with a diverse group of stakeholders, including private landowners and the Natural Resources Conservation Service
- Secured and managed over \$40M spanning 10 years to address *white-nose syndrome* affecting multiple bat species through effective collaboration with state, federal and academic representatives
- Worked closely with NOAA and the U.S. Coast Guard on one of the largest Natural Resource Damage Assessment programs in the country
- Engaged thousands of inner-city youth in urban conservation and schoolyard habitat projects in areas such as Baltimore and Philadelphia

U.S. Fish and Wildlife Service

Marbled Murrelet and Northern Spotted Owl Recovery Coordinator, Portland, OR,
September 2001 to September 2009

Leveraged scientific, project management, and Endangered Species Act expertise to coordinate a 3-year process to develop and implement the Northern Spotted Owl recovery plan. Initiated a new conservation program on at-risk species to avoid Federal protection and assisted with implementing the Federal Northwest Forest Plan over 24 million acres.

- Completed the Northern Spotted Owl Recovery Plan on time and per specifications, something that had not been accomplished in 15 years
- Managed completion of some of the region's first conservation agreements with farmers and ranchers for Idaho ground squirrel, now encompassing 95,000 acres of protected habitat
- Created and led an innovative effort with an environmental ethicist to discuss lethal barred owl removal with a 40-member stakeholder group to recover spotted owls. None in the group chose to contest implementation of the removal experiment given their concerns had been heard and discussed
- Recognized staff contributions by developing a regional Candidate Conserver of the Year Award

U.S. Department of State

Foreign Affairs Officer, Washington, D.C., August 1999 to September 2001

- Successfully assisted and led a team of 10 federal agency representatives to develop the U.S. Government negotiating strategy regarding transboundary movement of genetically modified organisms and invasive species
- Served as the State Department representative on the National Invasive Species Council
- Interacted frequently with White House staff and Congressional members on U.S. strategy
- Selected, hired, and managed interns, science fellows, and inter-agency detailees
- Successfully led completion of the Cartagena Protocol on Biosafety under the U.N. Convention on Biological Diversity
- Led U.S. delegation to U.N. meetings
- Helped develop the first National Invasive Species Management Plan as part of the Invasive Species Council

BioDiversity Research Institute

Development Director and Senior Biologist, Gorham, ME, September 1998 to August 1999

Helped develop a small environmental organization into a high-functioning avian research institute with established budget protocols, fundraising strategies, and an internship program

- Partnered with nearby colleges to attract talented interns and develop research projects
- Managed a research program using common loons and belted kingfishers as indicators of environmental toxins, correlated the data with the human management of lake levels for hydropower production
- Successfully transformed the for-profit company into a non-profit 501(c)(3) organization
- Managed an Earthwatch program of volunteers for a summer to gather common loon behavioral data

EDUCATION

- Doctor of Philosophy (PhD) Conservation Biology | University of Minnesota, Twin Cities (1998)
- Bachelor of Arts (BA) Philosophy | Boston College, Chestnut Hill, Massachusetts (1992)

SELECT PUBLICATION

Wolfenbarger, L. and P. Phifer. 2000. The ecological risks and benefits of genetically engineered plants. *Science*. Vol 290, issue 5499 (pg. 2088-2093).

Paul's favorite thing about New Jersey is Bruce Springsteen.

Antoine Cognard

Delivery Manager, Atlantic Shores Offshore Wind

Antoine Cognard has worked in the renewable energy industry for 12 years, building a significant track record of delivering large-scale solar and onshore wind projects in North America. Mr. Cognard spearheaded the planning, construction and commissioning of EDF Renewables' Canadian and Northeast U.S. portfolio, including the Blackspring Ridge (300 MW) wind farm in Alberta, built in a 12-month record time with zero incident. His experience in delivering multiple concomitant projects on time, on schedule and without safety incident is of considerable value to Atlantic Shores. As Delivery Manager, Mr. Cognard seconds the Technical and Delivery Director in planning and designing the Atlantic Shores portfolio, to ensure safe and cost-efficient delivery.

WORK EXPERIENCE

Atlantic Shores Offshore Wind, LLC

Delivery Manager, Montreal, Canada, 2019 to Present

Overall responsibility to mature the Atlantic Shores portfolio of projects to ensure safe and cost-optimized deliverability, including seconding the Technical and Delivery Director in:

- Coordination of multiple teams responsible for concept and detailed design of the wind farm;
- Development of fabrication and installation strategies;
- Evaluation of logistical concepts;
- Development of the Operation and Maintenance strategy;
- Interfacing with commercial and development teams;
- Lead the technical aspects of the competitive bids for electricity offtake;
- Development of supply chain, land, ports, and vessels to support the project.

EDF Renewables

Senior Director, Offshore implementation, Montreal, Canada, 2019 to Present

Overall responsibility to manage and direct all aspects of the project management and construction for Offshore Wind projects under his authority.

- Responsible for cost, schedule and technical compliance on project from inception to completion, including terms, conditions and performance parameters
- Full managerial responsibility for all aspects of project controls including costs, schedules, estimates, change management and technical compliance on project from inception to completion
- Detailed management of cross functional teams in a matrix organization
- Actively coordinates proposal preparation, CAPEX estimating, planning and pricing

- Manages RFP process for EPC contractors and participates in contract negotiation and contract administration with customers, subcontractors and vendors on an as needed basis
- Leads cross departmental teams to deliver strategic initiatives
- Evaluates, coordinates & bring to resolution legal, political and regulatory issues related to the project
- Manages a team of project managers, technical managers and procurement managers, providing administrative direction, coordination and evaluation, training/coaching to the team
- Achievements:
 - Lead the implementation preparatory work for the Nautilus Offshore Wind Project (NJ, USA)

Director, Implementation, Montreal, Canada, 2014 to 2018

Overall responsibility to manage and direct all aspects of the project management and construction for renewable energy projects under his authority.

- Responsible for cost, schedule and technical compliance on project from inception to completion, including terms, conditions and performance parameters
- Full managerial responsibility for all aspects of project controls including costs, schedules, estimates, change management and technical compliance on project from inception to completion
- Detailed management of cross functional teams in a matrix organization
- Actively coordinates proposal preparation, CAPEX estimating, planning and pricing
- Manages RFP process for EPC contractors and participates in contract negotiation and contract administration with customers, subcontractors and vendors on an as needed basis
- Leads cross departmental teams to deliver strategic initiatives
- Evaluates, coordinates & bring to resolution legal, political and regulatory issues related to the project
- Manages a team of program managers, associate program managers and procurement managers, providing administrative direction, coordination and evaluation, training/coaching to the team
- Achievements:
 - Directed the successful implementation of 745MW of projects, \$1,500M budget in Canada and the US
 - Developed and deployed a framework for the implementation of Canadian projects

Program Manager, Montreal, Canada, Implementation, 2012 to 2014

- Established project organization, including operational and contractual links between stakeholders, project team structure and communication
- Generated and maintained a comprehensive project schedule and ensured stakeholders and activities were coordinated and integrated. Approved all schedule changes
- Developed and managed project budget and cash flow schedule including financial securities. Approved all changes to established budget

- Consistently identified, evaluated, and monitored project risks and developed and implemented risk mitigation strategies
- Assured project compliance with all contracts, agreements and permits by establishing clear contract and permit management responsibilities matrix
- Managed RFP process and schedule for major goods and services procurement contracts and leads negotiation of commercial contract terms. Approved contractor selection for shortlist and contract award. Approved all contract amendments and change orders
- Achievements:
 - Blackspring Ridge Wind Project, 300MW, 166 turbines, \$600M budget, largest windfarm in western Canada, built in 12 months
 - Massif du Sud Wind Project, 150 MW, \$350M budget

EDF Energies Nouvelles

Project Manager, Paris, France, 2008 to 2012

- Cost estimate, feasibility studies, optimization and planning
- Management of design studies, definition of the structure of contractual arrangement, technical and administrative specifications writing, consultations for electrical work, earthwork, civil engineering, etc.
- Work and contract management, schedule and budget monitoring until acceptance of work
- Coordination of construction supervisors and support service, relations with local authority, administrations and utilities
- Achievements:
 - Toul Solar Project, 115 MWp, €300M budget, largest solar project in Europe in 2012
 - Gabardan Solar Project, 63 MWp
 - Gabardan Prototype Solar Project, 2MWp, innovative dual-axis tracking system
 - Canton de Bonneval Wind Project, 24 MW

VOLUNTARY POSITIONS

Board Member: National Offshore Wind R&D consortium

QUALIFICATIONS

- **Master's Degree in industrial engineering**, Ecole des Mines de Nantes (France), Specialization in energy systems engineering, 2004 to 2008
- **Technical University of Berlin**, exchange semester at the (TU Berlin - Germany), specialization in combustion engines and renewable energy, 2007

Antoine's favorite thing about New Jersey is the opportunity to get great pizza everywhere he goes in the State.

Michael Garrity

New Jersey Permitting and Development lead, Atlantic Shores Offshore Wind

Michael Garrity brings over 25 years of coastal and land use permitting and development experience to his role as New Jersey Permitting and Development Lead. In this role, Mr. Garrity has been responsible for siting and licensing of all Atlantic Shores' transmission and substation infrastructure, leading property acquisition and permitting for Atlantic Shores' onshore facilities while also liaising with key stakeholder groups.

In his previous role, Mr. Garrity was managing multidisciplinary environmental teams that supported the siting, permitting, and licensing of electrical substations and transmission facilities for Exelon, in their Atlantic City Electric Service territory. As the Principal Environmental Specialist with the New Jersey Department of Environmental Protection's Division of Land Use Regulation, Mr. Garrity was responsible for reviewing and rendering decisions of large-scale coastal projects in New Jersey. Mr. Garrity holds a bachelor's degree in Environmental Studies from Stockton University in New Jersey and is a US Air Force veteran.

WORK EXPERIENCE

Atlantic Shores Offshore Wind, LLC

New Jersey Permitting and Development Lead, Cedarbrook, NJ, December 2019 to present

- Responsible for the siting and licensing of all Atlantic Shore's transmission and substation infrastructure.
- Leading all property acquisition efforts for Atlantic Shore's port facilities, onshore substations, right of way easements and highway road occupancy permits.
- Supporting outreach to various external stakeholder groups.

Atlantic City Electric (an Exelon Company)

Manager of Environmental Services and Compliance, Mays Landing, NJ, February 2008 to October 2019

- Responsible for the siting and licensing of all transmission, distribution and substation infrastructure projects in the Atlantic City Electric service territory.
- Directed environmental permitting scope of work for electric infrastructure projects ranging from \$1M to \$100M.
- Prepared detailed scopes and cost estimates for renewable energy projects in the PJM Queue Process.
- Provided guidance to third party Solar, Terrestrial Wind Energy, Off Shore Wind Energy, Micro Grid, Battery Storage, and Fuel Cell developers to navigate complex permitting efforts.
- Worked with Off Shore Wind developers to plan and permit the landfall of transmission to existing substations.
- Provided expert testimony relating to electric infrastructure projects before the New Jersey Board of Public Utilities (NJBP), PJM Interconnection, Federal Energy Regulatory Commission (FERC),

North American Electric Reliability Corporation (NERC), Regional Planning Agencies, County Planning Agencies and Municipal Planning and Zoning Boards.

- Delivered technical presentations to governmental agencies and non-governmental organizations regarding utility related environmental issues.
- Represented Atlantic City Electric on several NJDEP Stakeholder Committees including: NJDEP Flood Hazard Area Regulation Committee, NJDEP SRP Linear Construction / Utility Abatements Committee, NJDEP Corridor Infrastructure Projects Group, and the NJDEP Waiver of Department Rules Stakeholder Group.
- Significant knowledge of and experience with federal, state and local zoning / planning / environmental laws and regulations such as the National Environmental Protection Act (NEPA), Endangered Species Act (ESA), Historic Preservation Act (NJ SHPO and Section 106), Coastal Area Facility Review Act (CAFRA), Waterfront Development Law, Flood Hazard Area Control Act, Freshwater Wetlands Protection Act, The Wetlands Act of 1970.
- Provided support for corporate ISO 14001 Certification (2019).
- Responsible for sustainability efforts throughout the service territory including use of sustainable construction materials, implementation of strategies to adapt to climate change, supported Exelon's Climate Change Investment Initiative (2c2i), incorporating Green Building designs into facility projects, stormwater management upgrades, Greenhouse gas emission reduction, waste management, habitat protection and biodiversity.

New Jersey Department of Environmental Protection (NJDEP), Land Use Regulation Program, Bureau of Coastal Regulation

Principal/Supervisor Environmental Specialist (Coastal Resources), Trenton, NJ, August 1998 to February 2008

- Acted as region supervisor to render decisions on permit applications pursuant to the Coastal Area Facility Review Act (CAFRA), Waterfront Development Law, Flood Hazard Area Control Act, Freshwater Wetlands Protection Act, and the Wetlands Act of 1970.
- Represented the NJDEP in court and at hearings as a certified expert witness for cases involving CAFRA, freshwater wetlands, waterfront development, and coastal wetland issues.
- Assisted the Office of the Attorney General in preparation of evidence and affidavits for use in Administrative Hearings.
- Led pre-application meetings with potential coastal permit applicants and advise of any technical coastal policies or regulations, permit review procedures, and any project modifications necessary for environmental compliance.
- Trained Program staff on field methodologies as required under CAFRA, Waterfront Development Law, Freshwater Wetlands Protection Act, and the Wetlands Act of 1970.
- Served as NJDEP Land Use Regulation Program's liaison to the National Park Service, US Army Corps of Engineers, US Fish and Wildlife Service, National Marine Fisheries, and the National Park Service.

- Conducted technical inspections of proposed construction projects, filling and excavation to assess the potential impact on natural resources of the site and the surrounding coastal region and evaluates data for specific coastal permit application and relevant coastal policies.
- Prepared clear, technically sound, accurate and informative reports on inspections, permit decisions and/or coastal impact assessments including findings, conclusions and recommendations.

Camden County Environmental Commission

Camden County Environmental Commissioner, Collingswood, NJ, April 1999 to April 2000

- Advised the Camden County Board of Chosen Freeholders, Camden County Department of Environmental Affairs and the Camden County Planning Board on a broad range of environmental issues in Camden County.
- Presented environmental reports to elected officials, government agencies, civic associations and the general public.

Stone Harbor Surveyors and Engineers

Environmental Planner, Stone Harbor, NJ, May 1994 to August 1998

- Performed delineation of freshwater wetlands and tidal wetlands.
- Advised developers of technical coastal policies, regulations, and permit applications procedures necessary for environmental compliance.

United States Air Force / New Jersey Air National Guard

Civil Engineering Technician, 177th Civil Engineering Squadron, Pleasantville, NJ, November 1990 to November 1996

- Responsible for the coordination and supervision of a variety of engineering and environmental projects, surveying projects, construction teams, disaster assessment / response teams, and all base facility land use activities.
- Acted as Supervisory Non-Commissioned Officer (NCOIC) with Site Development Section.
- Supervised civil engineering unit activities and personnel (4-20 enlisted persons).

PROFESSIONAL HONORS AND AWARDS

US Air Force Training Ribbon, US Air Force Expert Marksman Ribbon, US Air Force Meritorious Service Medal, US Air Force Longevity Service Award, National Defense Service Award, New Jersey Air National Guard Good Conduct Award, New Jersey Air National Guard Desert Storm Ribbon, Honorable Discharge New Jersey Air National Guard (1996), Honorable Discharge US Air Force (1998), Atlantic City Electric (PHI) 5 Year Service Award, and Exelon 10 Year Service Award.

PROFESSIONAL AFFILIATIONS

New Jersey Audubon Society's Stewardship Council, Southern New Jersey Chamber of Commerce Environmental Committee, New Jersey Utility Association's Environmental Sub-Committee, New Jersey Corporate Wetlands Restoration Partnership (NJCWRP), Pinelands Preservation Alliance, Trustee for New Jersey Conserve Wildlife Foundation, Electric Power Research Institute (EPRI), Edison Electric Group (EEI), Utility Water Act Group (UWAG), Utility Solid Waste Activities Group (USWAG), and Association of New Jersey Environmental Commissioners (ANJEC).

Mike's favorite thing about New Jersey is the Pine Barrens. It is home.

Julia Pettit

General Counsel, Secretary and Ethics and Compliance Officer, Atlantic Shores Offshore Wind, LLC

Julia Pettit has been engaged in the practice of law for nearly 30 years with the latter half of her career focused on the renewable energy industry. In her role as General Counsel, Secretary and Ethics and Compliance Officer, Ms. Pettit spearheads a broad range of legal matters, including key project agreements, offtake agreements, ethics and governance policies, and general corporate matters.

Prior to joining Atlantic Shores, Ms. Pettit was part of the legal team at EDF Renewables North America. In her role at EDF Renewables, Ms. Pettit was regularly engaged in a broad range of legal matters, including project development, tax equity finance, M&A, key project agreements relating to utility scale wind and solar energy projects, offtake agreements including power purchase agreements for both corporates and utilities, hedge agreements, and general corporate matters. Ms. Pettit holds a bachelor's degree in economics from the University of Utah and a juris doctorate degree from Suffolk University Law School.

WORK EXPERIENCE

Atlantic Shores Offshore Wind, LLC

General Counsel, Secretary and Ethics and Compliance Officer, Brooklyn, NY, 2019 to Present

- Responsible for overseeing a wide range of legal matters related to project permitting (local/state/federal), offtake solicitations, power purchase agreements, financing activities and the preparation and negotiation of turbine supply agreements, construction agreements, operations and maintenance agreements, engineering service agreements, consulting service agreements, purchase agreements, non-disclosure agreements, and other relevant documentation related to the Atlantic Shores' portfolio of offshore wind projects.
- Handles day-to-day Project-related legal matters; provide legal expertise to the Management Team and Project staff; analyze exposure to risk factors and mitigation measures; assure compliance with internal corporate policies (including Code of Conduct and ethics requirements) and all applicable laws; responsible for preparing and delivering updates on legal developments and requirements to various audiences; and provide ongoing advice on applicable laws and regulations governing Atlantic Shores' commercial activities.
- Serves as the corporate secretary to Atlantic Shores and acts as a legal advisor to the Atlantic Shores Board of Directors and Management Team on corporate governance matters, manages all necessary corporate governance and compliance requirements, including the preparation of resolutions, notices, and minutes and performs any additional duties as required.
- Oversees and manages the external legal support teams.

EDF Renewables

Senior Counsel, San Diego, CA, 2015 to Present

- Responsible for a wide range of legal matters related to the development, construction, financing, and operation of EDFR's utility scale wind and solar projects, including reviewing, drafting, and negotiating complex commercial contracts.
- Provide internal legal support in connection with offtake agreements (power purchase agreements, hedge agreements and corporate contracts for differences) and interconnection agreements and on M&A, tax equity and cash equity transactions.
- Manage external legal counsel.

Stoel Rives LLP

Of Counsel; Senior Associate, Salt Lake City, UT and San Diego, CA, 2002 to 2015

- Corporate and transactional practice focused on renewable energy project finance and development, and mergers and acquisitions, including the acquisition of distressed assets.
- Additional experience in representing creditors, debtors and other parties-in-interest in general corporate restructuring and insolvency-related matters and complex commercial litigation.

United States Magistrate Judge, United States District Court for the District of Utah

Judicial Clerk for the Honorable Samuel Alba, Salt Lake City, UT, 1994 to 2001

Bingham Dana & Gould, Boston, MA

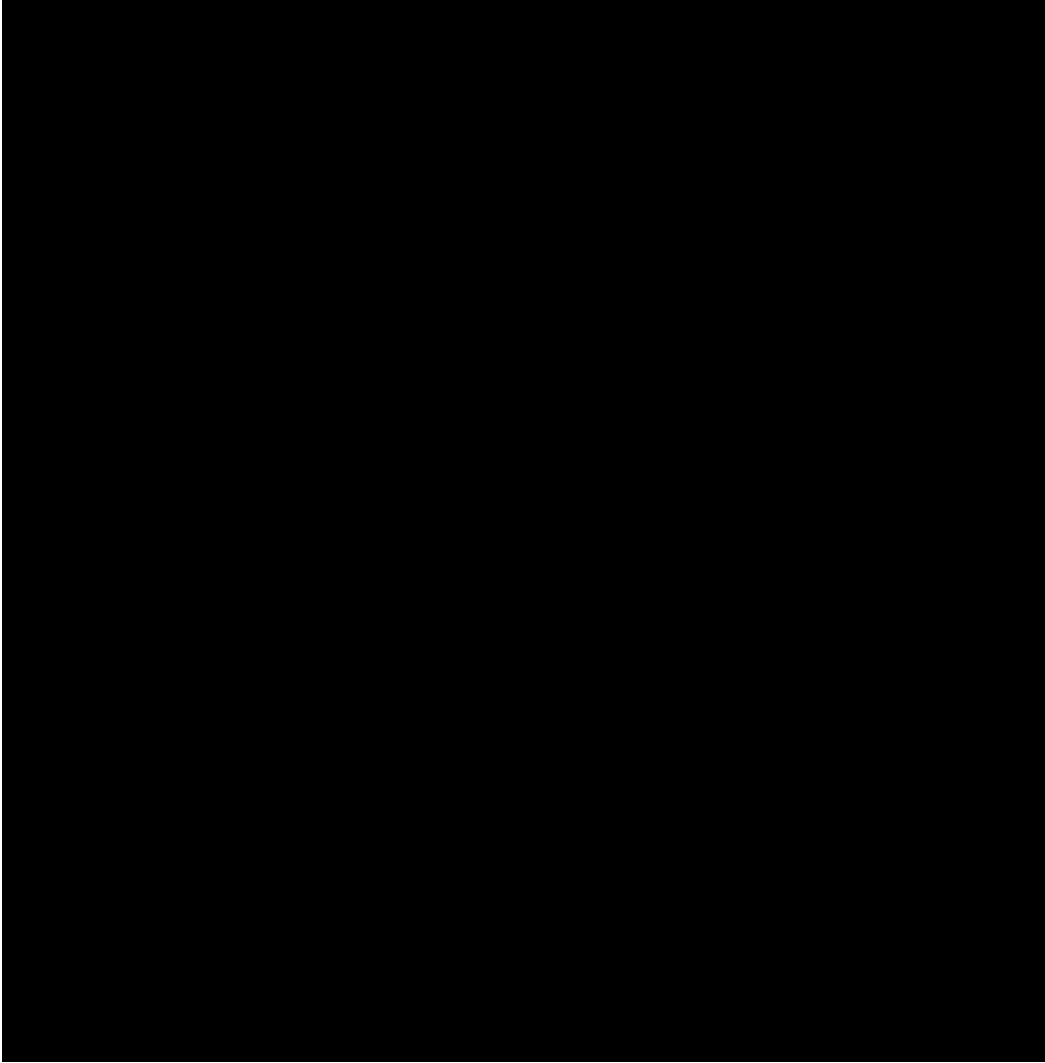
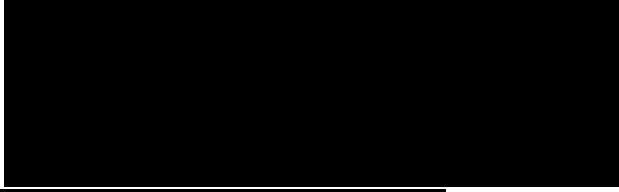
Associate, Boston, MA, 1991 to 1993

QUALIFICATIONS

- **Suffolk University Law School**, Boston, Massachusetts, J.D., 1991, *cum laude*. Staff Member, *Suffolk Transnational Law Journal*, 1989-1990.
- **University of Utah**, Salt Lake City, Utah, B.A., 1984, economics.
- **Bar admissions:**
 - Massachusetts
 - Utah
 - California

Julia's favorite thing about New Jersey is the opportunity to explore 130 miles of beautiful ocean beaches from Sandy Hook to Cape May that also include amazing nature preserves, parks, hiking and biking trails.









OFFICER'S CERTIFICATE

I, Luis Silva, am the duly elected and qualified Chief Financial Officer of EDF Renewables, Inc., a Delaware corporation (the "Company"), and as such I am authorized to execute this Certificate on behalf of the Company.

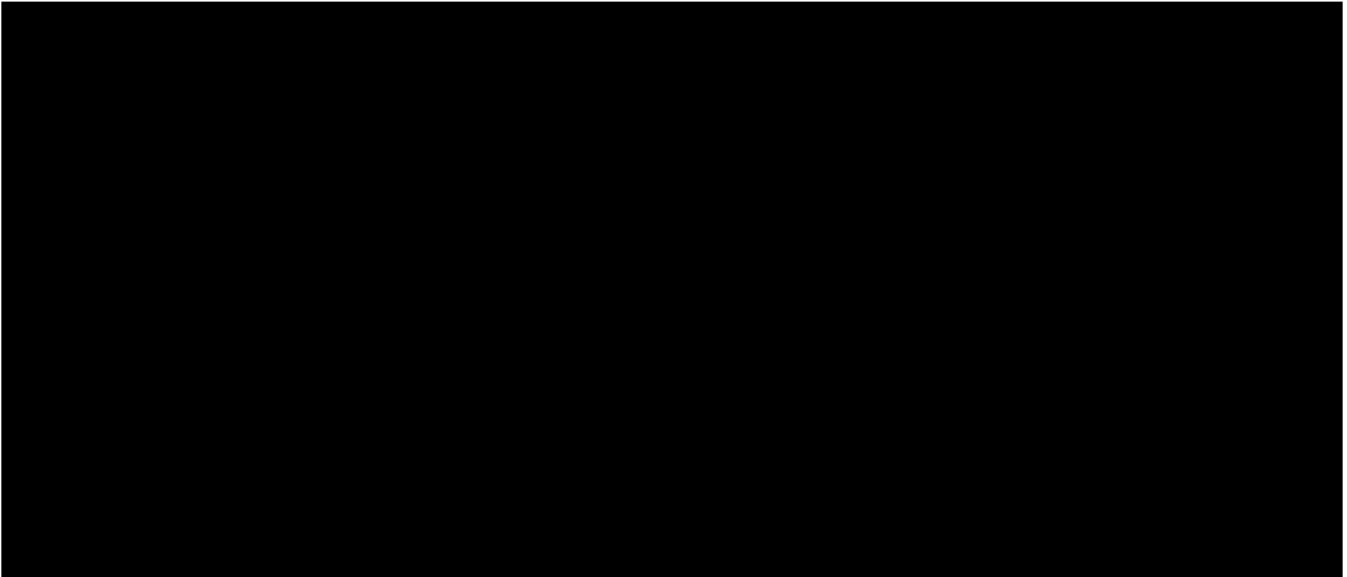
I hereby certify that, to the best of my knowledge:

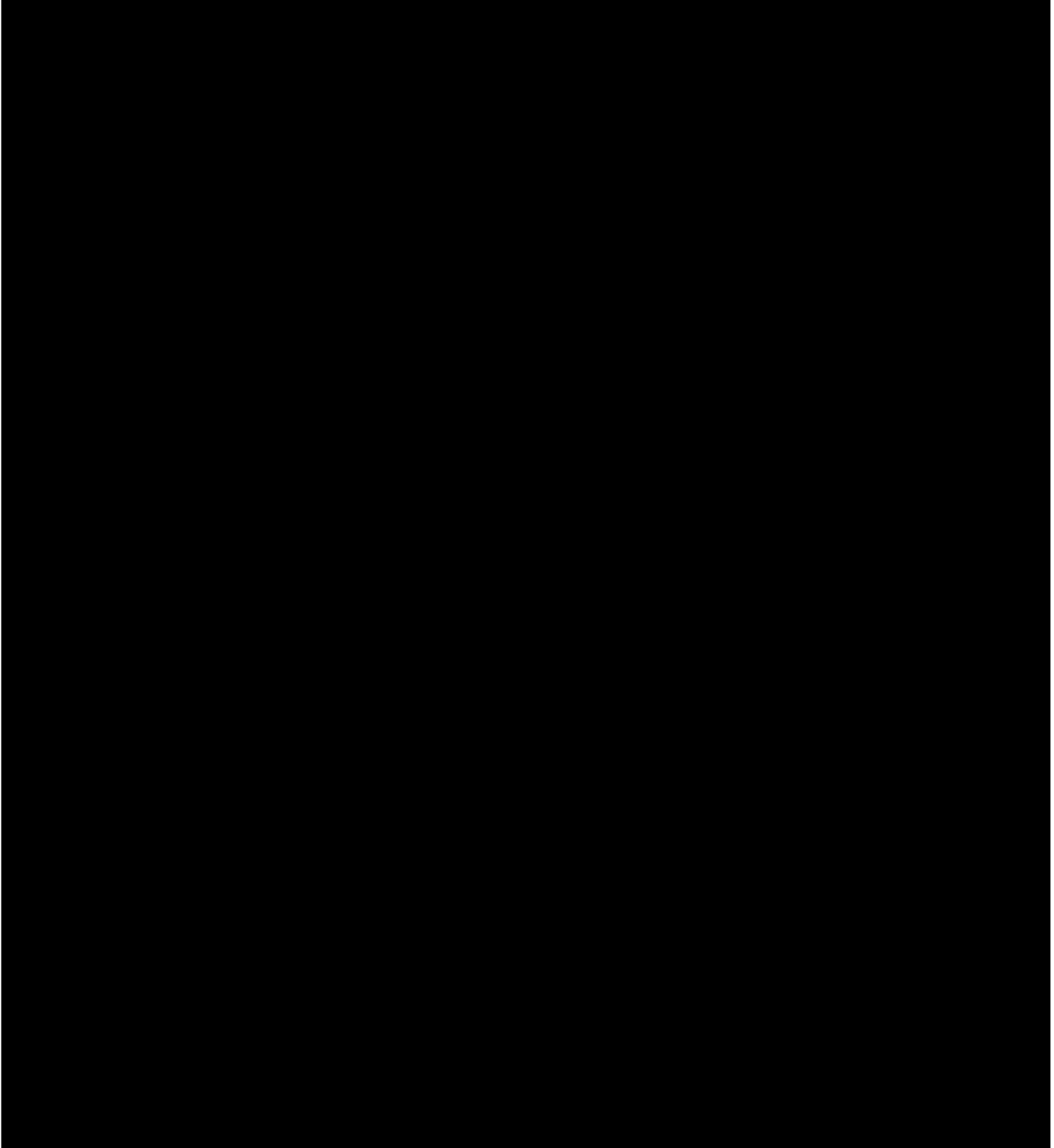
These Financial Statements (as defined below) of the Company, to consist of an unaudited consolidated balance sheet and income statement as of the fiscal year ending December 31, 2019 (the "Fiscal Year"), together with an unaudited consolidated statement of cash flows for such Fiscal Year, setting forth in comparative form, unaudited consolidated figures for the preceding fiscal year ending December 31, 2018 (together hereinafter referred to as the "Financial Statements") have been prepared in accordance with International Financial Reporting Standards consistently applied, as developed and maintained by the International Accounting Standards Board.

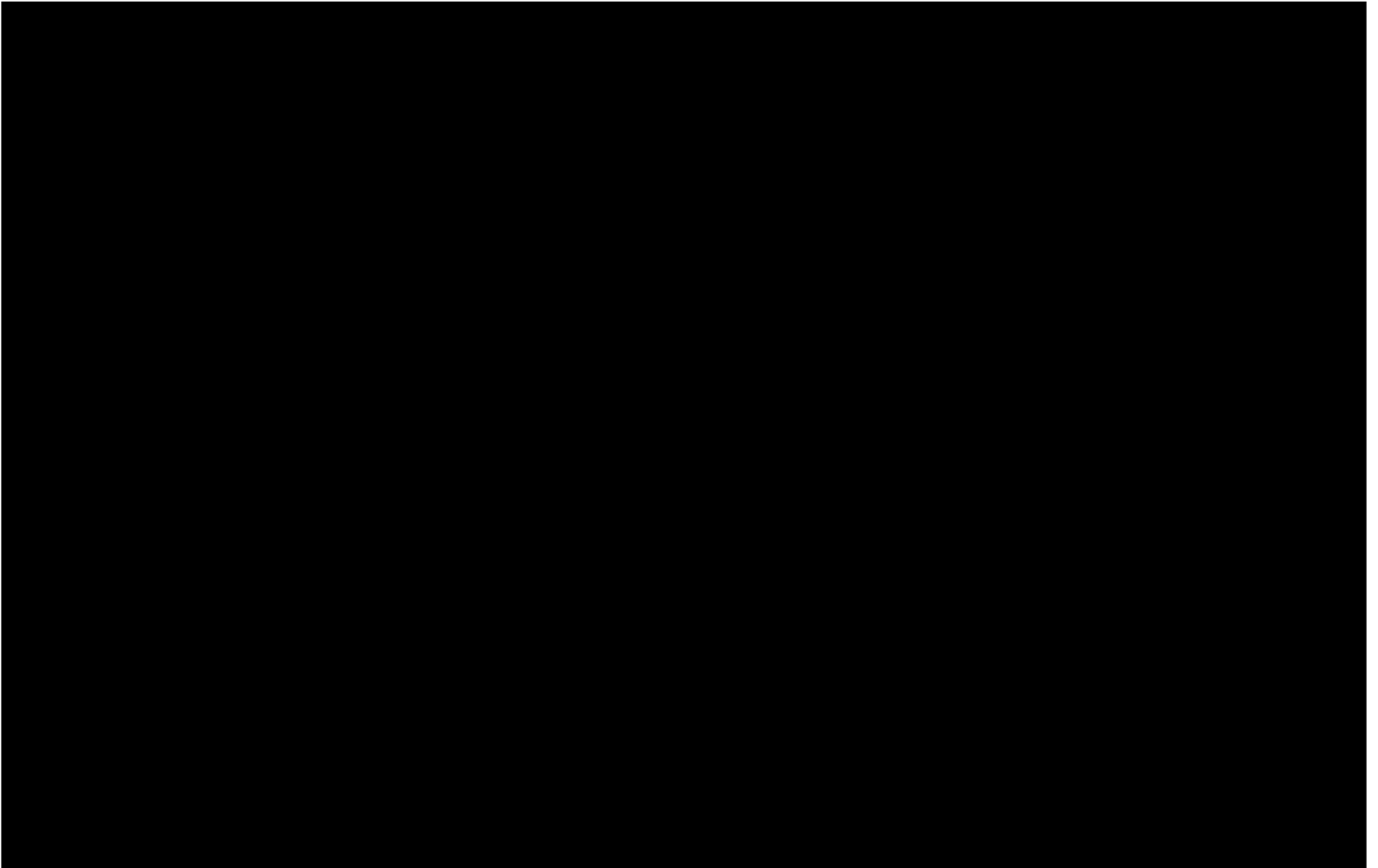
IN WITNESS WHEREOF, I have signed my name on the 27th day of October 2020.

A handwritten signature in blue ink, appearing to read "Luis Silva", written over a horizontal line.

Luis Silva
Chief Financial Officer



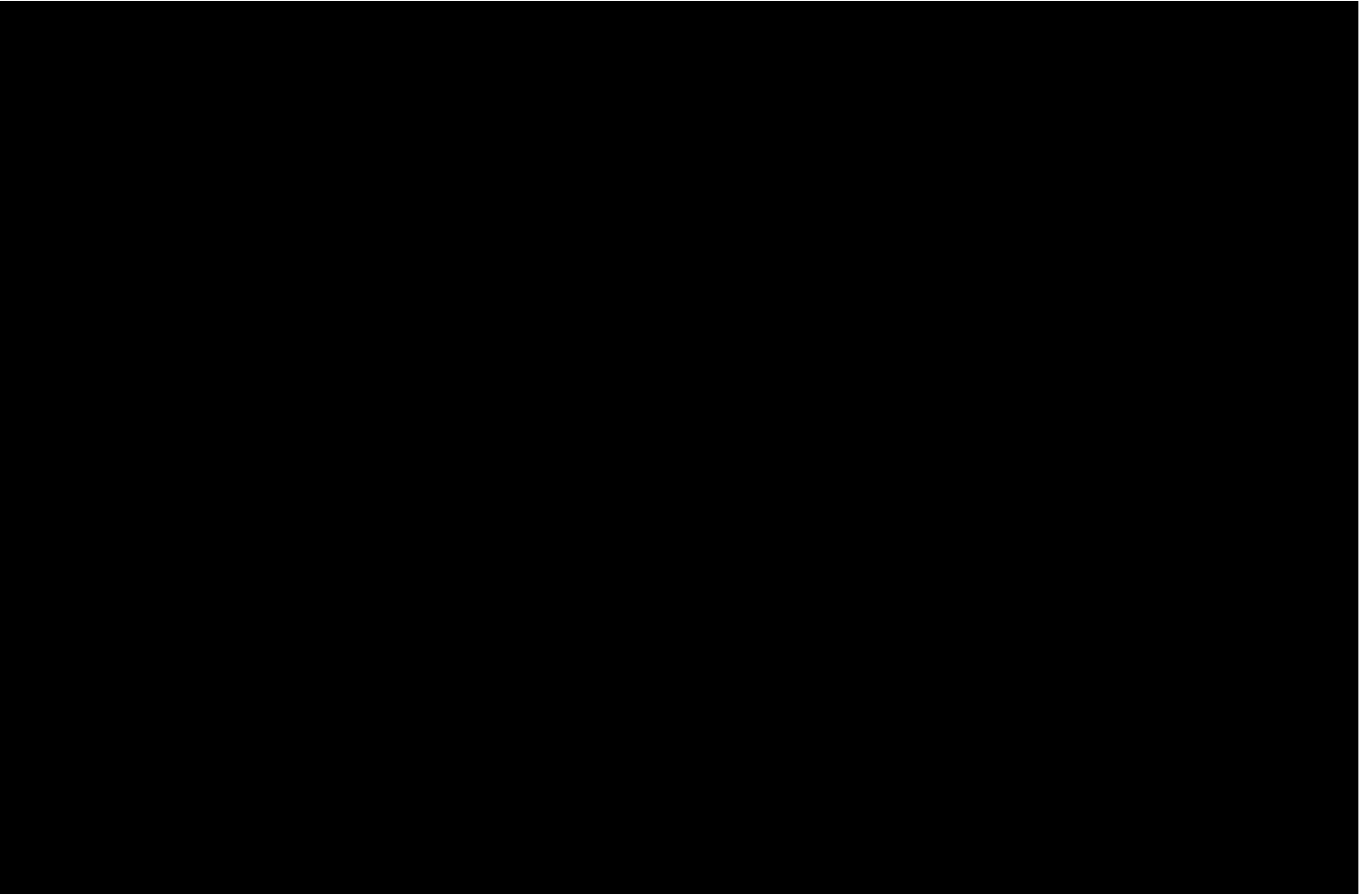


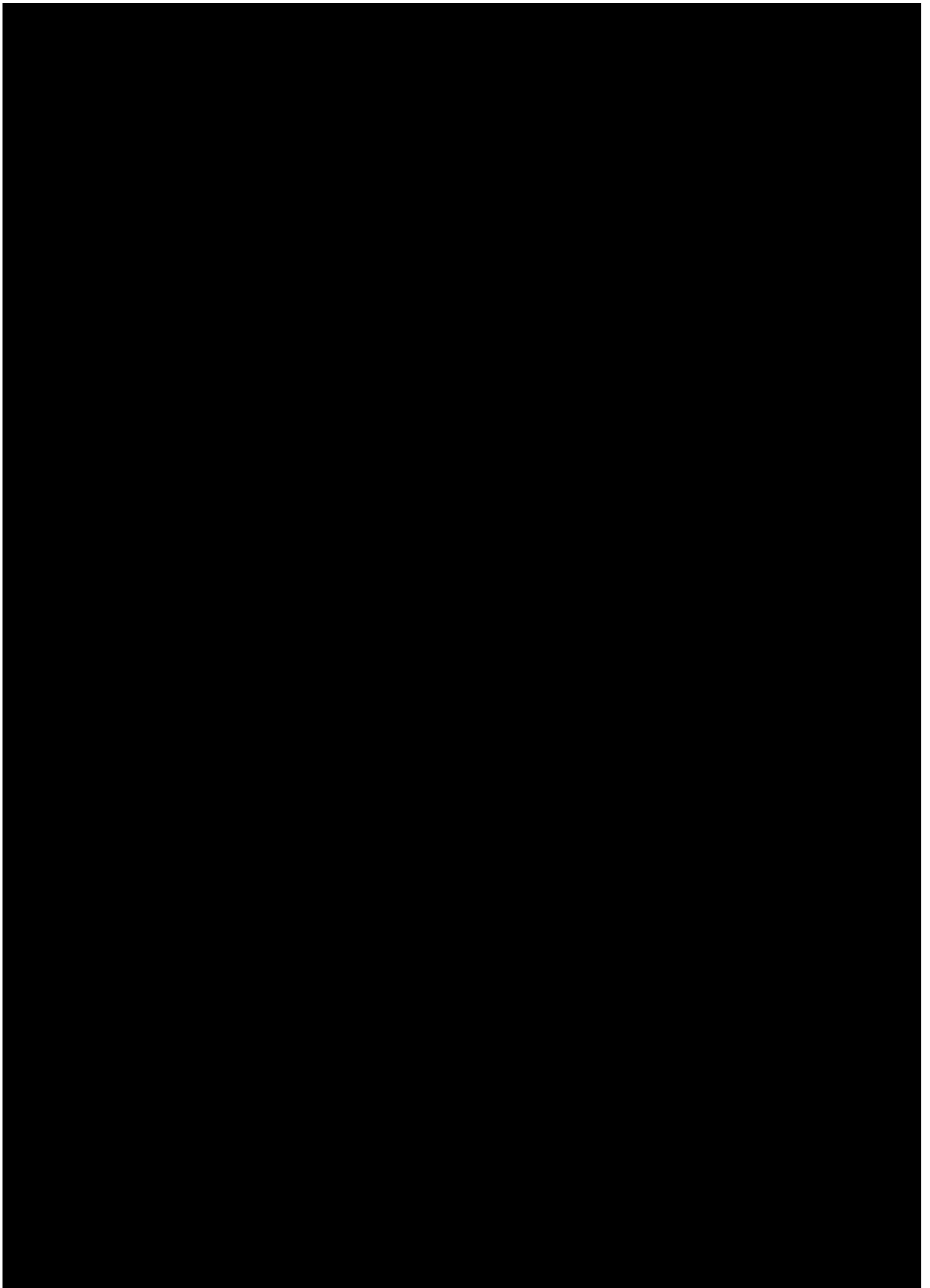


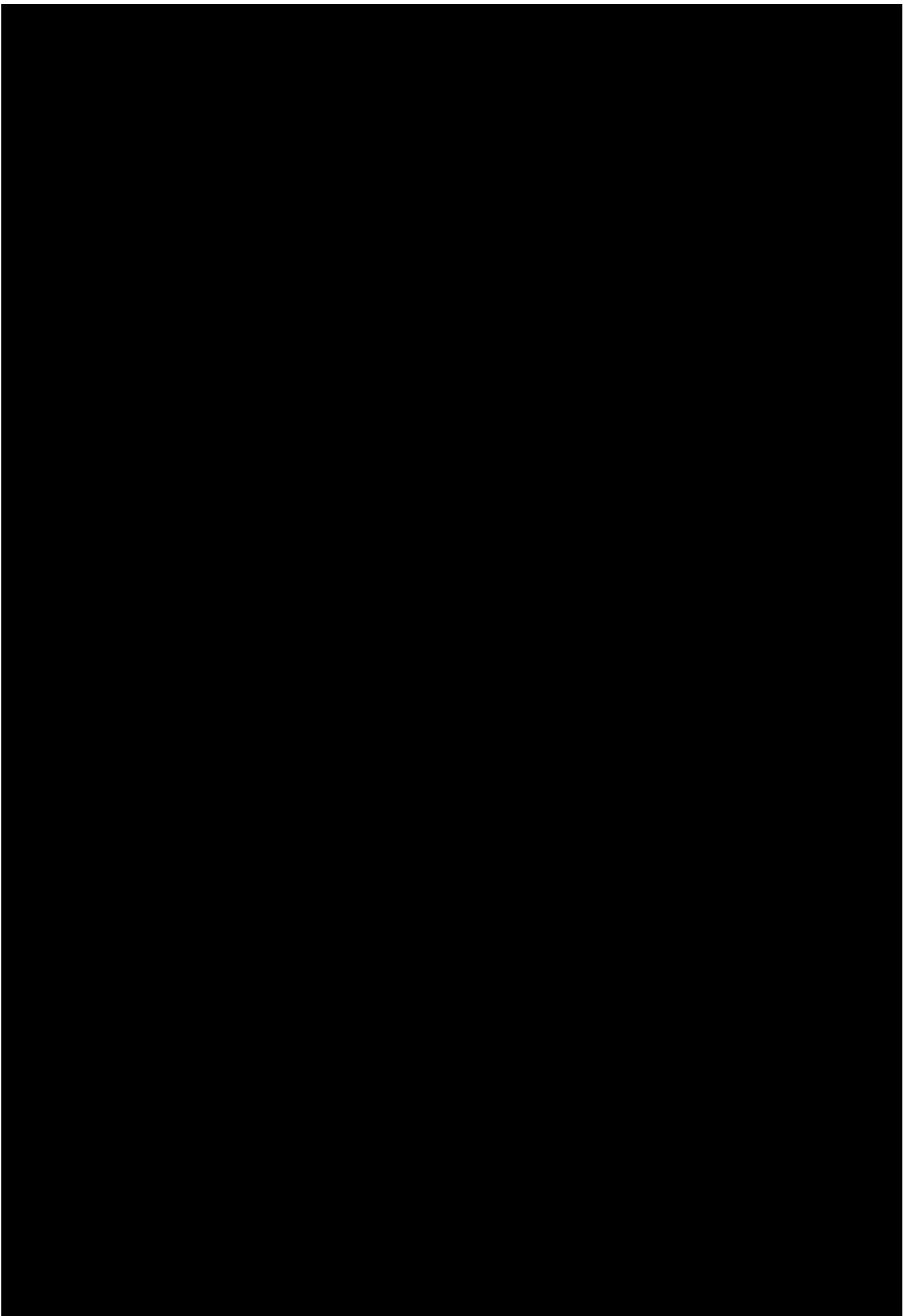


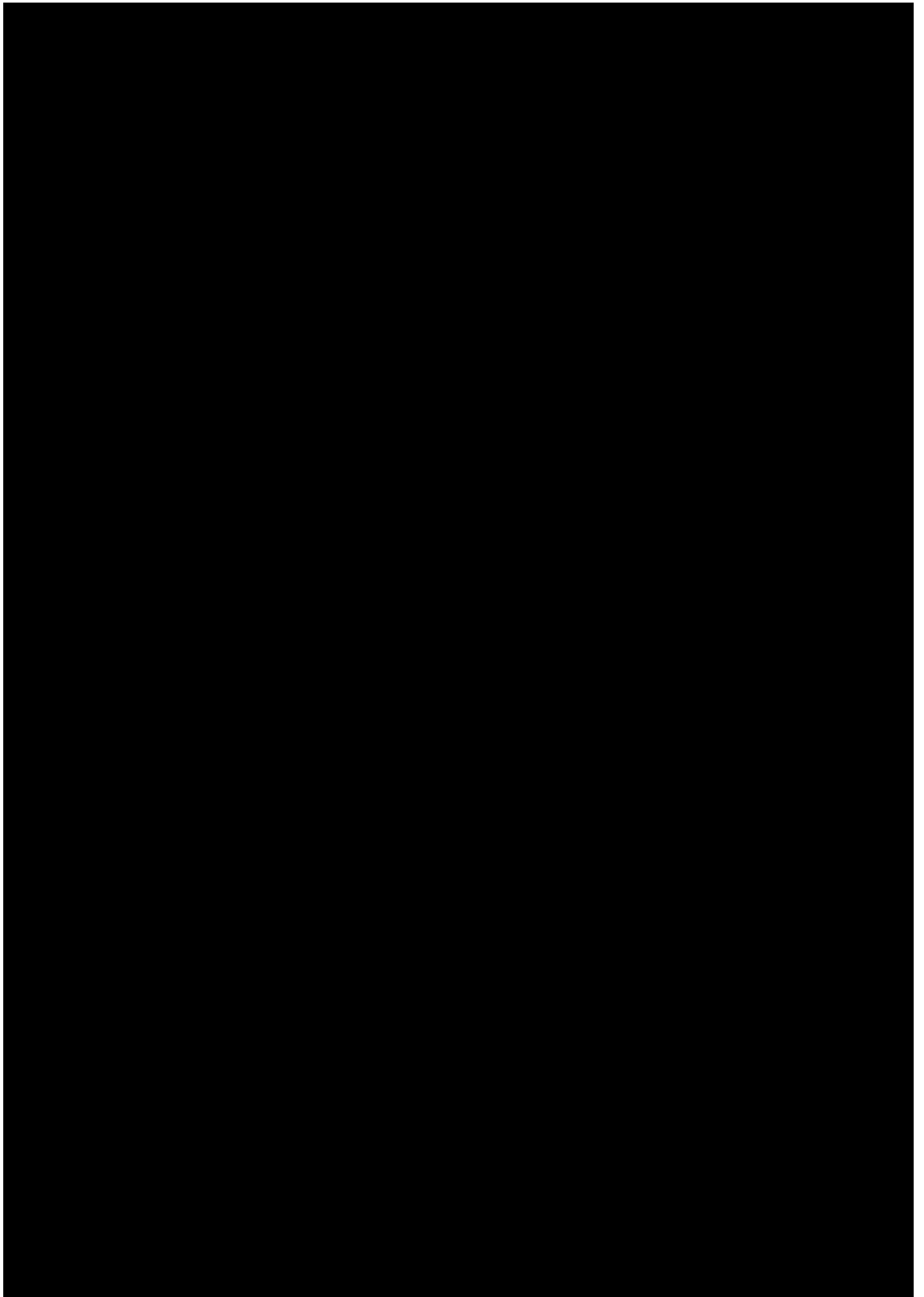
Shell Oil Company

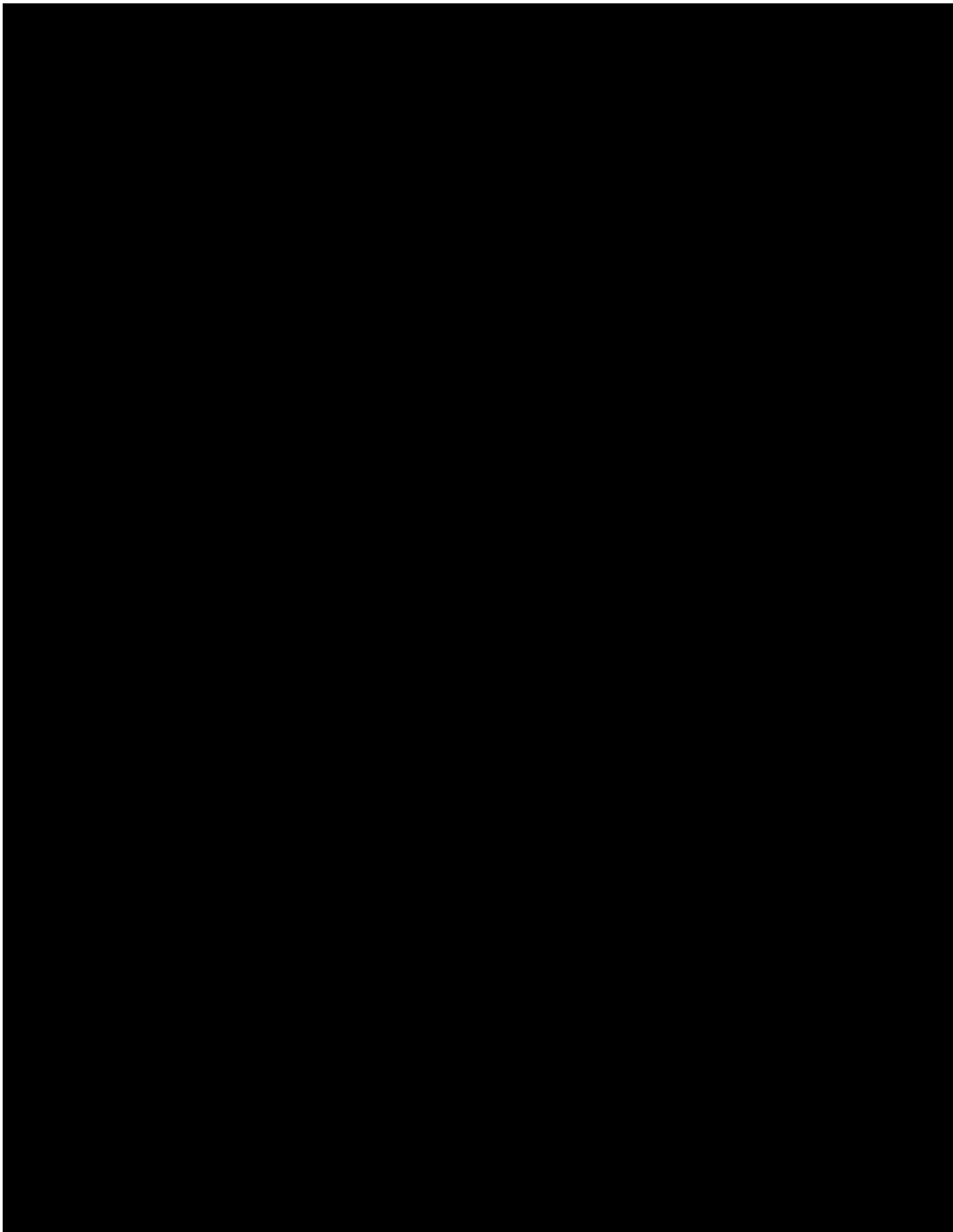
2019 Consolidated Financial Statements

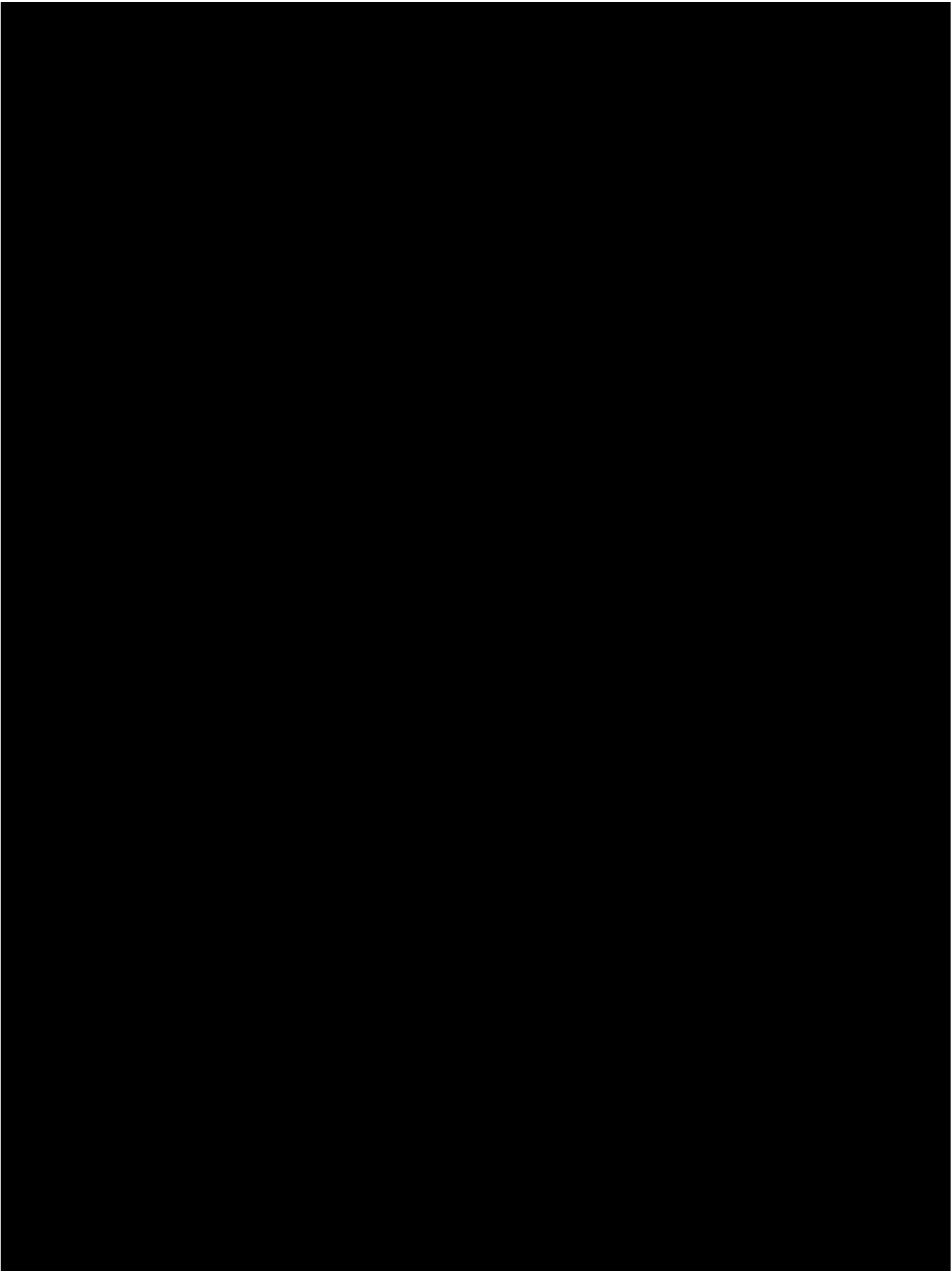


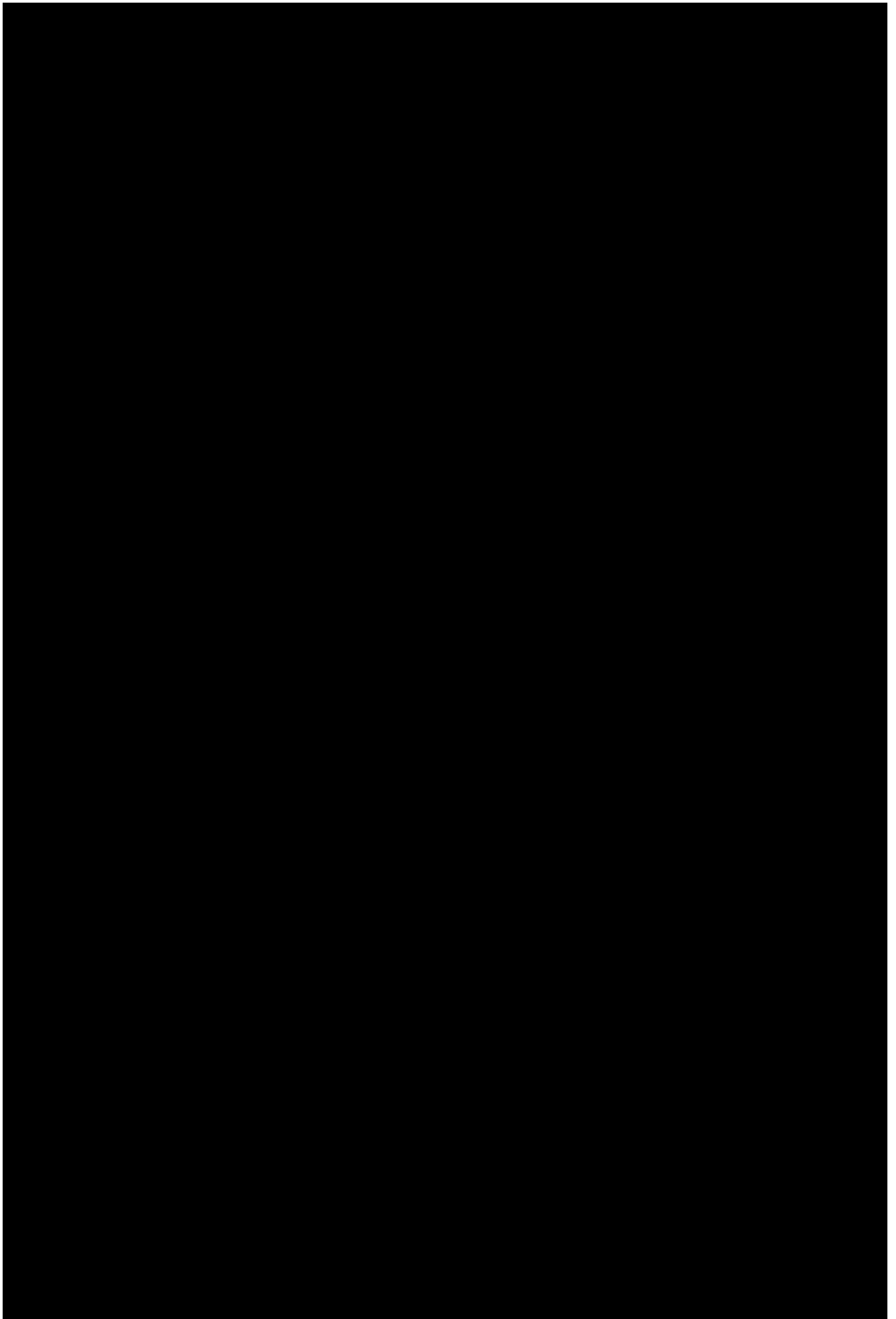


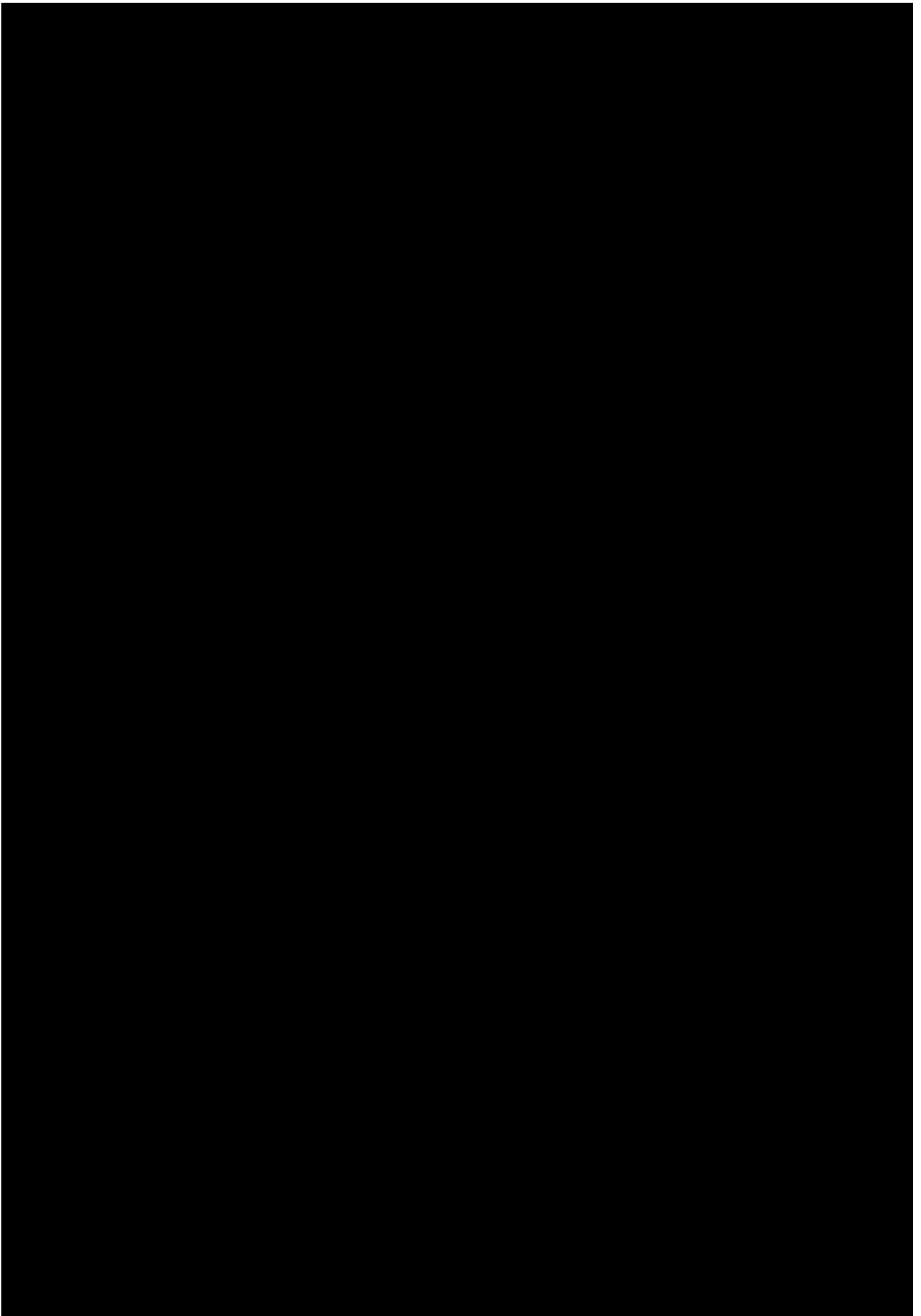


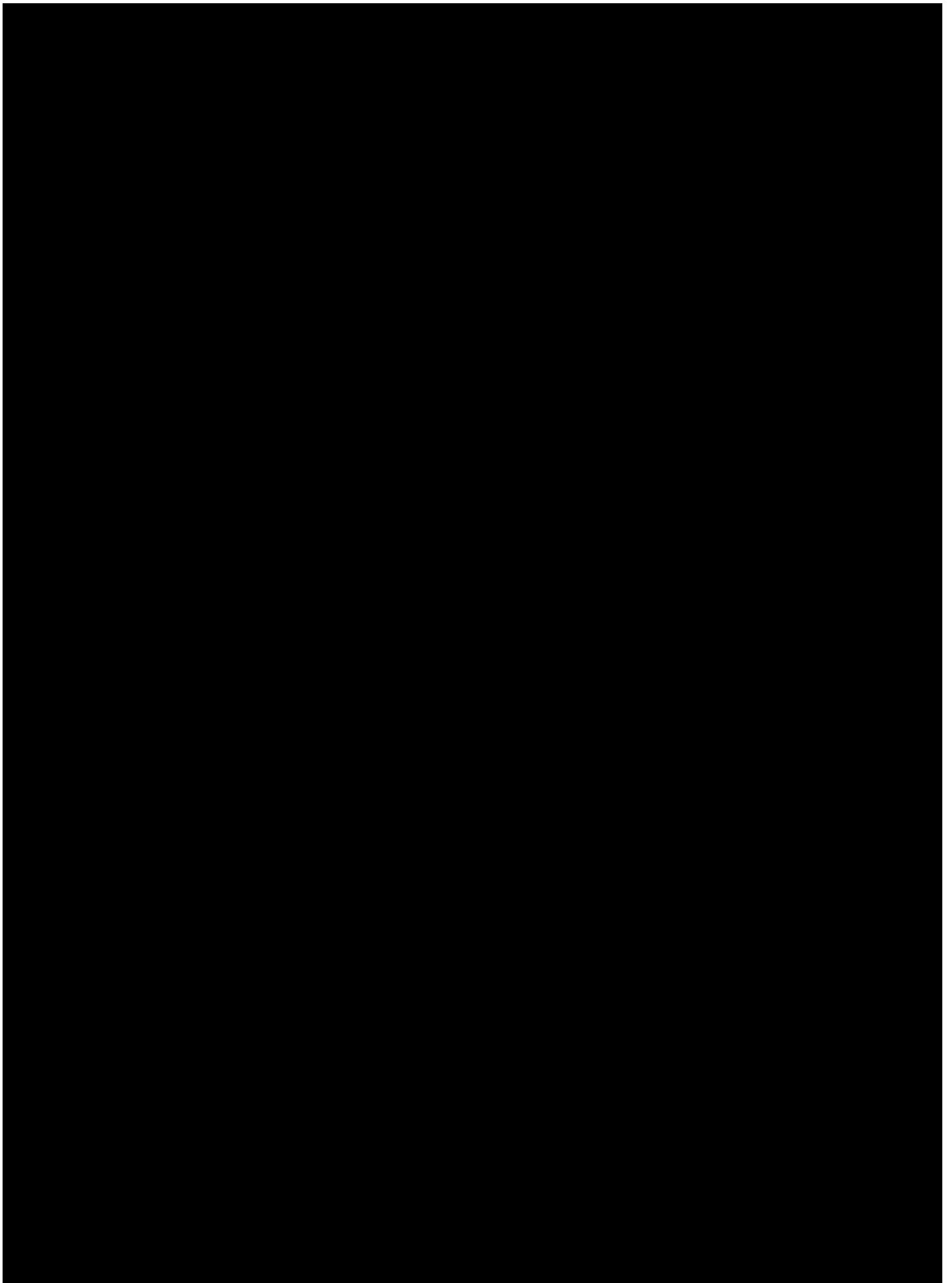


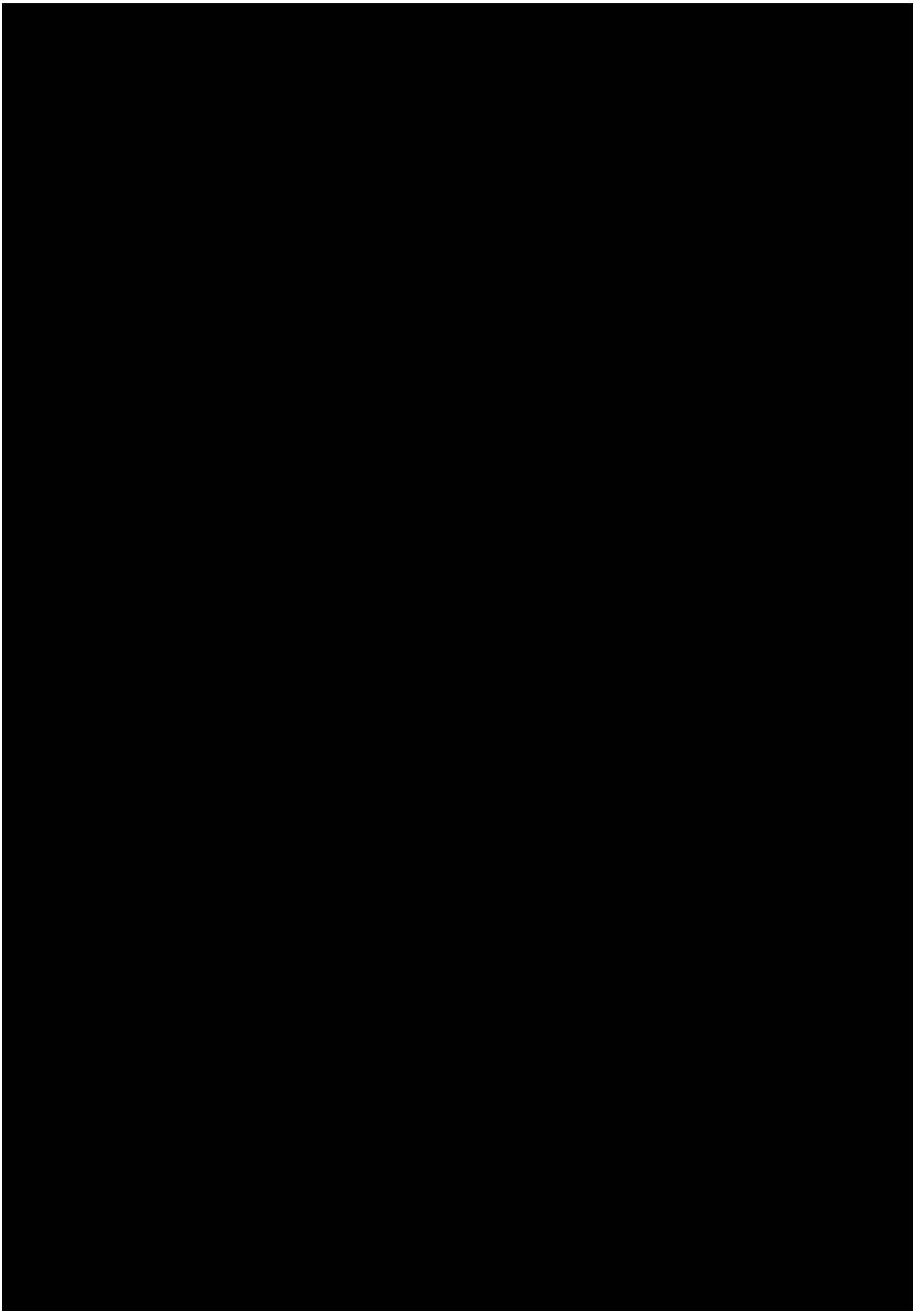


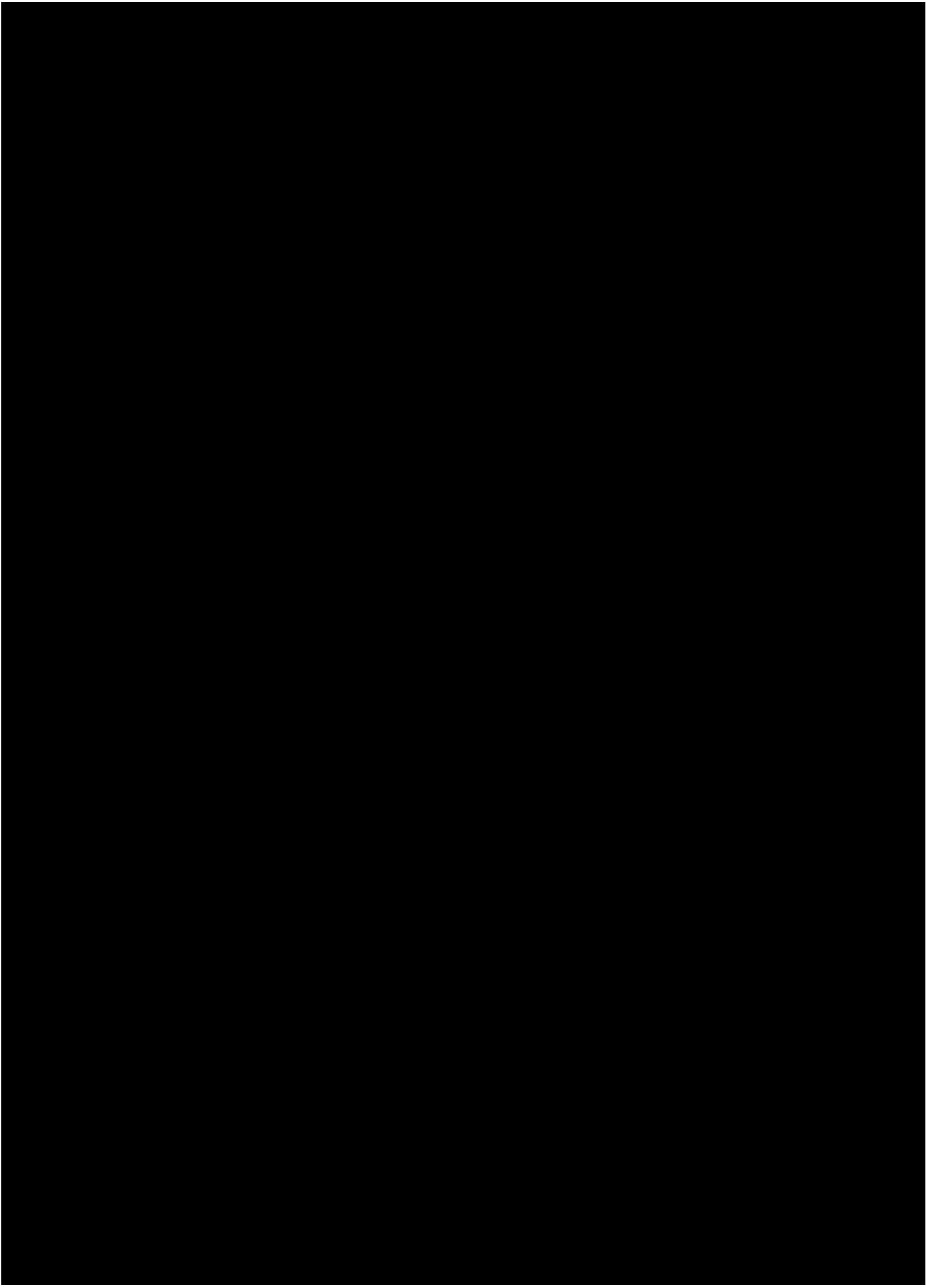


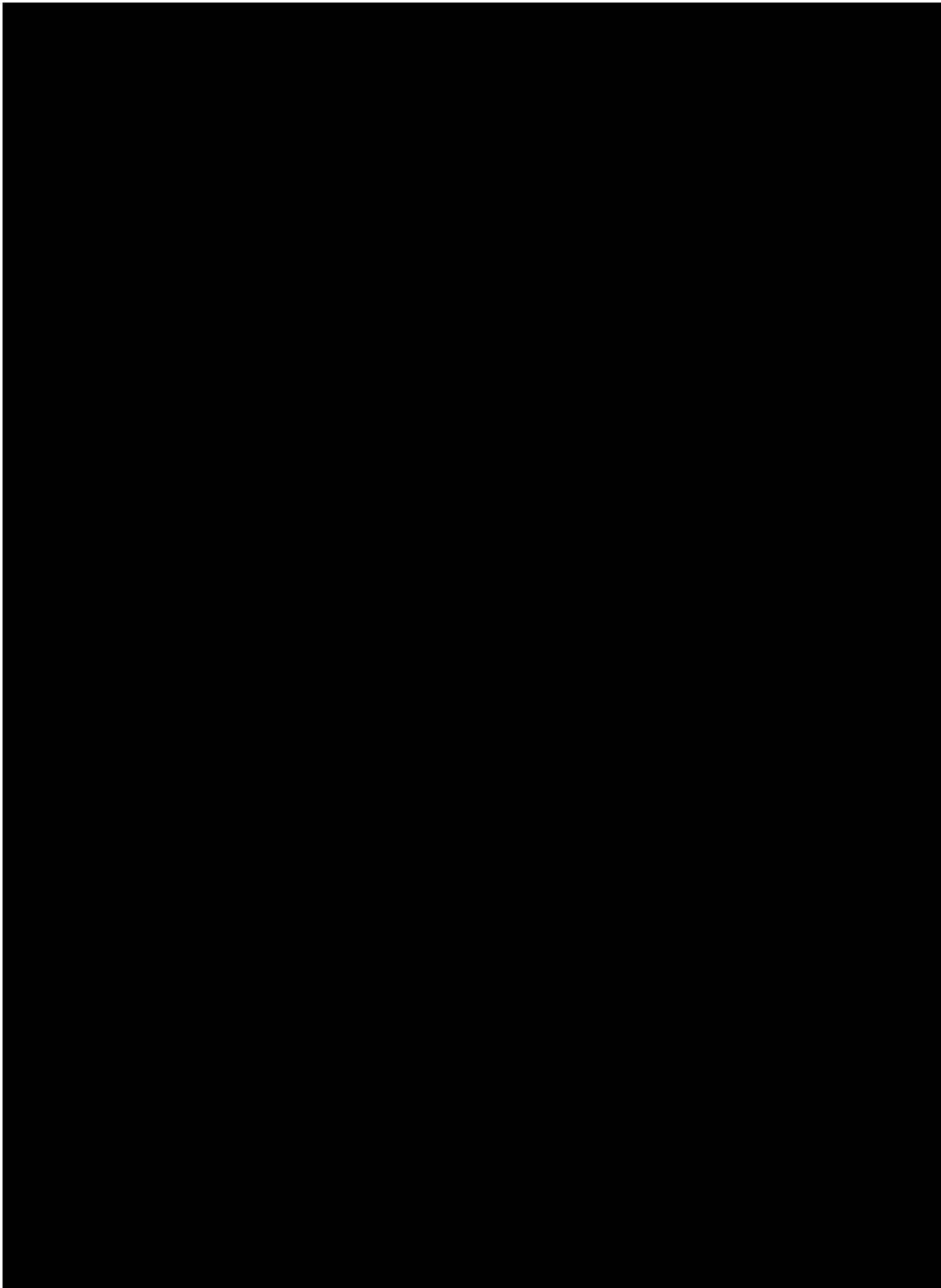


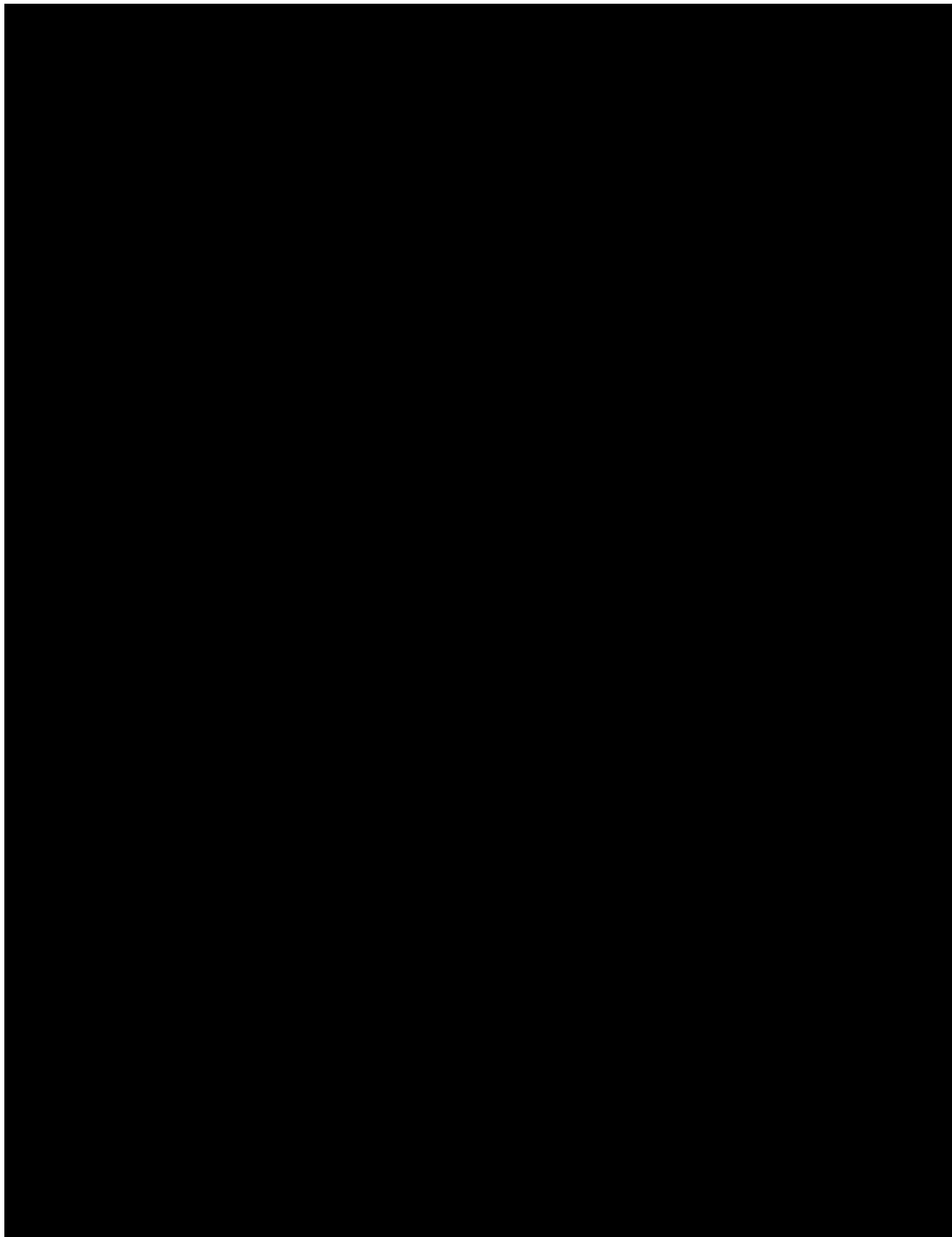


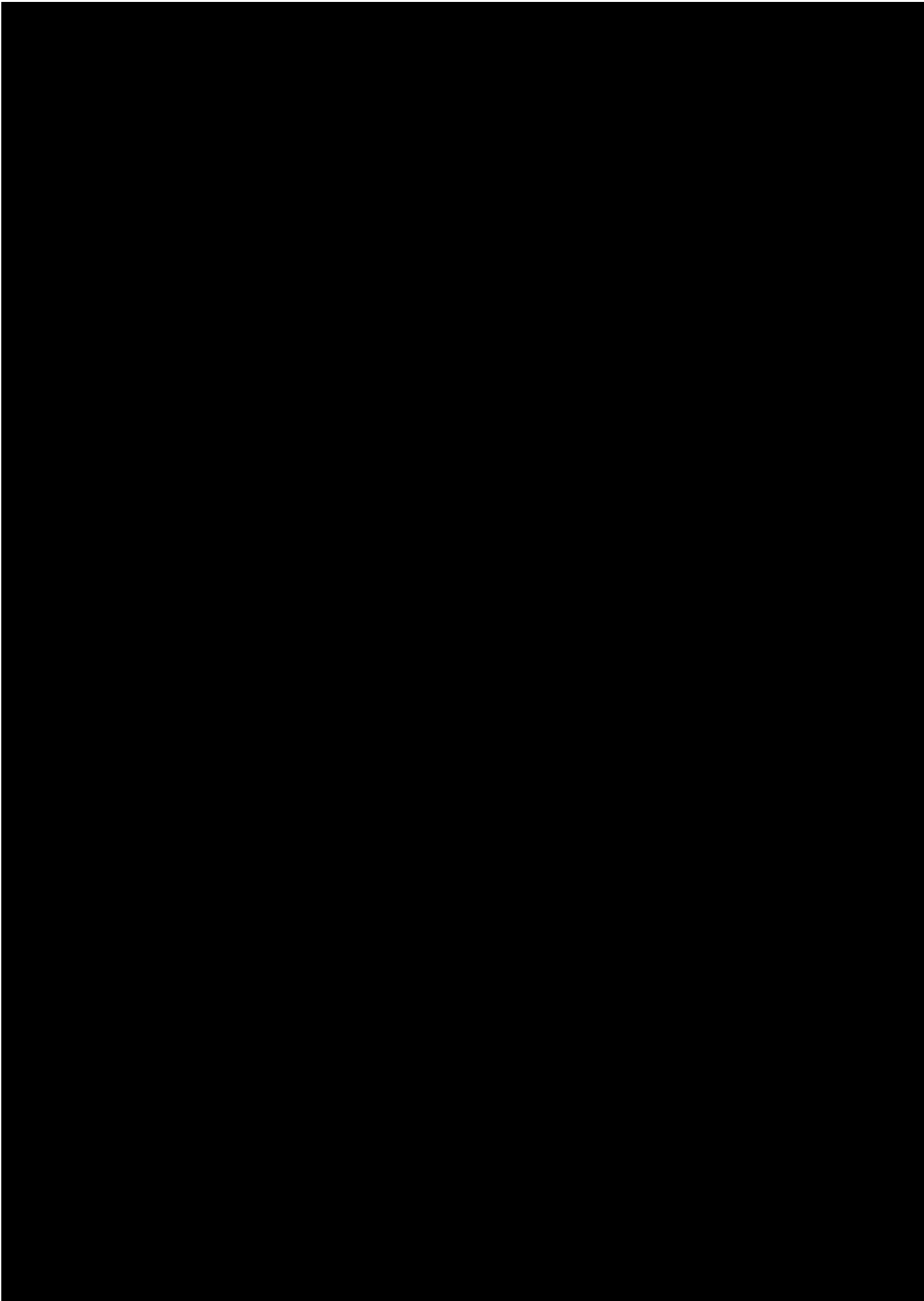


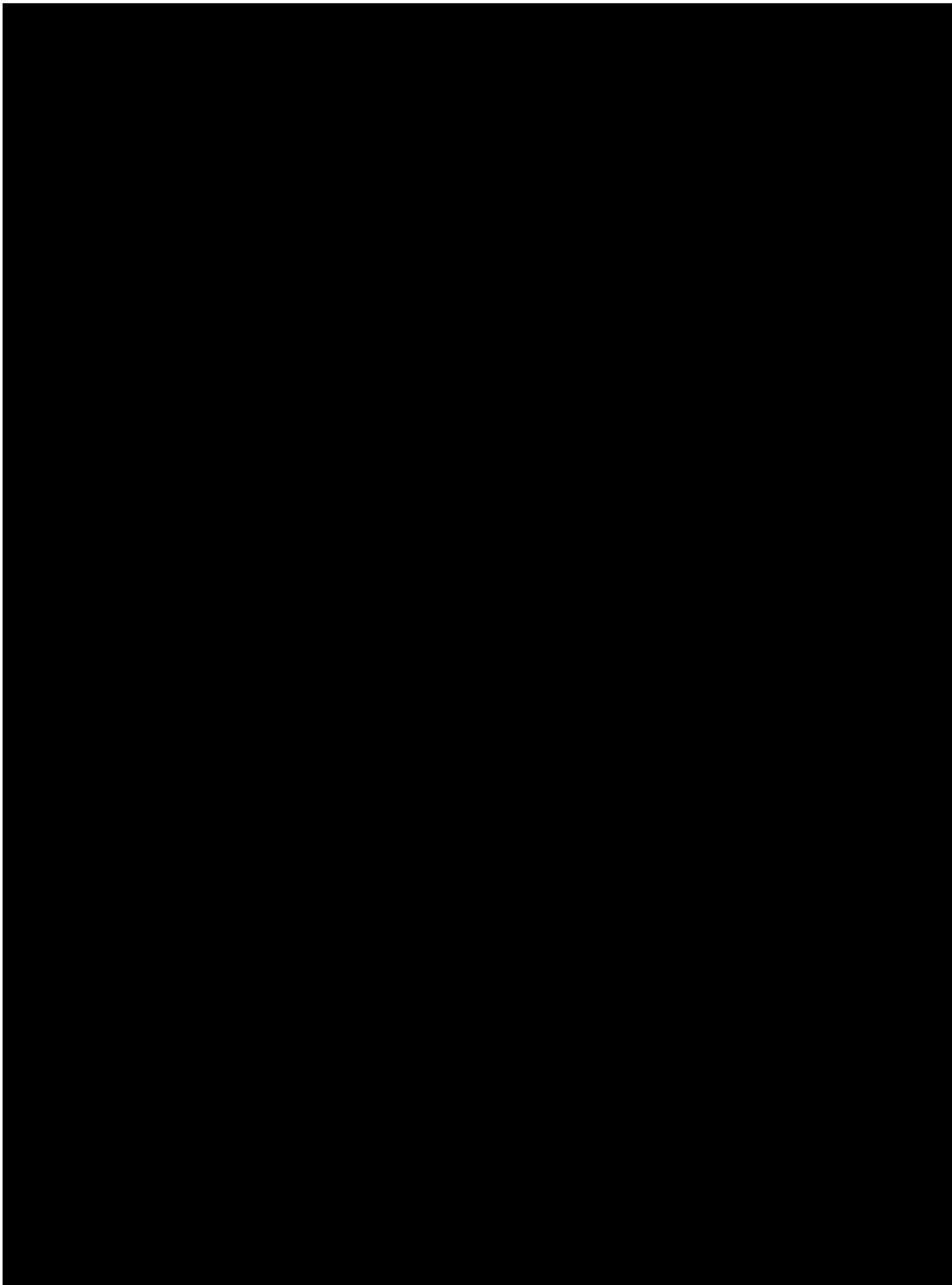


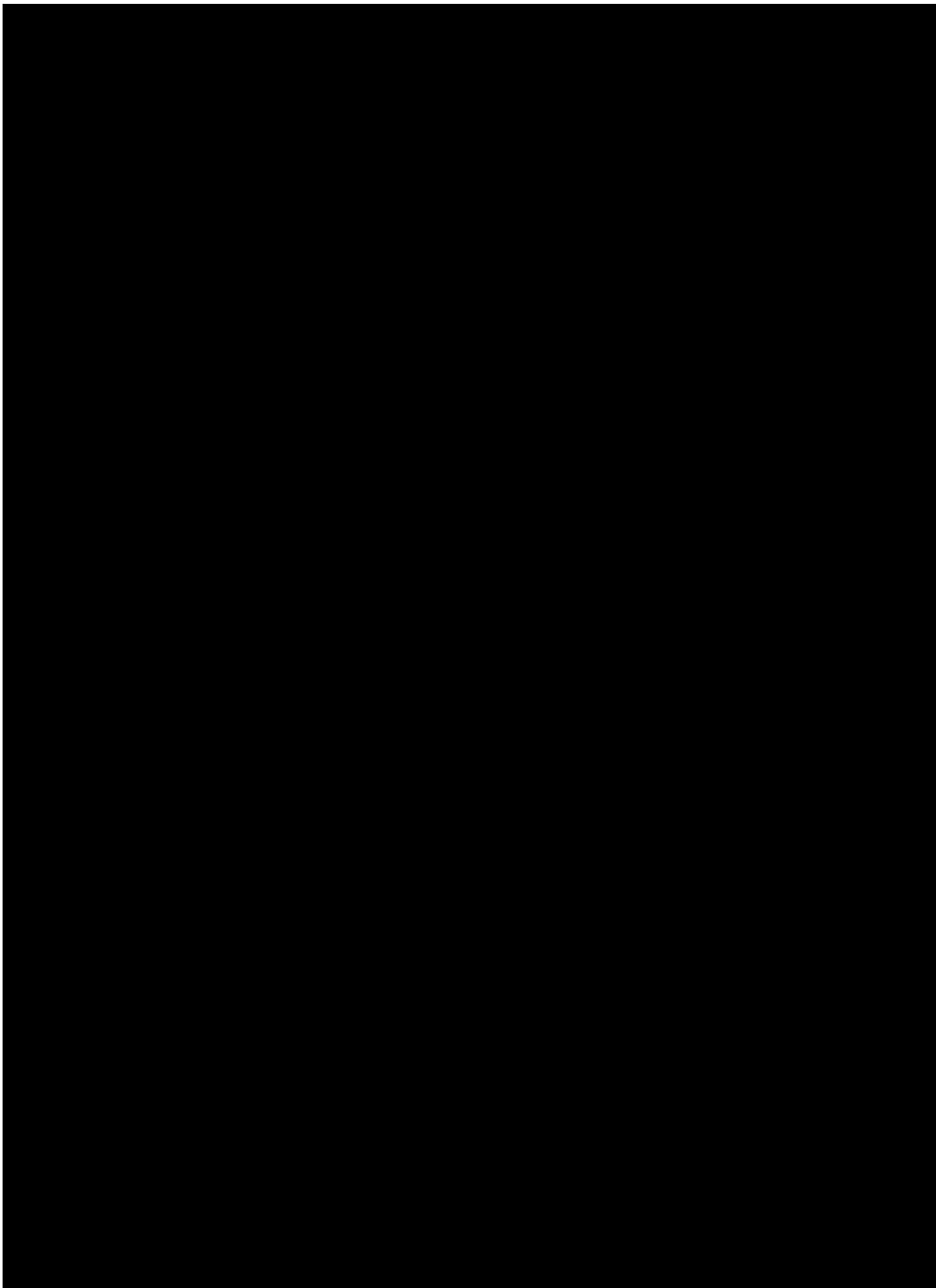


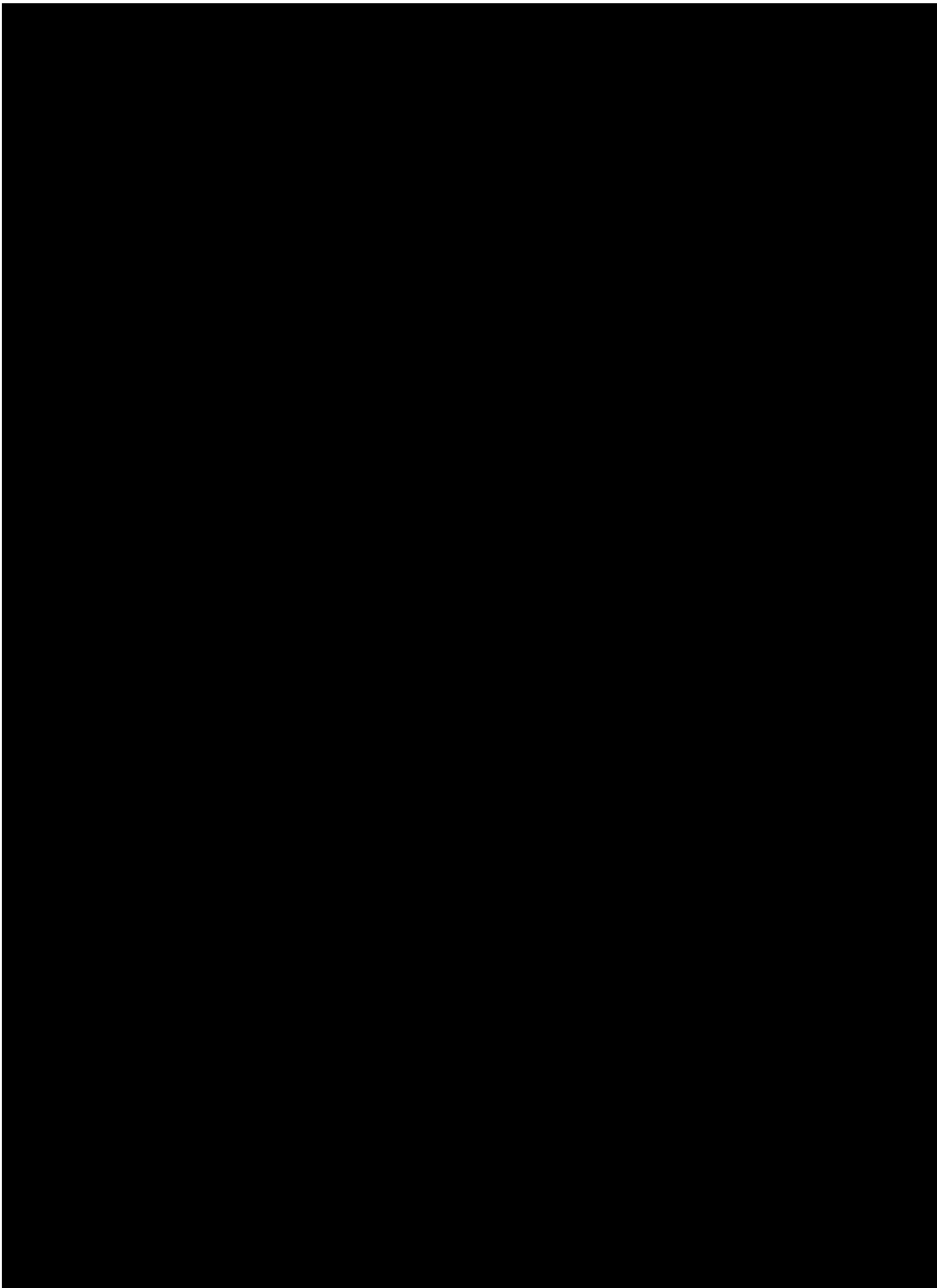


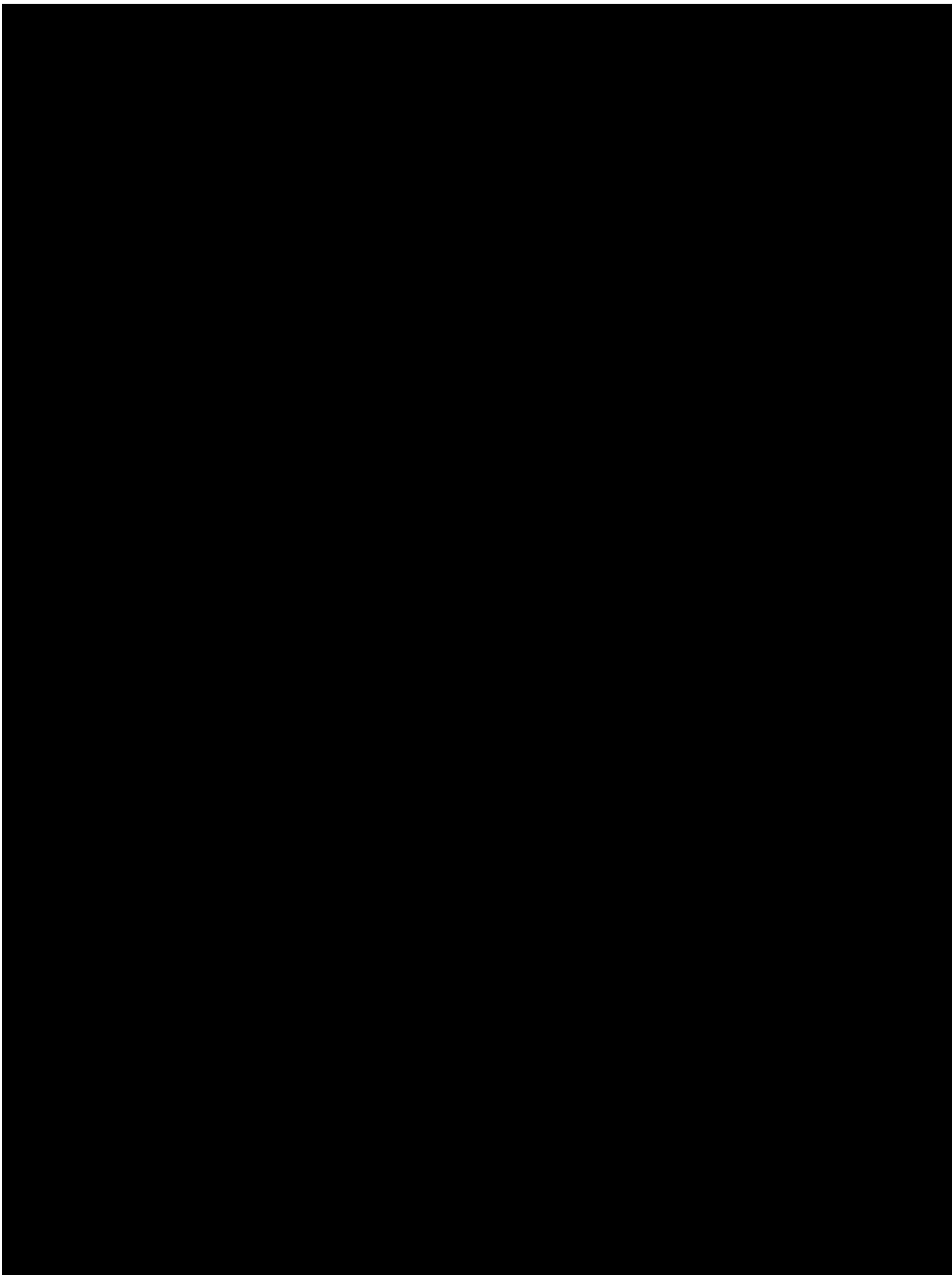


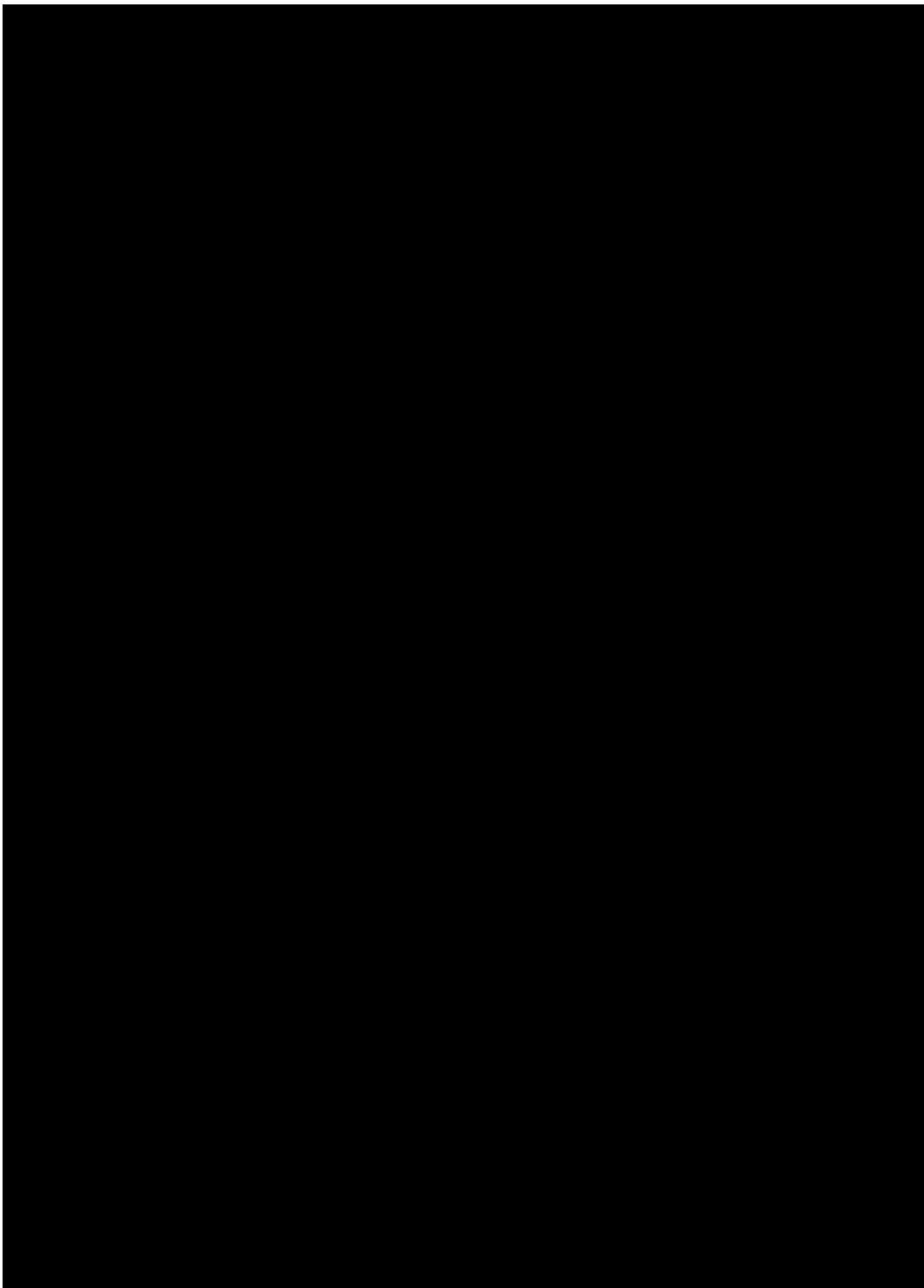


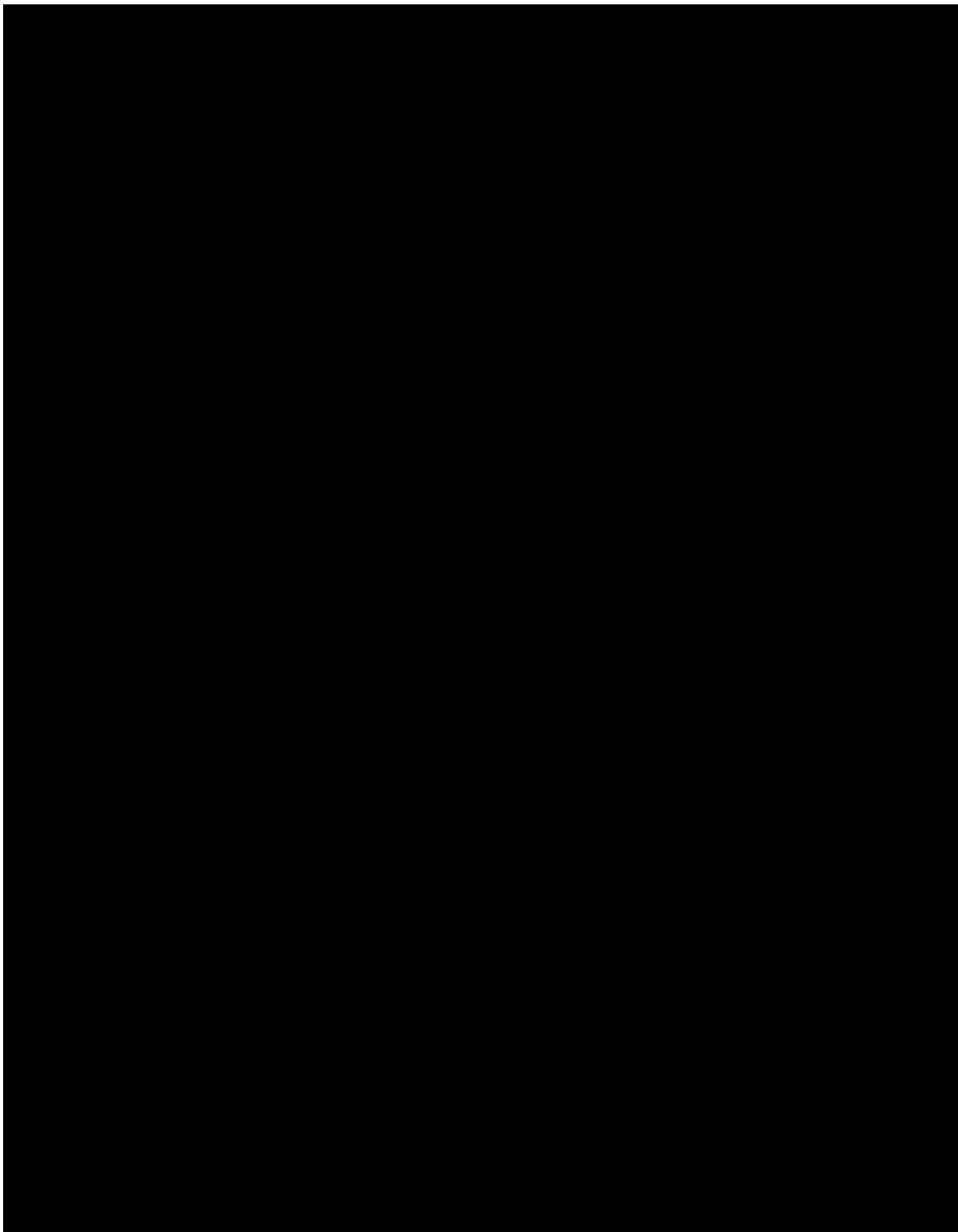


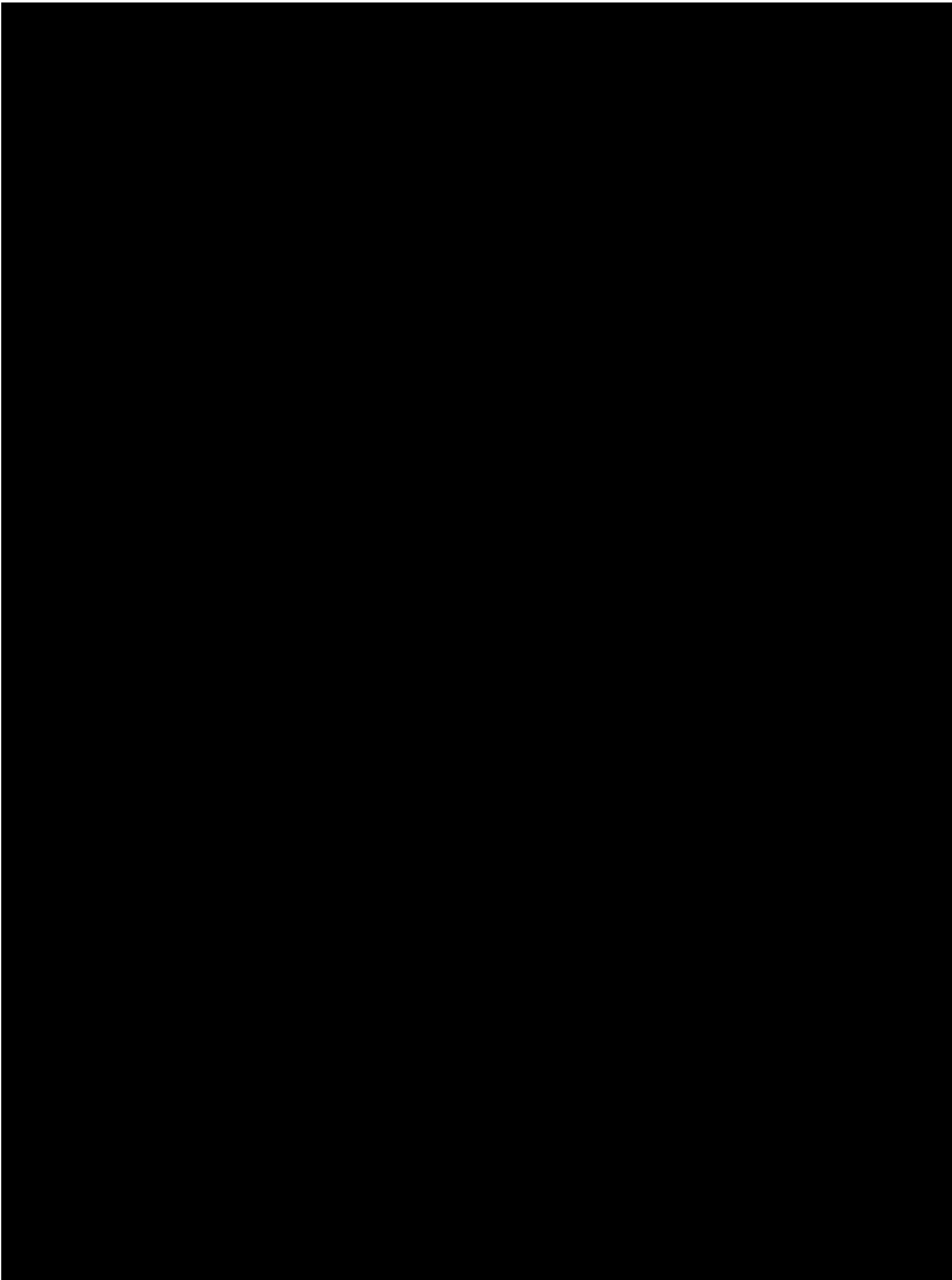


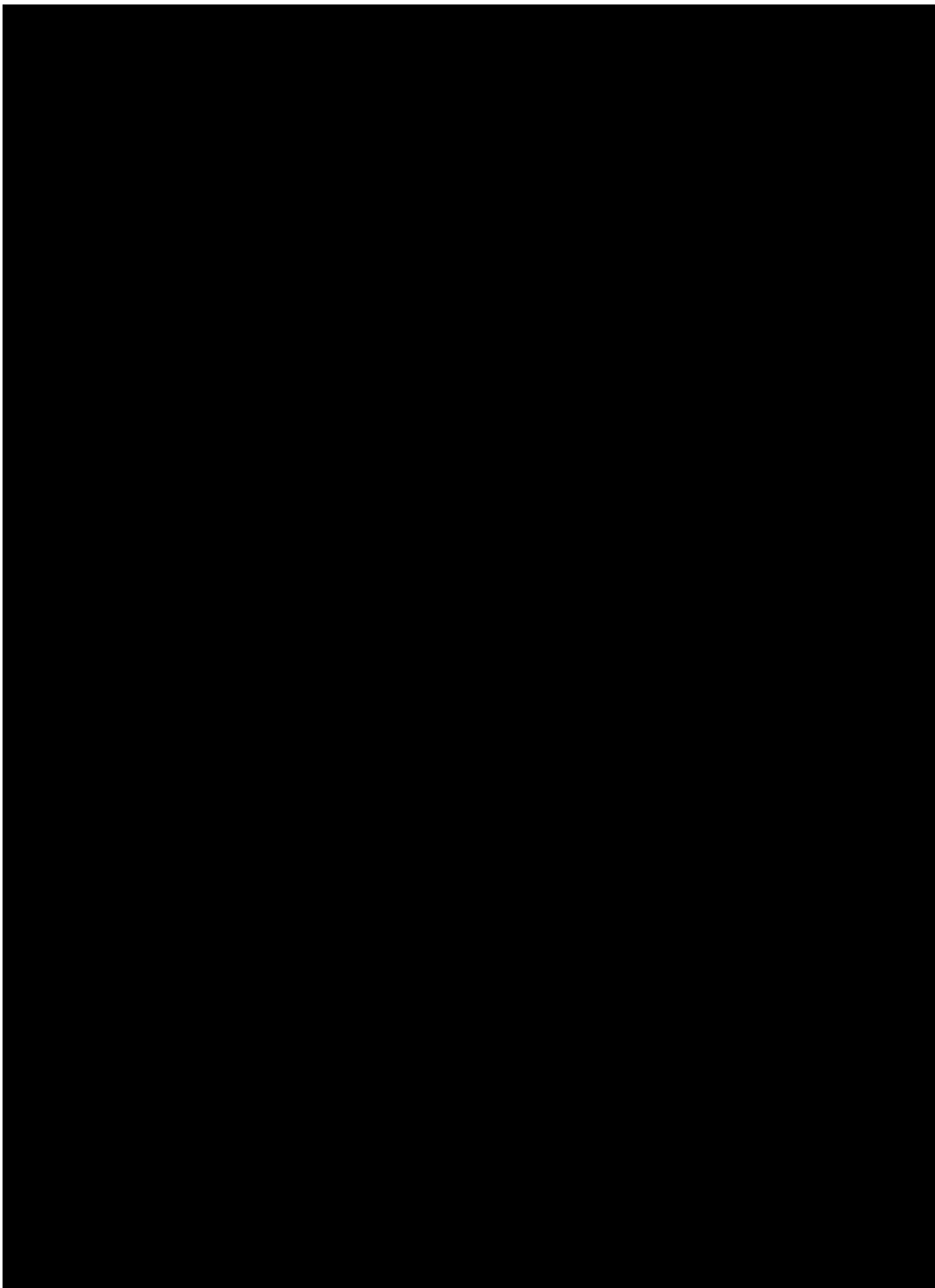


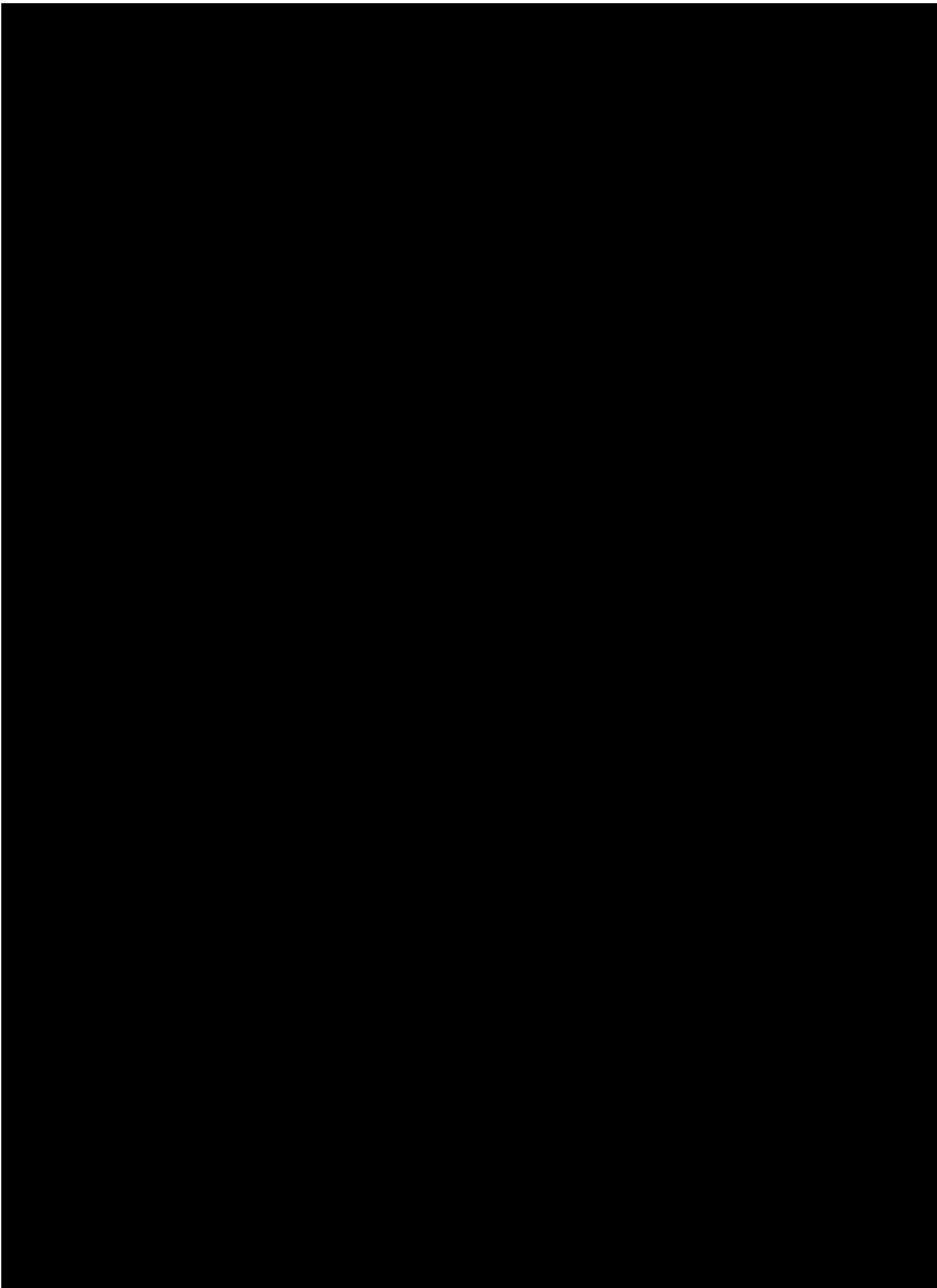


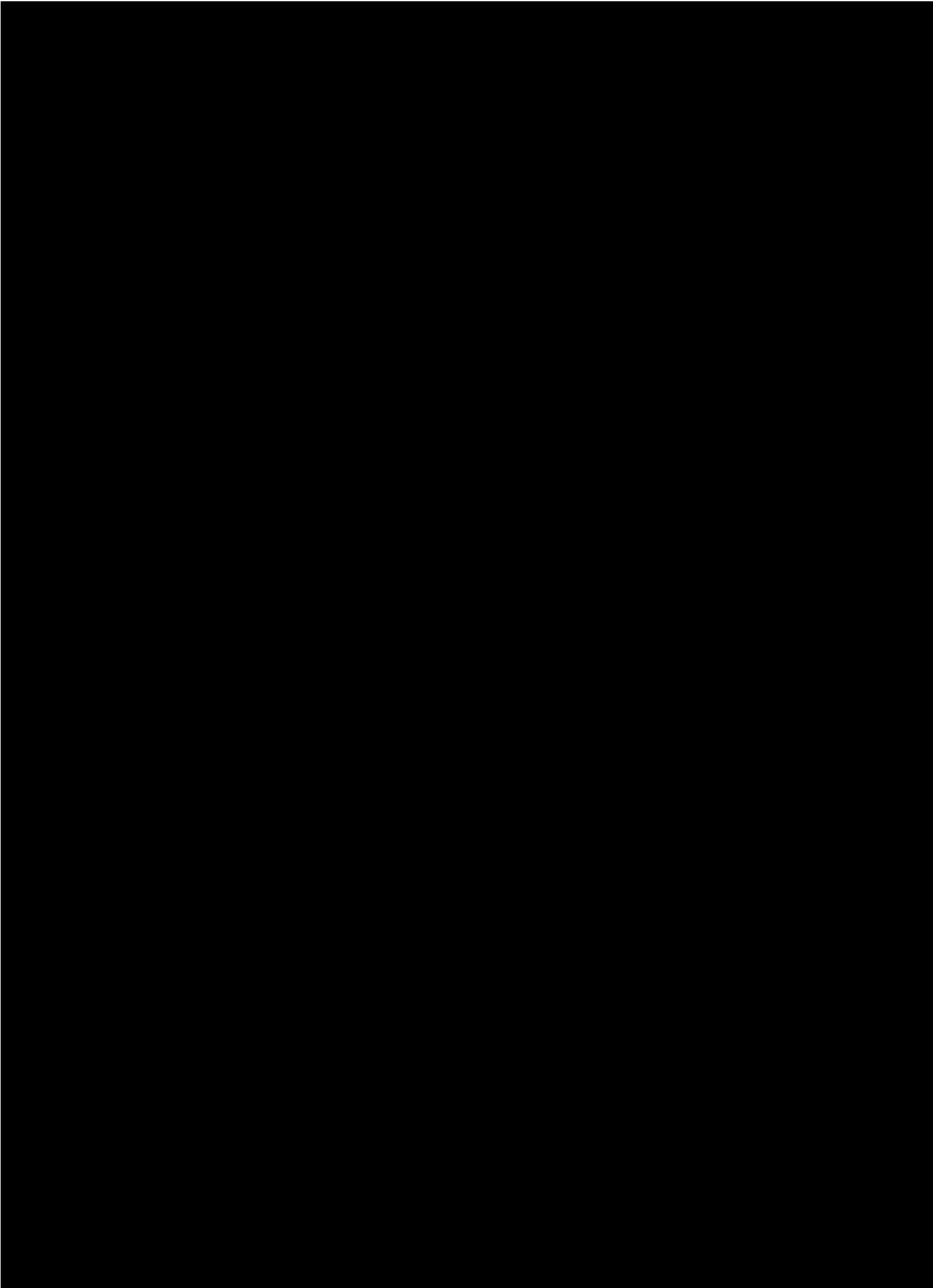


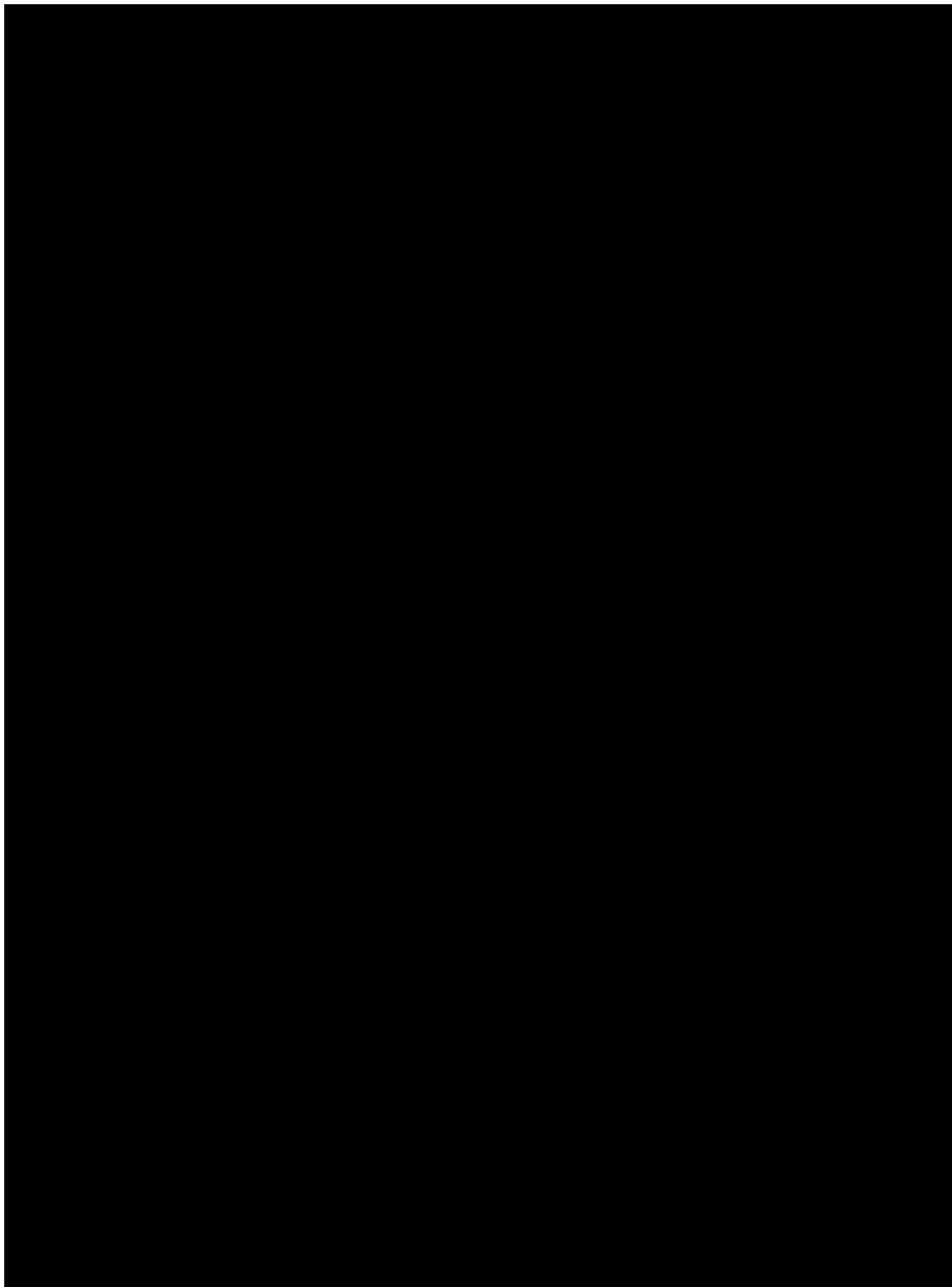


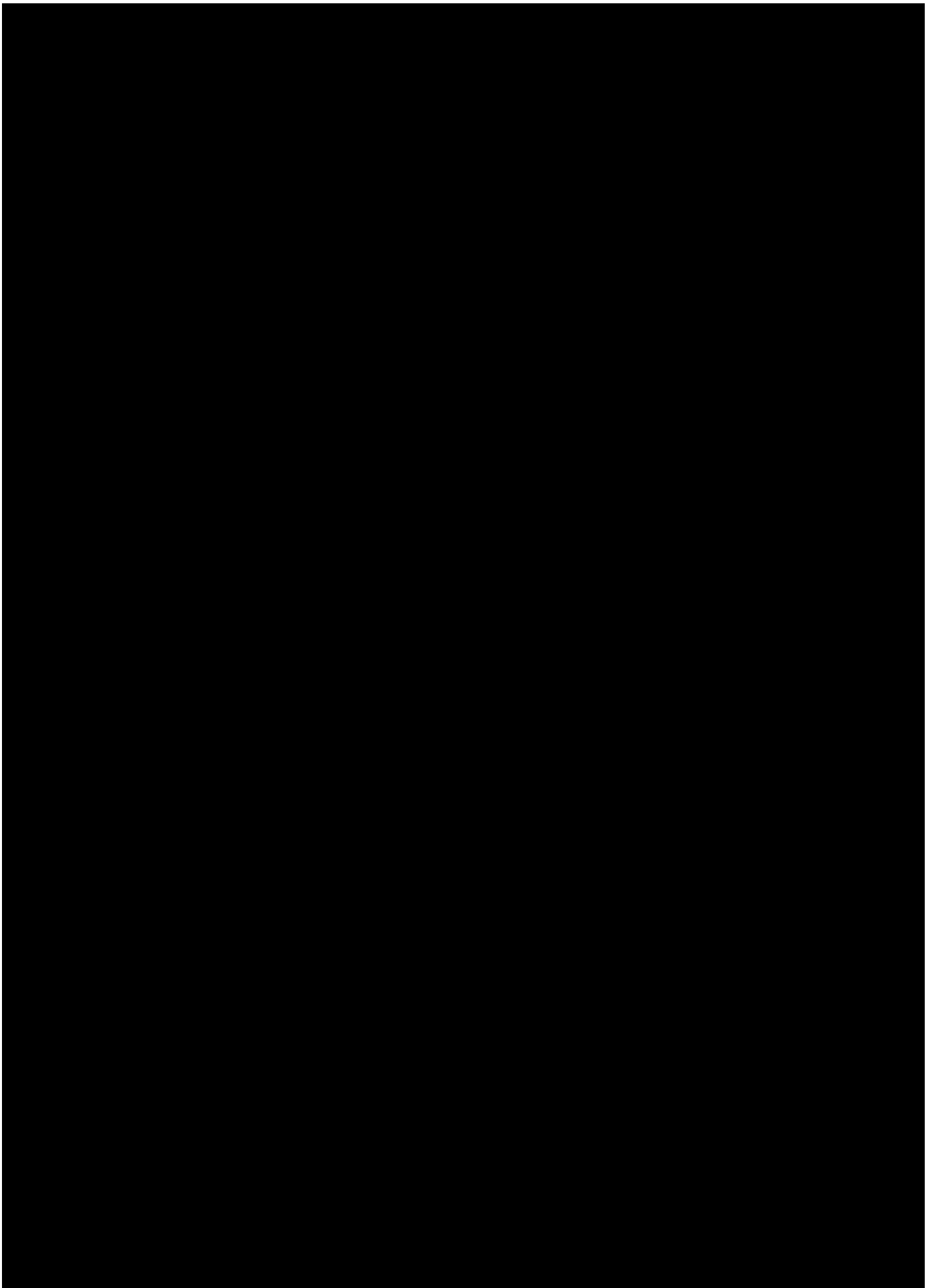


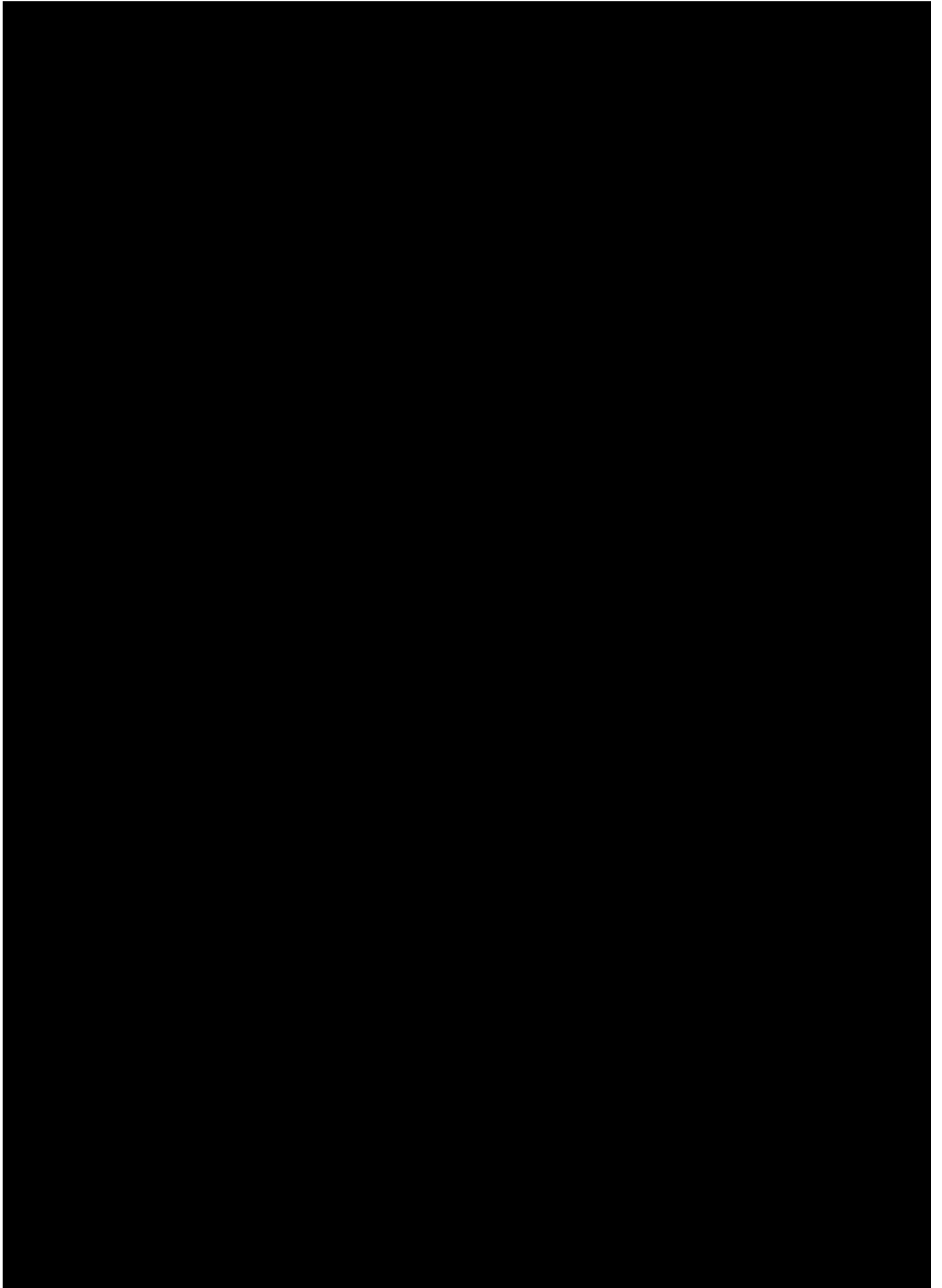


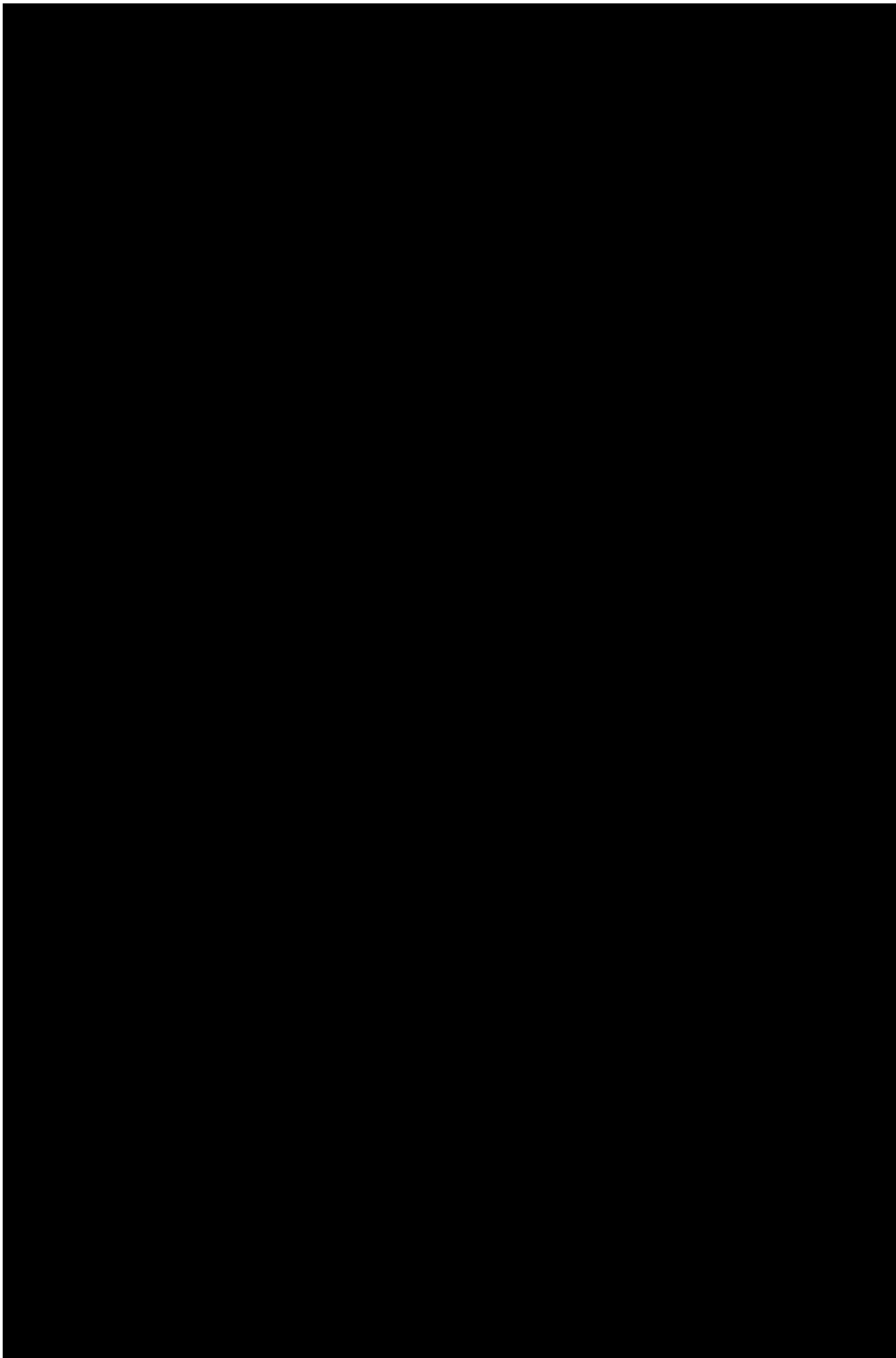


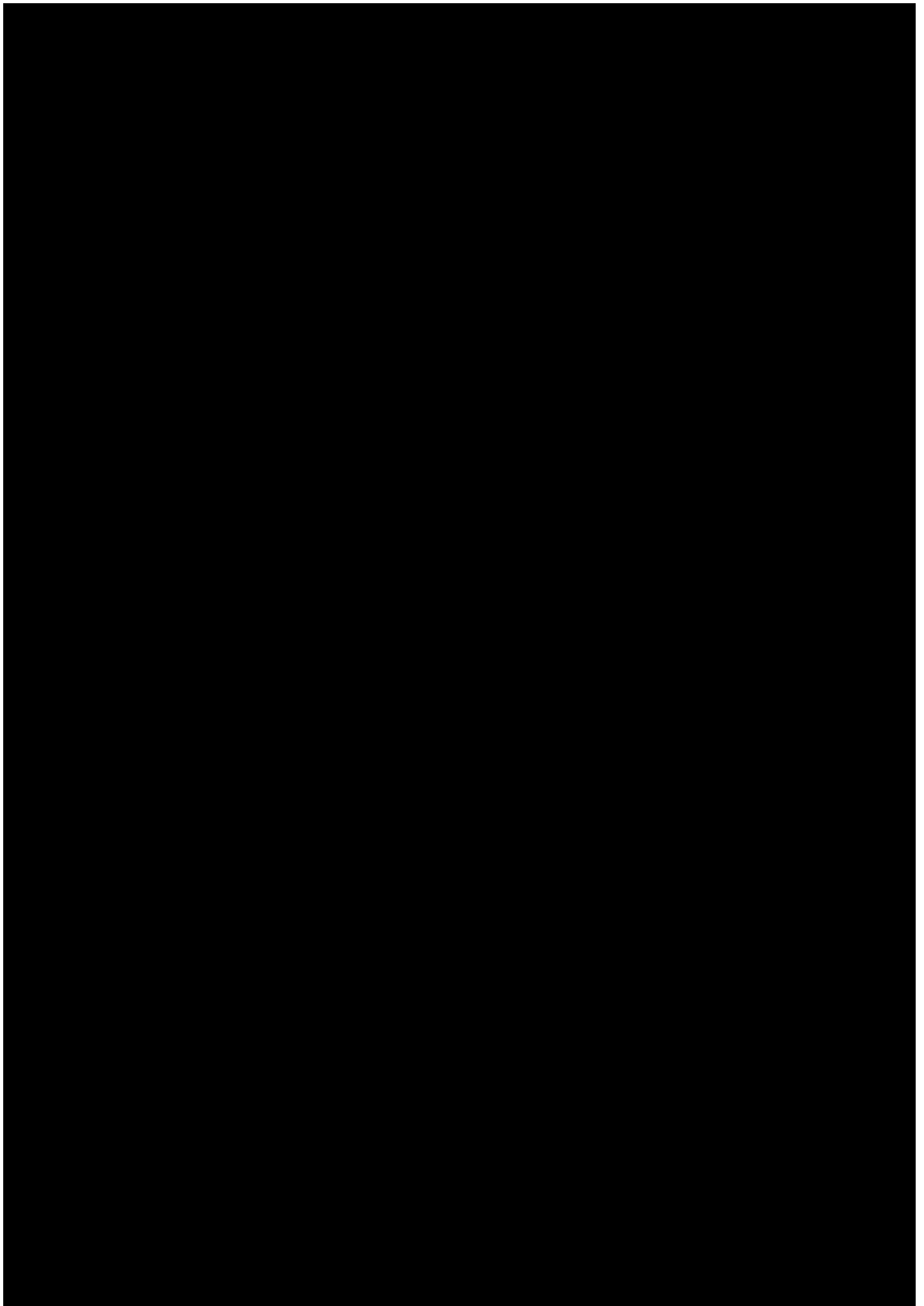


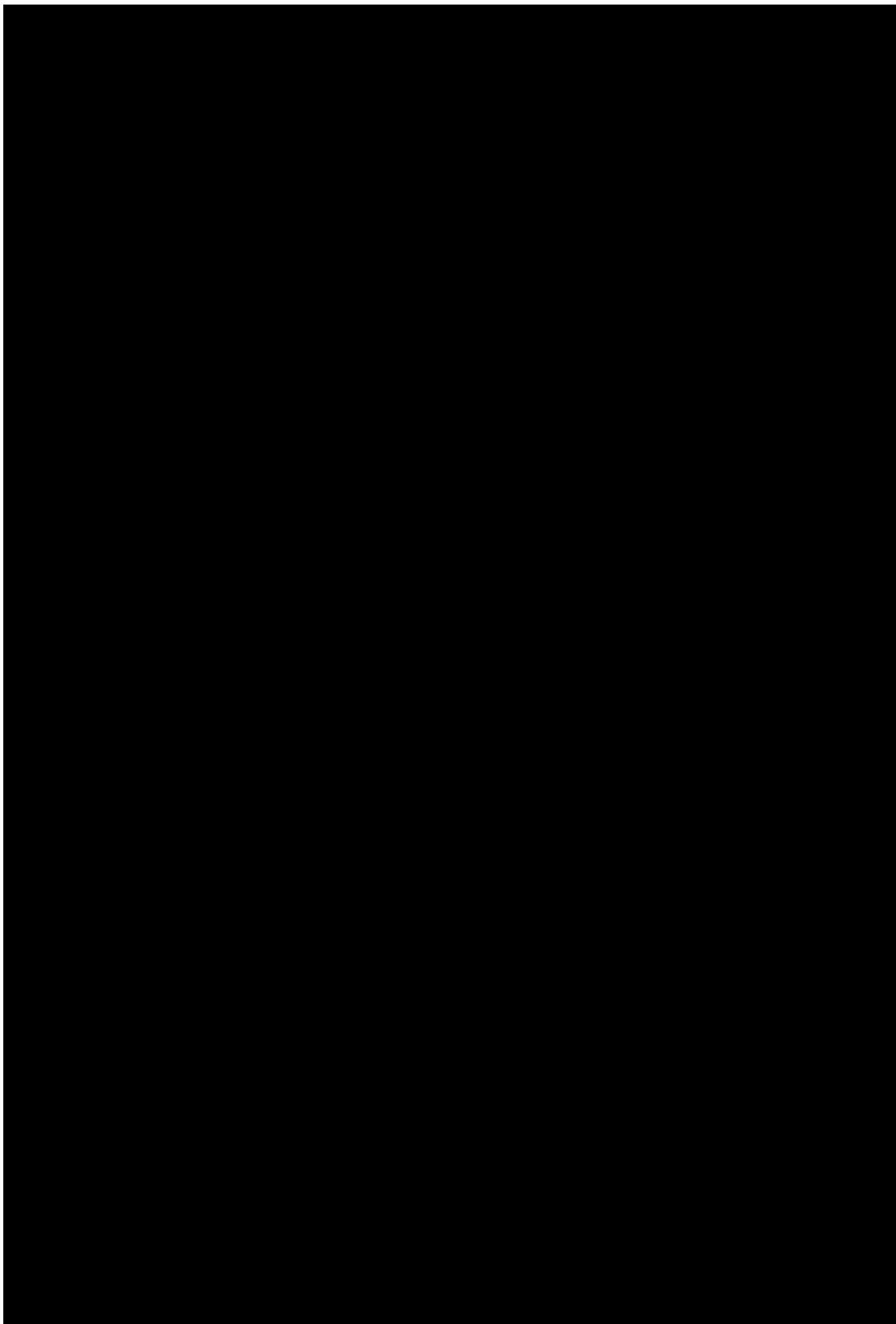


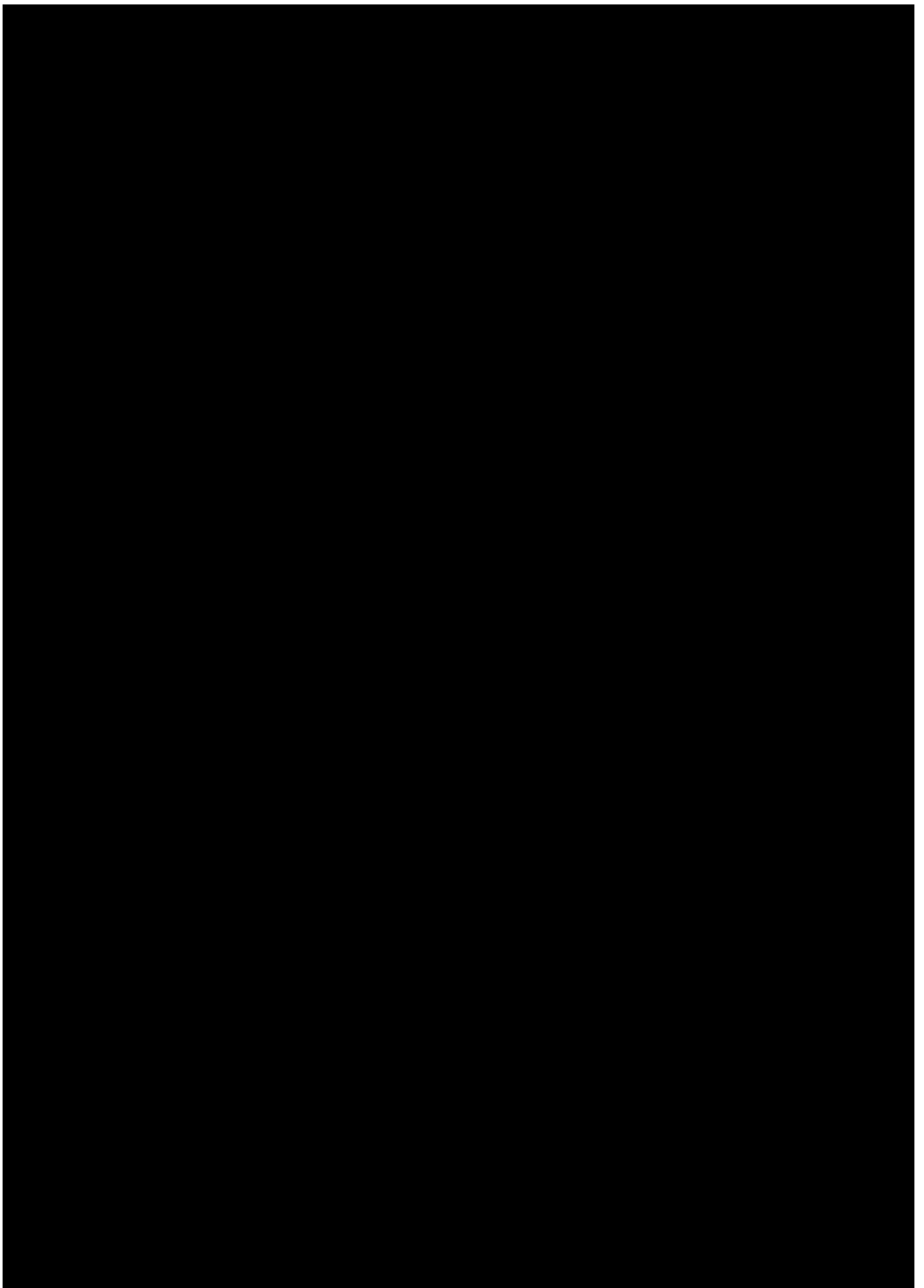


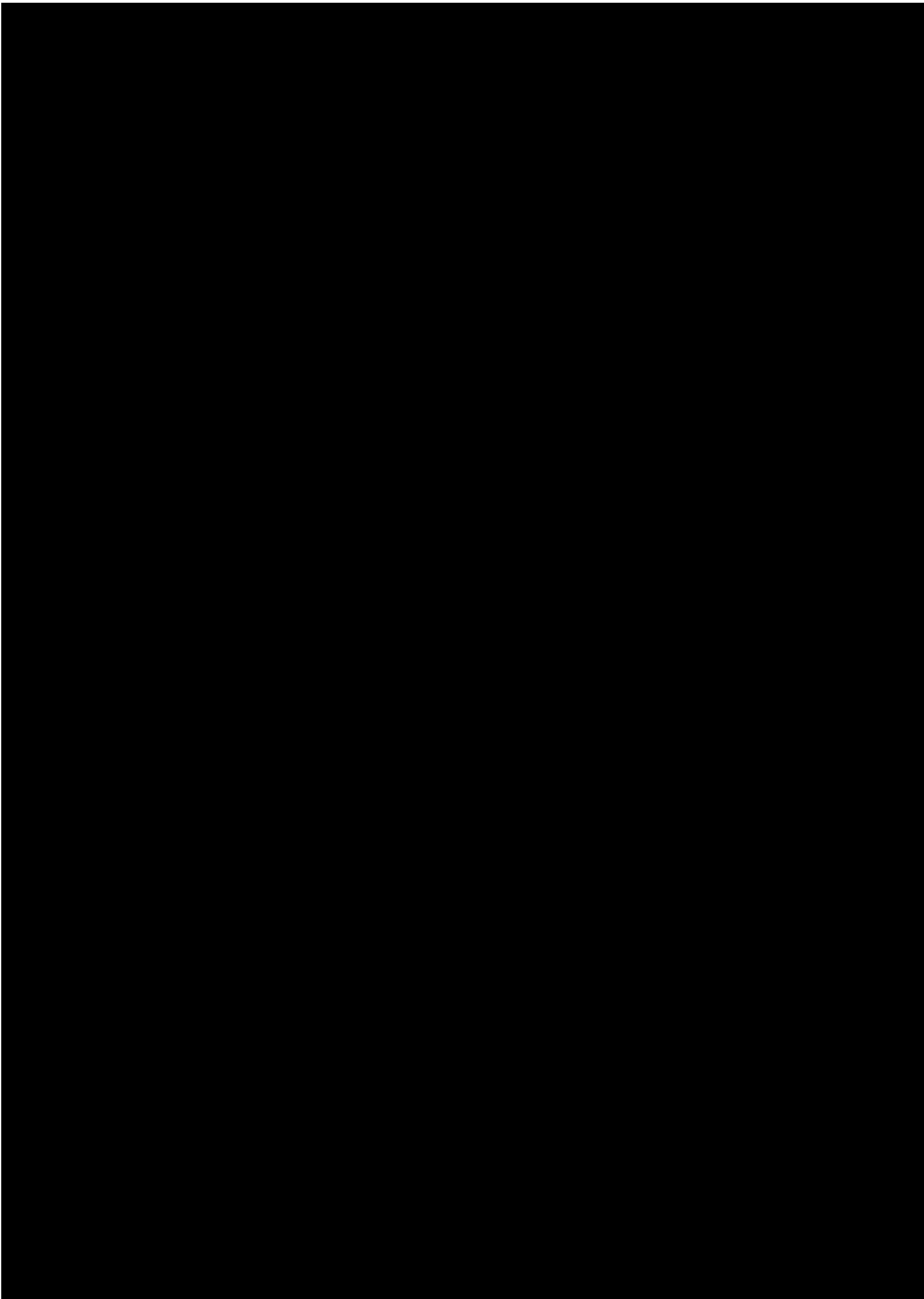


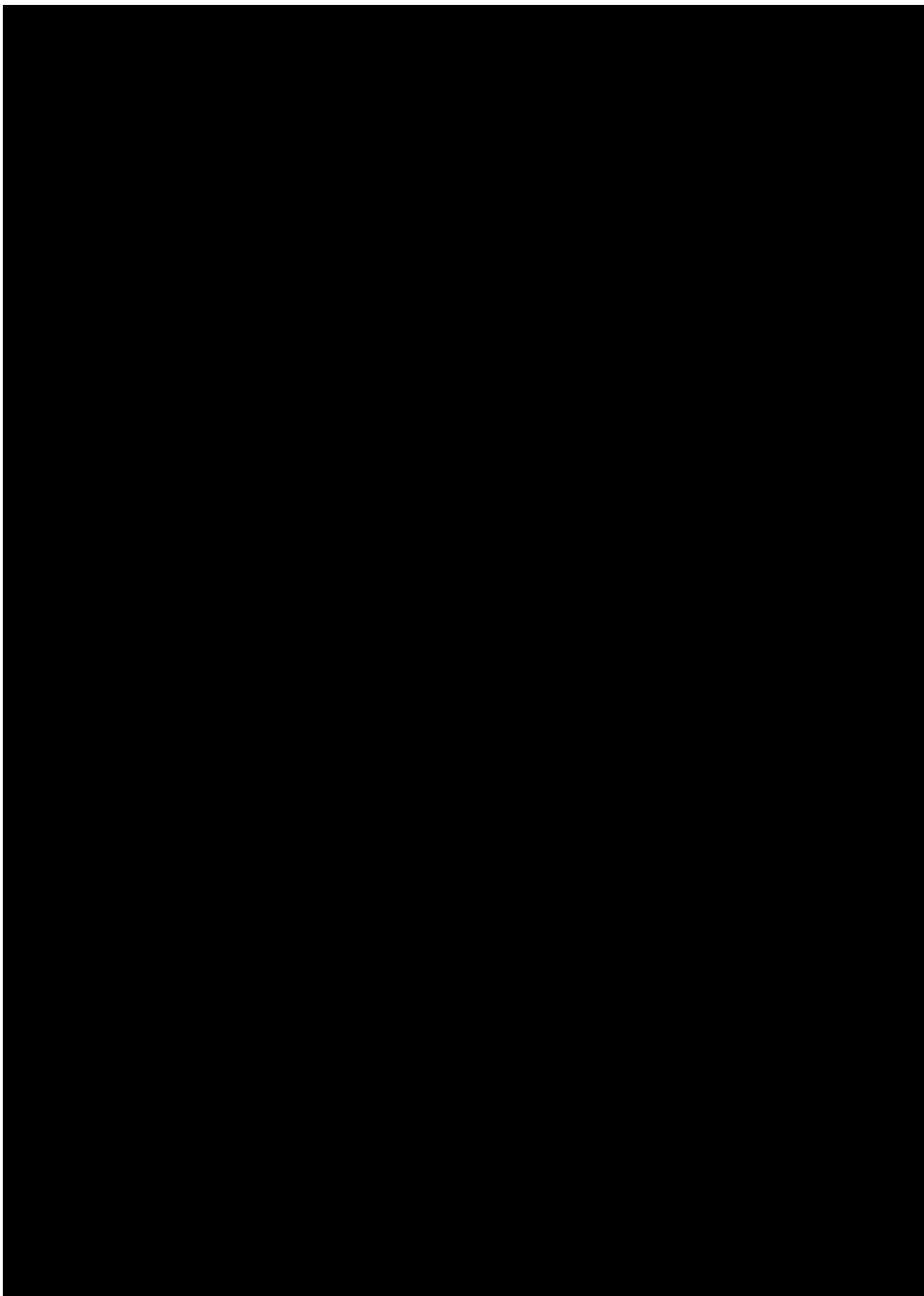


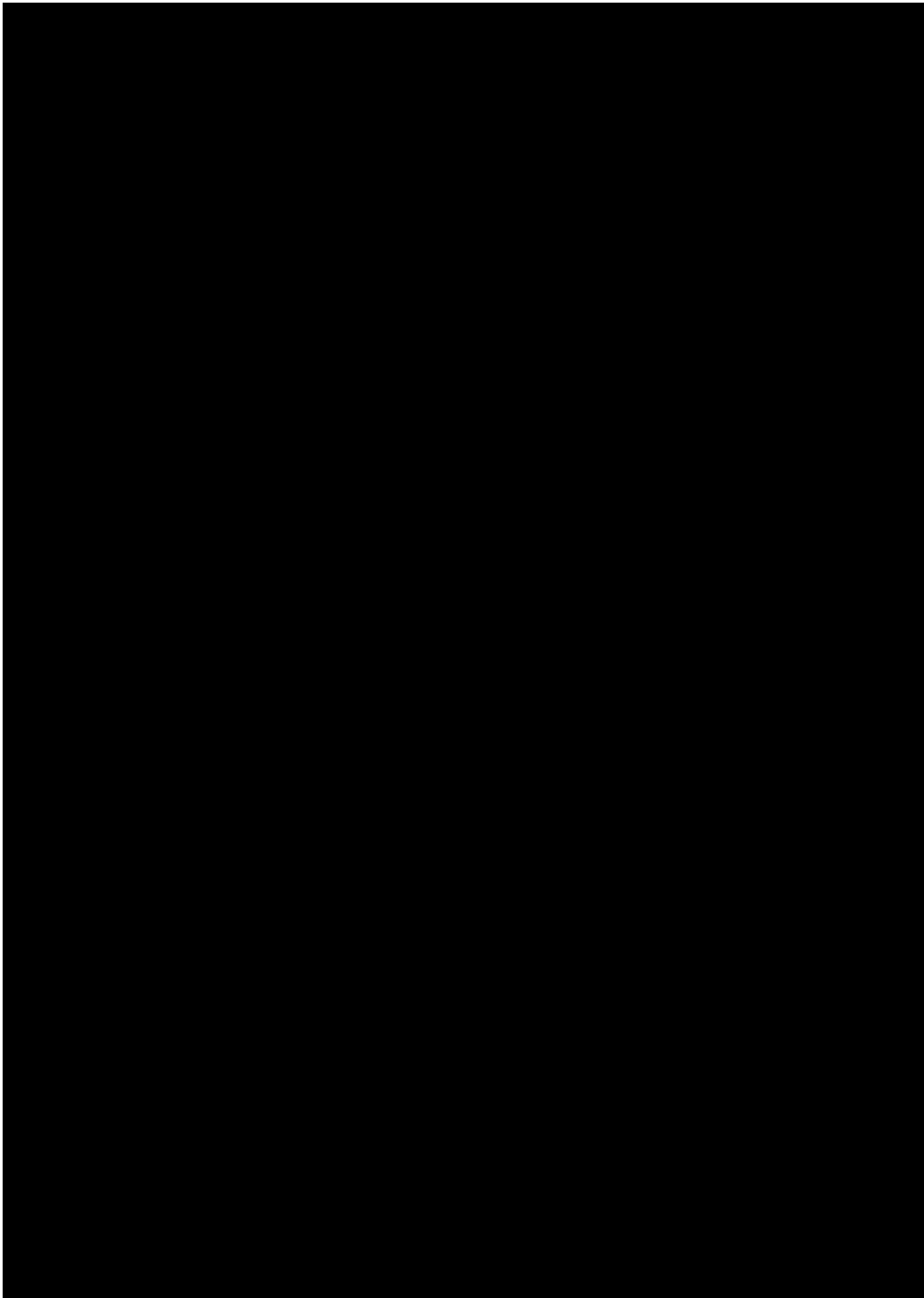


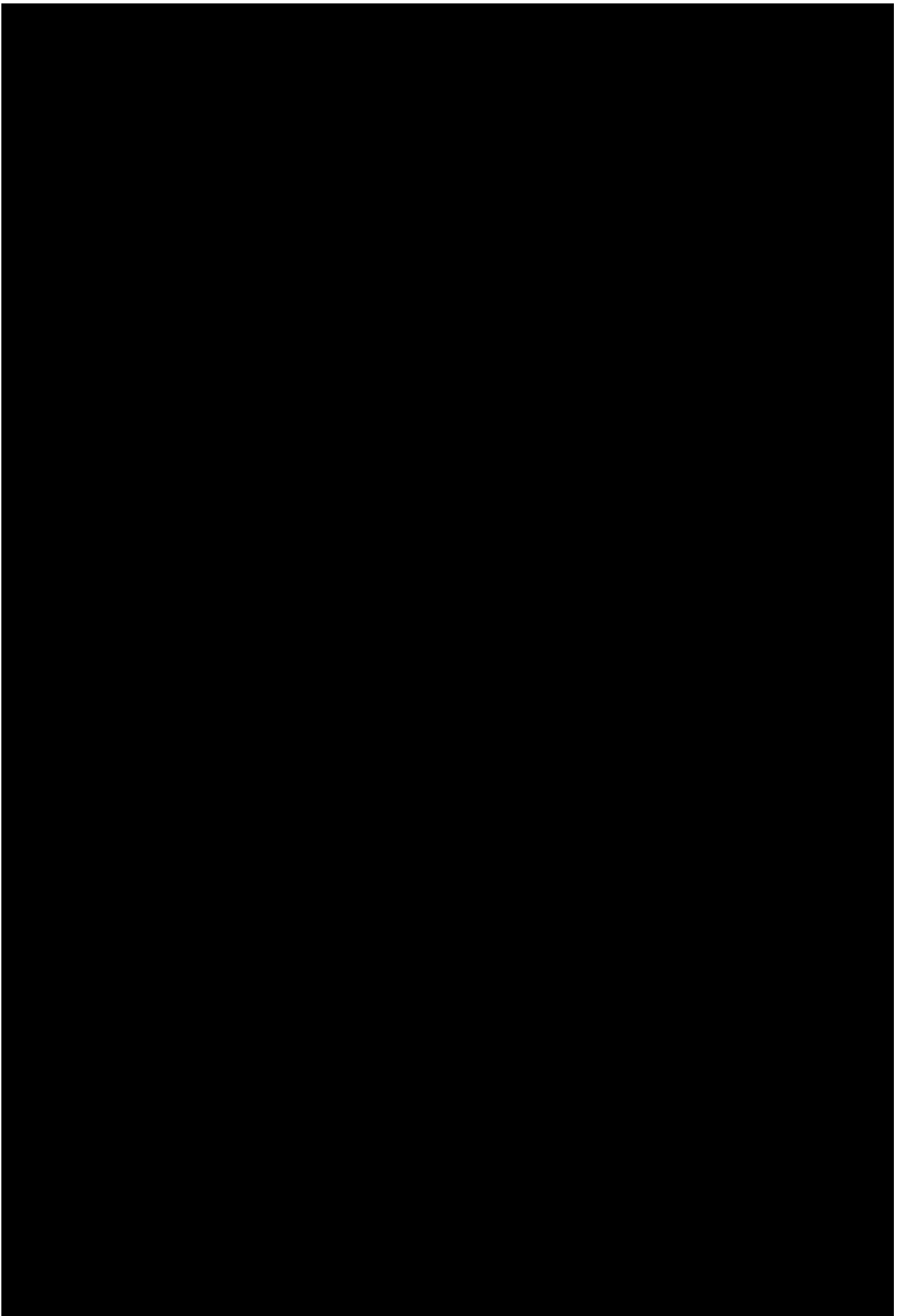


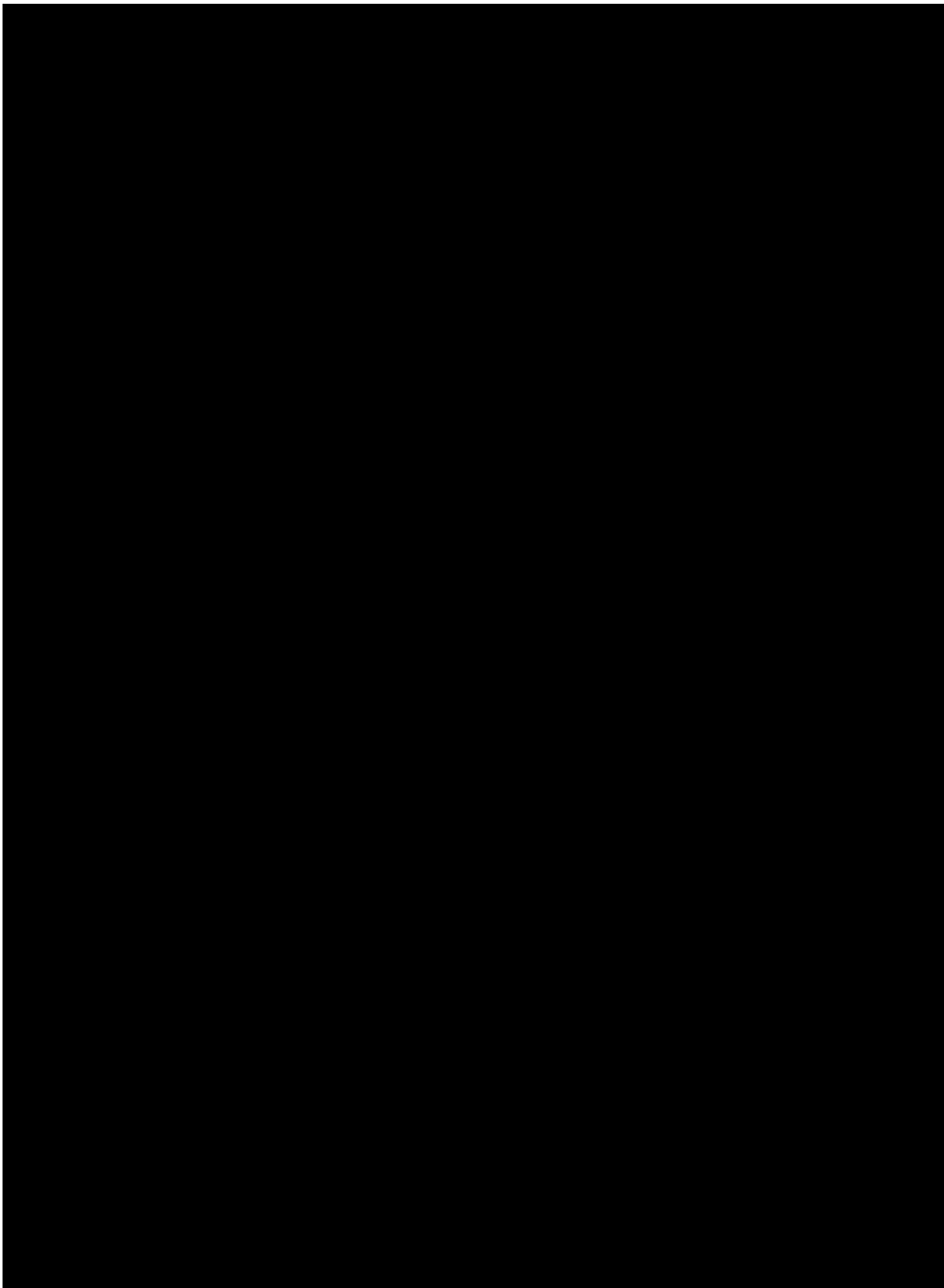


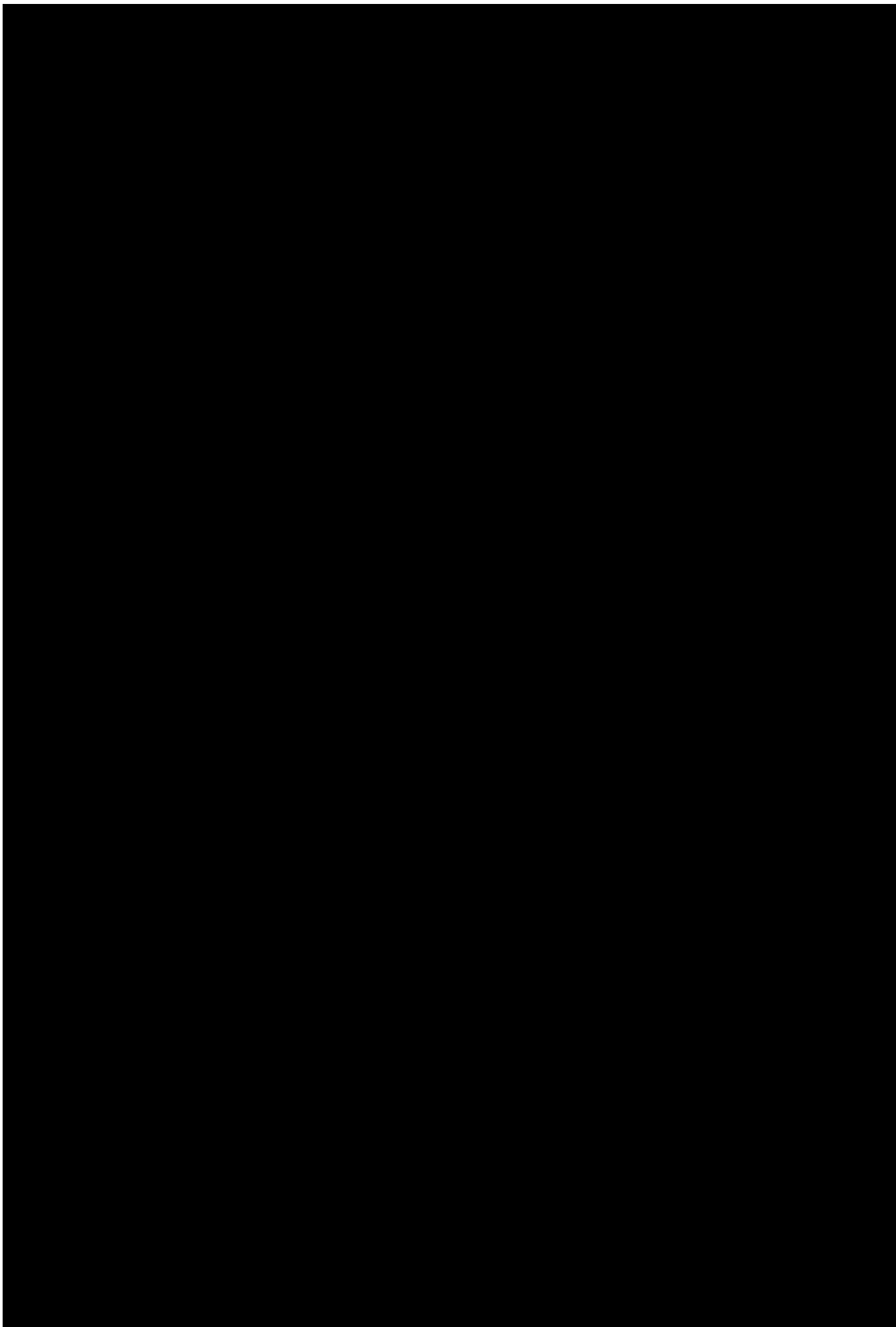


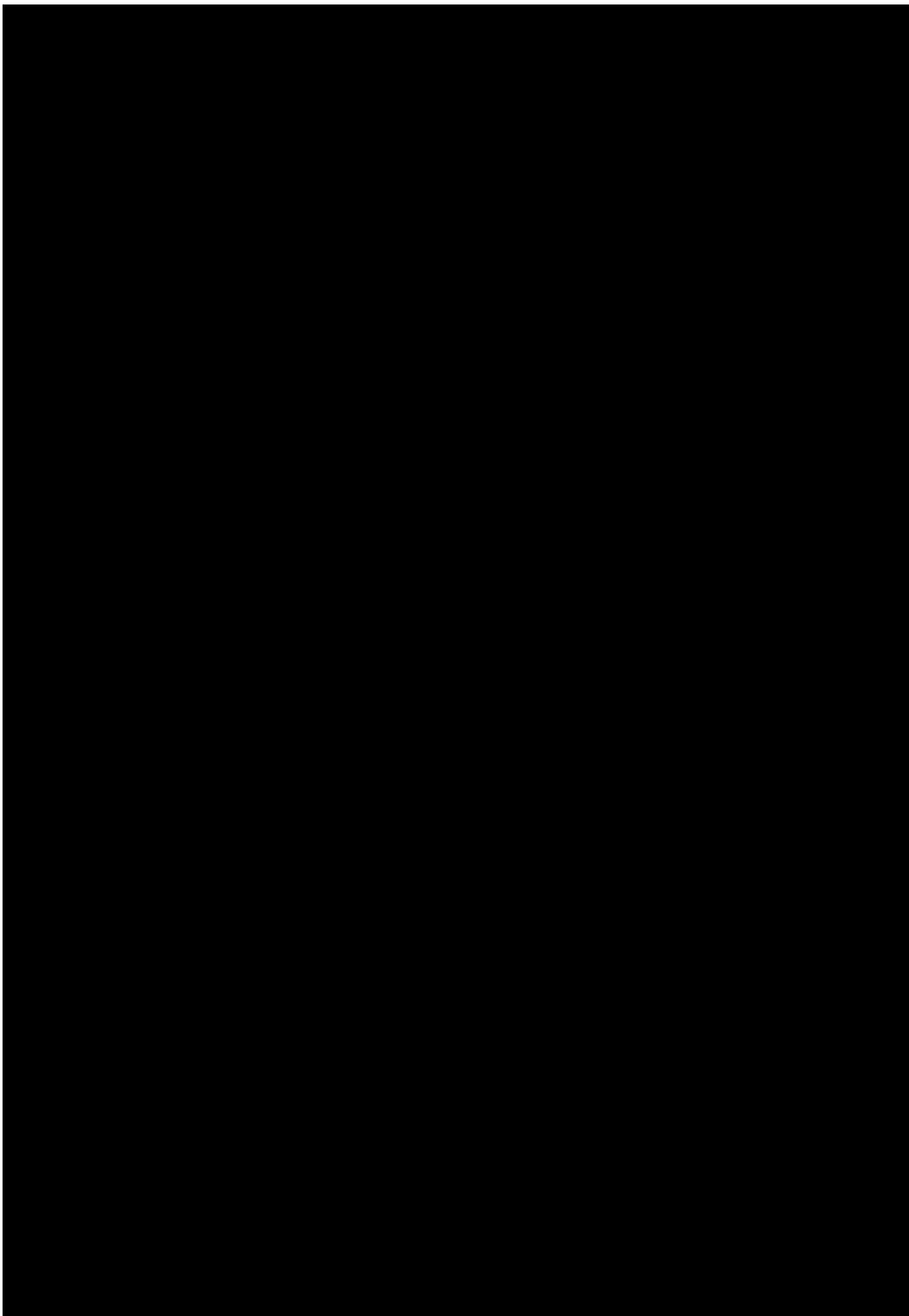


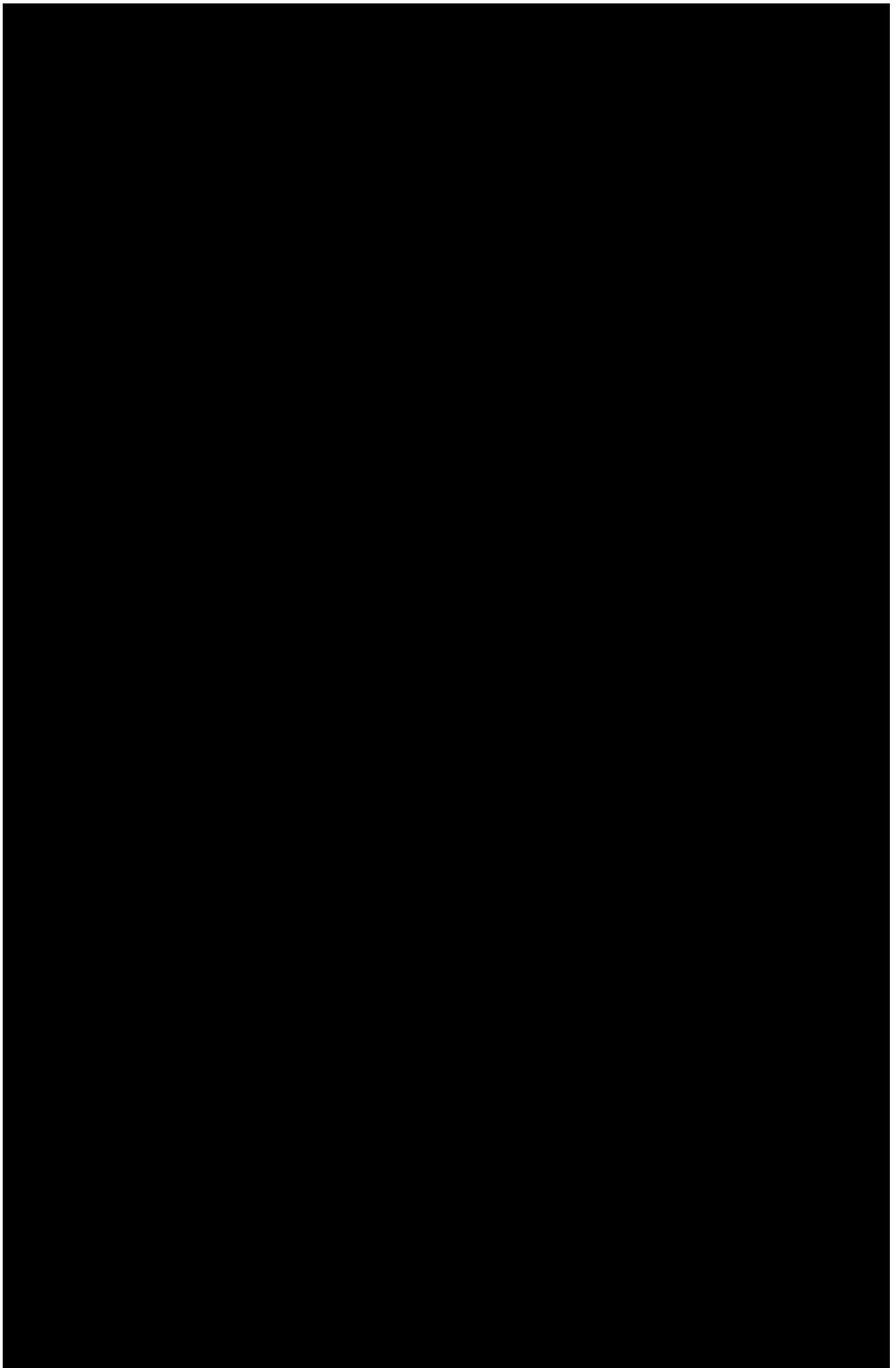


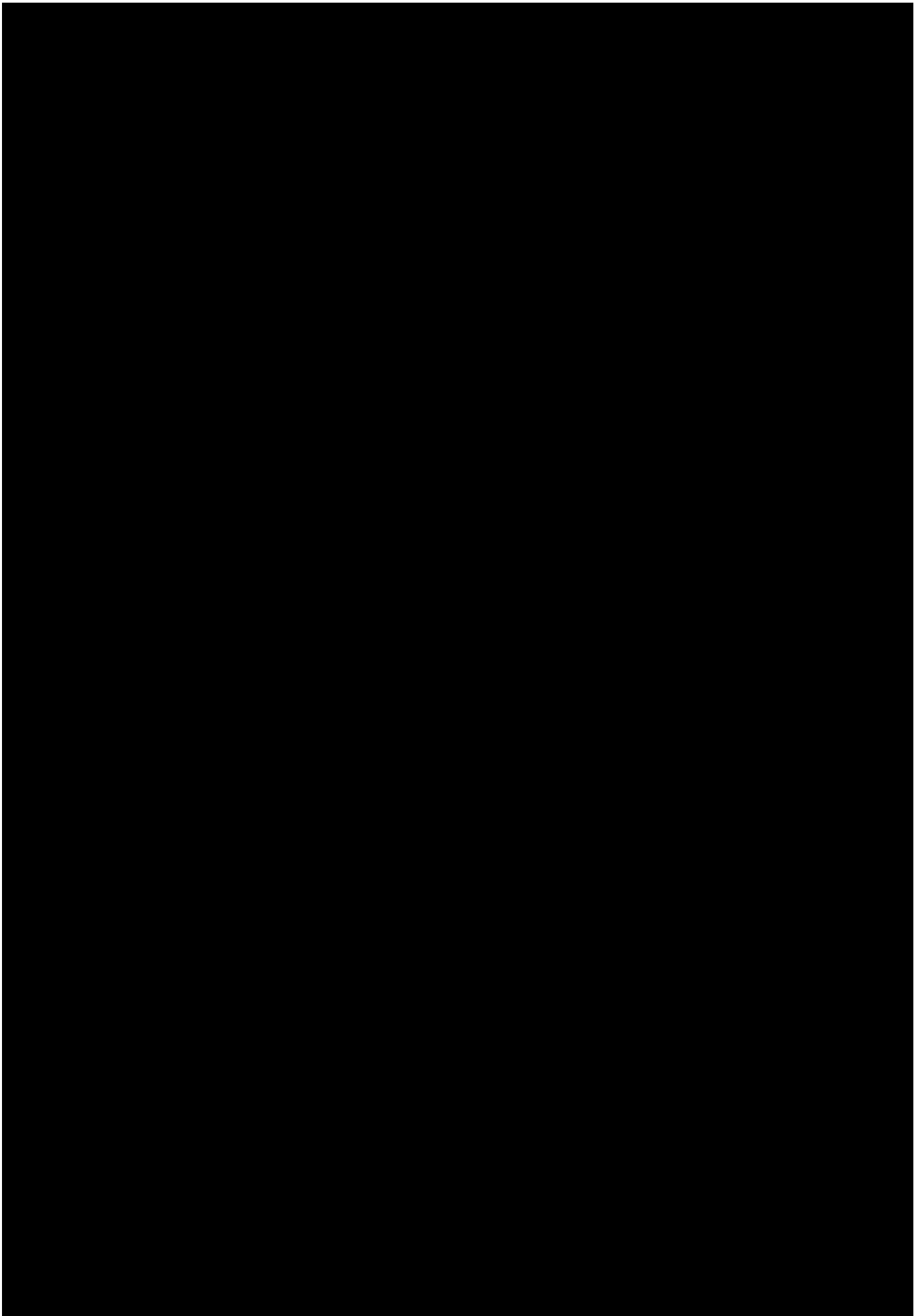


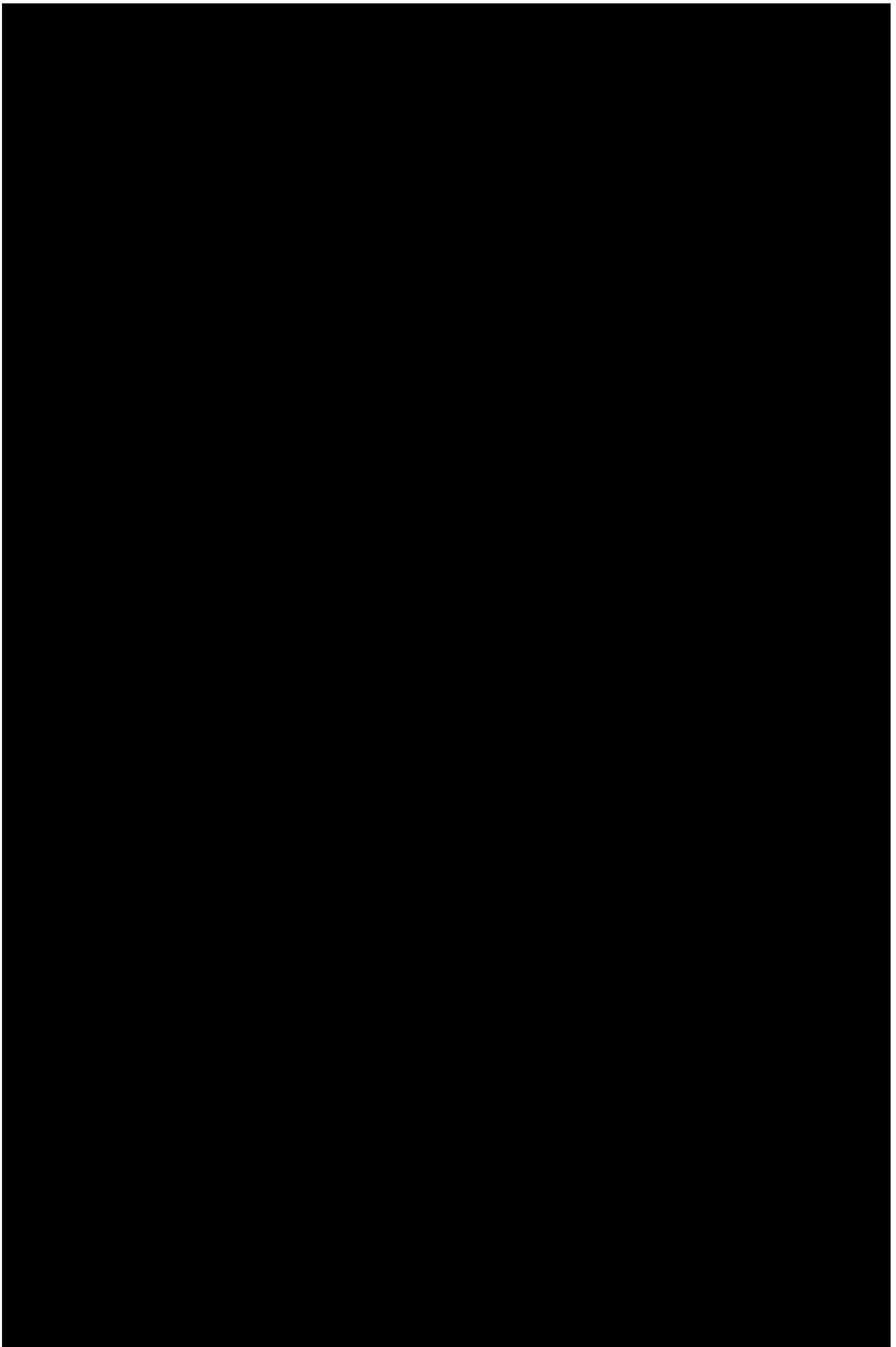


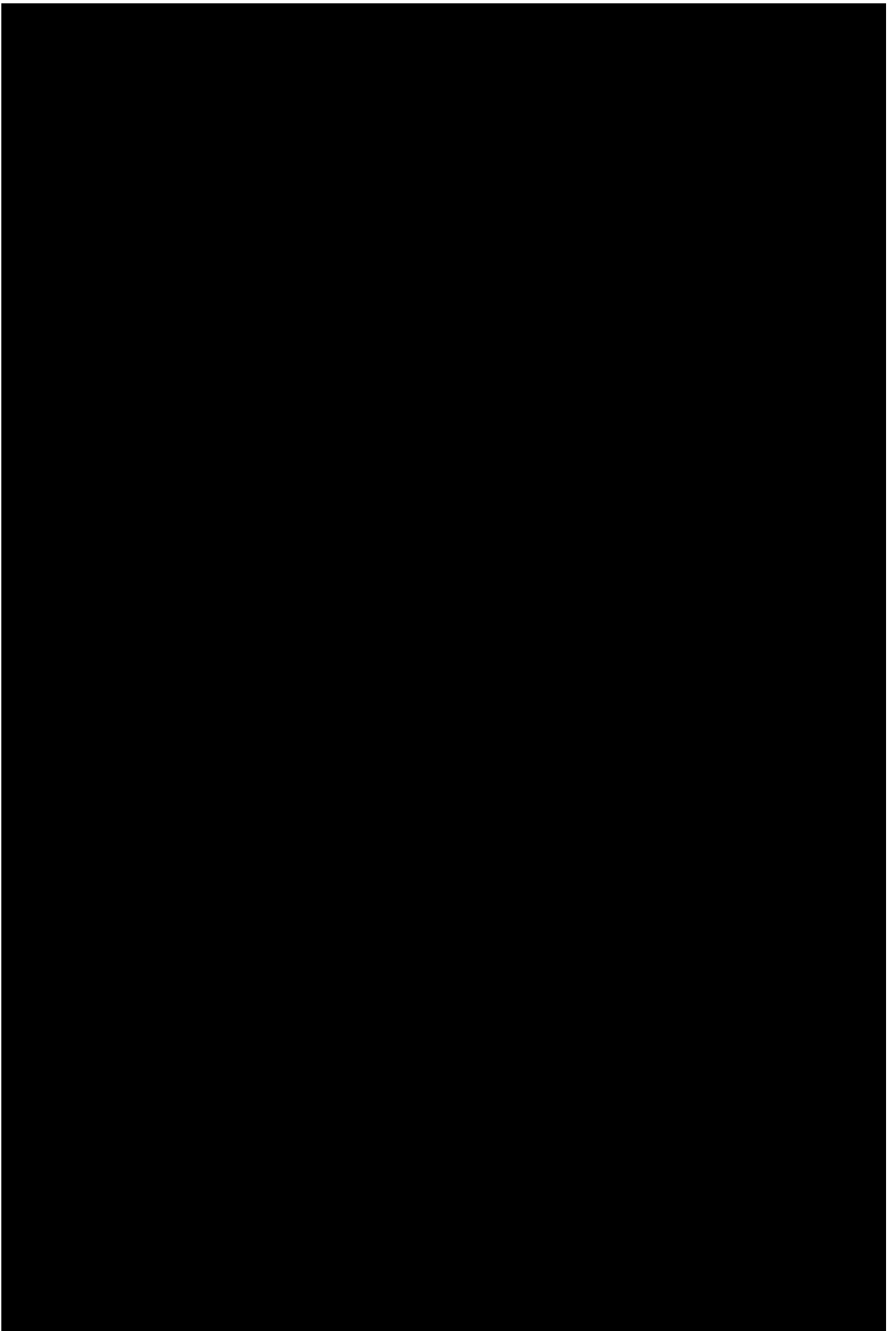


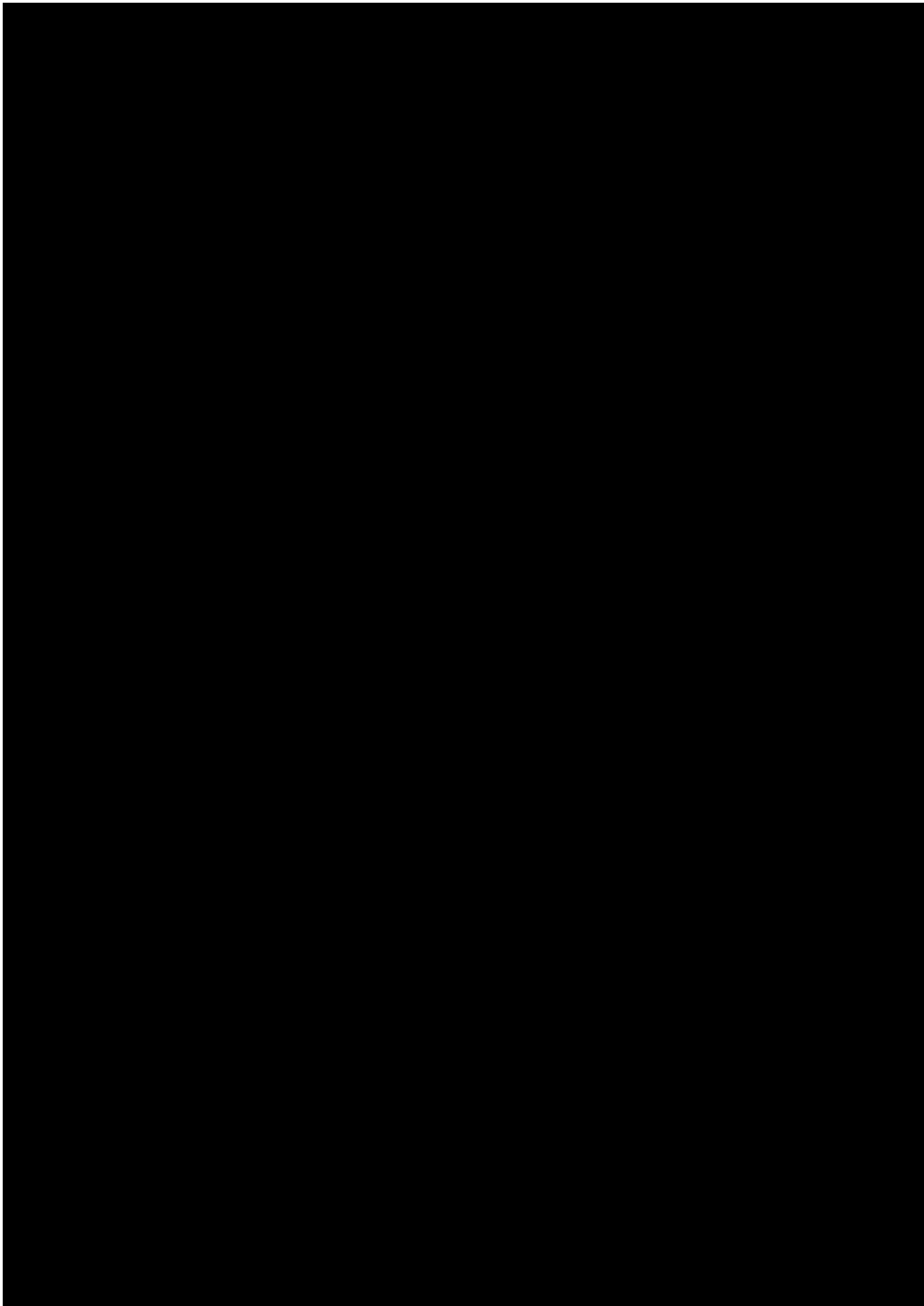


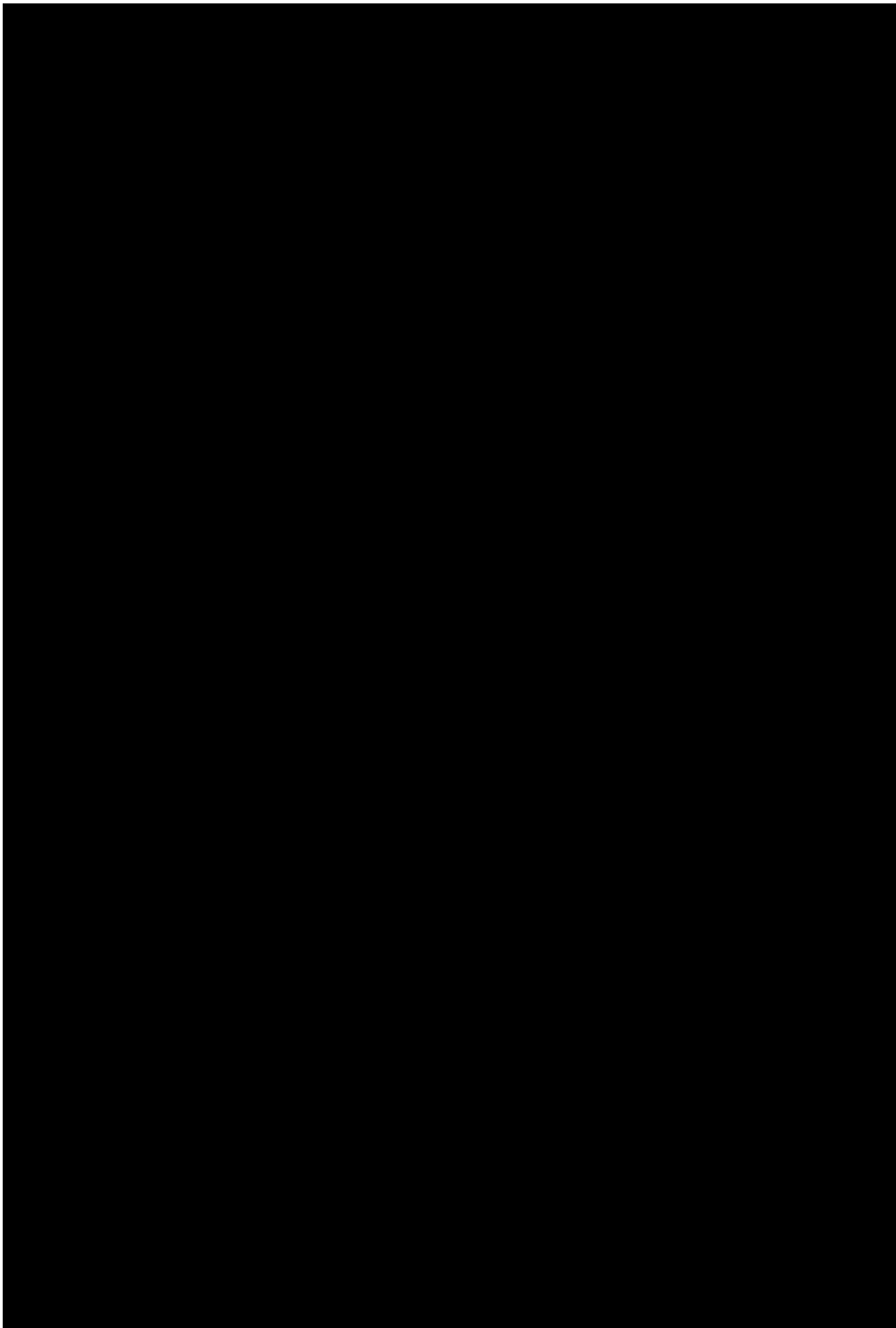


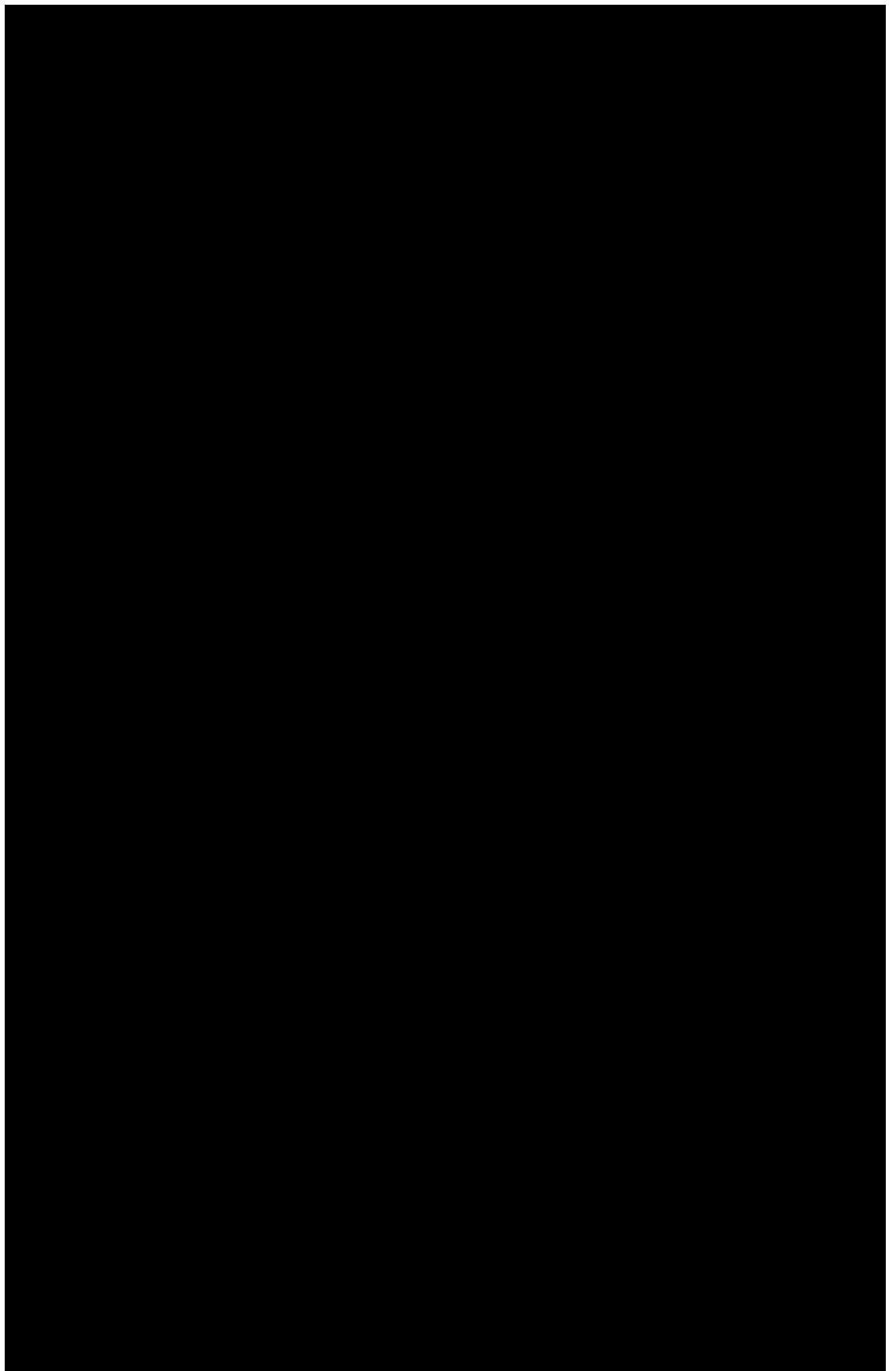


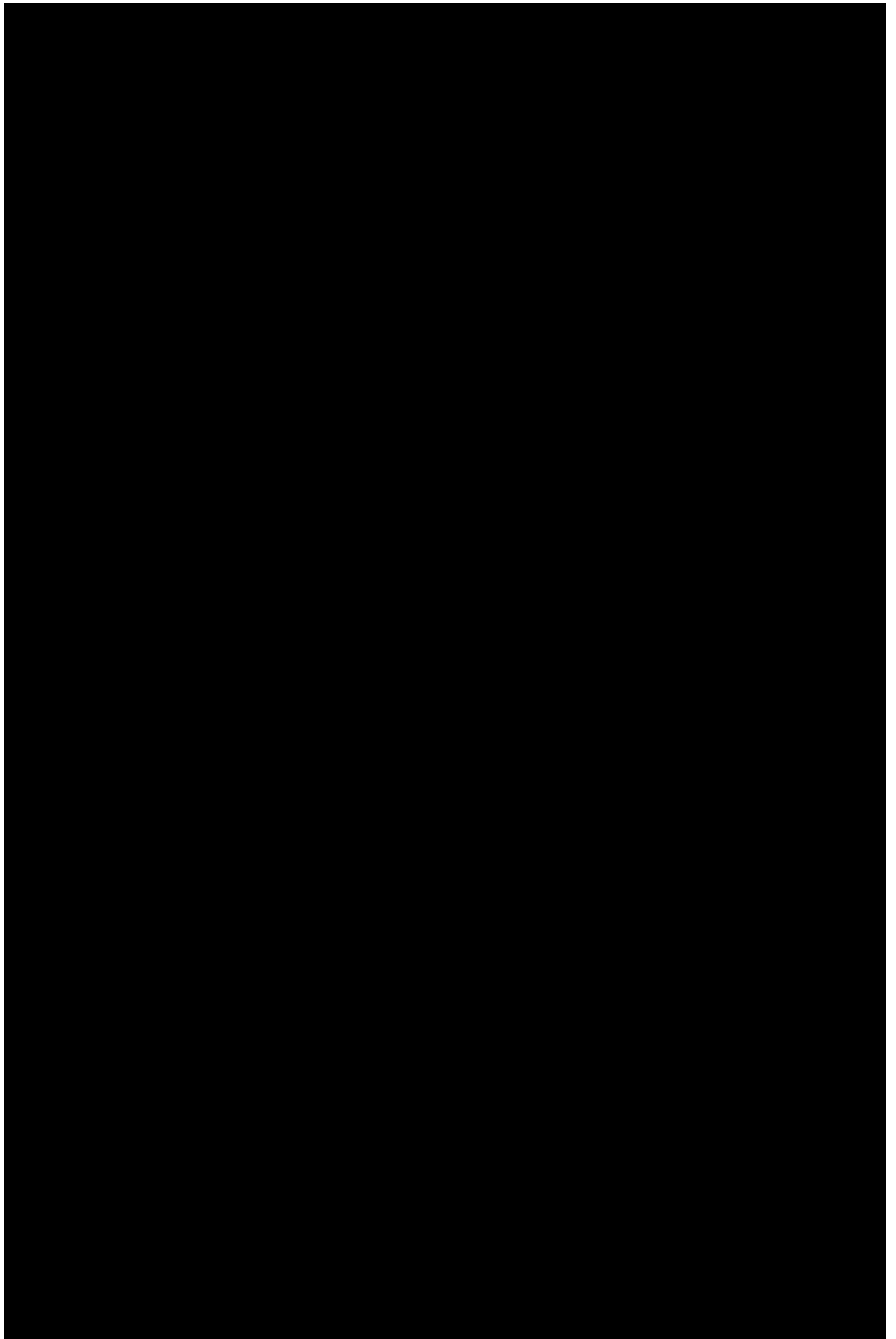


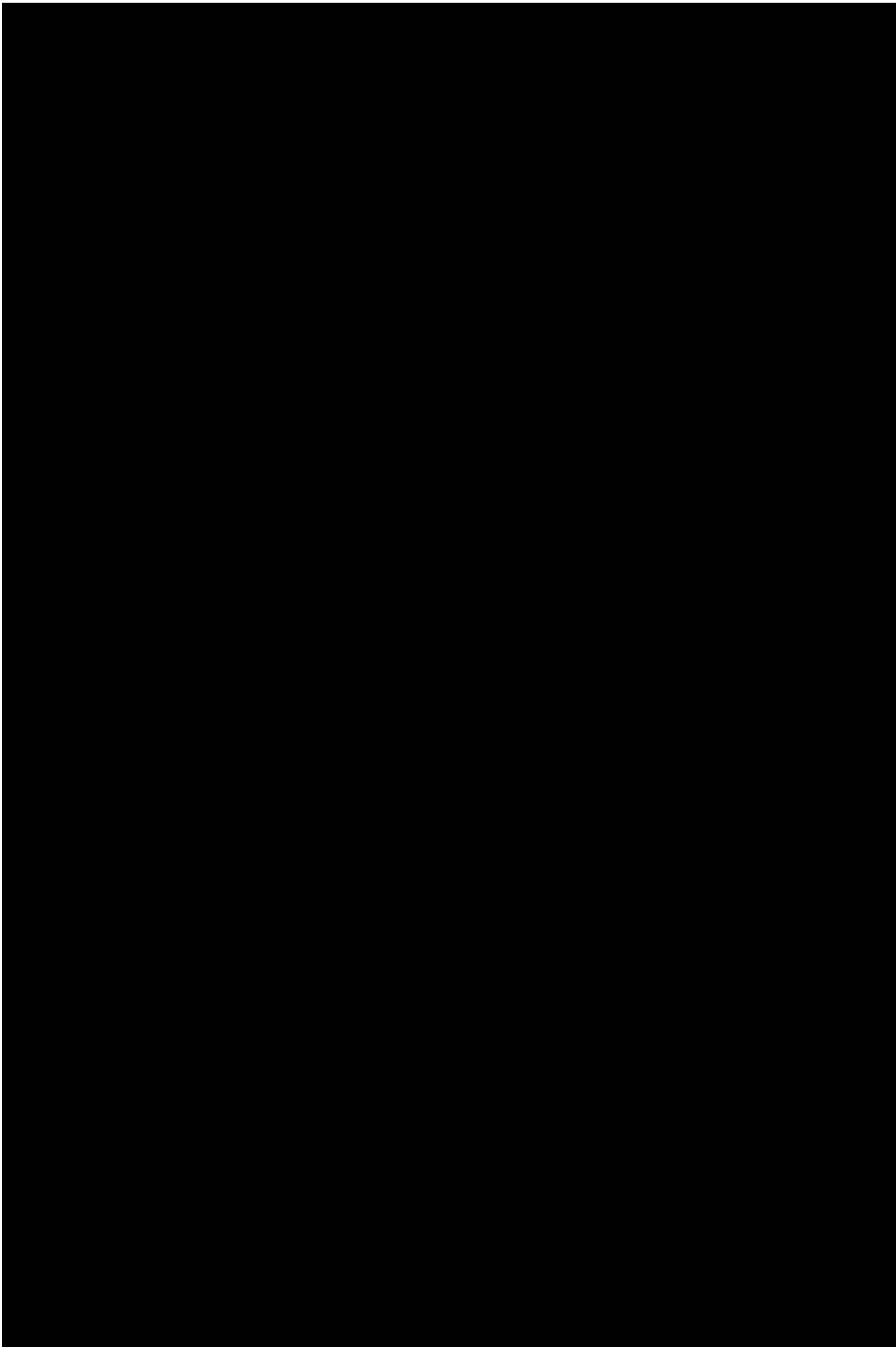


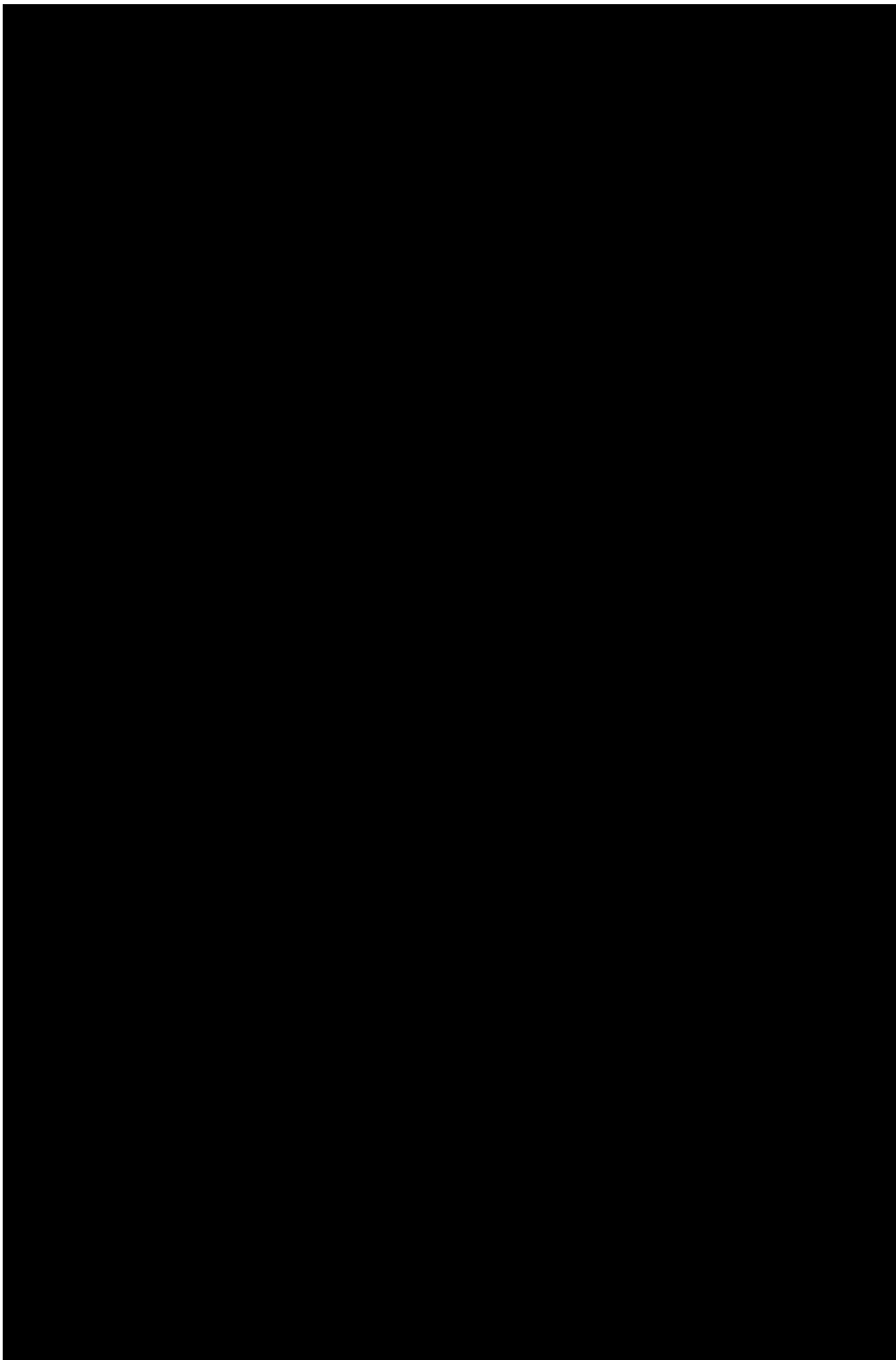


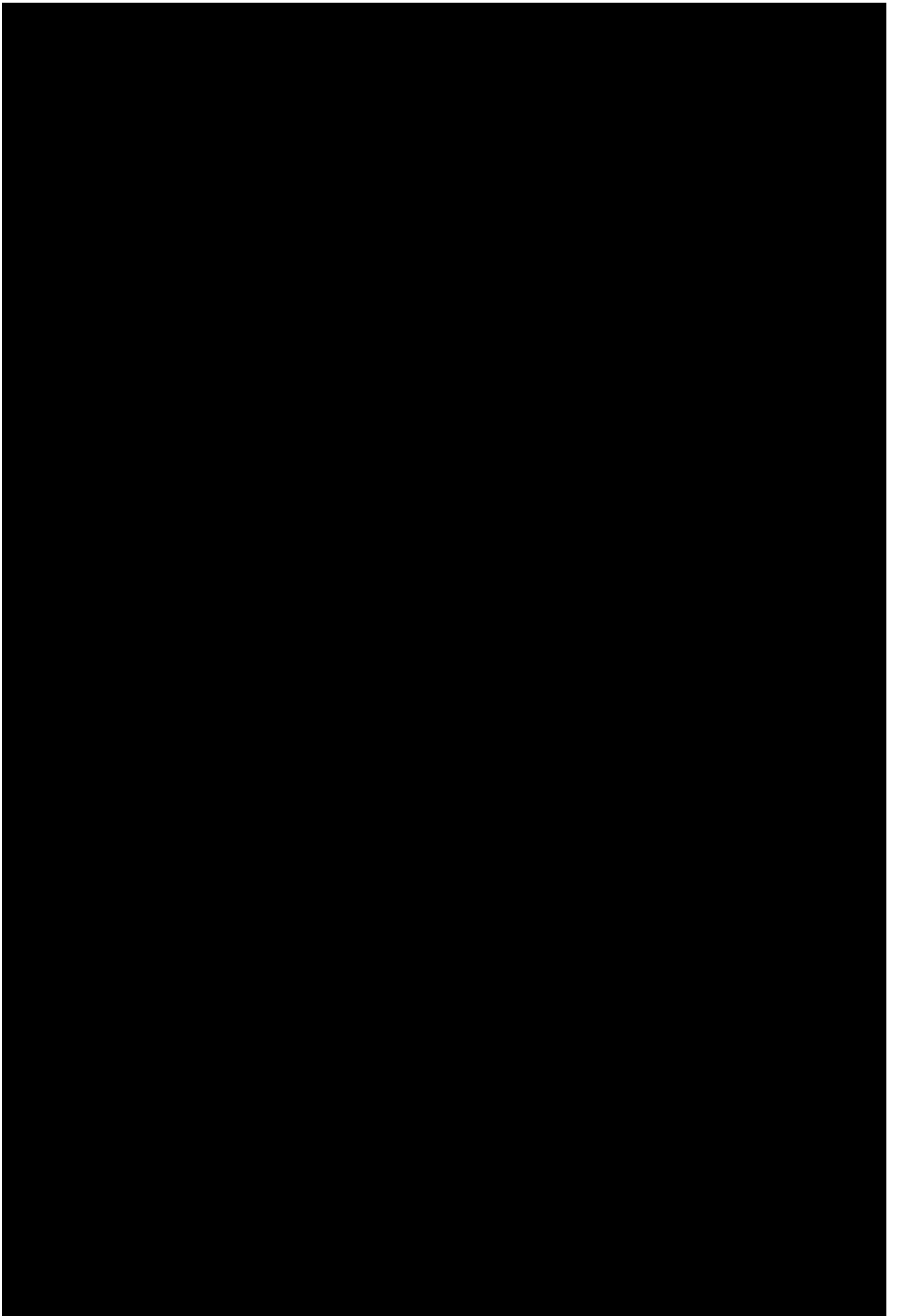


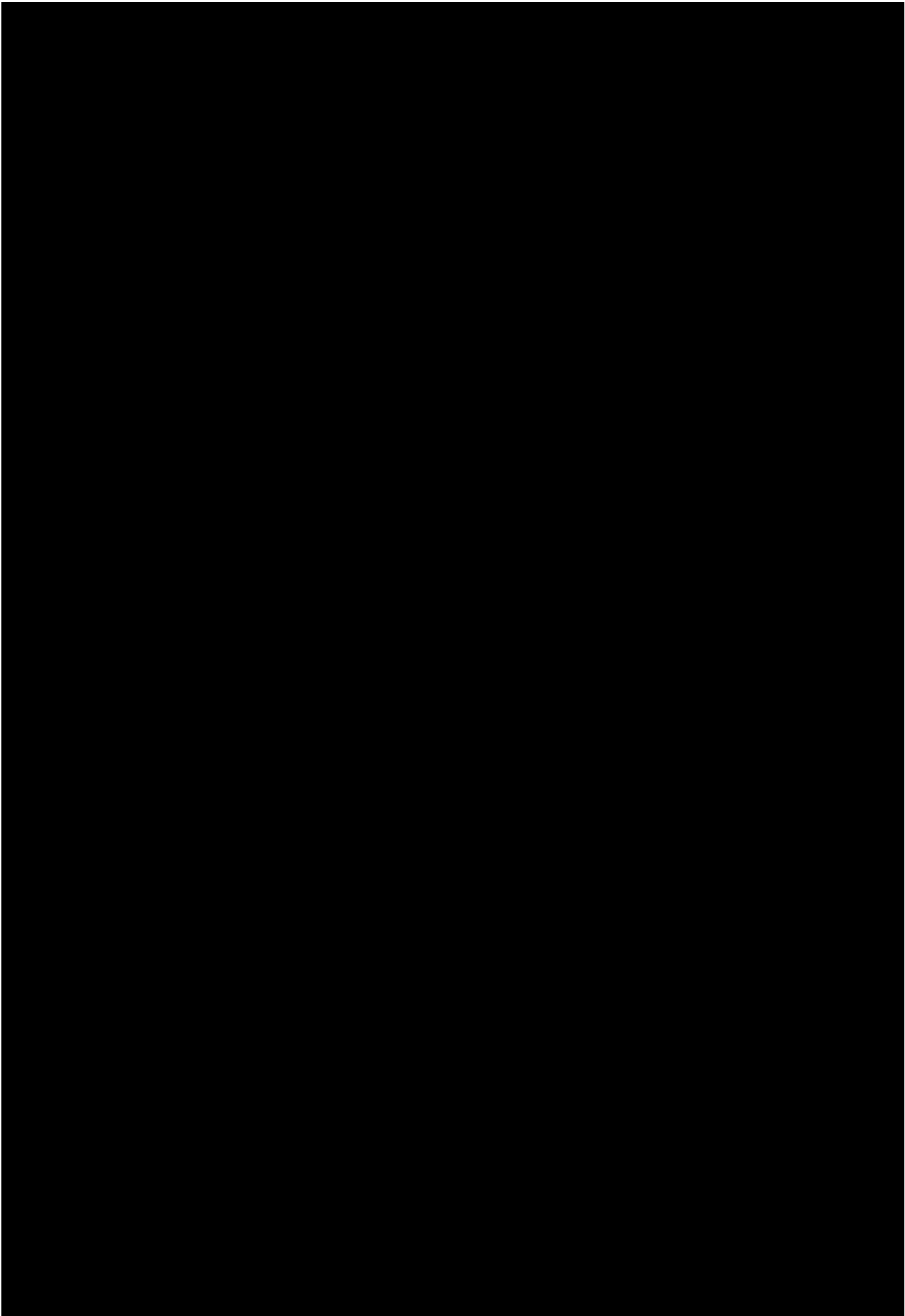












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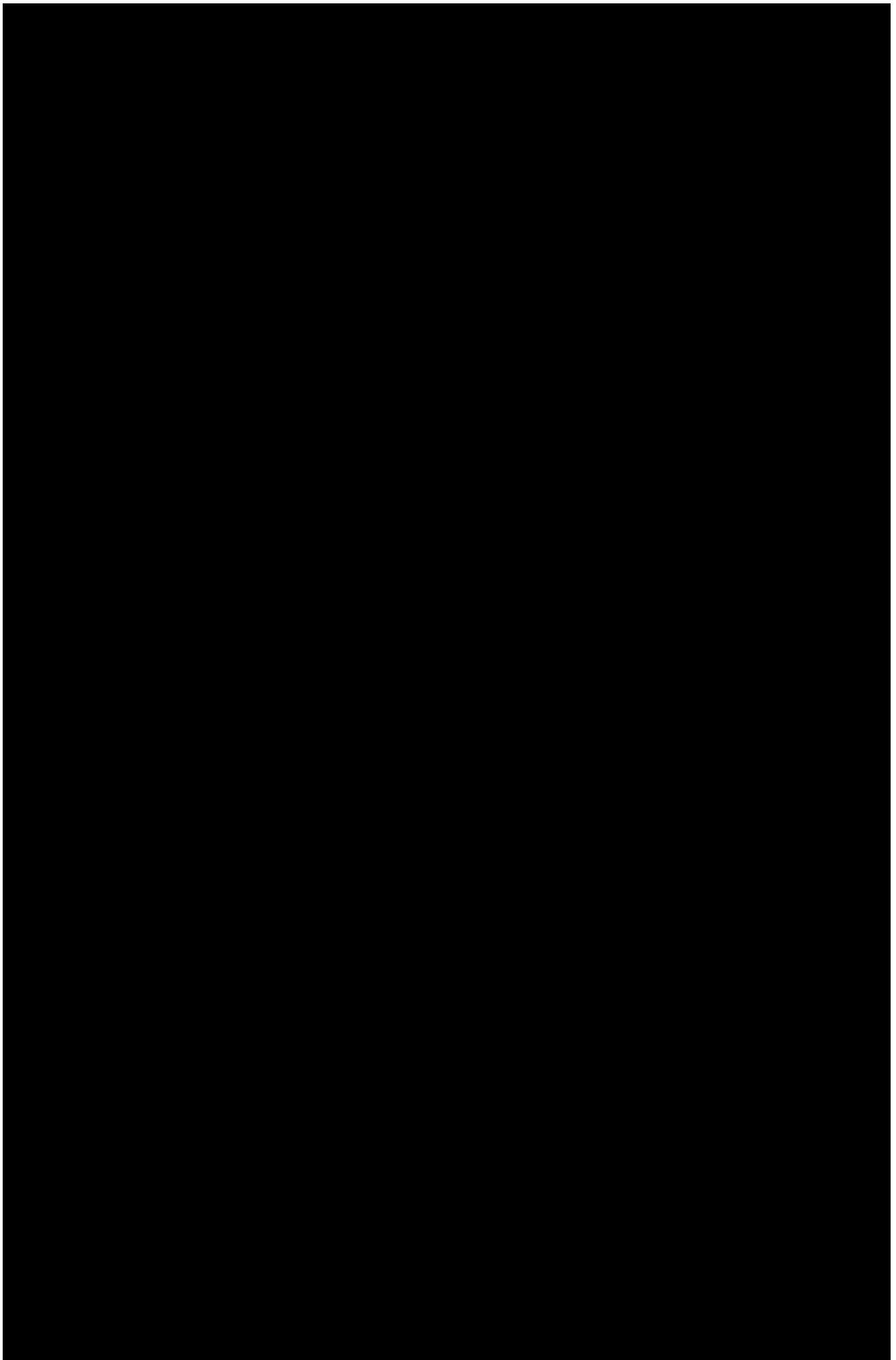
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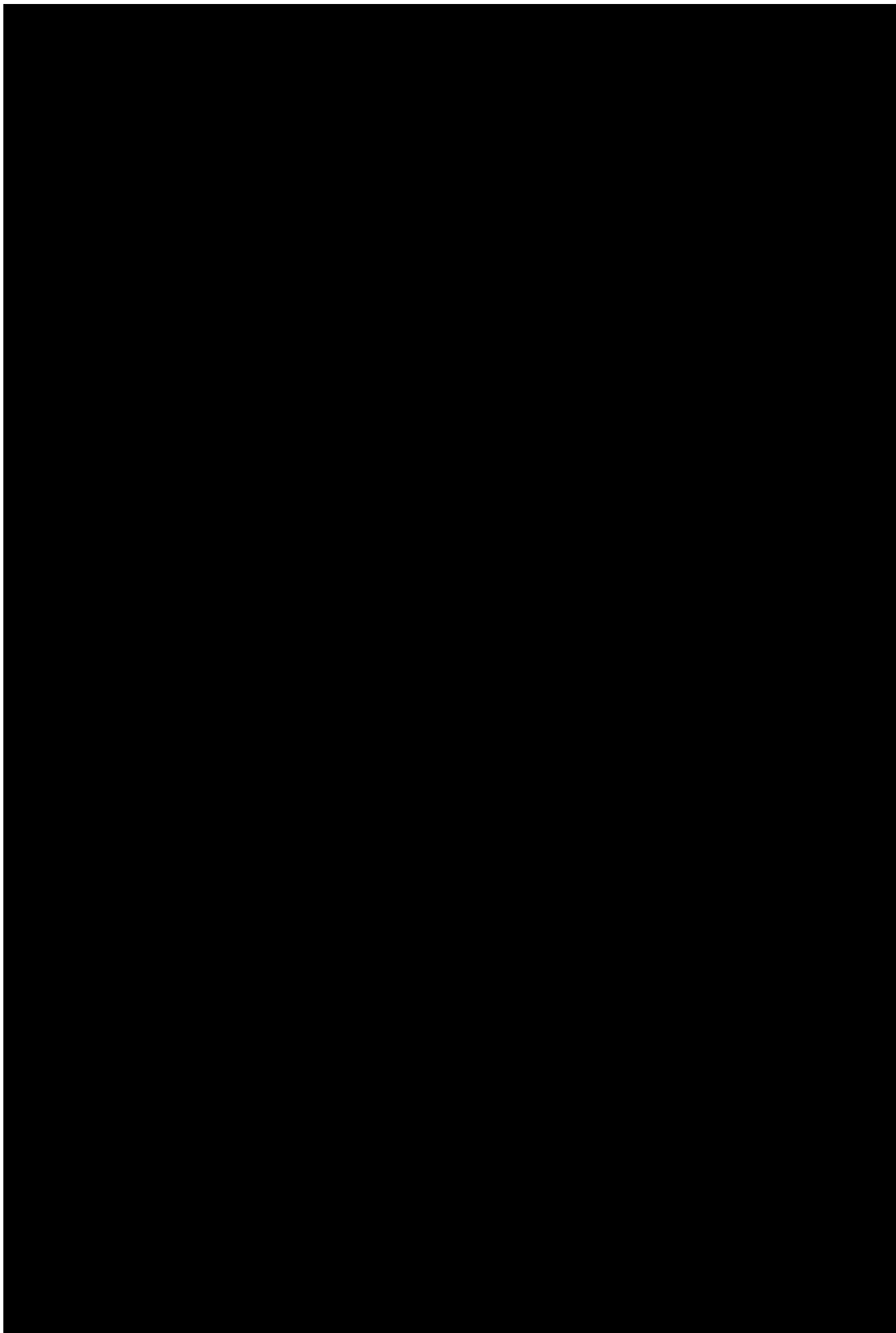
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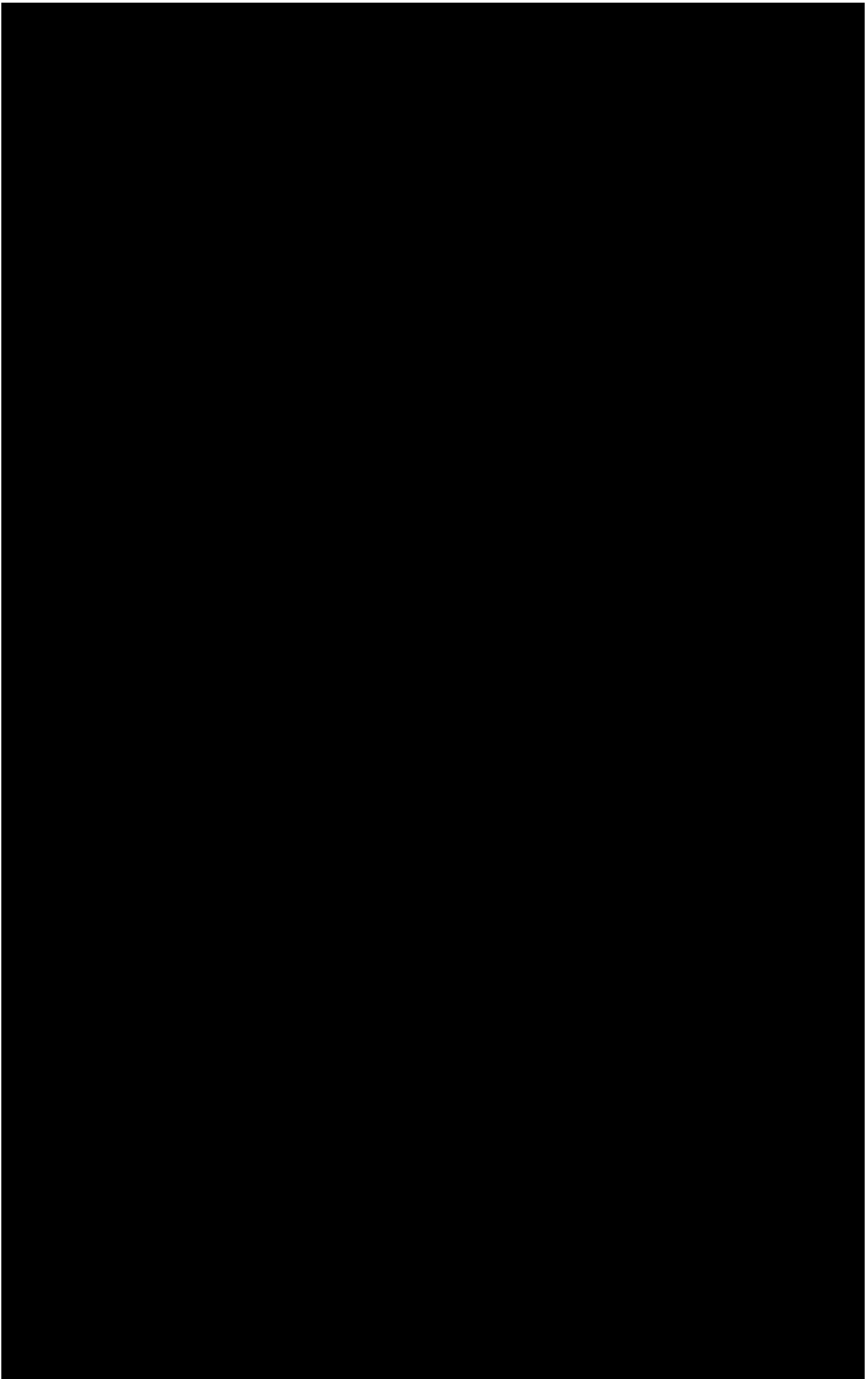
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Shell Oil Company

2018 Consolidated Financial Statements





