

**SECTION 83E ROUND 2
REQUEST FOR PROPOSAL
ATTACHMENTS**

SEA BREEZE ENERGY STORAGE



SEA BREEZE
ENERGY STORAGE

Proposal Created by:



Applicant

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Contact



Proposal Created for:

Massachusetts Department of Energy
Resources

Electric Distribution Companies

Fitchburg Gas & Electric Light Company
d/b/a Unitil

Massachusetts Electric Company and
Nantucket Electric Company, each d/b/a
National Grid

NSTAR Electric Company d/b/a Eversource
Energy



Confidentiality Statement

Certain information in this proposal is non-public, proprietary, commercial, and/or financial information (“Confidential Information”), which has been redacted from the version of this proposal marked “PUBLIC.” Such Confidential Information is highlighted in gray and/or is clearly marked as confidential in the version of this proposal marked “CONFIDENTIAL.” Sea Breeze Energy Storage, LLC intends for all such Confidential Information to remain confidential. Further, the version of this proposal marked “CONFIDENTIAL” should be treated as a non-public record that is exempt from disclosure under applicable laws and as set forth in the Request for Proposals for Long-Term Contracts for Energy Storage Projects Round 2 issued on July 31, 2026.

Attachment 1-1

Certification, Project and Pricing Data (CPPD) Form

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Attachment 5-1

Audited Financial Statements for Strata

(This attachment is REDACTED in its entirety)

Attachment 6-1

Interconnection Request

(This attachment is REDACTED in its entirety)

Attachment 6-2

Transitional Cluster Study Agreement

(This attachment is REDACTED in its entirety)

Attachment 6-3

Transitional Cluster Study—Final Report (CEII)

(This attachment is REDACTED in its entirety)

Attachment 6-4



(This attachment is REDACTED in its entirety)

Attachment 6-5

Transitional Cluster Study Surety Bond

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Attachment 6-6

Power Flow Modeling Data (CELL)

(This attachment is REDACTED in its entirety)

Attachment 6-7

Electrical One-Line Diagram

(This attachment is REDACTED in its entirety)

Attachment 7-1

Project Site Maps

(This attachment is REDACTED in its entirety)

Attachment 7-2

Site Layout Plan

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Attachment 7-3



(This attachment is REDACTED in its entirety)

Attachment 7-4



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Attachment 7-5



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Attachment 7-6

Stakeholder Map

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Attachment 8-1

Safety Plan

(This attachment is REDACTED in its entirety)

Attachment 9-1



(This attachment is REDACTED in its entirety)

Attachment 9-2



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Attachment 10-1

Project Schedule

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Attachment 12-1

Operations & Maintenance Statement of Qualifications

OPERATIONS & MAINTENANCE

Strata Solar Services
Statement of Qualification
September 2026

WHO WE ARE



Fully Vertically Integrated

One organization: financing, development, EPC, energy and asset management, operations



Powering AI & Data Centers

Delivering reliable, scalable clean energy built for hyperscale performance and speed to power



Privately Owned Since 2008

Two decades of proven experience starting with rooftop solar and expanding to large-scale projects



Long-term Asset Ownership

Fully integrated solar and storage independent power producer ("IPP") in the U.S. with 1 gigawatt operating



Community Stewardship

Trusted, long-term presence in every community where we develop and operate.



Safety At Our Core

All construction activities are held to the highest safety standards with a 0.28 TRIR for 2025

350+ projects

Contracted, in construction and operating

8 GW

Executed capacity across projects

18+ years

In energy solutions excellence

1 GW

EPC projects currently in Active Construction

9 GW

In active development pipeline

280

Projects being operated by Strata across 25 states

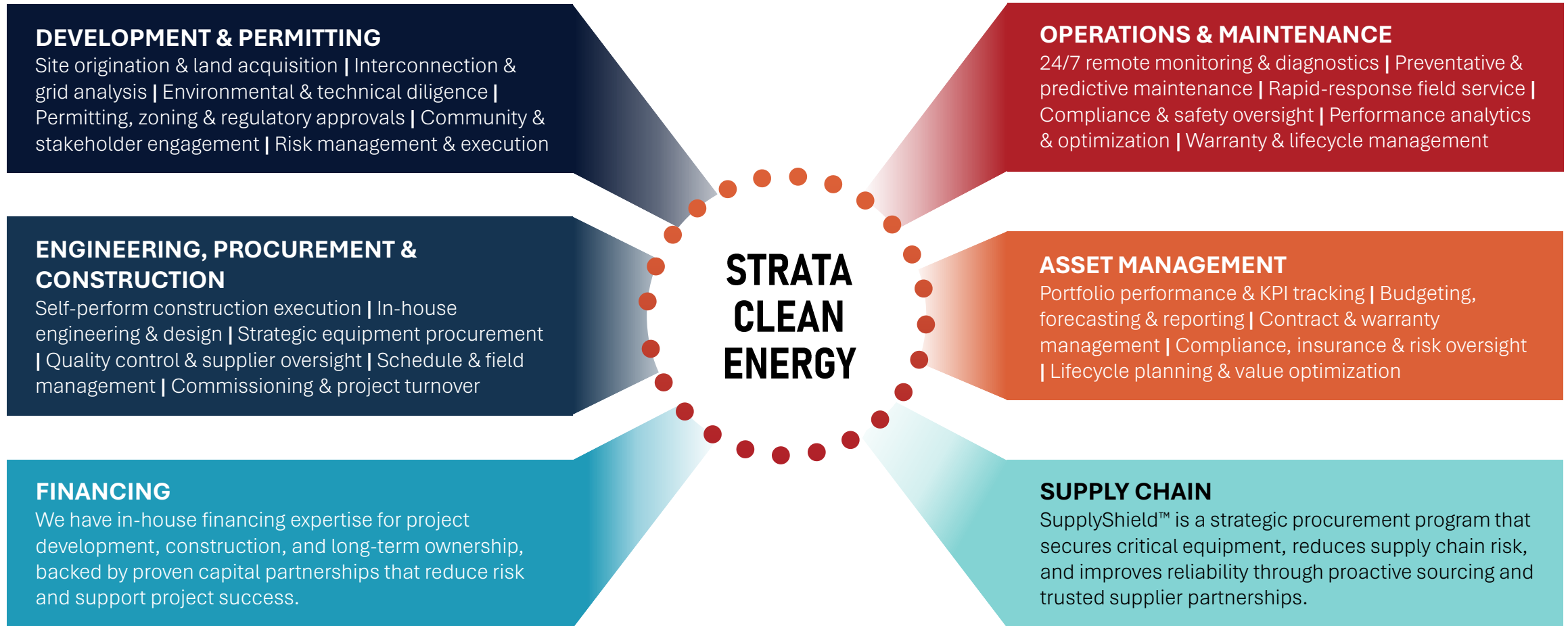
\$4 Billion+

Debt raised

\$1.1 Billion+

Tax equity

A FULL, VERTICALLY INTEGRATED PLATFORM



WHO WE SERVE

Utilities, IPPs and Hyperscalers all face the same problem: energy can't move fast enough. *We fix that.*



UTILITIES

Meet mandates. Ensure reliability.

- Deliver utility-scale solar, storage, and hybrid solutions
- Ensure reliable grid integration on tight timelines
- Meet regulatory requirements with proven execution
- Build safe, high-performance infrastructure to utility standards
- Simplify execution so utilities can focus on outcomes



INDEPENDENT POWER PRODUCERS

Grow fleet. Control risk.

- Accelerate growth with turnkey development, EPC, and O&M
- Deliver bankable, repeatable assets for long-term returns
- Reduce risk with a single, integrated lifecycle partner
- Provide late-stage pipeline opportunities for faster deployment
- Enable flexible investment and co-ownership structures



HYPERSCALERS & DATA CENTERS

Power digital infrastructure. At speed.

- Deliver large-scale, reliable power for critical infrastructure
- Enable speed-to-power with integrated energy solutions
- Provide resilience and flexibility for AI-driven demand
- Align with aggressive build timelines and scaling needs
- Develop power-ready sites with land and interconnection

OPERATIONS & MAINTENANCE

PUBLIC



OPERATIONS & MAINTENANCE: OPTIMIZED PERFORMANCE, HIGHER RETURNS

We maximize asset performance and uptime by operating every system with an owner's mindset.

O&M teams operate most of what Strata builds, with EPC decisions shaped by decades of operational experience

24/7 remote monitoring with string, inverter, and system-level diagnostics via Remote Operations Center

Drone-based inspections detect degradation before outages occur

Rapid-response field teams dispatched on real-time alerts through predictive and preventative maintenance programs

NERC and ISO compliance oversight across all active markets

280+

Solar & storage assets under management

3+ GW

Contracted PV O&M

1.3 GWh

Contracted BESS O&M

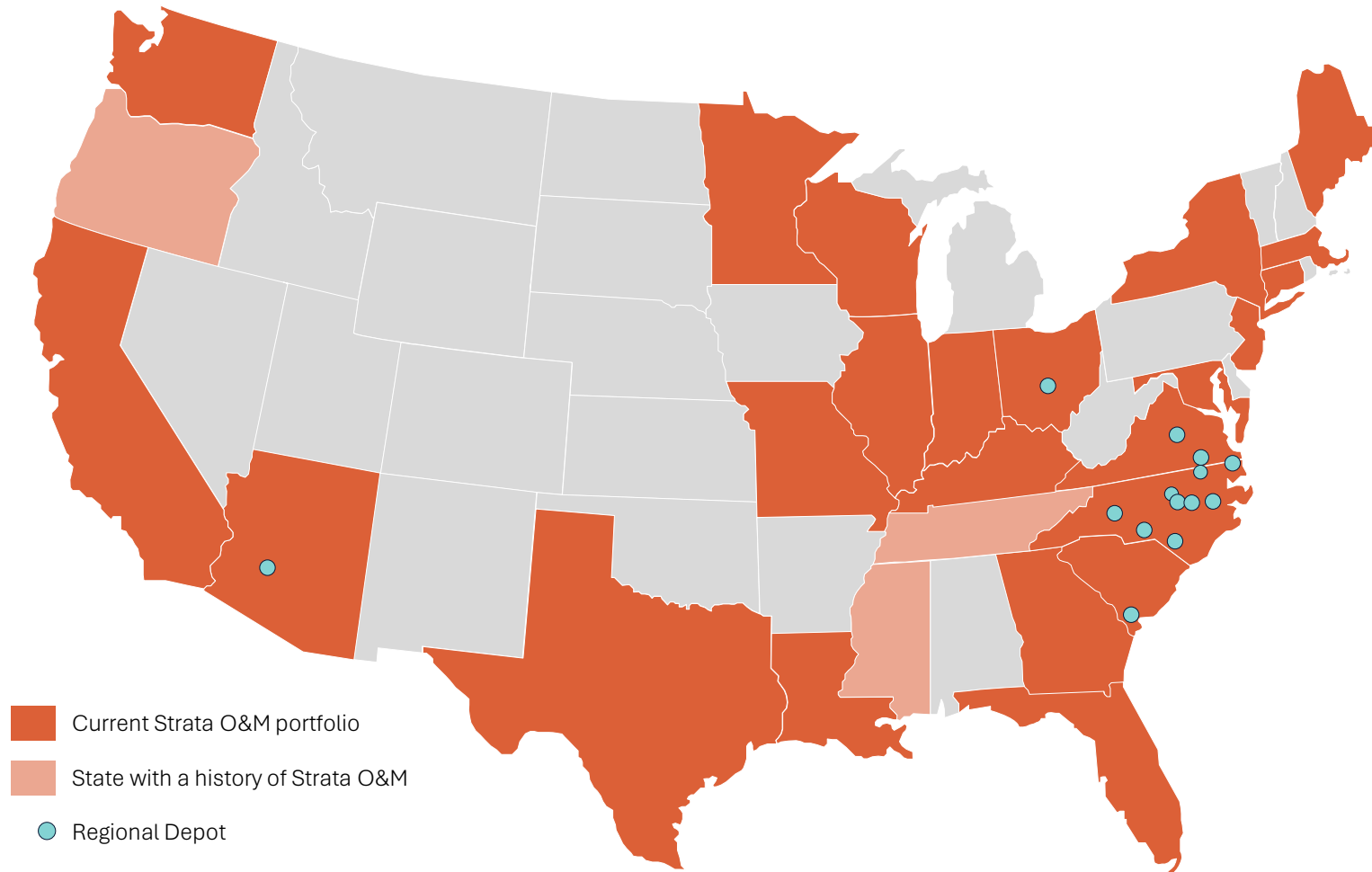
190+

Full-time O&M employees

24

States with active O&M

NATIONAL O&M FOOTPRINT BUILT FOR SCALABLE, EFFICIENT EXECUTION



- **Regional depots and technician hubs** positioned for efficient, scalable support
- **Local field teams** ensure execution aligned with regional requirements and grid conditions
- **Dense portfolio clusters** drive efficiency through shared resources and optimized routing
- **Scalable infrastructure** supports growth without rebuilding operations market by market
- **Standardized processes** enable consistent service and compliance nationwide

A COMPREHENSIVE SUITE OF O&M SERVICES

Strata's Operations and Maintenance platform is built on the same owner's mindset that drives every part of our business. With in-house field teams and deep technical expertise across all major system components, we keep assets performing at their best from commissioning through the full life of the project.

Shared across every site: preventative maintenance, spare parts and inventory, vegetation management, and emergency response.

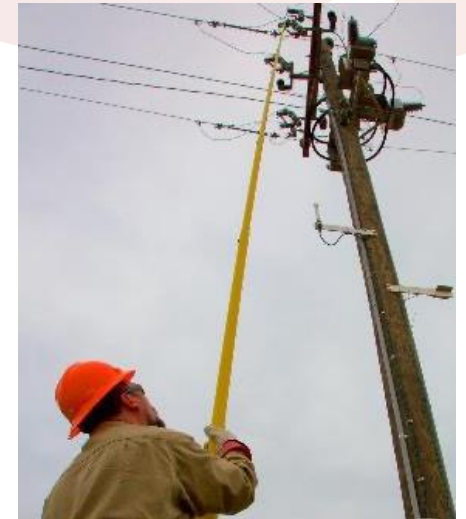
BATTERY STORAGE (BESS) SERVICES

- Battery enclosure & rack maintenance
- Power Conversion System (PCS) maintenance
- Battery thermal management system maintenance
- Fire suppression inspection & testing (NFPA 855)
- Battery Management System (BMS) monitoring & diagnostics

SOLAR (PV) SERVICES

- Modules & racking maintenance
- Substation, inverter & transformer maintenance
- Module cleaning
- Drone solar array assessment
- Tracker system maintenance
- Equipment replacement

The result: assets that perform at their best from commissioning through the full life of the project, backed by the people and expertise to keep them there.



EXPERTISE APPLIED TO YOUR UNIQUE PROJECT

Our O&M team creates customized preventative maintenance schedules based on plant characteristics and owner requirements, including:

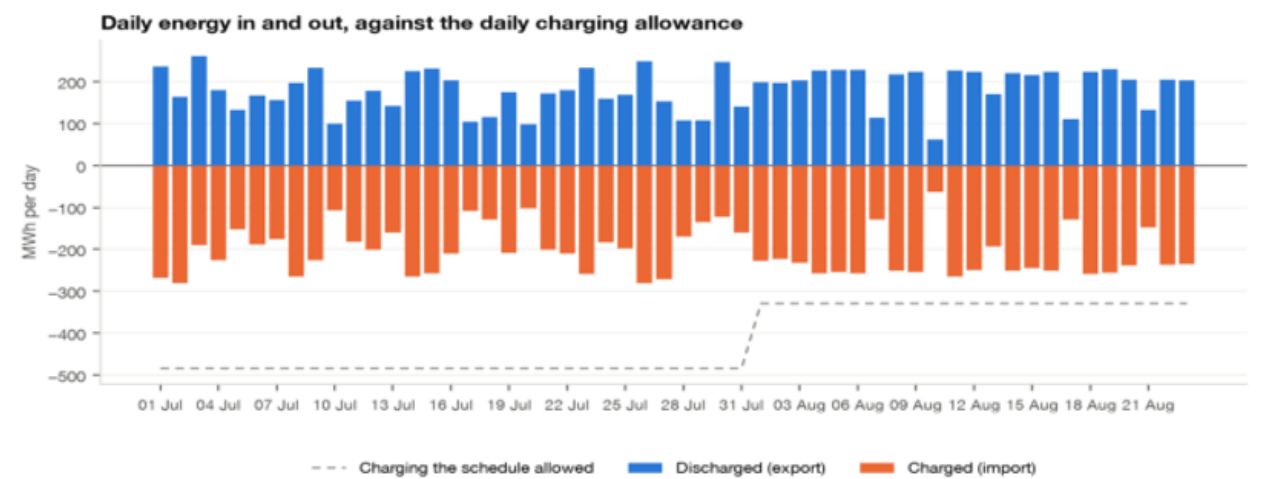
- Inspecting, testing, calibrating, and maintaining electrical and protection equipment, including breakers, relays, telecommunications equipment, transducers, substation systems, transformers, capacitor banks, overhead collection systems, generators, and fire-protection systems.
- Preventative maintenance based on warranty requirements, manufacturer recommendation, published standards and industry best practices.
- I-V curve tracing and analysis, capturing soiling, shading, cell damage, faulty connections and diode defects or other potential problems.
- Component-level and aerial (infrared) thermography to enhance detection of loose wire terminations, faulty overcurrent protection devices, bypass diode failures and cell defects.



BATTERY STORAGE (BESS) DATA ANALYSIS

DATA ANALYSIS FOR BESS SITES INCLUDE:

- Charge and Discharge Log vs. SCE Charging Schedule
- Power & Energy Derate Analysis
- Available AC discharge capacity versus rated
- State of Charge, Health & Thermal
- Round Trip Efficiency



Daily energy in and out against the daily charging allowance. Bars above the axis are discharge, below are charge, and the dashed line is what the schedule allowed.

Monthly BESS Metrics

Metric	Value	Unit	Notes
Energy Charged	20,410	MWh	
Energy Discharged	17,898	MWh	
Energy Throughput	38,308	MWh	charged + discharged
Round Trip Efficiency	87.7	%	
Cycle Equivalents	29.8	cycles	
State of Charge	34.8	%	
Depth of Discharge (daily)	83.0	%	mean of daily max-min SOC
Site Availability (AC)	98.8	%	
Cell Temperature	53.0	°C	monthly peak is the hottest single string-day – at/above the 50 °C excursion threshold; see Temperature Excursions and open thermal WOs

STATE-OF-THE-ART CONTROL CENTER

- Strata's NERC-compliant **Remote Operations Center (ROC)** is located at our corporate office in North Carolina and provides monitoring of our national solar and storage portfolio 24/7/365.
- **Accelerates mean time to repair (MTTR)** with real-time alerts and coordinated dispatch of specialized field teams, ensuring faster resolution and minimal production loss.
- Strata **captures more revenue from every asset** using advanced performance analytics and predictive models that continuously optimize system output.
- **Improves system reliability and grid performance** through continuous coordination with transmission operators for voltage support and production optimization.





SOPHISTICATED DRONE PROGRAM

- Identifies DC-related outages, such as modules and strings of modules
- Significantly reduces cost of manual infrared inspections done on foot

6+

Years of experience

20

FAA certified UAS pilots

1,000+

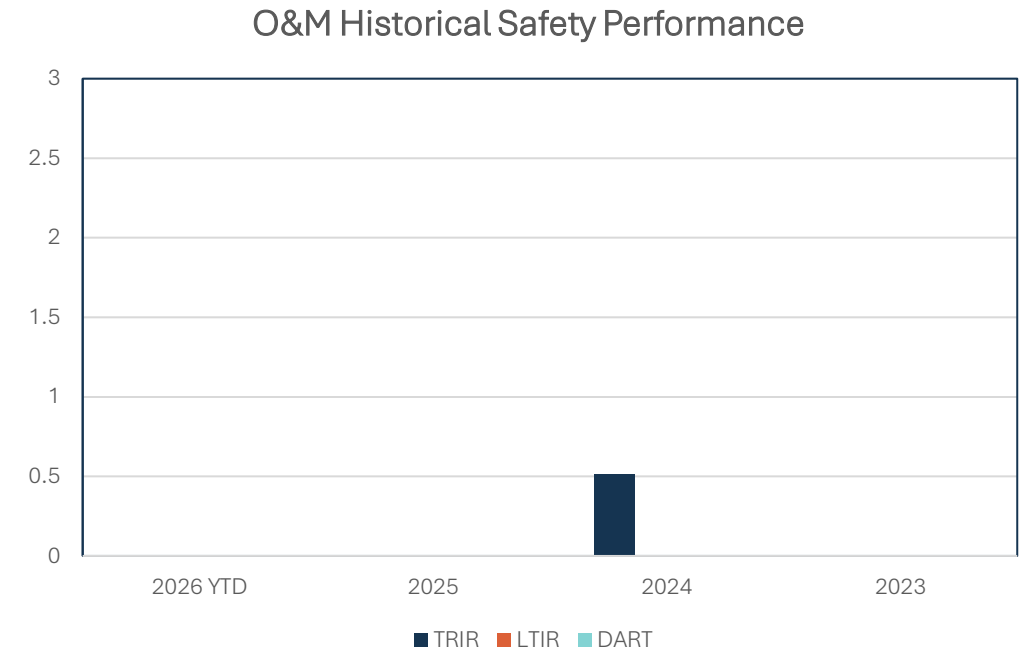
Hours flown

6M+

Modules inspected

SAFETY & QUALITY DRIVE RELIABLE EXECUTION AND REDUCED RISK

- **Deliver more consistent project and operational execution** by maintaining industry-leading safety performance (TRIR: 0.00), minimizing disruptions across EPC and O&M activities
- **Reduce operational and project risk** through a safety-first culture embedded in every phase of the asset lifecycle—from construction through long-term operations
- **Avoid costly delays and incidents** with rigorous safety protocols and continuous improvement programs that protect schedules and workforce continuity
- **Strengthen asset reliability and long-term performance** by ensuring work is completed safely, correctly, and without compromise to quality standards
- **Enhance accountability and stakeholder confidence** through safety practices aligned with utility partners and industry best standards



PROJECT PROFILE: BATTERY ENERGY STORAGE SYSTEM (BESS) O&M

PROJECT SPECIFICS:

- **Project Name:** Justice BESS
- **System Size:** 150 MW / 600 MWh
- **Location:** Buckeye, AZ
- **Scope of Services:** full ESS scope
- **Technical details:** Tesla Megapack; (188) Megapacks – one PCS + one battery each)



PROJECT PROFILE: SOLAR PV O&M

PROJECT SPECIFICS:

- **Project Name:** Greenville
- **System Size:** 104 MWdc / 472 Mowable Acres
- **Location:** Skippers, VA
- **Scope of Services:** O&M full-scope; Vegetation Management
- **Technical details:** (253,544) modules; ATI Tracker Racking System; (28) transformers; Sungrow inverters
- **POI Voltage:** 115 kV



A LEADERSHIP TEAM WITH DECADES OF GLOBAL ENERGY EXPERIENCE



Markus Wilhelm,
Founder & Chief Executive Officer

Markus Wilhelm founded Strata in 2008 with a vision for renewable energy integration. Under his guidance, Strata has flourished and is executing large-scale solar and battery storage projects nationwide. His leadership has been instrumental in driving the company's success and growth trajectory.

Before establishing Strata Clean Energy, Markus brought over 25 years of experience in the media industry, with a focus on leadership roles at prominent companies like Bertelsmann AG and Time Warner. As a seasoned CEO, Markus has led publishing and direct marketing firms such as Bookspan and Doubleday Direct, overseeing international teams spanning across the US, UK, Australia, New Zealand, China, and Korea.



Cathy Wilhelm, Co-Founder

- Co-founded Strata Clean Energy in 2008, bringing 20 years of real estate experience to help build the company from the ground up
- Continues to shape Strata's administrative operations as the company has grown into a leading utility-scale clean energy provider
- Previously conducted environmental cost-benefit analyses in China and managed energy forecast modeling for Ontario Hydro; holds a Master's in Environmental Studies and Bachelor's in Economics



Brian Herndon, General Counsel

- 35+ years of experience in law
- Previously served as Partner at Blanco Tackabery where he led the clean energy practice group and assisted Strata in the development and financing of all its projects. Blanco became the go-to firm for renewable energy developers in North Carolina under his leadership



Tiago Sabino Dias, Chief Commercial Officer

- 20+ years of experience in clean energy
- Co-founded Crossover Energy Partners (acquired by Strata in 2022)
- Led and supported development and acquisition of 10GW of projects spanning three continents, encompassing solar, wind, hydro, CSP, and BESS technologies
- Previously led development for Arevon, Capital Dynamics, and Contour Global

A LEADERSHIP TEAM WITH DECADES OF GLOBAL ENERGY EXPERIENCE



Alex Wilhelm, Chief Financial Officer

- 10+ years of experience in energy finance
- Led Strata's capital markets team through \$3bn+ of project and corporate financing activity
- Previous investment banking experience with Wells Fargo Securities (Energy & Power Group)



Jason Moretz, Chief Development Officer

- Over 20 years of leadership in renewable energy
- Led development at Avantus, expanding its solar and storage pipeline across the southwest
- Delivered over 15 GW of solar and 25 GWh of storage, with expertise in land, permitting, and interconnection



Leni John, Chief Operations Officer

- 24 years of expertise in building high-performing teams and implementing strategic solutions to navigate challenges and drive operational excellence for utility-scale solar projects in the US, UAE, and Australia
- Skilled in RFP bid management, vendor quality management, cost reduction initiatives, and international procurement strategies to optimize efficiency and profitability



Nick Mshar, Senior Vice President of Strata Solar Services

- Started as the company's first installer, now oversees operations of several gigawatts of utility-scale PV power plants
- Expertise in managing large-scale teams, implementing best practices for asset management, and developing innovative solutions to optimize plant performance
- Strong focus on regulatory compliance and exceptional service while maintaining high safety and environmental standards



Sam Sink, Vice President of Business Development

- 13 years in PV solar and battery energy storage, progressing through key leadership roles at Strata Clean Energy, including VP of Commercial Operations, VP of Project Management, and Project Director
- Led execution of >3GW of utility projects
- Specializes in utility PV solar design, emphasizing optimization for cost and performance



Myra Gardiner, Vice President, Asset Management Counsel

- Leads strategic, financial, and operational performance of Strata's renewable asset portfolio across the US and Canada
- Oversees Strata's Independent Power Producer platform, with full accountability for portfolio P&L and long-term value creation
- Prior experience at NextEra Energy, NAES, and Progress Energy; holds Economics and Financial Management degrees from the University of Maryland

THANK YOU!

Attachment 13-1

Legal Organization Chart

(This attachment is REDACTED in its entirety)

Attachment 13-2

Team Organizational Chart

(This attachment is REDACTED in its entirety)

Attachment 13-3

Strata Project List

(This attachment is REDACTED in its entirety)

Attachment 14-1

Diversity, Equity, and Inclusion Plan

(This attachment is REDACTED in its entirety)

Attachment 14-2

DOER Form MOU Redline

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Attachment 14-3

EJ Populations

(This attachment is REDACTED in its entirety)

Attachment 15-1

National Grid Form Long-Term Contract Redline

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Attachment 15-2

Eversource/Unitil Form Long-Term Contract Redline

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