INTEGRATED OPERATOR IN NORTH AMERICA

- Origination and Development: 4.5 GW developed
- Transaction and Construction: 1.3 GW under construction in 2012
- Generation and Sale of assets (DSSA): 1.6 GW owned and operated
- Operations and Maintenance: 6 GW operated

As of September 30 2012
THE DEVELOPMENT CYCLE

- The timeframe for the development cycle can vary from two to ten years. Long leads times are attributed to due diligence in a range of areas from geographic and environmental factors to title and financing.
- During the development process consultants in a vary of areas are hired throughout Minnesota, including, but not limited to, surveyors, environmental specialists, law firms, general contractors and engineers.
- During construction, hundreds of Minnesotans are employed as electricians, construction workers, crane operators, administrative assistants, truck drivers, etc.

Origination and Development | Transaction and Construction | Generation and Sale of assets | Operations and Maintenance
POST CONSTRUCTION: OPERATIONS AND MAINTENANCE

- Operations and Maintenance facilities throughout Minnesota provide long term, full time employment in rural areas throughout Minnesota
- Economic benefit to rural communities
  - Community outreach, scholarship, sponsorships
  - Sustainable income to farmers
  - Income and employment by the farm
  - Increased tax base paid by the project owner
INNOVATIVE POLICY HAS MADE MINNESOTA A LEADER IN WIND

- Minnesota ranks fifth in the nation in most installed capacity, trailing Illinois by 140 MW
- 12.7% of electricity is from wind
- Minnesota has 2,717 MW of wind online
- Approximately 3,000 jobs were supported by wind in 2011 in MN
- Over $7.6M was paid in local property taxes
- Over $8M was paid to landowners in land lease payments