Twenty-five years ago, it started with one power plant. Tenaska’s founders had a vision – hire a few good people and seize opportunity in a new regulatory climate. The vision, and Tenaska, grew through hard work and as new ideas arose. In time, Tenaska began expanding the company footprint into other facets of the energy industry. With strong leadership and a focused strategy, Tenaska’s people worked tirelessly to meet customer needs while employing the highest standards of quality and social responsibility.
Seizing Opportunities
One power plant became 15 throughout the United States and in Pakistan and Bolivia. Besides building plants, Tenaska soon
engineered and operated them, pioneering efficient design and leading in industry safety. Looking into the energy future,
Tenaska ventured into natural gas exploration and production, midstream services and a development strategy for clean coal
generation. Skills in energy and marketing, strategies extended to biofuels and related products, and investments using wind
and solar photovoltaic technology. Another affiliate was formed to manage private equity investments in the power and energy
sectors in North America.

A Bold Entrepreneurial Vision
In 1987, Howard Hawks (seated front) and Tom Hendricks (standing), former InterNorth executives,
with a few others became convinced that a small, private company could operate successfully in an
evolving energy industry. They hired a few other energy veterans for the company that had been named Tenaska—a
combination of Nebraska, Texas, tenacity and two (as a scale of one to ten).

Determined and passionate, Tenaska’s early leaders were committed to build a company that would be a core
culture. They prided themselves on the eight people who take reasoned, manageable risks, insist on quality, and deal
fairly and honestly with partners, customers and the public.

The Vision Grows
Tenaska’s goal was to build one or two power plants. The first was a 223-megawatt natural gas-fired cogeneration
plant in Paris, Texas. A second was a cogeneration plant in Fennell, Washington. They believed that cogeneration
was a business in which a company with limited capital, but a lot of expertise, could obtain the financing needed
to succeed. Both operated well and now have fully retired debt, having paid off loans in full without
a missed payment.

Employing the synergy it developed in operating power
plants, a Tenaska affiliate began marketing natural gas.
It now manages, trades or sells nearly 10 percent of the
U.S. total natural gas consumption. Similarly, an affiliate
to market power and provide ancillary services in Texas
has grown to national scale. Tenaska has become a force
in the energy industry.

Prepared for the Future
In 25 years, Tenaska has become one of the largest independent energy
companies in the U.S. Its strength lies in a sound financial policy, a broad and
diverse base of energy businesses, and an ability to generate needed resources.
Because the company has remained a privately owned entity, decisions can be
based more appropriately on long-term strategies. The company has been able
to adapt and respond quickly to recessions, market instability and changing
legislative and regulatory landscapes. After a quarter century, Tenaska’s core
culture and philosophy remain unchanged. As Co-founder and Chairman
Howard Hawks handed day-to-day management to Vice Chairmen Paul Smith
(left) and Jerry Crouse (right) in 2010, Tenaska’s business associates remained
confident that Tenaska has the right people, and the right values, to continue
playing an expanding role in the nation’s energy future.

Today, Tenaska is a leader across the energy industry. Our culture and
philosophy continue to fuel momentum in diverse areas. Tenaska has earned success through its core
strengths—industry knowledge and experience, a sound balance sheet, a reasoned strategy for
leadership transition and an earned reputation for honesty and fair dealing. We have a respected name
in building, operating and overseeing energy plants; natural gas, power and biofuels marketing; private
equity investments and asset management; shale gas exploration and production, and alternative energy
investments. Tenaska’s people see opportunity in challenge and earn success from what they envision.
Today, Tenaska is a leader across the energy industry. Our culture and philosophy continue to fuel momentum in diverse areas. Tenaska has earned success through its core strengths – industry knowledge and experience, a sound balance sheet, a reasoned strategy for leadership transition and an earned reputation for honesty and fair dealing. We have a respected name in building, operating and overseeing energy plants; natural gas, power and biofuels marketing; private equity investments and asset management; shale gas exploration and production, and alternative energy investments. Tenaska’s people see opportunity in challenge and earn success from what they envision.
Tenaska Overview

Tenaska is one of the largest independent energy companies in the United States.

Founded in 1987 and privately held, Tenaska develops, owns and operates large-scale, non-utility power plants; markets natural gas and electricity and provides associated risk management services; provides marketing services for biofuels and related products; provides acquisition, management and operations services for private equity investments; and engages in natural gas exploration, production and associated transportation systems. Tenaska is headquartered in Omaha, Nebraska, with regional offices in Dallas, Texas; Denver, Colorado; Pittsburgh, Pennsylvania; and Calgary, Alberta, Canada.

Tenaska Energy, Inc. and Tenaska Energy Holdings, LLC (collectively “Tenaska”) operate together as co-holding companies. In addition to describing companies and projects that are owned or partially owned by Tenaska, this report includes information on stand-alone companies and projects that are managed but not owned by Tenaska or its subsidiaries, including: Tenaska BioFuels, LLC; Tenaska Resources, LLC; Tenaska Solar Ventures, LLC; Tenaska Taylorville, LLC; private equity investments managed by Tenaska Capital Management, LLC, and a number of other entities and business units.
Tenaska’s record of success continued in 2011, with the company’s sound balance sheet providing a solid foundation for its commodity marketing affiliates; diverse energy development activities; power generation; natural gas exploration and production; and private equity investment management services.

** Managed Plant Capacity  
In Megawatts

** Gross Operating Revenues  
In Millions

** Total Balance Sheet Equity  
In Millions

** Total Assets  
In Millions

** Total Employees

<table>
<thead>
<tr>
<th>Year</th>
<th>Corporate</th>
<th>Operations</th>
<th>Energy Marketing</th>
<th>Development</th>
<th>Private Equity</th>
<th>Gas Exploration &amp; Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Natural Gas Marketing

Tenaska Marketing Ventures/Tenaska Marketing Canada (collectively TMV) emerges from 2011 well positioned to take advantage of changing energy marketplace conditions to continue its record of helping its customers succeed.

TMV recorded strong operating and financial results in 2011. The company was ranked No. 1 in the nation in natural gas pipeline capacity trading for the third consecutive year, according to CapacityCenter.com of Boston, with its total volume almost twice that of the second-ranked trader.

For the 34th consecutive quarter, TMV ranked among the top 10 natural gas marketers by volume in the U.S. and Canada, as listed by Platt’s Gas Daily and Natural Gas Intelligence. TMV sold or managed approximately 2.3 trillion cubic feet of gas in 2011, a volume equal to about 9.3 percent of total U.S. gas consumption.

Power Marketing

The year 2011 began with the implementation of a nodal market design in the Electric Reliability Council of Texas (ERCOT). During market trials, TPS worked with its customers to help them make a successful transition.

TPS’s preparation paid off when many regions were hit by extreme weather events in 2011. As freezing temperatures in February throughout Texas caused ERCOT to call for rolling blackouts, TPS helped its customers respond effectively by managing their contract obligations to cease electricity use when requested.

August brought another crisis created by unprecedented heat. New peak demand records were established in ERCOT, which declared system emergencies on six days, calling for power cuts to interruptible customers twice. Again, TPS was able to help its customers manage the crisis. TPS also contributed to the power supply by importing electricity over the two transmission lines that connect ERCOT to the Southwest Power Pool.
Biofuels & Related Products Marketing

Tenaska BioFuels, LLC (TBF) increased its revenue by 67 percent in 2011, its most successful year to date and one of substantial growth. The year included numerous “firsts” for the company: first barge transaction, foreign processing contract, biodiesel terminal procurement and asset management agreement, and a structured equity transaction with an ethanol plant.

TBF processed over 30,000 transactions during 2011, an increase of 27 percent from 2010. The number of assets managed in the U.S. also grew, with additional corn oil extraction and refining agreements, as well as storage, transportation and aggregation transactions.

TBF transacts in 25 different biofuels and related products throughout the U.S. as well as in 21 foreign countries, offering marketing, offtake and procurement services for biofuels producers and agriculture processors. The company also provides logistical services to manage transportation and storage assets. It has become a market leader in helping ethanol producers market corn oil produced from extraction equipment.

AT A GLANCE

Development

Energy market conditions point to a favorable new climate for Tenaska’s power development activities, particularly in solar and natural gas generation.

Tenaska began construction of Imperial Solar Energy Center South, a photovoltaic solar generating plant in Southern California, in 2011. The California Public Utility Commission also has approved a power purchase agreement for a second solar facility, the Imperial Solar Energy Center West. The power produced by both projects will be purchased by San Diego Gas & Electric Company under 25-year agreements. These two projects will result in more than $1 billion of capital investment.

Tenaska is positioned to capitalize on a growing demand for natural gas-fueled generating capacity through its development of two gas plant projects in Pennsylvania, each with an estimated capacity of approximately 1,000 MW. Much of the company’s development focus in 2012 and beyond will be on developing additional gas power plant projects in markets that soon will need capacity because of increasing demand and projected coal plant retirements, such as the Midwest, Northeast, East Coast, Southeast and Texas.

Tenaska also is developing two clean coal generating projects that are positioned to become pioneers in the capture and storage of carbon dioxide emissions.
Tenaska Capital Management, LLC (TCM), a private equity investment manager, ended 2011 with approximately $4 billion in assets under management.

TCM has substantially expanded its involvement in the natural gas midstream sector, while continuing to manage and seek additions to its modern fleet of eight natural gas-fueled electric generating plants.

The need for capacity to meet growing electric demand and to replace retiring coal plants largely will be filled by natural gas-fueled generation, improving prospects for midstream asset development and for the dispatch and value of the gas-fueled plants under TCM management.

To capitalize on midstream opportunities, TCM formed two portfolio companies, Voyager Midstream, LLC and TPF Gas Services, LLC, that focus on natural gas storage, gathering, processing and transportation. TCM also invested in Frontier Gas Services, LLC, an existing management team dedicated to acquiring, developing, owning and operating midstream assets.

TPF Gas Services, LLC developed and operates a 225-mile, high-pressure system owned by TPF II East Texas Gathering, LLC. It has a design capacity of 1.2 billion cubic feet per day and gathers natural gas produced in multiple plays, including the Haynesville and Bossier Shale formations in Texas and Louisiana. During 2011, Frontier Gas Services’ principal assets, including a gathering and processing system in the Granite Wash formation in the Texas Panhandle and four gathering and processing systems in the Fayetteville Shale formation in Arkansas, were sold to Crestwood Midstream Partners.

In its third full year of operation, Tenaska Resources, LLC – a natural gas exploration and production affiliate of Tenaska – made steady progress in 2011 toward preparing an initial gas-producing asset for sale, while focusing future efforts on promising nearby acreage.

By 2011, 10 wells were drilled in Tioga County in northern Pennsylvania, and many are showing high levels of productive potential, especially in the Mainesburg Prospect, where existing wells are producing up to 30 million cubic feet per day. The acreage should be attractive to long-term producers when gas market conditions improve.

Tenaska Resources also owns lease rights and is operator on about 9,400 acres in the Germania Prospect in Potter County, Pennsylvania, where it is acquiring seismic data in preparation for drilling and production efforts. Early indications are that the prospect holds superior productive potential.
Power Generation

The Engineering & Operations Group manages assets using diverse energy resources and technologies. Its core focuses are project design and construction and managing efficient operation of 16 natural gas-fueled generating plants, totaling about 12,000 megawatts (MW), owned in Tenaska partnerships and by private equity investments managed by Tenaska Capital Management, LLC (TCM).

The priority Tenaska places on reliable plant operation was tested by unusual weather conditions in 2011, especially in Texas, which experienced severe cold and rolling blackouts on February 2. All plants managed by Tenaska remained in service during the blackouts.

The following summer, record heat in the Electric Reliability Council of Texas (ERCOT) threatened a complete loss of generating reserve margins. Again, Tenaska’s plants performed well, with its ERCOT facilities averaging over 96 percent availability from June through September. Nationwide, the average on-peak availability of all plants managed by the group exceeded 98 percent in 2011.

Engineering & Operations is managing construction of Tenaska’s newest project, the Imperial Solar Energy Center South, a 130-MW photovoltaic solar generating facility in Southern California.

On behalf of TCM, the group also managed the construction of a high pressure natural gas gathering pipeline system in East Texas and Louisiana. Construction was completed in early 2012.

AT A GLANCE

Corporate

Tenaska produced solid financial results in 2011, despite continued low commodity prices, especially for natural gas. Tenaska’s operating cash flow continued to provide strong balance sheet support for its operations, investments and commodity marketing activities. With gross operating revenues of $9.3 billion and assets of $2.8 billion, Tenaska was ranked 25th on Forbes magazine’s list of the largest U.S. privately held companies in 2011, based on 2010 revenues.

Tenaska’s reputation for consistently delivering value and meeting its responsibilities continued to provide the company with a distinct advantage relative to its peers, particularly in a climate of economic and government policy uncertainty.

Tenaska’s strong balance sheet and conservative business model also continue to support the diversification of its investments into natural gas exploration, production and midstream ventures; renewable energy and clean coal technologies. At the same time, the company remains focused on natural gas-fueled power generation. Such diversity provides a well-balanced portfolio and helps protect against over-commitment in any one sector.
For 25 years, Tenaska’s success has been built on a foundation of conservative business practices, strong ethical principles, a culture of teamwork and the strong work ethic of its employees.
For 25 years, Tenaska’s success has been built on a foundation of conservative business practices, strong ethical principles, a culture of teamwork and the strong work ethic of its employees.

Today, as Tenaska celebrates a quarter century in business, a convergence of trends in the United States energy industry points to new opportunities where Tenaska is well known for its expertise – natural gas generation – as well as midstream development.

At the same time, Tenaska’s foresight in diversifying its activities is paying dividends by positioning the company as an emerging leader in utility-scale renewable solar energy, as well as clean coal development and gas, power and biofuels marketing.

Gas Abundance Favors Development

Recovery of natural gas from shale formations is no longer a new story. The technology that is freeing once-unobtainable gas supplies is becoming common across the country. But the game-changing implications continue to unfold.

The volume of new gas is amazing. Proven reserves in the U.S. have increased close to 25 percent from levels just six years ago. Estimates of recoverable natural gas reserves indicate more than 90 years of supply, almost twice the estimates of five years ago and about 50 percent higher than in 2010.

The abundance of gas attributable to shale production and the resulting low gas prices affect a number of Tenaska’s businesses, favoring the company’s core business of gas-fueled generation, ownership and operation.

Gas to Replace Retiring Coal Plants

Other factors influencing improved prospects for gas-fueled generation are the likely retirement of as much as 80,000 megawatts (MW) of old coal-fueled generating plants because of tighter environmental regulations, as well as growing demand from a recovering economy.

The need for new generation in several regions of the U.S. is expected to be filled largely by gas and renewables.

Tenaska’s Development Group is actively pursuing the development of new gas-fueled power generation plants to meet customer needs.

More immediately, development is complete for Imperial Solar Energy Center South, a 130-MW solar generating plant using photovoltaic technology. It is under construction in Southern California, with oversight provided by the Engineering & Operations Group. Development of Imperial Solar Energy Center West, a 150-MW project nearby, continues to advance with approval by the California Public Utility Commission of its power purchase agreement. San Diego Gas & Electric will purchase power from both projects under 25-year agreements. The projects are the first large-scale solar generation projects for Tenaska.
Commodity Marketing Successes

Low gas prices resulting from the abundance of supply challenge some of Tenaska’s businesses, including the gas and power marketing companies and Tenaska Resources, LLC, the gas exploration and production affiliate. Despite the difficult market, Tenaska Marketing Ventures/Tenaska Marketing Canada and Tenaska Power Services both had a successful 2011. The two marketing companies see real opportunities in the growing demand for gas generation and their ability to combine resources to offer power plants coordinated gas supply and power marketing services. Tenaska Resources, a young company just completing its third full year of operation, is producing gas from wells drilled in the Marcellus Shale formation in Pennsylvania and West Virginia, which should serve it well when gas market prices improve.

Tenaska BioFuels, LLC, also a young company in its fifth year of business, had a highly successful 2011, a breakthrough year in its marketing of ethanol, biodiesel and vegetable oils. The company exemplifies the value of Tenaska’s policy of commitment to emerging affiliate businesses, giving them time and resources to develop and implement their customer business plans.

Private Equity Opportunities Growing

Tenaska Capital Management, LLC (TCM), manager of private equity investments, completed one of its most ambitious projects in early 2012, a 225-mile high-capacity natural gas pipeline and gathering system owned by TPF II East Texas Gathering, LLC. It serves producers in East Texas and Louisiana.

Gas production and demand for new gas generation presents TCM with new and expanded opportunities, enhancing the value of its existing fleet of managed gas-fueled power plants and increasing demand for midstream pipeline, storage and processing services.

Tenaska’s Engineering & Operations Group had an active year leading the design and construction of the TCM-managed pipeline and initiating construction of the Imperial Solar Energy Center South. Those projects were in addition to the group’s core focus, managing the efficient and reliable operation of the 16 Tenaska and TCM-managed generating plants. Those plants had an average availability in excess of 98 percent and posted exemplary safety and environmental records.

Tenaska’s status as a privately held company continues to allow it to take a long view. It’s an advantage—along with our reputation, record of customer service and our skilled and dedicated employee force—that has provided long-term staying power. It has helped us weather market cycles in the past and will into the future. Tenaska has the financial strength, talent, ambition and discipline to take advantage of the right opportunities in the right way.
Tenaska is celebrating its Silver Anniversary in 2012. To me, that is remarkable. Twenty-five years ago, this company consisted of a handful of people working literally day and night to create an opportunity to build a cogeneration plant in Texas. I had confidence that we would succeed. But beyond that, I certainly would not have predicted the success we have achieved in the marketplace.

Yet, here we are! From that handful of people we’ve grown to 720 employees—still a small company in terms of employment, but one with a large footprint in the industry. Since that first plant, we’ve developed 14 more—large-scale, environmentally responsible, state-of-the-art power generating plants. Further, our natural gas, power and biofuels marketing companies are national leaders. We are very active in natural gas, clean coal and solar plant development and have had good success in natural gas exploration in the Marcellus Shale formation. Private equity investments managed by Tenaska Capital Management have included 15 power plants, two infrastructure construction companies, plus multiple natural gas storage and midstream companies.

We’ve achieved this 25-year milestone for many reasons, mostly because we hired the right people—employees with skill, experience and a determination to succeed. But I also attribute our success to how we all maintain our priceless reputation for honesty, integrity, fair dealing and ability to deliver results.

For 25 years, Tenaska has had a remarkable core of employees who after starting with us have remained with us for the long term. I think that’s a tribute to our culture. People feel a sense of accomplishment and pride in working here. Some of our early employees are beginning to retire. In fact, I have semi-retired, and I expect we’ll have a number of retirement parties in the coming years. But we have recruited and mobilized a strong bench of smart, skilled, experienced and, yes, younger people to fill those roles very capably. Now, employee transition is an integral part of our planning process.

By continued strong efforts for business success, and by adhering without fail to the ethical principles that have brought Tenaska this far, our managers and employees of today and tomorrow will build a successful future for our company.
Tenaska traces its success to its entrepreneurial culture and collaborative spirit. Its employee owners have built successful businesses in key energy industries—conventional and renewable power generation, energy marketing, natural gas production and midstream—while maintaining excellent environmental and safety records.
Tenaska Marketing Ventures (TMV) opened for business in 1991 with seven employees and an unknown name.

The story is different today. TMV celebrated its 20th anniversary in 2011 with about 140 employees, customers and assets coast to coast, and a reputation as one of the largest and most successful natural gas marketing companies in the United States and Canada.

TMV, now Tenaska Marketing Ventures/Tenaska Marketing Canada, emerges from 2011 – the latest in an unbroken string of successful years – well positioned to take advantage of changing energy marketplace conditions to continue its record of success and help its customers thrive as well.

Some highlights for TMV in 2011 included:

- Strong operating and financial results
  - No. 1 ranking in gas pipeline trading capacity for the third consecutive year
  - Ranking among the top 10 natural gas marketers in the U.S. and Canada for the ninth consecutive year
  - Utilizing a $1 billion committed credit facility renewed in 2010 for a four-year term

Tenaska Marketing Ventures (TMV) was ranked No. 1 in the nation in natural gas pipeline capacity trading for the third consecutive year, according to CapacityCenter.com of Boston, with its total volume almost twice that of the second-ranked trader. Gas storage assets under control were 116 billion cubic feet, and the company completed 160,300 physical purchase or sale transactions with more than 660 counterparties and submitted nominations for flow on 122 pipelines.

An Industry in Transition

Changes in supply, pipeline and storage infrastructure and demand have altered the landscape of the natural gas industry. Technological advances that have made it possible to extract natural gas from geologic shale formations have greatly increased domestic recoverable gas reserves.
The combination of unprecedented growth in supply, significant additions to pipeline and storage infrastructure and lower demand have decreased the price of natural gas. This environment created new challenges and new opportunities for TMV, and its experienced professionals have responded by seeking new solutions and innovative ways to capture value for customers.

Since its inception, TMV has retained flexibility and discipline with a business model unlike many in the industry, which allows the company to continue to succeed in a climate that is creating negative results for many other market participants. For example, TMV is not encumbered with significant long-term positions on pipeline and storage assets, enabling the company to maneuver through quickly changing market conditions.

**Finding New Opportunities**

TMV is focused primarily on the physical movement, storage, and price hedging of the natural gas molecule. The company concentrates on helping producers find markets for their gas and helping utilities, industrials and electric generators find the gas they need. In the process, TMV also helps owners of pipeline and storage assets maximize the use of their systems and find new customers in today’s market.

One trend that will increase demand for natural gas and opportunity for TMV is the expected retirement of many old coal-fueled power generating plants that will not be able to meet new and stricter emissions control requirements. Much of that retiring coal capacity and generation likely will be replaced with natural gas-fueled power plants, and TMV is well positioned to capture increased market share in this area by providing added value to these customers.

For the 34th consecutive quarter, TMV ranked among the top 10 natural gas marketers by volume in the U.S. and Canada, as listed by *Platt’s Gas Daily and Natural Gas Intelligence*. TMV sold or managed approximately 2.3 trillion cubic feet of gas in 2011, a volume equal to about 9.3 percent of the total U.S. gas consumption.

As a fully independent marketer, TMV focuses on customers’ needs first, as demonstrated by its ability to deliver reliable service to customers even in the most difficult market and weather conditions, such as those that prevailed in 2011. TMV, backed by the financial stability and liquidity of Tenaska and its sound balance sheet, continues to help customers maximize the value of their assets and navigate the volatile natural gas market.
Tenaska Power Services Co. (TPS), Tenaska’s power marketing affiliate, celebrated its 15th anniversary on New Year’s Day 2012, after a year in which its ability to react quickly helped its customers navigate market transitions and extreme weather conditions.

The year 2011 began with a particularly challenging transition, the implementation of a nodal market design in the Electric Reliability Council of Texas (ERCOT), the independent transmission system operator serving most of Texas. The new market design—intended to improve grid reliability, increase market efficiency and enable transparency of wholesale energy prices—had been in development for seven years.

During intensive market trials leading up to full nodal market operation, TPS worked with its portfolio of ERCOT customers to help them make a successful transition.

**Power Tools© Provides Advantages**

Assisting in the changeover was the Power Tools© data management platform developed in house by TPS and Tenaska’s Information Technology Group. The new platform is designed to create significant competitive advantages for TPS and its customers by converting voluminous market data into valuable information, including “day-after” predictive financial settlement, customer position reporting and enhanced analysis of asset management activity. With its commercial debut in the ERCOT nodal market, Power Tools© began managing the throughput, calculation and archival of nearly 11 million unique data values each day, improving service to existing customers and attracting new ones.

The foresight and preparation for which TPS is well known paid off in many regions of the U.S. hit by extreme weather events in 2011, from tornadoes and floods in the South and Midwest to both freezing cold and unprecedented heat in Texas. Temperatures in Texas dropped precipitously in the early morning hours of February 2, causing more than 7,000 megawatts of generating capacity to freeze and shut down. As ERCOT called for rolling blackouts, TPS helped its customers respond effectively by managing their contract obligations to cease electricity use when requested. Power was cut twice to the Dallas, Texas, offices of TPS itself, but because of the company’s foresight in installing a backup diesel generator and a fully redundant separate backup control center, it maintained unbroken communication and data connectivity throughout the event.

**Power Imports Help Manage Emergencies**

Summer brought another crisis created by unprecedented heat. New peak demand records were established in ERCOT on three days in August, and ERCOT declared system emergencies on six days, calling for power cuts to interruptible customers twice. Again, TPS was able to help its customers manage the crisis effectively.
In both the winter and summer events, TPS also helped the power supply in Texas by importing electricity over the two direct-current transmission lines that connect ERCOT to the Southwest Power Pool (SPP). TPS’s investment in capacity on these two interconnections extending outside ERCOT benefited the company, its customers and ERCOT.

In addition to its anniversary, TPS is also observing its 15th year of service to its first customer, the Public Utilities Board of Brownsville, Texas. The sustained beneficial relationship with Brownsville is further strengthened by a close partnership between TPS and Tenaska’s natural gas marketing affiliate, Tenaska Marketing Ventures (TMV). TPS and TMV are working closely together to provide coordinated power and gas marketing asset management services to Brownsville and 10 other customers, including 12 merchant generating plants and totaling 3,512 megawatts of electricity and 0.5 billion cubic feet of gas.

The TPS portfolio of energy management services spans all coasts, including ERCOT, SPP, Mid-Continent Area Power Pool, Midwest Independent System Operator, PJM Interconnection, the SERC Reliability Corporation, the Western Electricity Coordinating Council and New York Independent System Operator. In all these regions, TPS’s integrity, experience, extensive market knowledge and customer-focused business model will ensure that TPS will continue to help customers capture opportunities in energy markets for years to come under all economic and weather conditions.

**TPS SERVICES**
- Purchase and sale of electric capacity, energy and ancillary services
- Acquisition, management and optimization of electric transmission rights
- Energy risk management and financial and physical hedging
- Scheduling, bidding and market operations
- System operations, dispatch, Supervisory Control and Data Acquisition (SCADA) and Energy Management Systems (EMS)
- Customized accounting, settlement, invoicing and reporting
- Around-the-clock trading operations

**TPS Areas of Operation**
- TPS Customer
Energy Marketing
Biofuels Marketing

Biofuels market participants confront many uncertainties in this emerging industry. In many cases, the rules are unclear, or still being written. Tenaska BioFuels, LLC (TBF) is uniquely positioned to provide solutions.

**TBF SERVICES**
- Biofuels offtake agreements
- Margin management for energy, feed and food processors
- Asset management agreements
- Rail, truck and vessel transportation logistics
- Procurement arrangements for jobbers and refiners
- Feedstock procurement contracts for biofuels producers and food processors
- Commodity import and export services

Drawing on the expertise and resources of the full Tenaska organization, TBF helps customers succeed and find new and broader opportunities in the biodiesel, ethanol and vegetable oil sectors, while helping clients find markets for advanced biofuels, renewable diesel and cellulosic ethanol. In addition, TBF helps biofuels producers and consumers navigate through the uncertainties of legislation, regulatory requirements and international government policies.

TBF is recognized as a market innovator in providing creative product solutions for customers in the United States and internationally, bringing its team of experts in agriculture and biofuels markets together with Tenaska’s history of success in energy, finance and risk management.

**“Firsts” Key to Successful Year**

This unique combination of assets allowed TBF to increase its revenue by 67 percent in 2011, its most successful year to date and one of substantial growth. The year included numerous “firsts” for the company: its first barge transaction, foreign processing contract, biodiesel terminal procurement and asset management agreement, and a structured equity transaction with an ethanol plant.

TBF processed over 30,000 transactions during 2011, an increase of 27 percent from 2010. The number of assets managed in the U.S. also grew, with additional corn oil extraction and refining agreements, as well as storage, transportation and aggregation transactions.

TBF transacts in 25 different biofuels and related products throughout the U.S., as well as in 21 foreign countries, offering marketing, offtake and procurement services for biofuels producers and agriculture processors. The company also provides logistical services to manage transportation and storage assets. With a team of 30 energy and agricultural professionals, TBF has established itself as a market leader in helping ethanol producers market corn oil produced from extraction equipment.
Agreements Provide Flexible Solutions

In 2011, TBF signed a number of procurement, offtake and asset management agreements. Asset management agreements for producers and processors have proved to be a successful adaptation of a practice long used in the electric generation industry, also known as tolling. TBF purchases corn and natural gas for producers, which is processed into ethanol and distillers grains. TBF markets the output from the plant and returns the proceeds to the customer. In addition, TBF offers wrap agreements to biodiesel producers, in which TBF acquires feedstocks and markets output for the biodiesel client. The structure allows the client to remain in balance and minimizes the commodity risk associated with buying feedstocks and selling finished products independently.

By offering asset management and wrap agreements, procurement and marketing services, as well as risk management services, TBF offers customers innovative and flexible solutions unmatched by its competitors. Those services are enhanced by the company’s revolving credit facility and backed by Tenaska’s strong balance sheet.

The renewable fuels industry is constantly evolving, and is shaped by new and developing technologies and a challenging political climate. Those challenges and uncertainties will continue as economic and market forces change. The long-term future for biofuels is promising as the world pursues affordable sources of renewable energy and fuels made from agriculture products are increasingly competitive in price with fossil fuels. TBF has the expertise, a reputation for reliable customer service, and the financial strength to help its customers find opportunities and succeed in a changing industry.

LOOKING BACK

Tenaska BioFuels, LLC (TBF) was formed in 2006 to provide marketing, risk management, transportation and other asset management services to the growing biodiesel, ethanol and vegetable oil industries from an energy marketing focus.

TBF had a breakthrough year of growth and success in 2011. It brought the unique perspective of Tenaska’s expertise in energy to the agriculture-based businesses. TBF has applied that knowledge through such innovations as asset management agreements to become a leader in providing customers with marketing solutions for traditional and next-generation biofuels and related commodities.

DRIVING FORWARD

Building on a highly successful fifth year, TBF will focus on continuing to expand its multi-commodity asset management business domestically and internationally. Creative developers worldwide are finding new ways to make biofuels increasingly competitive with fossil fuels. As a result, energy market participants are quickly integrating biofuels into the world’s fuel supply. Such factors point to a bright future for TBF in providing needed services to the growing biodiesel, ethanol, and vegetable oil industries.
Development

Conditions in United States energy markets are converging in ways that point to a favorable new climate for Tenaska’s power development activities, particularly in solar and natural gas generation.

Tenaska has followed a strategy of adapting to the uncertainties in energy markets by diversifying its development activities. This policy has delivered dividends in positioning the company to capitalize on new opportunities in solar generation.

Tenaska’s Development Group, backed by Tenaska’s reputation as a successful developer of commercial-scale generating plants, is well positioned to take advantage of California’s pro-renewable energy policies. Construction of Imperial Solar Energy Center South, a 130-megawatt (MW) photovoltaic solar generating plant, began in 2011 on 950 acres in Southern California. First Solar was selected as the technology provider and engineering, procurement and construction contractor for the project, which uses advanced thin film photovoltaic modules. Imperial Solar Energy Center West, a 150-MW project on 1,130 acres nearby, continues to progress, having received California Public Utility Commission approval of its power purchase agreement in 2011.

The South and West projects, along with four others in California in early planning stages, are being developed by Tenaska Solar Ventures, LLC. The power produced by the initial two projects will be purchased by San Diego Gas & Electric Company under 25-year agreements. These two projects will result in more than $1 billion in capital investment.

Gas Generation Prospects Improving

The climate for development of new natural gas-fueled power generating plants is improving in many regions. Reasons include low gas prices caused by an abundant supply from shale formations, an improving economy and recovering demand, and tightening environmental regulations. The combination of low gas prices and new emission restrictions is accelerating announced coal plant retirements and discouraging new coal construction. Gas-fueled generation is expected to fill most of the resulting need for new capacity. Such a trend fits well with Tenaska’s track record of successfully developing and operating gas-fueled generating plants.

Tenaska already is positioned to capitalize on growing demand for natural gas-fueled capacity through its development of two gas-fueled power generating plant projects in Pennsylvania, each with an estimated capacity of about 1,000 MW. Much of the company’s development focus in 2012 and beyond will be on developing additional large-scale gas power plant projects in markets that soon will need capacity, such as the Midwest, Northeast, East Coast, Southeast and Texas. Tenaska is focusing on opportunities for smaller natural gas plants using reciprocating engine-driven generators in these markets, as well as those in the western U.S.

Affiliates Enhance Customer Service

Tenaska will help meet this emerging capacity demand through the gas power plant construction and operation for which it is well known. Tenaska has a proven track record in successful development of approximately 9,000 MW of gas-fueled generating plants that are recognized for their efficiency, reliability, and safe and environmentally responsible operation. The Development Group also partners with its affiliates—natural gas marketer Tenaska Marketing Ventures/Tenaska Marketing Canada, power marketer Tenaska Power Services Co. and Tenaska’s Engineering & Operations Group—to provide gas supplies, power marketing, asset management and plant operations to potential wholesale power customers. This combination of services provides the benefit of one-stop shopping to customers.

Diversity Key to Success

Although natural gas generating plants have been its focus, Tenaska believes that advanced clean coal generation also can be a key part of the nation’s energy mix. Because of this belief, the company is positioned to become a national leader in development of generating plants using advanced carbon capture technologies.
Tenaska is developing the Taylorville Energy Center, a next generation coal-fueled power plant, in Illinois. Taylorville is a 602-MW (net) integrated gasification combined-cycle plant equipped to use high sulfur coal. The project is designed to capture more than 50 percent of its carbon dioxide (CO₂) emissions, storing the CO₂ in deep underground reservoirs or shipping it via pipeline to the Gulf Coast for use in enhanced oil recovery. To make the project financially viable, the Illinois Senate in 2011 approved legislation requiring the state’s utilities and alternate retail electric suppliers to purchase power from the plant under long-term contracts. As of the first quarter 2012, a vote in the Illinois House of Representatives was pending.

The 600-MW (net) Tenaska Trailblazer Energy Center, under development in West Texas, is designed to be an advanced pulverized coal plant with post-combustion capture of 85 to 90 percent of its CO₂ emissions. The CO₂ would be shipped via pipeline to nearby oil fields for use in enhanced oil recovery. The economic viability of Trailblazer requires sustained high natural gas and oil prices, a value placed on CO₂ capture and storage, or some combination of these factors to offset the high costs of capturing and storing CO₂.

**Market Conditions Favor Tenaska**

Although uncertainties continue, these changing market conditions—with new abundant supplies of natural gas, coal plant retirements, growing need for and integration of renewable projects, and increasing environmental regulations—all play to Tenaska’s strengths. Tenaska has a 25-year history of developing, constructing and operating large-scale, efficient gas power plants, skill sets that translate well into commercially-sized solar generation and plants that use clean coal technology. The Development Group’s strength in navigating the changing energy economy is in its long-standing record of successful development and its ability to pursue diverse opportunities.

**Looking Back**

Development of new sources of electric energy has been Tenaska’s core function since the company’s founding in 1987. Starting with a 223-MW cogeneration plant in Texas, Tenaska’s Development Group has managed the development of 14 additional power plants in seven states and two foreign countries. The group is now developing its first solar generation project, the Imperial Solar Energy Center South in California.

The Development Group has achieved outstanding success in bringing natural gas-fueled generation on line. It has branched out in recent years to become a leading advocate of clean coal technologies that allow the continued use of coal in a more environmentally responsible manner.

**Driving Forward**

Conditions in energy markets are positive for the development of new power generation. Demand growth is returning. Old and obsolete power plants—especially those fueled by coal—are being retired. Environmental policies are promoting clean energy technologies. Natural gas prices are low. The Development Group is moving to take advantage of improving markets by developing new natural gas-fueled generating plants in regions with growing demand, and by becoming a leading developer of solar generation.
Private Equity

The positive benefits that accrue to TCM from its access to Tenaska’s experience and capabilities will continue to provide advantages as the company manages assets on behalf of investors.

Tenaska Capital Management, LLC (TCM), which manages private equity investments, ended 2011 with approximately $4 billion in assets under management and continues to seek investment opportunities in the power and energy sector. TCM has substantially expanded its involvement in the natural gas midstream sector, while continuing to manage a modern fleet of natural gas-fueled electric generating plants.

Dramatic growth in natural gas production from shale formations points to a continued positive outlook for development of midstream assets. TCM believes the abundant domestic supply of natural gas, along with the ongoing economic recovery and environmental policies that adversely affect coal-fired generation, will lead to growth in demand for natural gas.

Coal Plant Retirements Expected

Stricter environmental rules and regulations are expected to accelerate the retirement of as much as 80,000 megawatts of older coal plants in the U.S. The need for capacity to meet growing demand and replace retired coal plants largely will be filled by natural gas-fueled generation, improving prospects for both the dispatch and value of the gas-fueled plants under TCM management.

TCM manages eight gas-fueled electric generating plants. The plants are located in California, Texas, Illinois, Ohio, Virginia, West Virginia and Michigan. These generating facilities have operated reliably and efficiently since their acquisition. Since the fleet of modern generating facilities is fueled with natural gas, it is well positioned as the market’s supply-demand balance improves with continued economic recovery.

Midstream Assets Productive

The increases in natural gas production, coming in particular from shale gas development, require gathering, transportation, storage and processing infrastructure investment. To capitalize on opportunities in the midstream sector, TCM formed and staffed two Texas-based portfolio companies, Voyager Midstream, LLC and TPF Gas Services, LLC, that are focused on developing, acquiring and managing storage, gathering systems, processing plants and pipelines. TCM also managed the investment in Frontier Gas Services, LLC, a joint venture.
with an existing management team based in Tulsa, Oklahoma, and dedicated to acquiring, developing, owning and operating midstream assets.

TPF Gas Services, LLC developed and operates a 225-mile, high-pressure system owned by TPF II East Texas Gathering, LLC. It has a design capacity of 1.2 billion cubic feet per day and gathers natural gas produced in multiple plays, including the Haynesville and Bossier Shale formations. Construction began in 2010 and was completed in early 2012 with an extension into Louisiana. The system is transporting gas to five interstate pipelines on behalf of multiple producers under long-term contracts.

During 2011, Frontier Gas Services’ principal assets, including a gathering and processing system in the Granite Wash formation in the Texas Panhandle and four gathering and processing systems in the Fayetteville Shale formation in Arkansas, were sold to Crestwood Midstream Partners.

TCM’s investment management strategy will remain focused on power generation and midstream infrastructure. Its strong reputation and relationships in energy and financial markets are important elements to its success. TCM is able to leverage Tenaska services in engineering, operations and power and gas marketing to perform due diligence and optimize asset acquisition and operation, a competitive advantage in meeting its investment objectives. The positive benefits that accrue to TCM from its access to Tenaska’s experience and capabilities will continue to provide advantages as the company manages assets on behalf of investors.
In its third full year of operation, Tenaska Resources, LLC—a natural gas exploration and production affiliate of Tenaska—made steady progress in 2011 toward preparing an initial gas-producing asset for sale, while focusing future efforts on promising nearby acreage.

Tenaska Resources was formed in 2008 to take advantage of emerging opportunities in shale gas production, focusing on the vast Marcellus Shale region of the Northeast United States. It follows a business plan in which the company seeks to acquire promising acreage, drill enough wells to establish productivity and support long-term development, install a gathering system, and then market the property to producers who would continue long-term development.

By 2011, 10 wells were drilled in Tioga County in northern Pennsylvania, and many are showing high levels of productive potential, especially in the Mainesburg Prospect, where existing wells are producing up to 30 million cubic feet per day. The acreage should be attractive to long-term producers when gas market conditions improve.

**New Prospect Shows Good Potential**

In late 2010, the company acquired a working interest in about 9,400 acres in Potter County, Pennsylvania, called the Germania Prospect, where, as operator, it will commence drilling and production efforts. Tenaska Resources expects to get the results of 3D seismic
Looking Back
The technology breakthroughs allowing production of natural gas from deep geologic shale formations are a major energy story of the early 21st century. In 2008, Tenaska formed Tenaska Resources, LLC to take advantage of the emerging opportunities in the Marcellus Shale region of the Northeast U.S. The company has explored the potential for gas production on acreage in Pennsylvania and West Virginia and has brought its most promising prospect in Pennsylvania to the point of potential sale to long-term producers.

Driving Forward
Tenaska Resources will focus next on about 9,400 acres, also in northern Pennsylvania, where there are early indications of superior productive potential. If test wells planned for 2012 confirm the value of the Germania Prospect, Tenaska will build a gathering system and drill additional wells in order to bring the development to the point where it can be sold to a third-party producer.

Looking Back
The initial 50,000 acres acquired by Tenaska Resources also includes the Brookfield Prospect in Tioga County, Pennsylvania, and the Big 12 Prospect in Preston County, West Virginia. Seven wells in the Big 12 Prospect began production with the completion of a gathering system in 2011. Three new wells in the Brookfield Prospect will begin production in 2012 when the gathering system is placed in service. These prospects are less attractive at current gas prices, but would be attractive to develop if gas prices return to higher levels.

Driving Forward
Tenaska Resources has begun to divest that acreage as being non-essential to its strategic plans.

Advantages Point to Success
Natural gas prices, already low because of oversupply and limited demand, are expected to stay low, or perhaps fall even further in 2012. Such market conditions present challenges to all gas producers, and Tenaska Resources is no exception. However, Tenaska Resources has a number of advantages that will help it achieve long-term success, including the support of the full Tenaska organization. Despite the gas price impediment, the company has progressed well in its relatively brief history, and has assembled an excellent team of gas industry professionals. The quality of Tenaska Resources’ prospect areas, combined with the company’s ability to strategically focus its resources on the most promising prospects and the experience of its core team, offer a promising future for the affiliate.
As Tenaska has diversified its business activities, the Engineering & Operations Group has transformed from a unit formed to build and operate natural gas-fueled generating plants to one dedicated to managing assets using diverse energy resources and technologies.

The Engineering & Operations Group’s core focus is managing the efficient operation of 16 natural gas-fueled generating plants, totaling about 12,000 megawatts (MW). These plants are owned by Tenaska partnerships and by private equity investments managed by Tenaska Capital Management, LLC (TCM). Engineering & Operations also plays a key role supporting Tenaska and TCM efforts related to project development and asset acquisition. Tenaska’s plants are recognized annually by Combined Cycle Journal magazine for their efficient design and operation.

Managing Photovoltaic Solar Construction

In 2011, Engineering & Operations began managing the construction of Tenaska’s newest project, the 130-MW Imperial Solar Energy Center South, a photovoltaic solar generating facility being developed in Southern California by Tenaska Solar Ventures. The group is also involved in the development of the Imperial Solar Energy Center West, a 150-MW project nearby, as well as other solar projects in California and elsewhere.

The priority Tenaska places on reliable plant operation was tested by unusual weather conditions in 2011, especially in Texas. The Electric Reliability Council of Texas (ERCOT) experienced severe cold weather and rolling blackouts on February 2. All plants managed by Tenaska remained in service during the blackouts. The icy winter was followed by a summer of record heat in ERCOT that almost caused a complete loss of generating reserve margins. Again, Tenaska’s plants performed well, with an average availability of the ERCOT facilities greater than 96 percent from June through September. Nationwide, the average availability on peak of all plants managed by the Engineering & Operations Group exceeded 98 percent in 2011.

Safety, Environmental Records Recognized

Tenaska’s “Safety First” culture was recognized with an unprecedented number of safety awards in 2011, with 10 plants winning 30 National Safety Council awards. Four plants—Ferndale, Frontier, Georgia and Rolling Hills—have had no lost-time injuries since initial staffing.

Tenaska also continues to rate well in environmental studies. The company repeatedly ranks in Natural Resources Defense Council benchmarking studies among the best fossil-fueled electric power producers in the U.S. for controlling air emissions.

Engineering & Operations led the design and construction of a 225-mile high pressure natural gas pipeline and gathering system owned by TPF II East Texas Gathering, LLC. The pipeline carries gas from
the Haynesville and Bossier Shale formations in East Texas and Louisiana to five interstate pipelines. The project, managed by TCM, was completed in 2011 with a final phase extending into Louisiana.

Clean Coal Expertise Grows

The group’s support also is essential to Tenaska’s efforts to diversify its investments with clean coal technology projects. Tenaska has emerged as a leader in development of clean coal power generation technology with two projects, the Taylorville Energy Center in Illinois and Tenaska Trailblazer Energy Center in Texas. Trailblazer is being developed as a 600-MW (net) pulverized coal-fueled plant equipped with technologies designed to capture 85 to 90 percent of carbon dioxide (CO₂) emissions. The Taylorville plant will be a 602-MW (net) integrated gasification combined-cycle plant that converts coal into substitute natural gas and allows the capture and storage of at least 50 percent of CO₂ emissions. Construction of the Taylorville project is awaiting legislative action in Illinois, and construction of the Trailblazer project awaits resolution of several factors, including federal legislation or incentives that provide value for captured CO₂.

Tenaska’s second generating project, the 270-MW Ferndale Cogeneration Station in Washington state, completed 17 years of operation in 2011 with the payoff of its debt and expiration of its contract with Puget Sound Energy, Inc. Engineering & Operations is managing the facility as a merchant plant, with marketing of the power provided by Tenaska Power Services Co.

The Engineering & Operations Group’s responsibilities demonstrate the diversity of Tenaska, which has grown in 25 years to become a leader in the power generation industry.
Corporate

Tenaska is well served by the depth and breadth of its organization and its reputation in the markets in which it operates.
Tenaska’s reputation for consistently delivering value and meeting its responsibilities continued to provide the company with a distinct advantage relative to its peers.

At a time when energy market uncertainties are further complicated by global economic and political turmoil, Tenaska is well served by the depth and breadth of its organization and its reputation in the markets in which it operates.

Tenaska produced solid financial results in 2011, despite tremendous uncertainty in the markets and negative macroeconomic events. Tenaska’s operating cash flow continued to provide strong balance sheet support for its operations, investments and commodity marketing activities. With gross operating revenues of $9.3 billion and assets of $2.8 billion, Tenaska was ranked 25th on Forbes magazine’s list of the largest U.S. privately held companies in 2011, based on 2010 revenues.

Balance Sheet Supports Diversity

Tenaska’s reputation for consistently delivering value and meeting its responsibilities continued to provide the company with a distinct advantage relative to its peers, particularly in a climate of economic and government policy uncertainty.

Tenaska’s strong balance sheet and conservative business model also continue to support the diversification of its investments into natural gas exploration, production and midstream ventures, renewable energy and clean coal technologies. At the same time, the company remains focused on natural gas-fueled power generation. Such diversity provides a well-balanced portfolio and helps protect against over-commitment in any one sector.

Compliance, Risk Management Priorities

Tenaska continues to place a priority on compliance with state, federal and energy industry regulations. The regulatory environment expanded in 2011, as portions of the federal Dodd-Frank Wall Street Reform and Consumer Protection Act came to be applied to companies such as Tenaska.

Tenaska’s commitment to risk management is another priority that is inherent to its ability to weather turbulent economic conditions. The company’s core philosophy in managing its natural gas, electric power and biofuels marketing companies is to strictly manage credit, commodity price and liquidity risks with conservatively set limits.

Commitment is key to Tenaska’s ability to meet its obligations to its partners and customers, while prudently venturing into diverse new projects, based on the company’s resolve to apply its core values – honesty, integrity, quality of service, and delivering results and value to customers. This approach will continue to produce sound results even in difficult market conditions.
Board of Stakeholders & Executive Team

Howard L. Hawks  
Co-founder  
Chairman

Thomas E. Hendricks  
Co-founder  
Executive Vice President  
Tenaska Energy, Inc.

Jerry K. Crouse*  
Vice Chairman  
Tenaska Energy, Inc.  
CEO  
Tenaska, Inc.

Paul G. Smith*  
Vice Chairman  
Tenaska Energy, Inc.  
CEO & Senior Managing Director  
Tenaska Capital Management, LLC

Gregory A. Van Dyke  
Chief Financial Officer

Michael F. Lawler  
Executive Vice President  
Corporate Investments

Timothy G. Kudron  
Senior Vice President  
& Corporate Controller

Trudy A. Harper  
President  
Tenaska Power Services Co.

Drew J. Fossum  
Vice President  
& General Counsel

Fred R. Hunzeker*  
President  
Tenaska Marketing Ventures & Tenaska Marketing Canada

Nicholas N. Borman  
Vice President  
Engineering & Construction

Barton D. Ford  
Vice President  
Development

Howard L. Hawks  
Co-founder  
Chairman

David G. Fiorelli*  
President  
Development

Michael C. Lebens*  
President & CEO  
Engineering & Operations

Jerry K. Crouse*  
Vice Chairman  
Tenaska Energy, Inc.  
CEO  
Tenaska, Inc.

Fred R. Hunzeker*  
President  
Tenaska Marketing Ventures & Tenaska Marketing Canada

Nicholas N. Borman  
Vice President  
Engineering & Construction

Barton D. Ford  
Vice President  
Development

Trudy A. Harper  
President  
Tenaska Power Services Co.

Drew J. Fossum  
Vice President  
& General Counsel

Todd S. Jonas  
Vice President  
Operations

Timothy G. Kudron  
Senior Vice President  
& Corporate Controller

Michael F. Lawler  
Executive Vice President  
Corporate Investments

Daniel E. Loneran  
Senior Managing Director  
Tenaska Capital Management, LLC

Ronald N. Quinn  
Executive Vice President

Gregory A. Van Dyke  
Chief Financial Officer

Darrell W. Bevelhymen  
Consultant  
(Retired Senior Management Executive)

Larry V. Pearson  
Consultant  
(Retired Senior Management Executive)

*Executive Team
Business Management

Gas Marketing
Tenaska Marketing Ventures
Tenaska Marketing Canada
Fred R. Hunzeker1,2
President
Terry K. Cameron
Senior Vice President
North
John G. Obermiller
Senior Vice President
Finance
David N. Schettler
Senior Vice President
South
Martin E. Titus
Senior Vice President
Risk & Structured Products
Mark J. Whitt
Senior Vice President
West
Janet M. Corritore
Vice President
Gas Scheduling
Lori A. Bruck
Vice President
Kristen J. Gould
Vice President
Tenaska Marketing Canada
W. Terry Clarke
Vice President
Christopher K. Forsman
Regional Director
William L. Geis
Regional Director
Jon J. Howe
Regional Director
John C. Parks
Regional Director

Power Marketing
Tenaska Power Services Co.
Trudy A. Harper1
President
Kevin R. Smith
Senior Vice President
Marketing
Curry D. Aldridge
Vice President
Commercial Operations
Jeremy D. Carpenter
Vice President
Asset Management & Operations
O. Brad Cox
Vice President
Markets & Compliance
Keith E. Emery
Vice President
Marketing
Mark G. Foreman
Vice President
Trading
Greg I. Geisler
Vice President
Marketing
William W. Horton
Vice President
Risk Management
William R. Simpson
Vice President
Real-Time Trading

Biofuels Marketing
Tenaska BioFuels, LLC
David M. Neubauer
Vice President
& General Manager
Brian K. Engel
Vice President
Trading
William B. Davis
Senior Director
Renewables Trading
Kimberly K. Szatko
Controller

Development
David G. Fiorelli1,2
President
Barton D. Ford1
Vice President
Scott M. Helyer
Vice President
John A. Hupf
Vice President
Stephen R. Johnson
Vice President
Gregory B. Kelly
Vice President
Robert A. Ramaekers
Vice President
Helen D. Manroe
Director
Michael C. Roth
Director
Ann M. Scott
Director
Benjamin H. Sisson
Director

Private Equity
Tenaska Capital Management, LLC
Paul G. Smith1,2
Vice Chairman
Tenaska Energy, Inc.
CEO & Senior
Managing Director
Tenaska Capital Management, LLC
Daniel E. Lonergan1
Senior Managing Director
Alan B. Levande
Senior Managing Director
Kevin C. Calhoon
Managing Director
Grant H. Davis
Managing Director
Chris A. Leitner
Managing Director
Ryan T. Schroer
Chief Financial Officer
David D. Dickey
Associate General Counsel
& Chief Compliance Officer
Jay M. Frisbie
Senior Vice President

Gas Exploration & Production
Tenaska Resources, LLC
Tom A. Boyd
Vice President
& General Manager
Ronald P. McClade
Vice President
Midstream Infrastructure,
Business Development & Marketing
Raymond Prudnik, Jr.
Vice President
Engineering & Operations

Power Generation
Michael C. Lebens1,2
President & CEO
Engineering & Operations
Nicholas N. Borman1
Vice President
Engineering & Construction
Todd S. Jonas1
Vice President
Operations
Michael C. Meyer
Vice President
Asset Management
Gregory P. Kunkel
Vice President
Environmental Affairs
James B. Welniak
Vice President
Engineering

Corporate
Howard L. Hawks1
Chairman
Thomas E. Hendricks1
Executive Vice President
Jerry K. Crouse1,2
Vice Chairman
Tenaska Energy, Inc.
CEO
Tenaska, Inc.
Gregory A. Van Dyke1
Chief Financial Officer
Timothy G. Kudron1
Senior Vice President
& Corporate Controller
Drew J. Fossom1
Vice President
& General Counsel
David W. Kirkwood
Vice President & Treasurer
Daniel G. Ramaekers
Vice President
Information Technology
James H. Rich
Vice President
Risk Management
Jana M. Martin
Director
Government & Public Affairs
Larry V. Pearson1
Consultant (Retired Senior Management Executive)
1 Board of Stakeholders
2 Executive Team
Tenaska, headquartered in Nebraska, has grown to include business interests throughout the United States and parts of Canada. Its offices support power plant operations, projects in development, energy marketing, natural gas exploration and production and natural gas midstream operations.
Corporate, Finance, Power Generation
Omaha (Headquarters)
1044 North 115th Street, Suite 400
Omaha, Nebraska 68154-4446 USA
Tel: 402-691-9500
Fax: 402-691-9526
Email: Power@Tenaska.com
Website: www.Tenaska.com

Tenaska Marketing Ventures
Omaha (Headquarters)
11718 Nicholas Street
Omaha, Nebraska 68154-4413 USA
Tel: 402-758-6100
Fax: 402-758-6200

Dallas Office
1701 East Lamar Boulevard, Suite 100
Arlington, Texas 76006-7320 USA
Tel: 817-303-1859
Fax: 817-303-1865

Denver Office
1223 17th Street, Suite 3060
Seventeenth Street Plaza
Denver, Colorado 80202-5530 USA
Tel: 303-723-9300
Fax: 303-723-9350

Tenaska Marketing Canada
3050, 300-5th Avenue Southwest
Stock Exchange Tower
Calgary, Alberta, Canada T2P 3C4
Tel: 403-716-1387
Fax: 403-716-1375

Tenaska Power Services
1701 East Lamar Boulevard, Suite 100
Arlington, Texas 76006-7320 USA
Tel: 817-462-1521
Fax: 817-462-1035

Tenaska BioFuels
1045 North 115th Street, Suite 200
Omaha, Nebraska 68154-4422 USA
Tel: 402-938-6918
Fax: 402-938-6900

Development
Dallas Office
1701 East Lamar Boulevard, Suite 100
Arlington, Texas 76006-7320 USA
Tel: 817-462-1500
Fax: 817-462-1510

Tenaska Capital Management
1044 North 115th Street, Suite 400
Omaha, Nebraska 68154-4446 USA
Tel: 402-691-9700
Fax: 402-691-9727
Website: www.TenaskaCapital.com

Tenaska Gas Exploration & Production
Tenaska Resources
Dallas (Headquarters)
1701 East Lamar Boulevard, Suite 100
Arlington, Texas 76006-7320 USA
Tel: 817-462-8051
Fax: 817-423-7370

Pittsburgh Office
375 Southpointe Boulevard, Suite 350
Cannonsburg, Pennsylvania 15317-8587 USA
Tel: 724-743-3800
Fax: 724-743-3900