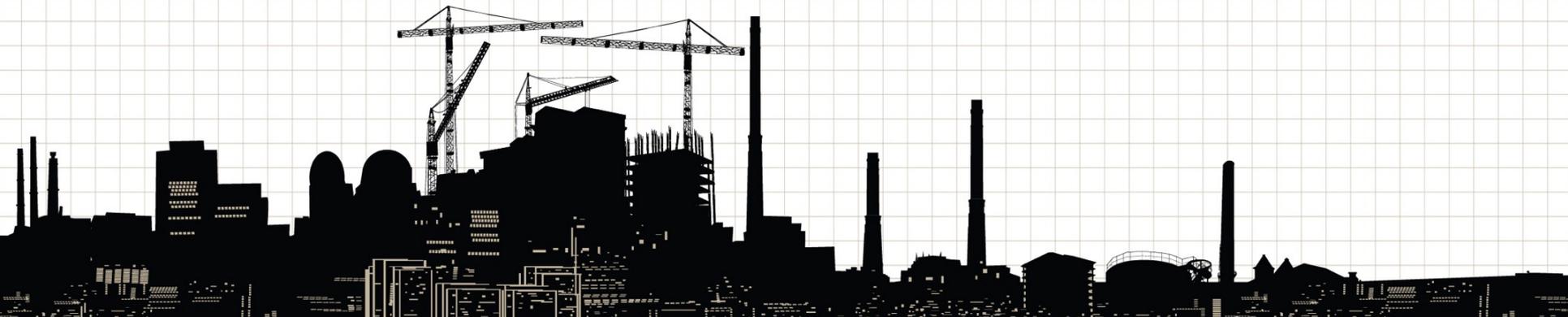




DEMAND-SIDE ENERGY MANAGEMENT IN NEW ENGLAND

A GUIDE TO EARNING REVENUE BY USING LESS ENERGY



Mastering your organization's energy use and spend is a challenge.

But when you succeed, you'll improve your bottom line and sustainability while contributing to a balanced, reliable energy grid.

WE'RE HERE TO HELP

CPower is a demand-side energy management company. We help organizations like yours SAVE on energy costs, EARN revenue, increase grid reliability, and achieve your sustainability goals.

Regardless of your industry, CPower has a set of solutions to help your business optimize your



energy use and monetize your existing energy assets. Watch this video to learn how we do it.

**NOW, LETS TALK ABOUT HOW CPOWER CAN HELP YOUR ORGANIZATION SAVE MONEY
WITH THE DEMAND-SIDE ENERGY MANAGEMENT IN NEW ENGLAND.**

CPOWER'S NEW ENGLAND TEAM



Left to Right: Corey Pettingill, Metering; Dave Lavoie, Account Executive; Jobin Arthungal, Sr. Technical Sales & Portfolio Manager; Emilia Totozani, Analyst; Zach Parkent, Senior Analyst; Joe Gatto; Phil Ciulla; Account Executive, Keith Black, Vice President; William Cratty, Sr. Technical Sales; Alison Keefe, Energy Engineer; Mat Tuttelman, Account Executive.

At CPower, we understand that energy management is not a one-size-fits-all endeavor.
That's why we take the time to learn about the intricacies of your business.
Then we work with you to create customized curtailment strategies that enable your organization
to earn revenue from energy you didn't use, without disrupting your day-to-day business.

Your CPower team will be with you every step of the way.
Always.

HOW WILL CURTAILING ENERGY AFFECT YOUR BUSINESS?

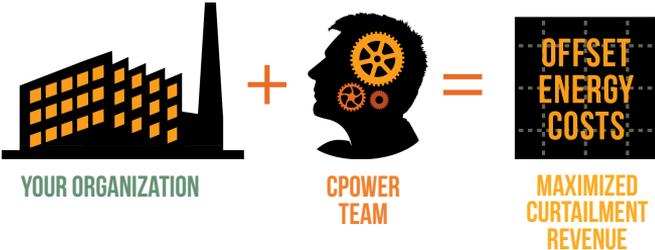
CPower has a team of energy experts who live and work in New England and will help you develop your energy curtailment strategy and maximize your demand response participation.

Your CPower Team will perform a complete assessment of your facilities to understand your energy needs, usage and load profile.

We'll work with you to develop and fine tune an energy curtailment strategy that suits your **specific business needs**.

We'll then identify where your organization can cut back on **energy** and still meet the needs of day to day business.

Once your customized strategy is in place, your CPower Team continues to work closely with you to refine your energy management efforts and maximize your results.



THE VALUE OF AGGREGATION

Many demand response programs in New England are provided by aggregators, also known as Market Participants, that have been approved by the Independent System Operator of New England (ISO-NE) to provide your demand response participation.

Aggregators are expert at helping organizations like yours maximize your demand response participation.

Getting the most out of DR begins with choosing the right aggregator to manage your demand response participation.

WHAT IS AN AGGREGATOR?

An aggregator is a third party entity (separate from the bulk electric grid operator or utility) that handles the demand response participation of many organizations to ensure effective curtailment takes place when the grid is stressed.

Aggregators, like CPower, work with your organization to develop a customized curtailment strategy that suits the specific needs of your business.

Aggregators ensure safe, efficient energy curtailment that results in larger incentive payments for the participating organization.

The aggregator's mission is to optimize the participant's demand response in a way that minimizes risk and maximizes reward.

CPOWER IS A LEADING AGGREGATOR IN NEW ENGLAND

CPower is one of the largest commercial and industrial demand response providers in the New England energy market.

We're passionate about helping businesses reach their energy management goals and know that there is no stronger resource to achieve those goals than the collaborative relationship we share with our customers.

That's why we regularly over perform in every zone. Our vast, industry-diverse network of customers in New England makes us one of the largest aggregators in New England. CPower can greatly mitigate the risk of underperformance penalties your company may face should you be unable to meet the program's requirements for any reason.

ACTIVE DEMAND CAPACITY RESOURCE (ADCR)

Active Demand Capacity Resource (ADCR) is a demand response program in which participating loads are dispatched when wholesale electricity prices in New England are exceptionally high.

Launched in June 2018 as part of ISO-NE's price responsive demand construct, ADCR replaced the Real Time Demand Response Program (RTDR).

In many ways, ADCR is very similar to the program it replaced.

Just as they would have in RTDR, participants in ADCR offer their demand reduction into the day-ahead market and are dispatched in real-time. The difference with ADCR is that participating loads are dispatched due to an economic trigger (high wholesale electricity prices) as opposed to emergency-related grid stress as was the case with RTDR.

The extremely high wholesale electricity prices that trigger an ADCR event often correspond to the same emergency conditions on the grid that previously triggered RTDR resources.

That means that organizations participating in ADCR will likely be dispatched about as often as would have been the case with RTDR.

Whether your organization is new to demand response or has been participating for years, CPower is here to take the worry off your plate and put it onto ours.

We're here to help.

ACTIVE DEMAND CAPACITY RESOURCE (ADCR)

Minimum Size	Minimum load reduction is generally 100kw
Eligibility	Load Reduction through curtailment or permitted distributed generation.
Participation	Summer Season (Jun-Nov, Apr-May) and Winter Season (Dec-Mar) during each Program Year (Jun-May).
Enrollment Deadline	April 15 for start of Summer, October 15 for start of Winter, interim enrollment possible.
Metering	Each account must have a 5-minute interval meter installed by CPower or equivalent.
Number & Duration of Load Response Event(s)	Customers may be called to curtail load: 24/7 year round. Typically less than 3 hours per year.
Notification	Customers will receive dispatch notices 30 minutes prior to an event via email, phone, and/or text per customers contracted instructions.
Testing	At a minimum, a 1-hour test event will be called twice per year (once per season).
Compliance	Customers must meet their performance obligations during events and test events.
Consequences of Non-Performance	Customer payments will be reduced proportionately to their actual performance.
Capacity Payments	Monthly payment (\$/kW) based on the annual Forward Capacity Auction price and customers' demonstrated ability to curtail.
Energy Payments	Payment (\$/kWh) made at prevailing real-time hourly energy prices for all kWh curtailed from baseline usage during events and test events.
Settlements	Customers receive quarterly payments within 60 days of ISO-NE payments to CPower.

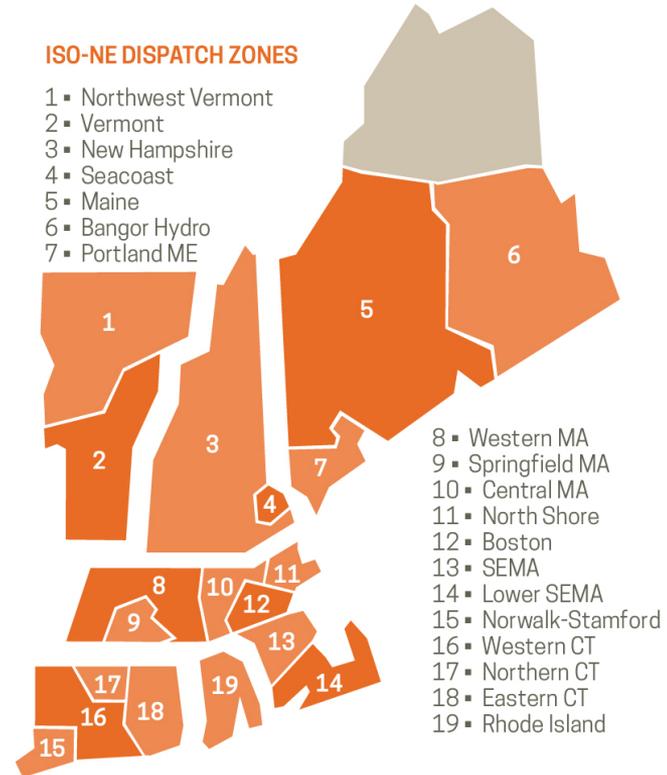
ISO-NE EVENT HISTORY

2010-2020

Year	# of Events	Hours
2010	1	2:45
2011	2	6:45
2012	0	0
2013	3	13:10
2014	0	0
2015	0	0
2016	1	3:30
2017	0	0
2018	1	3:45
2019	0	0
2020	0	0
AVG	1	3:44

ISO-NE DISPATCH ZONES

- 1 ▪ Northwest Vermont
- 2 ▪ Vermont
- 3 ▪ New Hampshire
- 4 ▪ Seacoast
- 5 ▪ Maine
- 6 ▪ Bangor Hydro
- 7 ▪ Portland ME



- 8 ▪ Western MA
- 9 ▪ Springfield MA
- 10 ▪ Central MA
- 11 ▪ North Shore
- 12 ▪ Boston
- 13 ▪ SEMA
- 14 ▪ Lower SEMA
- 15 ▪ Norwalk-Stamford
- 16 ▪ Western CT
- 17 ▪ Northern CT
- 18 ▪ Eastern CT
- 19 ▪ Rhode Island

PASSIVE (ON-PEAK) DEMAND RESPONSE

Offered by ISO-NE to help alleviate grid stress, On-Peak Demand Response rewards participating organizations for making permanent load reductions.

Unlike active resources, On-Peak resources are passive, non-dispatchable, and only participate in ISO-NE's Forward Capacity Market. Eligible behind-the-meter resources include solar, fuel cells, co-generation systems, combined heat and power systems (CHP), and more.

Passive Demand Response participants are compensated for their reduced electricity consumption during both the summer and winter peak hours.

PASSIVE (ON-PEAK) DEMAND RESPONSE

Minimum Size	Minimum load reduction is generally 100kw
Eligibility	Energy Efficiency projects and Distributed Generation including renewables contributing load reduction during performance hours.
Participation	Summer Season (Jun-Nov, Apr-May) and Winter Season (Dec-Mar) during each Program Year (Jun-May).
Enrollment Deadline	April 15 for start of Summer, October 15 for start of Winter, interim enrollment possible.
Metering	Requirements vary by project type. In some cases metering is not required..
On-Peak Performance Period	<p>Permanent demand reductions will be measured during On-Peak Hours which are:</p> <ul style="list-style-type: none"> • 1 to 5 p.m. (Eastern Prevailing Time) during the Summer Performance Months (Jun-Aug) • 5 to 7 p.m. (Eastern Prevailing Time) during the Winter Performance Months (Dec-Jan) <p>Performance during Performance Months shall set payments for all remaining months in the corresponding season.</p>
Performance Data Reporting	CPower will submit monthly performance data to ISO-NE. Customer or designated 3rd party may provide interval data to CPower if metering not installed or read directly by CPower.
Capacity Payments	Monthly payment (\$/kW) based on the annual Forward Capacity Auction price and customers' demonstrated average hourly demand reduction during On-Peak Hours.
Settlements	Customers receive payments 90 days after each calendar quarter.
Compliance	Customers must meet their performance obligations during On-Peak Hours.
Consequences of Non-Performance	Customer payments will be reduced proportionately to their actual performance.

FORWARD CAPACITY PRICES

as determined by annual auctions, published ISO-NE

Gross Capacity Values

\$/MW Year

YEAR	Zone	Capacity Value
2020-21	ALL	\$63,600
2021-22	ALL	\$55,572
2022-23	ALL	\$45,600
2023-24	ALL	\$24,000
2024-25	NEMA, SEMA, RI	\$47,760
2024-25	NH, VT, and ME	\$29,760
2024-25	Rest-of-Pool	\$31,320

GRID CONNECTED SOLUTIONS PROGRAM

National Grid, Eversource, Unitil, Liberty, and Cape Light Compact are working to lower the amount of total energy our community uses during the summer months when demand for electricity on the grid is at its highest, (peak demand). To help keep their grid healthy and reliable, these utilities offer Connected Solutions, a demand response program now in its fifth year that pays businesses to use less energy during peak demand periods.

These utilities have chosen CPower to facilitate your participation in the Connected Solutions program and to help optimize your demand response participation.

CONNECTED SOLUTIONS TARGETED DISPATCH

Minimum Size	Minimum load reduction is generally 50kw
Participation	Summer Season (Jun-Sept), Optional Winter Season (Dec-March).
Number & Duration of Events	Summer Season: 3 hour event duration, 4-6 events expected, event window is 2pm – 7pm weekdays. (3 3-hour events in 2020) Winter Season: Optional and limited enrollment availability, 1-2 events expected, event window is 2pm – 7pm.
Notification	Day-ahead notification of DR events based on the system peak load forecast
Program Value	Summer: \$35 / kW * Seasonal performance average. (\$25 / kW for Liberty ; \$45/ kW for Unitil NH); (Unitil weekend: \$10 / kW) Winter: \$25 / kW * Seasonal performance average. (Winter season not available in Rhode Island or New Hampshire)
Baseline (CBL)	Moving 10 like-day average with Day-Of adjustment for increased load.
Settlements	Settled on hourly performance results, paid at end of season.
Compliance	Pay for performance. Average performed curtailment (kW) across all events for the entire season.
Consequences of Non-Performance	Program is voluntary. Customer payments will be reduced proportionately to their actual performance.
Testing	No performance test.
Enrollment Deadline	May 31st for Summer Season
Metering	Interval Meter required.
Eligibility	Load reduction through curtailment and permitted generation. National Grid Customers: Massachusetts and Rhode Island. Liberty Customers: New Hampshire. Cape Light Compact Customers: Massachusetts. Eversource Customers: Massachusetts, Connecticut and New Hampshire. Unitil Customers: Massachusetts and New Hampshire.

CONNECTED SOLUTIONS DAILY DISPATCH

Minimum Size	Minimum load reduction is generally 50kw
Participation	Summer Season (Jun-Sept), most events in July and August.
Number & Duration of Events	2 or 3 hour event duration, 40 events expected, maximum of 60, event window is 2pm – 7pm weekdays and weekends.
Notification	Day-ahead notification of DR events based on the system peak load forecast.
Program Value	Massachusetts and Connecticut: \$200 / kW * Seasonal performance average. Rhode Island: \$300 / kW * Seasonal performance average. New Hampshire: Eversource: \$200 / kW * Seasonal performance average.
Baseline (CBL)	Battery output (baseline calculation is available for non-battery participation in National Grid)
Settlements	Settled on hourly performance results, paid at end of season.
Compliance	Pay for performance. Average performed curtailment (kW) across all events for the entire season.
Consequences of Non-Performance	Program is voluntary. Customer payments will be reduced proportionately to their actual performance.
Testing	No performance test.
Enrollment Deadline	May 31st for Summer Season
Metering	Interval Meter required. State-of-charge, charge and recharge telemetry needed for battery storage.
Eligibility	National Grid Customers: Massachusetts and Rhode Island. Battery storage, permitted generation, or load curtailment Liberty Customers: New Hampshire. Battery storage required. Cape Light Compact Customers: Massachusetts. Battery storage required. Eversource Customers: Massachusetts, Connecticut and New Hampshire. Battery storage required. Unitil Customers: Massachusetts. Battery storage required.

Energy is forever in motion.
At CPower, we never stop moving in our pursuit to help your organization optimize
its demand response participation.



To get started offsetting your energy spend with demand response in New England,
call 844-276-9371 to speak with a CPower team member
and schedule a no-obligation earnings assessment for your organization
or visit us online at: CPowerEnergyManagement.com

