Request for Information (RFI)

CUYAHOGA COUNTY UTILITY & MICROGRIDS

Cuyahoga County Department of Sustainability
2079 East 9th Street, 8th Floor
Cleveland, OH 44115

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Submitted to:

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Submitted by:

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Company Information

Company Overview

Founded in 2021, and built on the legacy of MP2 Energy, RPower's multi-functional team has a proven track record serving Commercial and Industrial (C&I) energy customers, including extensive experience in customer origination, distributed generation project development, asset operations and asset optimization. Core competencies:

- Flexible, customer-centric approach with a track record of strong customer satisfaction and retention
- Extensive knowledge and expertise of energy infrastructure and commercial power markets
- Track record of executing commercial and industrial back-up power projects, microgrids and other critical power applications

At the core, RPower originates, develops, builds, owns, operates, and maintains microgrids capable of providing a resilient source of electricity at its customer's locations. Resilience is attractive to businesses and institutions that provide critical services and are not tolerant of electric grid supply failures. RPower's goal is to provide resiliency to its customers and make it simple via applicable agreements that are straight-forward, transparent, and at the fraction of the cost of traditional standby generation solutions.

RPower installations not only provide onsite resiliency, but help increase the robustness of the power grid, which helps reduce power outages for everyone. By providing natural gas electric generator services to the grid, the entire system benefits from having added resources to call upon when needed. While the grid strives to support the increased use of renewable generation (solar and wind), the fact is that the grid requires the right balance of clean burning natural gas reciprocating generation that can start quickly and be relied upon to produce electricity when the sun is not shining, and the wind is not blowing. That is where RPower's generation comes in. RPower's solutions can include these renewable energy resources in the system design but will always include a natural gas fueled reciprocating generator to provide the ultimate resiliency to the customer and a predictable asset to the grid. Every kilowatt of RPower generation installed, enables another kilowatt of renewable generation to come online and increase the grid's renewable energy mix.

Energy Cost Management

RPower aligns cost savings and/or revenues goals associated with electric market and tariff applications associated with normal utility service. This function can provide additional benefits to customers, such as energy and service cost savings, ancillary market participation, and long-term fuel storage capabilities. As more attention is placed on these abilities, it is believed increased opportunities will be given to more commercial and industrial load customers within the state. As an example, the recently passed Texas Bill 87(R) HB 3916 gives grocery stores "the ability to deploy back-up generation in the ERCOT power region in areas that have not implemented retail customer choice". As such market changes occur, RPower desires to give its customers the best capabilities to participate in market functions using its products. RPower's proven methodology provides onsite resiliency to end customers, at a reduced cost, but also levering the asset in grid services that will benefit the County Utility.

Experience in providing Resiliency Service to public facilities.

The principals of RPower have been building and optimizing generation resources in energy markets throughout the US since August 2001, with relevant experience that totals over 2,500MW of asset optimization. Our experience is based on our keen understanding of energy market protocols, value of resiliency, and expertise in distributed generation projects and microgrids. This experience provides an optimal organization for providing maximum value to the owners and users of distributed generation assets. Over the previous 20 years, our experience with customers which range from simple demand response at Elementary Schools to serving the most complex generation-backed loads across the country provides a firm foundation for establishing the basis for this proposal.

Building on this experience and since the inception of RPower in 2021, the principals of the firm have cultivated and developed considerable opportunities across multiple public sector entities, with the latest being selected to execute a 10MW distributed generation project for a large municipal water treatment facility in Texas.

RPower Leadership

Jeff Starcher, Chief Executive Officer and Founder

Jeff has over 32 years of experience in the Independent Power industry that includes Project Development, Project Finance, IPO's, Structured Finance, Demand Side Management Structured Transactions, Power Plant Operations, Asset Management, Origination, C&I Retail Power, and SEC Reporting and Accounting.

Before founding RPower, Jeff was a co-founder and CEO of MP2 Energy, a fully integrated REP/DR/Energy Management company that was sold to Shell Energy North America in 2017.

Prior to MP2 he co-founded MPower Energy, which was similarly structured as MP2 Energy, which was later sold to Eagle Energy/Lehman Brothers in 2006. Prior to MPower, Jeff spent two years in Austin representing Dynegy's commercial interests in the development of the ERCOT Protocols (the rules of the deregulated power market) and built Dynegy's third-party power plant optimization business. Jeff has managed cogeneration plants in California and Nevada as well as developed and financed power plants in the UK and The Netherlands.

After obtaining a BBA in Finance and BBA in Accounting from Texas A&M University, Jeff began his career as a CPA with Deloitte.

Jamie Smith, Chief Operating Officer

Jamie has over 20 years' experience leading high-performance teams including P&L leadership and large complex global sales organizations in power generation and industrial companies. He assumed the role of Chief Operating Officer for RPower in June of 2022. Previously, Jamie was Global Vice President of Business Development for Generac's Commercial and Industrial business unit. In this capacity Jamie built and scaled a global commercial organization to focus on the rapidly growing

distributed generation market opportunity. This includes channel development, new product commercialization and transforming a legacy business model to meet the demands of new market dynamics being created by microgrid and other distributed generation solutions.

Jamie started his career in power generation at General Electric after serving 10 years as an officer in the United States Coast Guard. He held several leadership roles withing GE's Distributed Power Business including Commercial Leader for North America's gas engine business, with over $400M in sales annually.

Jamie received his Bachelor of Science in Operations Research from the United States Coast Guard Academy, a Master of Science in Engineering from Stanford and his MBA from Emory University.

Nash Whitney, Chief Commercial Officer

Nash joined RPower as Chief Commercial Officer in May of 2022, with over 15 years of Power Generation OEM experience across engineering, services and sales.

Nash started his career in the early phases of Distributed Generation with GE as a Sales Engineer for Aeroderivative Gas Turbines. Specifically, his focus was on Gas Turbine re-powers which upfitted aging gas turbine power plants with state-of-the-art drivers and technology for increased efficiency and plant longevity. Nash continued his career by joining a global engineering organization, charged with scaling an engineering team for a global power generation leader; growing to 45 full time engineers across three offices from ground up in under 3 years. Maintaining a passion for products and projects, Nash rejoined the GE Distributed Power business where he managed the Canadian Services P&L, facilitating growth across GE's new Platinum Packager Program.

After completing graduate study in Energy Economics, Nash was recruited by Generac Power Systems to help scale a new Energy Management initiative that brought factory-direct relationships and market expertise to customers. In this capacity Nash developed multi-megawatt projects across the country, purpose built to not only provide long-term resiliency solutions for customers, but also to provide enhanced market-dispatch capabilities for economic arbitrage, enabling customers to reap the benefits of enrolling spare capacities into electric markets.

Nash has a Bachelor of Science in Physics from Principia College and a Master of Energy Economics from Rice University.

What role(s) from Section 3 would the respondent fulfill?

Developer of Utility Customers, Distributed Generation Projects, and/or Microgrids:

o Recruit customers to join the County Utility. Assist in necessary contracts.

RPower's team has significant relationships with commercial and industrial customers across the country, with a proven track record of executing energy projects. RPower's end-to-end approach would assist the County Utility by engaging customer's directly, developing value propositions and solutions, and ensuring the necessary contracts are in place to ensure a successful microgrid project. RPower's team is familiar with coordinating multiple counterparties to ensure the necessary interconnect

agreements, permitting, and energy offtake arrangement are made to make a project successful and fair to all involved.

o Develop distributed generation projects (e.g. in-front-of-the-meter solar, battery storage, etc.) for individual customers or the County Utility to be off-takers. Provide the capital and insurance for these projects. Assist in necessary contracts.

RPower will develop any configuration of distributed generation projects that best fit the individual customer's or the County Utility's primary objectives with respect to cost and sustainability/ESG. RPower's core model is to provide onsite resiliency (backup generation) to a large commercial or industrial load, then utilize that asset to reduce energy costs to the customer and provide grid services to the local community. This approach ensures the customer never has to be concerned about loss of business operations and gives the local utility an "option" to utilize in the market. RPower has several methods to contracts, but typically would provide the solution wrapped up into a monthly resiliency as a service fee inclusive of all equipment, insurance, taxes, maintenance, and other costs. Contracting can be with either the individual customer or with the County Utility. RPower's expertise in contracting these types of transactions would be of significant value to the County Utility.

o Develop microgrid projects (e.g. single site or multi-customer district). Provide the capital and insurance for these projects. Assist in necessary contracts.

RPower will develop microgrid projects that would enable a single site to operate islanded or connected to the larger Utility grid as well as a multi-customer district/community microgrid that would utilize localized generation to support multiple off-takers and be islanded or grid-synced. The solution will always enable the off-taker to never be concerned about losing their source of power to their facility. RPower has several methods to contracts, but typically would provide the solution wrapped up into a monthly resiliency as a service fee inclusive of all equipment, insurance, taxes, maintenance, and other costs. Contracting can be with either the individual customer or with the County Utility. RPower's expertise in contracting these types of transactions would be of significant value to the County Utility.

<u>Design and Construction Team (Engineering, Procurement, Construction) of Distribution Infrastructure, Distributed Generation, and/or Microgrids:</u>

o Design (Engineering and Other)

RPower can support the design of the project with professional engineer stamped drawings for all electrical, civil, and mechanical systems. RPower's approach is to design projects to an initial phase (ie 30%) in house utilizing our team of engineers with over 50 years of experience designing distributed energy projects. These designs are then completed and professional stamped using a strong bench of professional engineering firms that has been cultivated over the past two decades.

o Procurement of equipment / materials

Members of the RPower team have over 50 years of experience working for major equipment providers including General Electric, Generac, Siemens, Jenbacher, and Waukesha. RPower has relationships with all major equipment vendors to enable procurement of generators, energy storage, solar, advance controls, switchgear, and transformers.

o Construct distribution infrastructure, distributed generation, and/or microgrids

RPower has a deep bench of installation and service providers that have a proven track record of building, operating, and maintaining projects. The RPower principals have been successful in previous projects engaging local contractors to provide work and jobs to the local communities it is serving. RPower is willing to own the asset. Quality and safety are of upmost importance when selecting vendors.

o Support distributed generation and microgrid operations in conjunction with, or on behalf of the County Utility and/or its manager or operator.

As part of the RPower solution, RPower would originate, develop, build, own, operate, and maintain the microgrid project on behalf of the County Utility and/or its manager or operator. RPower is flexible to other deal structures where the utility or end customer owns the assets.

What challenges or barriers could you see for your role(s) as envisioned by the County and what might be ways for the County to address those challenges?

There are multiple technical and commercial barriers that may be encountered when executing microgrid projects within captive utility areas. Technical barriers can include defining a) the process b) structure, and c) operational protocols required to interconnect with utility systems. Without clear definitions in place, or clear guidance provided, the design and engineering process of executing microgrids can become burdensome and extend project lead times beyond expectations. In RPower's project experience, we have encountered multiple obstacles when working within captive utility service areas that have caused such delays to customer projects, resulting in strained relationships between utilities and their customers. Commercial barriers predominantly include the strain on current durable good supply chain and manufacturing capacities. Microgrid projects utilize hardware that is sourced domestically and internationally: from breakers, to conductors, to controllers (microchips), to enclosures and many other major assembly groups. This equipment and categories have experienced various choke points in production, logistics and delivery over the past 18 months that have resulted in delays of project execution.

RPower's recommendations for the County are as follows:

- Ensure that there is a well-documented process that details out design considerations, requirements, and approval process for executing power generation projects that can both connect to and island from the utility's system.
    - This will allow prospective vendors/partners such as RPower to efficiently allocate engineering project development and project management resources to utility-sponsored microgrid projects. Moreover, this will enable clear and efficient communication between customers, vendors and the Utility on expectations of project design and operation that will reduce overall project drag.
- Ensure that there is clear communication and expectations set with customers, vendors and contractors during all phases of microgrid project development; from preliminary phases through completion

- Clear, dedicated communication between the Utility, vendors and customers allows for consistent expectations to be established. Further, introducing transparency to customers on project development constraints (i.e. supply chain) can alleviate potentially challenging discussions with customers when projects become delayed.

What's the typical timeline/cycle for the respondents proposed role(s)? (e.g. it takes X year(s) to find customers for a microgrid and build it)

The whole process takes on average 9 months to a year to complete depending on equipment lead times. Once a customer is identified, a budgetary proposal showing project economics based on their site loads can be provided in a matter of days. Then after a solution is agreed upon, a final contractable proposal is put together after a couple weeks to allow for detailed site walk to get final numbers for all installation and solution architecture. After the contract is signed, equipment is ordered, final engineering is done, permits are submitted, construction begins, foundations are poured, equipment is delivered, installed, and the site is commissioned.

Would the respondent meet with the County and / or its representatives to present ideas and to answer follow up questions?

The RPower team would be happy to meet with the County and/or its representatives to present ideas and to answer follow up questions. RPower team is also happy to make introductions to similar municipal owned utilities and cooperatives that have developed microgrid programs.

Appendix Questions:

Vision

a. What is your vision as to how the County Utility could fit into the emerging energy ecosystem?

The County Utility could fit into the emerging energy ecosystem by enabling a series of interconnected Distributed Energy Resources (DERs) that support either individual customer sites providing them with the highest level of resiliency, or using the DERs to support a group of customer sites providing a higher level of resiliency and efficiency than the traditional centralized utility generation model. Having localized generation allows for less potential points of failure during transmission of power as well as efficiency gains due to transmission losses.

b. How might the County Utility improve services compared to traditional systems?

The County Utility can improve services to it's off-takers by allowing for a unique solution customized to the goals and objectives of that off-taker with respect to levels of resiliency, renewable energy content, etc. For example: Should the generator run on natural gas, renewable natural gas, or hydrogen?

While an end customer is able to procure "renewable energy", the traditional system allows for little input on generation technology that the off-taker's actual power is coming from.

c. How would you propose building a system in a manner that constrains costs based upon available loads, yet is flexible enough to adapt to new end users who are attracted to the system?

Transparency to costs will be important to show new end users options to allow them to prioritize certain aspects of the system. Sites with microgrids at the individual site will be at a higher price point than a site that is sharing a microgrid with a few other locations that would share the cost of that equipment among them.

d. How might your approach be different for new developments, such as industrial or commercial parks, versus existing customers? Would you envision merging district energy or transportation or hydrogen into the development?

The approach for existing customers is slightly different than a new development with respect to constraints already in place with existing facilities space availability, existing power equipment age, utility (power & natural gas) supply size & location, etc. All of this can be optimized for the microgrid with a new development saving cost overall and allowing systems to be designed for future expansion. In our experience, while district energy and transportation projects are interesting, economics become difficult. There must be a willingness to pay for resiliency, reduction of emissions profile, or some other driving factor other than electricity consumption. This is where RPower excels at finding the optimal solution to meet the customer and County Utility's objectives.

e. How might you go about marketing your vision to end users?

Existing customers should get marketing materials that are sent along with their normal electric utility bills each month that highlight the available program benefits. See attached presentation as an example.

Business Economic Models

a. How do you envision revenue flowing through the various entities?

RPower would like to make this as easy as possible from the customer's standpoint where the contract is between RPower and the off-taker or the County Utility and the off-taker who would simply pay a monthly resiliency fee. RPower would then enroll the generation assets in the available PJM programs and share that revenue with the County Utility or the customer to offset the cost of the microgrid. RPower is also willing to contract with the County Utility and have the County Utility contract with the end customer. This could enable a County Utility led program.

b. The County envisions a scenario where the developer/concessionaire is compensated through a pass-through model from power purchase agreements with individual customer/off-takers. Do you see any problems with this model or have suggestions on possible alternative compensation models?

This would be preferred.

c. What process would you take with the County to design customer billing (i.e., tariffs) in a fair and transparent way?

RPower prides itself on transparency of billing and project economics. RPower itemizes the major inputs to a distributed generation project: the cost of installation, associated market revenues the asset may be able to realize, and the final cost of resiliency or onsite power to the end customer. RPower would work closely with the County to determine what the value of the asset or microgrid is to County operations and the local community. Then RPower would work closely with the end customer to ensure they are receiving onsite power or resiliency at a fair price.

d. What types of tariffs are needed to support the County initiative?

There are three major components that RPower considers and are needed to support an onsite resilient microgrid:

1. A customer resiliency fee. What the customer will pay for onsite power.
2. Market programs or revenues that are available for that asset in grid services (i.e. capacity programs or ancillary services).
3. Value the County Utility can derive from the asset (i.e. economic dispatch)

e. Would you be willing to provide the capital for the scope/role the County envisions?

Yes, RPower would be willing to provide the capital required for the scope/role the County envisions. RPower's proven track record of success has allowed us to access capital from multiple sources to finance projects in various debt/equity structures.

f. How would you ensure prices for specific projects (e.g. new distribution line or a microgrid) are competitive?

RPower would leverage years of experience working for equipment manufacturers and relationships to ensure competitive pricing is given for the equipment, as well as leveraging revenues from economic dispatch programs to reduce the required payments for the onsite generation services.

Organization Models

a. Would you be willing to contract directly with the County to be responsible for the full scope of this initiative?

Yes, RPower would be willing to contract directly with the County and be responsible for the full scope of the initiative.

b. What are the tradeoffs for one firm serving all roles versus separate firms serving separate roles?

While the County may consider having one firm coordinate the overall program, it is highly recommended that the County executes a formal RFP for multiple vendors to execute end-to-end distributed energy projects. Each firm in the marketplace has a unique value proposition. In our experience, the end customers will have different preferences and may require different technologies. It is important the County has options for their customers. A good model to review is what Austin Energy in Texas is currently developing. In short, programmatically, the County may want one firm coordinating

that is an owner's representative, but have multiple parties executing and delivering projects. The program manager would help ensure standards and quality across the portfolio of projects.

c. How would you structure the relationship between yourself, the County, and other entities (if applicable)?

In a model where the County has a program manager, we would work with the County's program manager and directly with the end customer for project execution. We would anticipate that other distributed energy services providers would be installing projects and we would work closely with them to ensure a standard is met across the portfolio.

d. What level of responsibility, if any, would you be willing to have for microgrid project identification and development, customer identification and selection, customer contract negotiations, etc.?

As part of the RPower solution, RPower would originate, develop, build, own, operate, and maintain the microgrid project on behalf of the County Utility and/or customer. Also, given RPower's long standing relationship with Commercial and Industrial customers across the country, we would actively pursue end customers in the County's service territory to help enroll in the program. We would take full responsibility in contract negotiation to ensure the best result for the country and the end customer.

e. What level of pre-design and other information or assurances would you need to respond to an RFP/Q and engage in negotiations with the County?

We would need to understand what customers the County is pursuing and the applications they are trying to achieve.

f. What level of commitment would you need to have from potential County utility customers to respond to an RFP/Q and engage in negotiations with the County?

We are willing to look at any RFP/Q the County posts. Our core model is to provide onsite resiliency and utilize that asset to provide Grid Services for the County.

Concession Agreement & Other Contracts

a. What contracts will need to be in place and between what entities?

There are multiple ways to structure the deal. Several examples:

1. RPower owns the asset and contracts directly with the end customer. RPower then contracts with the County Utility, ISO or other off taker for any grid service the asset will provide. This will require:
    a. RPower contracts with end customers.
    b. Interconnect agreement.
    c. Emissions permitting.
    d. RPower contracts with energy off taker.
2. RPower owns the asset and contracts with the County. The County then provides a service to end customer and the grid.
    a. RPower contracts with the County.
    b. County contracts with end customer.

c. RPower can still contract for the interconnection and emissions permitting.

While it is RPower's preference to own the assets, RPower is willing to sell the assets to the end customer or the County Utility. RPower will then use their expertise to help the County optimize the asset in the market.

b. What critical terms and conditions need to be addressed?

If RPower owns the asset, the critical term is going to be the length of the contract with the Customer or Utility in terms of providing the asset as a resilient resources. 15 years is preferable, but other constructs are available.

c. What term lengths would respondent be comfortable with for a distributed energy or microgrid PPA?

See above answer.

d. What additional information would you need to sign a contract with the County for a scope of work?

Typical project evaluation to get to a firm project pricing requires:

1. Onsite energy consumption data
2. Site walk to confirm new equipment placement and installation costs
3. Deal structure / Term of contract … what is the County and Customer willing to sign up for?
4. Confirming available market revenues
5. Interconnection and permitting requirements

Initiative Timelines

a. What is a typical turn-around time for you to sign a contract for your role(s)?

Typical turnaround time is 1 – 3 months. However, this can be condensed. It really depends on how fast the County and Customer execute.

b. What is a typical development time for a microgrid, from customer recruitment through operation? What are the major milestones?

The whole process takes on average 9 months to a year to complete depending on equipment lead times. Once a customer is identified, a budgetary proposal showing the basic solution and associated costs, based on their site loads, can be provided in a matter of days. Then after a solution is agreed upon, a final contractable proposal is put together after a couple weeks to allow for detailed site walk to get final numbers for all installation and solution architecture. After the contract is signed, equipment is ordered, final engineering is done, permits are submitted, construction begins, foundations are poured, equipment is delivered, installed, and the site is commissioned.

c. What impact on this initiative do you foresee, if any, from the current supply chain disruptions?

Currently the largest challenges stem around equipment lead times that continue to push out beyond 36+ weeks from date or purchase and some products are taking longer than a year to receive. These

delays are all taken into account during the solution development phase to try to mitigate and choose the appropriate supplier based on project deadlines.

Technology

a. What technologies should the County consider to address power issues for commercial and industrial customers? (power quality issues vs. short power outages vs. long power outages)

The main technology that should be considered and incorporated into any microgrid design is a natural gas fueled reciprocating generator. This, when connected to the natural gas infrastructure provides a solution that has an effectively endless fuel supply based on current natural gas pipeline capacity and reliability, and thus avoids any concerns around fuel supply/delivery/maintenance that would be of concern with a diesel fueled generator. It also eliminates the concerns around intermittency of renewable energy resources like solar and wind, as well as duration limitations for energy storage at a fraction of the cost. Renewable fuels such as RNG could be utilized to meet a customer's environmental objectives. Future capability of burning hydrogen to eliminate all carbon from the fuel source once that infrastructure is built out is an option. A mix of technologies could be utilized to reduce generator run times with solar + BESS + genset microgrids which would utilize as much of the renewable energy as practical but still have the generator there for long duration outages or points where there isn't enough renewable energy available to support the customer loads.

c. Are there ranges of economic feasibility that the County should be aware of when considering on-site generation, storage, etc. For example, do projects only over X MW prove to be economically feasible in your experience?

There is an inflection point when trying to serve customer loads with 100% renewable energy that after around 70-80% renewable fraction, the cost for the remaining 20-30% grows exponentially. Also, the architecture of the system will change based on size of the project. It doesn't typically make sense to install grid paralleling switchgear on a project that in less than 1MW. For those projects, a closed transition automatic transfer switch is ideal to island the loads at a better price point.

d. How should cybersecurity of the utility, individual microgrids, customers, or other pertinent entities be ensured?

Cyber security is taken very seriously and would be ensured on any project utilizing best available technologies and private cloud-based monitoring software.

e. What is your approach to managing: capacity and transmission peak load contributions? Energy market arbitrage? Frequency regulation?

RPower takes a conservative approach to capacity and transmission charge management. We utilize a combination of both internally developed 5CP and NSPL predictions as well as those provided by several partners to reliably control capacity and transmission charges. Our assets are started and run when a reasonable expectation of a peak is expected. Further, RPower's incentives are aligned with those of our customers; our product revenue streams are dependent on our successful management of customer capacity and transmission charges.

RPower further utilizes its assets within the PJM Day Ahead and Real Time markets, both for offering energy and Synchronized Reserves. Markets are monitored, offers submitted and units dispatched by our Asset Optimization team. Our team also monitors the PJM stakeholder process for any upcoming changes that may alter opportunities and strategies.

Other

a. What potential risks, setbacks, or hurdles do you see for this Initiative?

The market is moving in the direction of distributed energy resources. RPower sees this program as de-risking the energy portfolio for the County. This program will provide resiliency and grid services to the community. By firming the grid with DERs, more centralized renewable projects will be enabled, thus accelerating the reduction of carbon emissions.

b. Please provide any other information that you feel would be pertinent to the County at this stage of the process.

Highly recommend the County, Cleveland State and Go Sustainable Energy meet in person with the RPower team. Also, recommend the County meets with Austin Energy, who is in the process of executing a similar program.

RPOWER

Company Overview

June 2022

Introduction

Who We Are

Our team of energy and distributed generation experts blend over 200 total years of experience in energy supply and power generation.

From turnkey microgrid system design, installation and operation to asset optimization that *maximizes returns for our customers*, the RPOWER team has the resources and experience to deliver.

Jeff Starcher
Chief Executive Officer

Nash Whitney
Chief Commercial Officer

Jamie Smith
Chief Operations Officer

What We Do

Resiliency at a Fraction of the Cost

We provide on-site microgrid systems at your facilities to ensure your business always has power at a fraction of the cost that these systems would otherwise cost.

Energy Cost Savings

We leverage the microgrid system to avoid peak demand charges on your energy bill.

Our Service Offerings

RESILIENCE-AS-A-SERVICE

Turnkey Microgrid System Provider

CLEAN BURNING ON-SITE NATURAL GAS GENERATOR

+

SWITCHGEAR

Microgrid Monetization Service Provider

MICROGRID DISPATCH FOR PEAK DEMAND CHARGE AVOIDANCE

+

MICROGRID DISPATCH TO CAPTURE ENERGY MARKET REVENUES

Our Resilience-as-a-Service program bundles the turnkey installation, operation and maintenance of an on-site microgrid system with our microgrid dispatch and monetization service.

This service monitors and dispatches the microgrid in order to maximize energy bill savings and market revenues.

How It Works

Resilience-as-a-Service

1. RPOWER *installs* turnkey microgrid solutions co-located at our customers' sites.
2. RPOWER *owns, operates and maintains* the microgrid system through the contract term.
3. RPOWER *minimizes* the customer's monthly resiliency payment by dispatching the microgrid and providing critical services to the grid operator. Our optimization approach reduces the cost of customer resilience 50% - 80%.
4. RPOWER *microgrids* enable an increased amount of renewable generation to be added to the grid and helps the grid operator minimize forced blackouts.
5. RPOWER *utilizes* the combined energy savings and market revenues to minimize the customer's monthly resiliency payment.

RaaS Customer Benefits

Why RPOWER RaaS Makes Sense

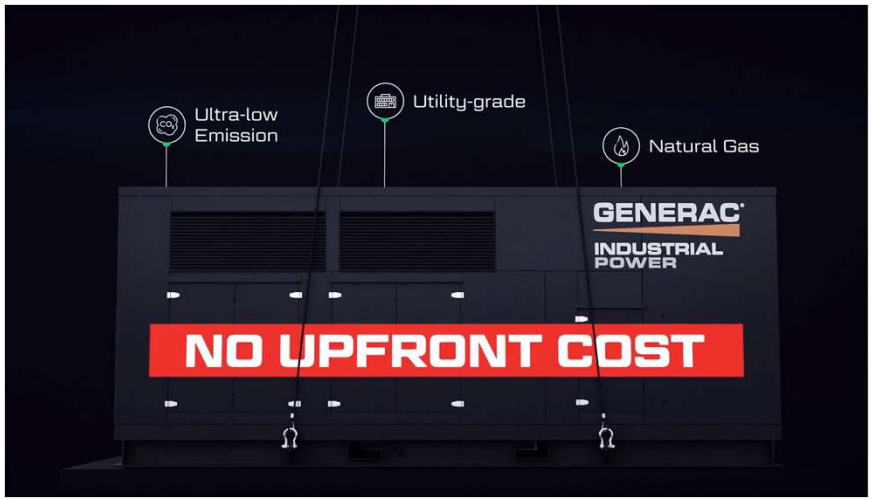
Stay operational
Eliminate the risks caused by utility outages with full site backup power without the responsibility of operating and maintaining the equipment

Preserve capital
Zero down, no up-front cost requirement

Predictable payment
A predictable monthly service charge as an operating expense, not a capital expenditure

Full transparency
One simple transparent service agreement and nothing behind the curtain

Optimized solutions
We source microgrid equipment from best-in-class vendors like Generac to ensure the equipment is right-sized and optimized for your project, not a "one-size fits all" approach



Resiliency Solution Comparison

What Other Resiliency Solutions Are Available?

	STANDBY ONLY		RPOWER RAAS + MICROGRID MONETIZATION	
	MOBILE FLEET + GENERATOR TAP BOX	**TRADITIONAL EMERGENCY STANDBY GENERATOR + ATS**	**NON-EMERGENCY RATED STANDBY GENERATOR + SERVICE ENTRANCE RATED ATS**	**NON-EMERGENCY RATED STANDBY GENERATOR + GRID SYNC SWITCHGEAR**
Equipment				
Rating	Partial or full load	Partial or full load	Typically right-sized to facility peak load	Typically oversized for N+1 redundancy
Load	Any load size	Any load size	Any load size	400kW loads and higher
Demand Response Capability	N/A	N/A	Curtailment only	Curtailment + injection
Demand Response Revenue	N/A	N/A	Variable based on load at time of event	Fixed at full rating of generator capacity
Fuels	NG, Propane, Diesel T2	NG, Propane, Diesel T2	NG, Propane, Diesel T4	NG, Diesel T4
System Cost (Installed $/kW)	$800-$1,200	$600-$800	$600-$800	$800-$1,200

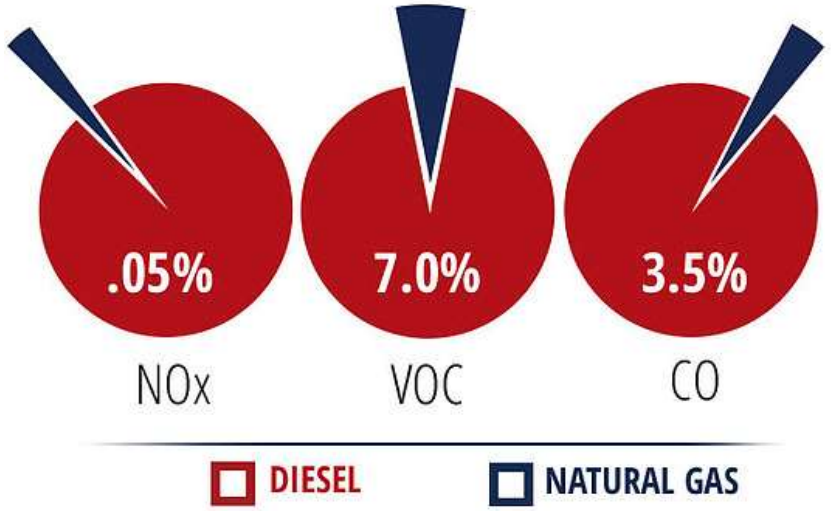
RPower Microgrid Solutions

Diesel or Natural Gas Fuel?

If natural gas is available at your site we typically recommend natural gas systems for the following reasons:

1. NG systems have far cleaner emissions with a much simpler and low maintenance catalyst
   - Renewable Natural Gas (RNG) could further reduce carbon impact
2. NG is a more cost-effective fuel and does not require fuel maintenance
3. NG pipeline provides unlimited runtime and avoids the refueling risks during major weather events
4. Enables more local and utility-scale renewables

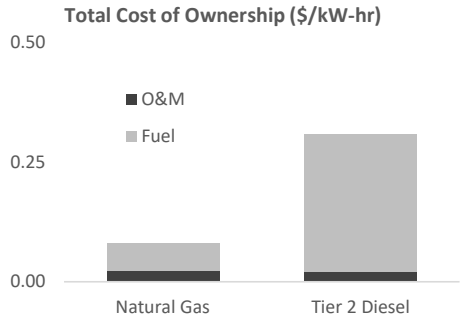
Natural Gas vs Diesel Emissions Comparison

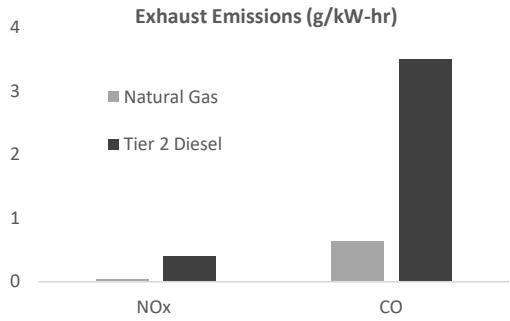


RPower & ESG

Environmental

Exhaust Emissions and the **Carbon Footprint** of Energy is top-of-mind across every aspect of our energy position. Natural-Gas fired resiliency provides you a superior alternative when evaluating overall environmental impact.



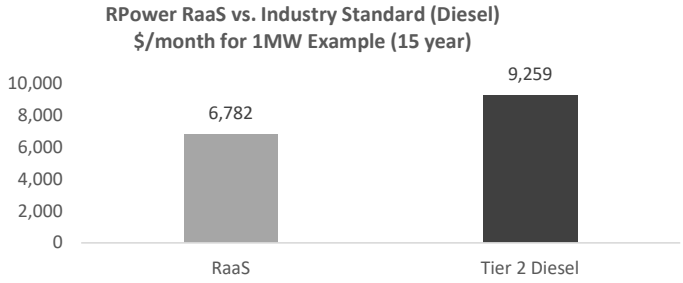


Social

Resiliency ensures that your facility remains operational. Your entire facility's load including lighting, fire suppression and other critical systems remain operational and ensures your employees safety.
Dispatchable Generation ensures that the Electric Grid can receive relief when it becomes strained, keeping everyone's costs low and avoids costly blackouts.

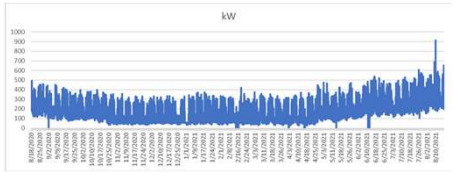
Governance

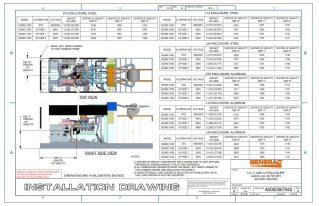
Our Resiliency-as-a-Service, as well as the other commercial structures we offer ensure that your **Tax position** can be incorporated into our solution. Whether weighting project commercials towards CAPEX or OPEX, we can help ensure your tax strategy remains in place and works for you.



Typical Solution Development

1. Review Eligible Sites and Load Data
2. Preliminary Site-Specific Solution Development
   - *NG or Diesel? Grid Sync or BTM Only?*
3. Schedule Site Walks
4. Identify Proposed Site Layouts and Assumptions
5. Prepare and Distribute Installer Bid Package
6. Obtain Preliminary Installation Bids and Validate Key Project Costs by Site
7. Finalize Financial Model with Site-Specific Actual Costs, Revenues and Savings
8. Review, Finalize and Execute Contracts





Thank you!

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