



Monthly Report

Report #: RPT-P3A-012

For the period ending May 2021

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General Overview

In accordance with Section 4.2(b) of the Operations and Maintenance Agreement (OMA), LUMA hereby provides the P3A its monthly report on its performance of the Front-End Transition for the month ending May 31, 2021. A copy of the Handover Checklist and work performed has been provided in Appendix A of the report.

PERFORMANCE OF FRONT-END TRANSITION (FET) PERIOD

A. FET PERIOD PROGRESS REPORT

I. Key Achievements in reporting period

Overview

During the month of May, LUMA completed all necessary preparatory work to enable a successful transition of operations on June 1, 2021 – a culmination of the work undertaken over the past 11-months.

Work in May included significant hiring and onboarding activities, employee training, and considerable regulatory activities including multiple technical hearings. Our work also required significant attention on dealing with work disruptions and in turn undertaking additional and necessary security measures to ensure the security of personnel and assets. Our preparatory work also required a tremendous effort, beyond expectations, to establish appropriate office space for employees as of June 1.

The month concluded with the satisfaction of Conditions Precedent to enable LUMA Energy to begin Interim Service Period under the OMA and Supplemental Terms Agreement of the OMA.

Upon the completion of the Front-End Transition Period as outlined above, the Interim Service Period began on June 1, 2021. As such, this is the final Front-End Transition Period monthly report and has been adjusted accordingly.

The following is a summary of the key achievements for the month of May and is presented based on achievement of critical workstreams necessary to achieve commencement. Additional achievements and details of LUMA's work can be found in Appendix A – Handover Checklist.

a. Human Resources

- Continued our recruitment efforts including interviewing and issuing job offers.
- Preparation for commencement day onboarding program for all new hires and PREPA transfers.
- Continued to request clear and concise communication of pension and redeployment information to PREPA employees.

b. Health, Safety, Environment & Quality

- Continued efforts toward supporting and implementing COVID-19 protocols and vaccination strategy.

- Held the LUMA Emergency Response Plan Tabletop Exercise, walking through the plan and identifying roles and requirements.
- Implemented Intellex system for post-commencement incident data capture and reporting.
- c. Internal & Stakeholder Communications
 - Finalized communication plan for commencement.
 - Announced community investment partnerships.
 - Finalized functionality of web portal and mobile app in preparation for commencement.
- d. Operational and Customer Experience
 - Established Customer Experience locations and prepared facilities for commencement.
 - Engaged new hires on Customer Experience training for day one preparedness.
 - Continued skills assessments of PREPA lineworkers, low-voltage workers, substation technicians, and telecom technicians.
 - Continued development of manuals, policies, procedures, operational forms, templates, and workflows, for day one use within Operations and at interface points with other LUMA departments.
- e. Finance and Accounting
 - Completed the stand-up of all financial systems required for commencement.
 - Completed input into the fiscal plan for submission to FOMB
 - Finalized the consolidated Federal and Non-Federal Funding Procurement Manual through engagement with P3A and COR3.
- f. Information and Operational Technology
 - Started the implementation of cutover plans, including securing approval to configure LUMA's package with PREPA's environment, as well as securing LUMA devices.
 - Progressed on CC&B and EBS integrations in preparation for final cutover.
 - Inputted approximately 2,000 employees into Workday from iCIMS and began employee onboarding with personal updates, benefits, pay and tax elections being completed.
 - Completed UAT testing of all integrations and configuration changes for Workday Payroll in preparation for commencement.
- g. Regulatory, Commercial and Legal
 - Participated in several PREB technical hearings. Received PREB approval of LUMA's Initial Budgets including Terms of Service, and System Operations Principles.
 - Finalized the Shared Services Agreement with PREPA and P3A.
 - Agreed to the GridCo-GenCo Guidelines with PREPA and P3A that will be the framework for the GridCo-GenCo PPOA/Operating Agreement.
 - Satisfaction of necessary Conditions Precedent and entry into the Interim Period as per the OMA and Supplemental Terms Agreement.

II. Handover Checklist

In accordance with Section 4.2(b) of the OMA, LUMA has provided an update to the Handover Checklist in Appendix A. Appendix A supplements the above report and captures additional detail of work performed by LUMA in May.

B. COMMERCIAL REPORT

I. Completed FET OMA Obligations

This section represents the completed OMA obligations from the past month only. All previous month completed OMA obligations are removed to minimize the length of the report.

| Section | Description | Responsible Party | Status |
|------------|--|---|----------|
| 4.2(b) | ManagementCo shall provide Administrator (with copy to PREB) written monthly reports with respect to ManagementCo's performance of the Front-End Transition Services, including a copy of the Handover Checklist updated to reflect the progress of each item listed therein. From time to time during the Front-End Transition Period, in light of experience developed up to such point in the Front-End Transition Period, the Handover Checklist shall be adjusted, updated or otherwise modified by ManagementCo and Administrator, each acting reasonably, as necessary to reflect such experience. | LUMA (Operator) | Complete |
| 4.2(m) | Operator's representations in Section 19.2 and Guarantors representations in Guarantee shall remain true and correct on the Service Commencement Date – Operator to deliver certificate of authorized officer to that effect. | LUMA (Operator) | Complete |
| 4.3(d)(ii) | After the date ManagementCo submits the Initial Budgets to PREB for its approval, if Owner and Administrator determine that an amendment or new System Contract or Generation Supply Contract is necessary, the Parties shall follow the process in clause (i) above; provided that as part of such consultation process (A) the Parties shall review the impact of any such amendment or new System Contract and Generation Supply Contract on the Initial Budgets and (B) ManagementCo shall, as soon as practicable following receipt of Owner's notice of such requirement, prepare and submit to Administrator any proposed amendment to the Initial Budgets arising therefrom. Following delivery of such proposed amendment, the Parties shall follow the same process for such amendment to the Initial Budget that was followed for the Initial Budgets as set out in Section 4.2(e) (ManagementCo Responsibilities – Initial Budgets); | LUMA (Operator) PREPA (Owner) P3A (Administrator) | Complete |
| 4.3(k) | Owner shall prepare and provide Operator a description and demarcation of the T&D System. The Parties will jointly consider any amendments, adjustments and refinements to Annex XII (Insurance Specifications) in light of the description and demarcation of the T&D System. | PREPA (Owner) | Complete |
| 4.4(a) | ManagementCo, Administrator and Owner shall coordinate identifying the Governmental Approvals required for the commencement on the Service Commencement Date. | LUMA (Operator) P3A (Administrator) PREPA (Owner) | Complete |
| 4.5(f) | Owner shall have engaged a qualified environmental consultant, and such consultant shall have prepared and issued a final baseline environmental study reasonably identifying Pre-Existing | PREPA (Owner) | Complete |

| Section | Description | Responsible Party | Status |
|---------------|---|---|----------|
| | Environmental Conditions that present a risk of material liability (the “Baseline Environmental Study”) | | |
| 4.5(i) | Owner shall have, or shall have access to, adequate funding for Capital Costs for the first three (3) years of the Term, as such Capital Costs are detailed in the Initial Budgets approved by the Parties. | PREPA (Owner) | Complete |
| 4.5(s) | The Parties shall mutually develop and negotiate in good faith a shared services agreement consistent with the provisions set forth in Annex VI (GenCo Shared Services) (the “Shared Services Agreement”), which agreement shall provide the terms and conditions pursuant to which Operator, as agent of Owner, shall provide the GenCo Shared Services to GenCo until the Legacy Generation Assets are retired or until certain of GenCo’s operations, including the operating, administrative and/or maintenance functions related to the Legacy Generation Assets, are transferred to one or more private partners, the term of which agreement not to exceed three (3) years from its effective date (unless otherwise extended with the consent of Operator). | LUMA (Operator) P3A (Administrator) PREPA (Owner) | Complete |
| 4.5(u) | Each of Operator, Owner, Administrator and the FOMB shall have duly executed a FOMB Protocol Agreement in form and substance satisfactory to the Parties. | LUMA (Operator) P3A (Administrator) PREPA (Owner) | Complete |
| STA s. 2.3(f) | Owner shall have received a Supplemental Agreement Tax Opinion and ManagementCo shall have received a Supplemental Agreement Reliance Letter, at the expense of Owner or Administrator; | PREPA (Owner) or P3 (Administrator) | Complete |
| 4.6(c)(i) | (c) Operator shall deliver to Administrator an estimate of the anticipated Front-End Transition Service Fee for the following four and a half (4.5) months, subject to Section 7.8 (Owner Credit Rating). | LUMA (Operator) | Complete |
| 4.6(c)(i) | (d) Owner shall replenish the Front-End Transition Account so as to maintain a balance in the Front-End Transition Account at the end of each calendar month equal to the sum of the anticipated Front-End Transition Service Fee for the subsequent four and a half (4.5) months, subject to Section 7.8 (Owner Credit Rating), and so on subsequently until the Front-End Transition Services conclude. | PREPA (Owner) | Complete |
| 4.6(d)(i) | Operator shall provide Administrator with a monthly invoice describing in reasonable detail the prior calendar month’s Front-End Transition Services and the corresponding Front-End Transition Service Fee for such prior calendar month. All invoices shall comply with the requirements set forth in Section 9.2(c) (Anti-Corruption and Sanctions Laws – Policies and Procedures). | LUMA (Operator) | Complete |
| 4.7(a) | (a) ManagementCo shall provide Administrator with prompt written notice (with a copy to PREB), including a completed Handover Checklist, at such time as ManagementCo determines it | LUMA (Operator) | Complete |

| Section | Description | Responsible Party | Status |
|---------------|--|-------------------|----------|
| | has satisfactorily completed all items on the Handover Checklist and is therefore ready to perform all O&M Services under this Agreement. | | |
| STA s. 2.3(c) | A number of Owner Employees and Other Employees necessary for Operator to perform the Interim Period Services shall have accepted offers to commence employment as ServCo Employees beginning on the Interim Period Service Commencement Date; | LUMA (Operator) | Complete |
| STA s. 2.3(c) | Owner shall have provided communications to all Owner Employees regarding Owner's pension obligations going forward reasonably acceptable to Owner and Operator. | PREPA (Owner) | Complete |

II. Partially Completed FET OMA Obligations

| Section | Description | Responsible Party | Status |
|---------------|---|--------------------------------------|---|
| 4.1(b)(i) | Each of Owner and Administrator shall take all such actions as may reasonably necessary to enable or assist ManagementCo in providing the Front-End Transition Services, including (i) providing ManagementCo's Representatives with a designated space and facilities at Owner's principal offices for their use throughout the Front-End Transition Period. | PREPA (Owner) P3A (Administrator) | Partially Completed |
| 4.2(d) | ManagementCo shall submit to Administrator certificates of insurance (COI) for all Required Insurance to be effective as of the Service Commencement Date. | LUMA (Operator) | Partially Completed (Necessary COI for commencement completed) |
| 4.3(c) | From and after the Effective Date, but in any event by the date that is one hundred eighty (180) days following the Effective Date, ManagementCo, Administrator and Owner shall together (i) identify all material existing System Contracts and all Generation Supply Contracts and provide ManagementCo and Administrator with copies thereof and (ii) identify which of the material existing System Contracts and Generation Supply Contracts do not comply with the Federal Funding Requirements and provide ManagementCo and Administrator with a list thereof. | PREPA (Owner) | Partially Completed (4.3(c)(ii) not completed) |
| 4.3(e) | Notices with respect to System Contracts and Generation Supply Contracts. Owner shall (i) notify each counterparty to a System Contract and Generation Supply Contract in writing of Owner's delegation of authority to Operator with respect to such System Contract in the manner contemplated by Section 5.2(a) and with respect to such Generation Supply Contract in the manner contemplated by Section 5.13(a) and (ii) have obtained all required consents from such counterparties as may be required thereby in connection with such delegation of authority and (iii) take all such other actions as may be necessary for Operator to be able to comply with its obligations under Section 5.2(a) and Section 5.13. | PREPA (Owner) | Partially Completed (No clear written notice provided) |
| STA s. 2.3(d) | Owner shall have provided Operator with written notice of the System Contracts and Generation Supply Contracts that have been assumed and those that have been rejected as at the Interim Period Service Commencement Date; | | |

| Section | Description | Responsible Party | Status |
|---------|---|--------------------------------------|---|
| 4.5(q) | PREPA Reorganization. A final plan for the reorganization of PREPA into GenCo and GridCo shall have been approved by the applicable Governmental Bodies, and the GridCo-GenCo PPOA shall have become effective. | PREPA (Owner) P3A (Administrator) | This item was waived by the Parties and still must be completed |

III. OMA Regulatory Approvals

| Section | Description | Responsible Party | Status |
|-------------|---|-------------------|---|
| 4.2(e) | <u>Initial Budgets</u>PREB shall review, and approve, deny or propose modifications to, such proposed Initial Budgets in accordance with Applicable Law. ManagementCo shall be required to respond promptly to any changes or modifications from PREB to the proposed Initial Budgets and submit any updates to the proposed Initial Budgets to PREB for its approval. | PREB | Complete |
| 4.1(g) | <u>Liability Waiver</u> ("Terms of Service"). In connection with the submission of the Initial Budgets to PREB, the Parties agree to apply for inclusion in the Rate Order that the associated tariff or terms of service... | PREB | Complete |
| 4.1(d)(iii) | <u>System Remediation Plan</u> ...PREB shall review and approve, deny or propose modifications to the proposed System Remediation Plan. Operator shall be required to respond promptly to any changes or modifications from PREB to the System Remediation Plan and submit any updates to the proposed System Remediation Plan to PREB for its approval. | PREB | Filed 02/24/21 Pending PREB approval |
| 4.1(h) | <u>System Operation Principles</u> ...PREB shall review and approve, deny or propose modifications to the proposed System Operation Principles. ManagementCo shall be required to respond promptly to any changes or modifications from PREB to the proposed System Operation Principles and submit any updates to the proposed System Operation Principles to PREB for its approval. | PREB | Complete |
| 4.2(f) | <u>Performance Metrics</u> ...PREB shall review, and approve, deny or propose modifications to, such proposed revised Annex IX (Performance Metrics) in accordance with Applicable Law. ManagementCo shall be required to respond promptly to any changes or modifications from PREB to the proposed revised Annex IX (Performance Metrics) and submit any updates to the proposed revised Annex IX (Performance Metrics) to PREB for its approval. | PREB | Filed 02/25/21 Pending PREB approval |

C. FINANCIAL PROGRESS REPORT

In accordance with s.4.6(d), LUMA has submitted the invoice for the FET Service Fee for the month of May 2021. A summary of the invoice amounts is included below.

I. Monthly invoice summary

| FET COSTS | |
|--------------------------|----------------------|
| Department | Amount |
| Capital Programs | \$ 129,325 |
| Communications | \$ 81,850 |
| Corporate Services | \$ 650,108 |
| Customer Service | \$ 3,324,490 |
| Executives | \$ 78,963 |
| Financial Mgmt. | \$ 915,265 |
| HSE & Quality | \$ 477,485 |
| Human Resources | \$ 258,730 |
| Integration Mgmt. Office | \$ 333,158 |
| IT / OT | \$ 533,233 |
| Legal | \$ 126,613 |
| Operations | \$ 1,046,028 |
| Regulatory | \$ 563,455 |
| Utility Transformation | \$ 2,248,930 |
| TOTAL | \$ 10,767,630 |

| | FET Hourly Costs | Additional Costs & Expenses | Sub-Total | FET Fixed Fee | Total |
|------------------------|------------------|-----------------------------|---------------|---------------|----------------|
| Previously invoiced | \$ 41,843,320 | \$ 37,350,766 | \$ 79,194,086 | \$ 51,500,000 | \$ 130,694,086 |
| Current invoice | \$ 10,767,630 | \$ 9,100,508 | \$ 19,868,138 | \$ 8,500,000 | \$ 28,368,138 |
| Total invoiced to date | \$ 52,610,950 | \$ 46,451,275 | \$ 99,062,225 | \$ 60,000,000 | \$ 159,062,225 |
| Forecast to complete | | | \$ 4,887,775 | \$ - | \$ 4,887,775 |
| Proposal | | | \$ 76,351,931 | \$ 60,000,000 | \$ 136,351,931 |
| Variance | | | | | \$ 27,598,069 |
| | | | | | 20.2% |

D. SUBMISSIONS**I. Transmittals—Current Month May 2021**

| Name | Description | Sending Org. | Receiving Org. | LUMA Dept. | Created |
|--------------------|--|--------------|----------------|------------|-----------|
| LUMA-FOMB-T-00003 | April 2021 Monthly Status Report | LUMA | FOMB | IMO | 5-May-21 |
| LUMA-P3A-T-00136 | Interview Deadline Letter | LUMA | P3A | IMO | 11-May-21 |
| LUMA-P3A-T-00140 | HOC 02.05 Environmental Exposure Management Plan - For Information | LUMA | P3A | IMO | 9-May-21 |
| LUMA-P3A-T-00146 | HOC 08.07 Training Plan - For Information | LUMA | P3A | IMO | 8-May-21 |
| LUMA-P3A-T-00147 | HOC 08.09 Occupational Health and Wellness Plan - For Information | LUMA | P3A | IMO | 10-May-21 |
| LUMA-P3A-T-00164 | HOC 05.07 Commencement Cutover Planning - For Information | LUMA | P3A | IMO | 4-May-21 |
| LUMA-P3A-T-00166 | HOC 10.02 Real Estate and Facilities Handover Plan - For Information | LUMA | P3A | IMO | 4-May-21 |
| LUMA-P3A-T-00167 | April 2021 Monthly Invoice & Report | LUMA | P3A | IMO | 5-May-21 |
| LUMA-P3A-T-00168 | April 2021 Monthly Status Report | LUMA | P3A | IMO | 5-May-21 |
| LUMA-P3A-T-00169 | April 2021 Renewed Certificates | LUMA | P3A | IMO | 5-May-21 |
| LUMA-P3A-T-00172 | Request to PREPA for Access to Key Fleet Applications | LUMA | P3A | IMO | 7-May-21 |
| LUMA-P3A-T-00173 | Notice of Completion of Handover Checklist | LUMA | P3A | IMO | 10-May-21 |
| LUMA-P3A-T-00177 | PREPA Authorization - DRS Access Request Form to COR3 | LUMA | P3A | IMO | 25-May-21 |
| LUMA-P3A-T-00178 | HOC 12.04 Back-End Transition Plan Revised | LUMA | P3A | IMO | 25-May-21 |
| LUMA-P3A-T-00179 | Supplemental Terms Agreement Section 2.3c | LUMA | P3A | IMO | 25-May-21 |
| LUMA-P3A-T-00180 | 4.5 Month FETS Estimate April 2021 (w Actuals) | LUMA | P3A | IMO | 25-May-21 |
| LUMA-P3A-T-00181 | List of Material Contractors 2021-05-26 | LUMA | P3A | IMO | 26-May-21 |
| LUMA-P3A-T-00182 | PREPA Authorization - Commercial Vehicle Usage | LUMA | P3A | IMO | 26-May-21 |
| LUMA-P3A-T-00183 | PREPA Authorization - USFS Lease for PREPA Facilities in National Forest | LUMA | P3A | IMO | 26-May-21 |
| LUMA-P3A-T-00184 | System Contracts and Generation Supply Contracts | LUMA | P3A | IMO | 27-May-21 |
| LUMA-P3A-T-00185 | Demarcation of the T&D System and Insurance Specifications | LUMA | P3A | IMO | 28-May-21 |
| LUMA-P3A-T-00186 | 4.5 Month FETS Estimate May 2021 | LUMA | P3A | IMO | 29-May-21 |
| LUMA-P3A-TGC-00170 | P3A / LUMA April 26, 2021 Meeting Notes | LUMA | P3A | IMO | 5-May-21 |
| LUMA-P3A-TGC-00171 | P3A / LUMA May 10, 2021 Meeting Agenda | LUMA | P3A | IMO | 5-May-21 |
| LUMA-P3A-TGC-00175 | P3A / LUMA May 11, 2021 Meeting Notes | LUMA | P3A | IMO | 21-May-21 |
| LUMA-PREB-T-00027 | April 2021 Monthly Status Report | LUMA | PREB | IMO | 5-May-21 |

| Name | Description | Sending Org. | Receiving Org. | LUMA Dept. | Created |
|---------------------|--|--------------|----------------|------------|-----------|
| LUMA-PREP-TGC-00130 | PREPA / LUMA Biweekly Meeting Notes 2021-04-20 | LUMA | PREPA | IMO | 19-May-21 |
| LUMA-PREP-T-00137 | April 2021 Monthly Status Report | LUMA | PREPA | IMO | 5-May-21 |
| LUMA-PREP-T-00138 | Outstanding RFIs as of 2021-05-06 | LUMA | PREPA | IMO | 6-May-21 |
| LUMA-PREP-T-00139 | PREPA Authorization for DTOP Fleet Management Access | LUMA | PREPA | IMO | 7-May-21 |
| LUMA-PREP-T-00140 | PREPA Authorization for AutoExpreso Access | LUMA | PREPA | IMO | 7-May-21 |
| LUMA-PREP-T-00141 | March 26, 2021 S&L Codes and Standards Submittal w LUMA Comments | LUMA | PREPA | UT | 7-May-21 |
| LUMA-PREP-T-00142 | April 16, 2021 S&L Codes and Standards Submittals w LUMA Comments | LUMA | PREPA | UT | 12-May-21 |
| LUMA-PREP-T-00143 | Outstanding RFIs as of 2021-05-13 | LUMA | PREPA | IMO | 13-May-21 |
| LUMA-PREP-T-00144 | 1.5% Tax Invoice | LUMA | PREPA | IMO | 17-May-21 |
| LUMA-PREP-TGC-00145 | PREPA / LUMA Biweekly Meeting Agenda 2021-05-19 | LUMA | PREPA | IMO | 19-May-21 |
| LUMA-PREP-T-00146 | Outstanding RFIs as of 2021-05-20 | LUMA | PREPA | IMO | 20-May-21 |
| LUMA-PREP-TGC-00147 | Outstanding issues | LUMA | PREPA | IMO | 20-May-21 |
| LUMA-PREP-T-00149 | PREPA Authorization - DRS Access Request Form to COR3 | LUMA | PREPA | IMO | 25-May-21 |
| LUMA-PREP-T-00150 | PREPA Authorization - Commercial Vehicle Usage | LUMA | PREPA | IMO | 26-May-21 |
| LUMA-PREP-T-00151 | PREPA Authorization - USFS Lease for PREPA Facilities in National Forest | LUMA | PREPA | IMO | 26-May-21 |
| P3A-LUMA-T-00030 | System Contracts - Microsoft Caribbean, Inc. | P3A | LUMA | IMO | 11-May-21 |

II. Requests for Information (RFIs)–Current Month May 2021

| Name | Description | Sending Org. | Receiving Org. | LUMA Depart. | Date Submitted | Requested Response Date | Actual Response Date | Status |
|---------------------|---|--------------|----------------|--------------|----------------|-------------------------|----------------------|--------|
| LUMA-PREP-RFI-00532 | Kronos machines | LUMA | PREPA | IT/OT | 5-May-21 | 6-May-21 | | Open |
| LUMA-PREP-RFI-00533 | Printers | LUMA | PREPA | IT/OT | 5-May-21 | 6-May-21 | | Open |
| LUMA-PREP-RFI-00534 | GIS Shapefiles for all Lines | LUMA | PREPA | UT | 10-May-21 | 21-May-21 | 10-May-21 | Closed |
| LUMA-PREP-RFI-00535 | District Substation Feeder Relay Settings | LUMA | PREPA | Operations | 12-May-21 | 12-May-21 | 17-May-21 | Closed |
| LUMA-PREP-RFI-00536 | Database of Substation Major Equipment | LUMA | PREPA | Operations | 12-May-21 | 12-May-21 | 17-May-21 | Closed |
| LUMA-PREP-RFI-00537 | PREPA vehicle Titles and Registrations | LUMA | PREPA | Operations | 13-May-21 | 21-May-21 | | Open |
| LUMA-PREP-RFI-00538 | SONET/TDM network | LUMA | PREPA | IT/OT | 14-May-21 | 17-May-21 | 26-May-21 | Closed |
| LUMA-PREP-RFI-00539 | Substations | LUMA | PREPA | Operations | 17-May-21 | 17-May-21 | | Open |

APPENDIX A – HANDOVER CHECKLIST

| ID | Full description | Deliverable Description | Status % complete | Summary of key work performed this month |
|------|---------------------------------|---|-------------------|--|
| 1 | General & Transition Management | <p>The transition will be managed by the Chief Executive Officer (CEO) who will be accountable for the completion and execution of all workstream deliverables and key contract elements. The CEO will be supported by a Program / Integration Management office and several Department Heads accountable for specific functional work areas.</p> <p>This overall deliverable captures efforts that are not reasonably attributable to specific Handover Checklist items given the general management nature of the work.</p> | 100% | <p>The work in May included the general management of the requirements of the OMA including the oversight and coordination of the Handover Checklist deliverables as part of the Front-End Transition Services. This resulted in effort from all departments that cannot be reasonably attributable to specific Handover Checklist items given the general management nature of the work.</p> <p>In addition to the general management efforts noted above, there are more specific activities that were completed:</p> <ul style="list-style-type: none"> - Completed LUMA wide commencement readiness assessments. This work is an iterative process undertaken until commencement that focused on mitigation of key risk areas including interdependencies between departments. - Administrative and logistics work required to support the ongoing work of LUMA. - Overall project management including efforts such as document controls (RFI & transmittal) and the preparation of the required invoicing & reporting. - Worked with PREPA and the P3A to coordinate the Front End Transition Services including regular meetings with the PREPA leadership, the PREPA Governing Board and the Administrator leadership team. - Continued efforts expended to manage areas related to the requirements of the COVID 19 pandemic. - Held LUMA wide ERP training session consistent with the NIMS/ICS structure. - Coordination of efforts to complete and document Conditions Precedent including the submission of the Notice of Service Commencement Date. - Significant effort to obtain and setup permanent office space c/w furniture, etc. This preparatory work required a tremendous effort, beyond expectations, to establish appropriate office space for employees as of June 1. - A significant attention on dealing with work disruptions and in turn undertaking additional and necessary security measures to ensure the security of personnel and assets. - This HOC item has been completed. |
| 1.01 | Government Approvals | <p>Governmental Approvals shall continue to name Owner as the permittee or applicant and Operator shall only be a co-permittee, co-applicant, co-permittee or co-applicant if and to the extent required by Applicable Law. Management Co and Administrator shall cooperate with Owner in good faith in identifying, preparing, applying, for obtaining and maintaining the Commencement Date Governmental Approvals.</p> | 100% | <ul style="list-style-type: none"> - Worked on the post Commencement plan for all permits including review of actions for FCC and FAA licenses and permits going forward. - Received necessary governmental approvals prior to Commencement. - This HOC item has been completed. |

| ID | Full description | Deliverable Description | Status % complete | Summary of key work performed this month |
|-------------|---|--|-------------------|--|
| 1.02 | Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates) | This deliverable captures the general oversight of the gap assessments to be conducted early during the Front-End Transition and captures efforts not specifically attributable to Handover Checklist deliverables including the overall development of methodology and management of progress. | 100% | <ul style="list-style-type: none"> - Continued to manage the Requests for Information & responses related to gap assessments. - This HOC item has been completed. |
| 1.03 | PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals) | Activities to gain P3A and regulatory (PREB) approvals for Initial Budgets. | 100% | <ul style="list-style-type: none"> - Completed Technical Conferences with PREB and provided all information required to receive a Resolution and Order from PREB on Initial Budgets and Liability Waiver which was received on May 31, 2021. - This HOC item has been completed. |
| 2 | T&D Services Milestones | | | |
| 2.01 | Development and Implementation of an Operations Takeover Plan for Transmission and Sub-Transmission Inside and Outside of the Plant | This deliverable includes developing an operation takeover plan for transmission and sub-transmission inside and outside of the plant. Activities include assessments of IRP Requirements, safety and reliability priorities, plans for outage and weather monitoring, and operational contingency plans. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 2.02 | Development and Implementation of an Operational Takeover Plan for the Electric Distribution System | This deliverable involves developing and implementing an operational takeover plan for the Electric Distribution System consisting of an IRP review, distribution system reliability and safety priority assessments, critical asset life cycle plan and asset maintenance assessments, distribution automation and energy loss reduction plans, and streetlight operations and repair strategy. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 2.03 | Development and Implementation of Additional Takeover plans | | | |
| 2.0301 | Transition Plan for T&D Control Centers | This deliverable includes delivering an Operations Control Center Transition Plan that includes an evaluation of the control center physical condition, T&D outage planning and operation procedures, T&D restoration plan, and energy management system. | 100% | <ul style="list-style-type: none"> - Continued recruitment effort for Control Centers. - Supported the ongoing development of the System Operating Principles procedures in collaboration with LUMA's Regulatory team. - Continued work on the modernization plan, completed the EMS business requirement gathering and the Control Center facilities requirements. - Completed the Control Center Transition Plan. - Supporting PREB technical conferences. - This HOC item has been completed. |
| 2.0302 | Transition Plan for Operations and Maintenance (O&M) Activities | This deliverable consists of developing and implementing an operation take-over plan for transmission and sub transmission assets outside and inside of legacy PREPA power plants and substations, and for the electric distribution system; developing a new structure for the commencement organization with new job descriptions; and the process of interviewing, assessing, and hiring employees. | 100% | <ul style="list-style-type: none"> - Continued detailed review of day 1 requirements and further work on cutover plan; including, coordinating licensing and hardware requirements for software solutions with IT/OT. - Planning for commencement; including: printing JHA forms, printing inspections forms, and printing PPE forms. - Prepared onboarding presentations for commencement orientation sessions. - Continued submission of job offers. - This HOC item has been completed. |

| ID | Full description | Deliverable Description | Status % complete | Summary of key work performed this month |
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| 2.0303 | Emergency Response/Disaster Recovery/Business Continuity Plans | This deliverable involves updating the emergency response/disaster recovery and business continuity plans. Activities include working with existing PREPA operational teams to review existing operations manual, comparing it against industry best practices, LUMA's existing operations manuals, and PREPA's current plan, to identify gaps and opportunities; developing an operating manual that meets high quality standards while incorporating Puerto Rico's unique operating needs. Fundamental principles include safety, customer centricity, affordability, reliability, resilience and sustainability. | 100% | <ul style="list-style-type: none"> - Completed the Emergency Response Plan including Restoration, Earthquake and Fire Annexes. - Held meeting with Secretary of Public Safety and Commissioner of PREMB. - Internal LUMA Tabletop Exercise held aligned with ERP and Restoration Annex. - This HOC item has been completed. <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.04 and 9.02).</p> |
| 2.0304 | Fleet Management Plan | This deliverable identifies gaps within the Fleet Management Information System (FMIS), Fleet Preventative Maintenance Program, Vehicle Insurance & Registration, Effectiveness of Shop Operations, Current Suppliers, GPS / Telematics, Fuel Procurement and Fuel tracking, and, develop a prioritized plan for closing identified gaps. | 100% | <ul style="list-style-type: none"> - Continued detailed review of day 1 requirements and further work on cutover plan. - Planning for commencement; including: preparing onboarding presentations and printing vehicle inspection forms. - Continued submission of job offers to exempt employees. - This HOC item has been completed. |
| 2.0305 | Asset Management | This deliverable consists of developing an Engineering Asset Management Plan that includes assessments of geospatial asset tracking, power flow process, computerized maintenance management system (CMMS), and T&D system planning criteria, as well as developing plans for preventative maintenance, substation flooding resiliency, and microgrid engagement priorities and interconnection process plans. | 100% | <ul style="list-style-type: none"> - Completed Asset management plan. - This HOC item has been completed. |
| 2.0306 | Workforce Management & Training Plan | This deliverable involves a comprehensive assessment of PREPA's safe work rules, technical training facilities, curriculum, and instructors allows LUMA to develop a holistic technical training program, increasing workplace safety and efficiency while defining a career path for all skilled labor employees. | 100% | <ul style="list-style-type: none"> - Conducted assessment of Low Voltage Technicians using both knowledge (written) and skills (hands-on) with the TransBanker. - Continued logistic meetings with Human Resources and Operations as needed to evaluate in real time the number of applicants, resource needs for conducting the assessments, etc. - This HOC item has been completed. <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist item 8.07)</p> |
| 2.0307 | Safety Management Plan | This deliverable includes the development of the Public Safety Program Assessment, Written Safety & Health Program Assessment, and Physical Safety & Health Assessment that will allow for the creation of LUMA's Safety Management Plan. | 100% | <ul style="list-style-type: none"> - Completed Safety Management Plan. - Completed design with HSEQ IT software (Intelex). - Released Intelex HSE Platform. - Completed HSE onboarding material - Completed draft of COVID protocol for Day 1. - Completed Public Safety Program. - Team members trained in ICS modules. - Completed the Job Hazard Analysis form and booklets for Day 1 - This HOC item has been completed. |

| ID | Full description | Deliverable Description | Status % complete | Summary of key work performed this month |
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| 2.0308 | Engineering and Asset Management | This item includes delivering an Engineering Plan that includes standards for the distribution system, protection & controls, as well as transmission system and substation engineering standards, and generation and renewables interconnection standards. | 100% | <ul style="list-style-type: none"> - Completed Engineering Take Over Plan - Completed the review of PREPA standards developed by S&L. - Completed the alignment with PREPA and their consultants on the 10 yr. projects. - Completed work with PREPA and their consultants on alignment with SOWs submitted to FEMA. - Recommended PREPA to extend the A/E contracts. - Continue the development of the maintenance practices standards. - New Customer Services: Finalizing the updated process. - Developing materials strategy. - Training and set-up of the Outage Management System and the work management system – OMS, iNet Dispatcher, STORMS and G-ELECTRIC - This HOC item has been completed. |
| 2.0309 | Identification of Real Estate | This deliverable includes evaluating the current portfolio management and facility management processes including a health assessment of all facilities; creating a PREPA property summary sheet for each property and selection of facilities LUMA intends to use; reviewing the real estate portfolio; reviewing vendor and maintenance services for properties; creating space delineation and property disposition plans; and performing other real estate activities as required.. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. <p>(Work on this deliverable is conducted in conjunction with the Handover Checklist items 10.02)</p> |
| 2.031 | Materials Management & Warehouse Plan | This deliverable identifies gaps within Materials Management & Warehousing resourcing, facilities, equipment, functions, processes and procedures, and develop a prioritized plan for closing identified gaps. | 100% | <ul style="list-style-type: none"> - Continued extending job offers. - Continued development of operational forms, templates, and processes. - Continued detailed review of day 1 requirements and further work on cutover plan. - Prepared onboarding presentations for commencement orientation sessions. - This HOC item has been completed. |
| 2.0311 | System Operations Plan | This deliverable consists of developing a plan to ensure LUMA is positioned to operate the T&D system upon Commencement. This will include the review of equipment to ensure safe operations and assess the resources responsible. | 100% | <ul style="list-style-type: none"> - Continued development of the Standard Operating Procedure document for LUMA Operations. - Continue to work on IT program workflows and processes for execution of field work. - Continue detailed review of day 1 requirements and further work on cutover plan for Operational Excellence. - This HOC item has been completed. |
| 2.0312 | Vegetation Management Plan | This deliverable assesses the existing vegetation management practices to identify needs and develop prioritized plans within the areas of vegetation condition on critical sites and assets, widening or reclaiming existing rights-of-way, planning for steady-state vegetation maintenance, vegetation management support for capital expenditure projects, and contracting for specialized integrated vegetation management services. | 100% | <ul style="list-style-type: none"> - Continue review of Day 1 requirements and cutover plans; including resource allocation and cross-operational vegetation management support. - Prepared onboarding presentations for commencement orientation sessions. - This HOC item has been completed. |

| ID | Full description | Deliverable Description | Status % complete | Summary of key work performed this month |
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| 2.04 | Update Emergency Operations Manual and Business Continuity/Disaster Recovery Plan | This deliverable is the same as Handover Checklist item 2.0303 | Refer to 2.0303 | <ul style="list-style-type: none"> - Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.0303 and 9.02. - This HOC item has been completed. |
| 2.05 | Environmental Exposure Management Plan | This deliverable involves the development and compilation of Environmental Policies, Processes, and Procedures Assessments, Environmental Permit Compliance Review, and Waste Contractor Review to enable for the creation of LUMA's Environmental Exposure Management Plan. | 100% | <ul style="list-style-type: none"> - Transferred the lead for engagement with federal agencies on long-term planning from PREPA to LUMA. - Finalized recruitment for commencement. - Completed waste management strategy for commencement and prioritized procurement needs for operational wastes. - Work concluded on the PREPA Baseline Environmental Study. Reviewed all 337 environmental assessments. - Completed the Environmental Exposure Management Plan, consisting of an overview of site conditions, an exposure management plan for substations, and 86 specific plans for sites with recognized environmental conditions. - Finalized publication of all environmental policies and procedures and included in a comprehensive HSE Manual for operations. - This HOC item has been completed. |
| 3 | System Remediation Plan Milestones | | | |
| 3.01 | Remediation Plan Proposal | This deliverable consists of developing a remediation plan outline and methodology. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 3.02 | Development of Improvement Initiatives | This deliverable includes the development of Improvement Initiatives with remediation plans that includes performance metric targets and order of magnitude cost estimate, improvement initiative plans, and improvement initiative risk assessments. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 3.03 | Consolidate Plans from All Areas | This deliverable includes the development of a consolidation plan including a multi-year utility capital expenditure plan for each function department. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 3.04 | Development of System Remediation Plan | This deliverable includes the development the System Remediation Plan comprising of the consolidated of a T&D current state gap analysis & improvement initiatives | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 3.05 | Approval of System Remediation Plan | Activities to gain P3A and regulatory (PREB) approvals for System Remediation Plan | 100% | <ul style="list-style-type: none"> - Completed Technical Conferences with PREB and provided all information required from PREB on System Remediation Plan. - This HOC item has been completed. |
| 4 | Customer Services | | | |
| 4.01 | Evaluating Customer Service Facilities and Assets | This deliverable consists of evaluating customer service facilities and assets through establishing joint teams between PREPA and LUMA liaisons to review all current locations and their functions. Activities include evaluating facilities and identifying locations that meet business requirements; developing a transition plan to operate customer facilities, and identify requirements for additional facilities and/or consolidate existing facilities. | 100% | <ul style="list-style-type: none"> - Finalized initial seating plan. - This HOC item has been completed. |

| ID | Full description | Deliverable Description | Status % complete | Summary of key work performed this month |
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| 4.02 | Evaluating and Updating Customer Service Policies and Procedures | This deliverable involves a review and evaluation of PREPA customer service policies, processes, and procedures to confirm they meet regulatory compliance to Laws, Acts and Policy. Activities include a review of policies against ServCo. policies, processes, procedures; developing updated policy and procedure documentation in coordination with transition operating requirements including quality control measures; and developing Customer Service training program to instruct policies and procedures and maintain a high level of service. | 100% | <ul style="list-style-type: none"> - Completed governance process review, approval and translation completed Process/Procedure/Policy documents. - Coordinating with IT/OT and HSEQ to transition documents to appropriate LUMA-PR SharePoint site. - This HOC item has been completed. |
| 4.03 | Development of a Meter Reading Plan | This deliverable includes developing a Meter Reading Plan that includes assessments of automated meter data collection and management process, meter read quality controls, processes for meter shop and field meter data collection, and an evaluation of meter data and meter asset management automated systems. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 4.04 | Development of a Customer Service Transition Plan | This deliverable consists of undertaking a gap analysis of current state Customer Service organization, roles, responsibilities and operations; establishing the future state organization including ensuring alignment with the field execution teams; and developing and implementing (where appropriate) a transition plan including People, Facilities, Equipment, Training and Technology to ensure smooth transition into commencement. | 100% | <ul style="list-style-type: none"> - Significant effort to onboard all new call center employees in preparation for June 1. - Analyzing results of Employee Customer Experience and verbatims to identify improvement opportunities. - On-going recruitment efforts. - Working with procurement for the transition of Customer Experience contracts needed by LUMA. - This HOC item has been completed. |
| 4.05 | Development and Implementation of a Service Start and Shut-Off Plan | This deliverable involves a review of field credit and collection functions and front-line account set up to assess processes and associated timelines, and evaluating performance based on benchmarks, regulations, and targets as well as the technology, applications, and external vendors involved in the process; developing a Credit and Collections contact center and Dunning Policy including process, call out, timelines and standard communications; and create a training plan and ongoing performance goals for employees that ensures efficiency and accuracy within the Service Start and Shut-off Plan. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 4.06 | Development of a Meter Asset Management (MAM) Plan | This deliverable includes developing a Meter Asset Management Plan that includes the assessment of the meter shop facility, and meter asset management quality controls, as well as develop a meter asset management remediation plan, and meter asset tracking and sampling procedures. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |

| ID | Full description | Deliverable Description | Status % complete | Summary of key work performed this month |
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| 4.07 | Development and Implementation of a Customer Service Technology | This deliverable involves assessing the integrations of all Customer Service and T&D Ops technology. Activities include developing a project plan to execute Oracle CC&B transition from PREPA to LUMA; developing a modernization plan to include cloud-based contact center technology; assessing bill presentment technology to produce redesigned LUMA bill; assessing current contract for regional office customer queuing/appointment technology; and developing training and instructional materials to ensure the efficient usage of the technology to achieve targeted performance goals. | 100% | <ul style="list-style-type: none"> - Conducted testing of initial computer equipment for new LUMA employees at CIM. - Conducted User Acceptance Testing (UAT1) of Genesys system. - Completed Business Requirement updates for Plan A – LUMA Bill Design. - Completed E-bill Notification readiness for Commencement. - Conducted cycle completion and testing of Mi LUMA and smart phone app. - This HOC item has been completed. |
| 4.08 | Develop and Implement a Non-Technical Energy Loss Reduction Plan | This deliverable includes developing a Non-Technical Loss (NTL) Plan comprising of a high level NTL recovery strategy, NTL system architecture, and detailed NTL recovery plan. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 4.09 | Establish Integration Between Customer Services & T&D Ops | This deliverable includes identifying integrated and dependent work processes between Customer Service and T&D Operations and move work processes, where appropriate, to Operations. Develop, document and train to new work processes; develop standard communication, meetings and timelines for regular feedback between teams; and assess the training needs and develop instructional materials to ensure alignment with processes between the two organizations to achieve targeted performance goals. | 100% | <ul style="list-style-type: none"> - Completed working with Operations and Customer Experience Billing Services team to execute the Integration plan at Commencement. - Completed plan for Service Order process when moving from Customer Experience PREPA teams to LUMA Operations teams. - This HOC item has been completed. |
| 5 | IT | | | |
| 5.01 | Development of IT/OT Communication Plan and Acceptance Criteria | This deliverable includes the identification of Key Stakeholders, setting up governance and resourcing for communications team. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 5.02 | Identification and Gap Analysis | This deliverable includes the identification of gaps between the organization's current state and expected end state; and the development of plans to remediate or close the identified gaps. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 5.03 | Evaluating IT/OT Applications and Infrastructure | This deliverable includes gathering information and evaluating PREPA's IT/OT applications and infrastructure. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 5.04 | Development of Cyber Security and Business Continuity Plan | This deliverable includes the development of a Cyber Security and Business Continuity Plans; and establishing a Cybersecurity Information Security Office (ISO) | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 5.05 | Development of an IT Asset Management Program | This deliverable includes creating inventory of PREPA's Physical and Logical assets; and developing a process for ongoing management of assets. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 5.06 | Development of an IT/OT Transition Plan and Schedule | This deliverable includes the identification of a Stand-up transition team and develop the Front End Transition Mobilization plan. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |

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| 5.07 | Commencement Cutover Planning | This deliverable includes activities to prepare for Commencement Cutover during Transition. | 100% | <ul style="list-style-type: none"> - Finalized project Cutover Plans and rollup/milestone reporting process. - Finalized Cutover process and communicated to teams. - Held review and approved configuration in PREPA's EBS and Kronos Production with PREPA CIO. - Held joint Change Advisory Board (CAB) meeting with LUMA and PREPA to approve the changes to Production. - Continued implementing LUMA End User identity access management process. - Prepared execution of Cutover Plans for all projects: Workday, Kronos, EBS HCM and Financials, MiLUMA, Cust Mobile App, Genesys Contact Center, LumaPR.com, and Asset Suite integrations. - Established Hypercare Support and escalation procedures. - This HOC item has been completed. |
| 5.08 | Training and Communication Plan | This deliverable includes activities to plan and communicate IT/OT Training opportunities to current and future LUMA employees. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 6 | Financial Management | | | |
| 6.01 | Detailed Description of Approach to Budgeting and Reporting | This deliverable involves a review of current budgeting and forecasting processes; identify PREPA's business activities, including prior year actual and original budget, and ensure they are contemplated in the information shared for the draft initial budget; and ensure the anticipated spend from the various LUMA plans prepared during the transition period are included into the initial budgets. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. <p>(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.02 and 6.05)</p> |
| 6.02 | Description of Approach to Complying with Initial Budget Obligations | As part of the budgeting process, LUMA will develop a template, based on current templates used by PREPA, to be provided to each department to implement their budgets (breakdown/prior year actuals and existing budget), including guidance on the bottom-up approach based on key operational expenses (KOE). | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. <p>(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.01 and 6.05)</p> |
| 6.03 | Formalizing/Approach to Changes Control Processes | This deliverable includes the reporting any significant deficiency, material weakness, improvement opportunities and any other matter considered relevant for the FET identified as a result of the review of PREPA's Internal Controls Framework. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 6.04 | Establishing a Financial Accounting System and Account Structure | This deliverable establishes a financial accounting system and account structure. Activities include a review of PREPA's current Chart of Accounts for alignment with FERC requirements, and determine what changes, if any, are required; review PREPA's current financial and work management systems, and determine if any additional packages should be considered; determine the organizational structure required for LUMA ServCo; design, configure and test LUMA ServCo's financial systems; gain approval of LUMA ServCo's Chart of Accounts; and design and implement processes for finance actuals and reporting. | 100% | <ul style="list-style-type: none"> - Configured Oracle EBS production environment for company 07 - LUMA in order to transact business at Commencement. - Held training sessions covering Oracle EBS organization structure and associated processes and accounts to be used. - This HOC item has been completed. |

| ID | Full description | Deliverable Description | Status % complete | Summary of key work performed this month |
|----------|--|---|-------------------|---|
| 6.05 | Preparing Initial Budgets and Other Financial Forecasts | This deliverable consists of preparing initial budgets and financial forecasts. Finance will discuss any potential changes on assumptions and priorities, agree to the overall approved budget and consolidate all departmental budgets to be reviewed and included in a Master Budget Template. From the Master template, actuals and forecast/revisions will be updated on a monthly basis in order to compare Monthly, YTD and FYF balances. | 100% | <ul style="list-style-type: none"> - Continued to support Regulatory with obtaining approval of the Initial Budgets filing. - Attended and supported Technical Sessions with the PREB on Initial Budget filing. - Responded to PREB Information Requests. - Preparing for commencement by preparing budgets for Oracle upload and preparing reporting processes. - This HOC item has been completed. <p>(Work on this deliverable was conducted in conjunction with the Handover Checklist items 6.01 and 6.02).</p> |
| 6.06 | Establishing Bank Accounts | This deliverable includes establishing all necessary bank accounts for LUMA ServCo and work with PREPA to set up the service bank accounts required for Commencement, as described in the OMA agreement. | 100% | <ul style="list-style-type: none"> - Signers added and tokens received. - This HOC item has been Completed. |
| 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting systems | This deliverable involves Workday stand-up including activities associated with processes and interfaces involving Kronos, EBS and ADP including evaluating labor cost reporting. | 100% | <p>Workday Payroll (also captured in HOC 6.07):</p> <ul style="list-style-type: none"> - Completed UAT of all integrations and configuration changes. - Completed configuration of the production environment. - Employee migration to EBS and Kronos is in progress in tranches. - Pre-prod payroll testing was completed with timecards from Kronos. - Workday to Active Directory integration is configured, tested, and in production. <p>Kronos & EBS</p> <ul style="list-style-type: none"> - Performed final testing activities. - Configured EBS Production for LUMA operations. - Confirmed / Verified setup in Production. <p>- This HOC item has been completed.</p> |
| 6.08 | Establishing a Delegation of Authority Matrix and Process | This deliverable establishes a Delegation of Authority Matrix and Process for LUMA ServCo. Delegation of Authority to set Requisition (financial approval) and Purchase Order approval limits in the ERP System. | 100% | <ul style="list-style-type: none"> - Finalized Delegation of Authority documentation. - This HOC item has been completed. |
| 6.09 | Processes & Procedures and Overall Internal Controls | This deliverable includes activities related to the understanding and assessment of PREPA's Internal Control Framework, including Entity Level Controls, management directives pertaining to the entire entity are carried out, and Transaction Level Controls (i.e. walkthroughs on key business processes). | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 7 | FEMA Funds and Federal Funding Procurement Manual | | | |
| 7.01 | Set Up Governance Framework | This deliverable includes the assessment and identification of gaps in the PREPA grant governance structure. Design a governance framework consistent with the Disaster Recovery Federal Funding Management Guide. | 100% | <ul style="list-style-type: none"> - Conducted discussions regarding understanding of planned LUMA system integrations, internal labor, chart of accounts, and procurement. - Conducted discussions and efforts regarding implementation of GrantWise. - Ongoing discussions regarding FEMA PA policies and procedures and integration of Federal Funds within the Capital Programs Activities. - This HOC item has been completed. |

| ID | Full description | Deliverable Description | Status % complete | Summary of key work performed this month |
|----------|--|--|-------------------|---|
| 7.02 | Policies and Procedures | This deliverable includes the development of policies and procedures in line with governance framework. | 100% | <ul style="list-style-type: none"> - Continued integration of policies and procedures with LUMA financial System and GrantWise design and configurations for ultimate deployment. - Continued advancement and alignment of grant management processes related to project creation, invoice to pay and requests for payments. - Continued Capital Programs coordination. - This HOC item has been completed. |
| 7.03 | Staffing Plan | This deliverable includes developing the staffing plan for federal funding group consistent with DRFFMG. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 7.04 | Surge Staffing | This deliverable includes establishing options for surge staffing to be implemented as part of emergency response and recovery. | Refer to 9.02 | <ul style="list-style-type: none"> - Work associated with 7.04 is included in HOC items 2.0303, 2.04 and 9.02. - This HOC item has been completed. |
| 7.05 | Project Worksheet Assessment (also covered under Section 4.3) | This deliverable includes the assessment of the current progress of project level details and the status of FEMA Project Worksheets (PW) and all of PREPA's federal funding activities, including all federal grants and other monies for disaster recovery. | 100% | <ul style="list-style-type: none"> - Ongoing technical assistance with Capital Programs and other LUMA departments related to FEMA Public Assistance, FEMA mitigation and HUD CDBG-DR and MIT programs. Topics included: FAAST (428) project formulation strategies, mitigation strategies (FEMA 404/406 and HUD CDBG-MIT) including discussions on RSM Means and BCA concepts and strategies. Discussions also focused on eligibility and environmental historic preservation. - Continued efforts and discussions regarding integration and implementation of GrantWise. - This HOC item has been completed. |
| 7.06 | Handoff of Project Worksheet Activity from COR3 and Vendors | This deliverable involves the transition of federal funding activities from PREPA and consultants to LUMA team, including cooperation with COR3 and all relevant agencies. | Refer to 7.05 | <ul style="list-style-type: none"> - Work associated with 7.06 is included in HOC 7.05 - This HOC item has been completed. |
| 7.07 | Project Procurement Planning | Assess and identify gaps in the PREPA procurement process for federally funded activities. | Refer to 7.05 | <ul style="list-style-type: none"> - Work associated with 7.07 is included in HOC 7.05 - This HOC item has been completed. |
| 7.08 | Drafting, Revising and Finalizing Federal Funding Procurement Manual | This deliverable involves completing Federally Funded Procurement Manual consistent with DRFFMG and as specified in OMA 4.1 e. | 100% | <ul style="list-style-type: none"> - Continued ongoing technical assistance related to the federal procurement process. Review of certain contracts anticipated to be utilized under future emergency conditions and streetlights. Developing tools and enablers to be utilized during the review of procurements. - This HOC item has been completed. |
| 8 | Staffing for Front-End Transition Period | | | |
| 8.01 | Draft, Revise and Finalize Operator Employment Requirements | This deliverable consists of determining the minimum employment requirements for LUMA employees by position. | 100% | <ul style="list-style-type: none"> - Reporting has been consolidated under 8.02 Recruiting and Staffing. - This HOC item has been completed. |
| 8.02 | Recruiting and Staffing | This deliverable involves recruitment and staffing. Activities include the HR transition team coordinating with each department and completing interviews of all PREPA employees and external candidates; tracking of applicants; assisting with PREPA employee applications, coordinating interviews, and communicating status of applications; and identifying staffing vacancies due to gaps and search for resources externally to fill out the proposed LUMA Organization including pre-employment screening. | 100% | <ul style="list-style-type: none"> - Conducted interviews ~5,600 interviews to date, and extended over 2,600 offer letters. - Candidates continued onboarding which included drug screening, background checks, and physical assessments (when necessary). - Onboarding presentations prepared for ~1,700 employees at locations in PR. - Contingency planned and coordinated Puerto Rican Convention Center for mass onboarding event on June 1. - This HOC item has been completed. |

| ID | Full description | Deliverable Description | Status % complete | Summary of key work performed this month |
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| 8.03 | Redesign and Staff New Organization | The core HR transition team will coordinate with each department to develop a comprehensive department specific People Strategy/Staffing plan that compliments overall business strategy. It will include getting a finalized number of roles needed in each department, finalizing job descriptions, selecting and implementing pre-hiring recruitment, assessment and evaluation criteria tools, as well as standing up these tools. | 100% | - This HOC item has been completed. |
| 8.04 | Proposed Recruitment and Staffing Plan | This deliverable consists of the core HR transition team coordinating with each department to develop a comprehensive department specific People Strategy/Staffing plan that compliments overall business strategy. This includes a list of positions needed by department, finalizing job descriptions, selecting and implementing pre-hiring recruitment, assessment and evaluation criteria tools, as well as standing up these tools. | Refer to 8.02 | - Reporting has been consolidated under 8.02 Recruiting and Staffing. - This HOC item has been completed. |
| 8.05 | Stand Up Human Capital Management (HCM) System | This deliverable consists of the Integration of a Human Capital Management (HCM) system will significantly impact business operations by Improving HR Processes, Employee Engagement, Reporting and Security. | 100% | - Continues hiring and onboarding of LUMA Employees into Workday. - Continued cutover activities for Payroll and Absence in Workday. - Completed Standard Operating Procedures documentation with regards to systems and workflows. - This HOC item has been completed. |
| 8.06 | Communication Plan | This deliverable consists of establishing and implementing internal and external communications plans. On the internal side, the focus will be on continuously informing PREPA and LUMA employees through multiple avenues (e.g., one-on-one meetings, group sessions, town halls, newsletters, intranet updates, etc.) to answer employee questions and keep them updated on progress. On the external side, LUMA will strategically use media coverage, social media and advertising including digital, billboards, print and radio to introduce LUMA to the people of Puerto Rico. | 100% | - Established working protocols with PREPA Corporate Comms for management of transition communications. - Finalized Social Media guidelines to manage brand and customer service messages in collaboration with Customer Experience department. - Developed and launched public communication campaign to inform customers of LUMA contact points prior to commencement. - Finalized and deployed multimedia advertising campaign (TV, radio, billboards, print, digital and social media). - Developed commencement communications plan for LUMA CEO. - Readied employee welcome kits for commencement with support of vendor. - Supported and participated in 2 central government press conferences. - This HOC item has been completed. |
| 8.07 | Training (Workforce Development) Plan | This deliverable involves creating a training development program for employees which involves establishing LUMA training policies, standards, practices, curriculum and facilities; onboarding and providing foundational awareness and training to all new and existing employees; and developing a defined career path with continuity of quality education and training. | 100% | - Completed Workforce Development Training Plan. - Development of Mentoring strategy and training plan for 40 new dispatchers with no industry or previous dispatch experience. - This HOC item has been completed. |
| 8.08 | Develop Employee Retirement Plan | This deliverable consists of the core HR Transition team, working collaboratively with the current HR key personnel at PREPA, to develop a comprehensive Total Rewards strategy. This includes the development of action plans and programs regarding the LUMA's new proposed Retirement Plan, Health & Welfare Benefits Plan, and Compensation approach. | 100% | - This HOC item has been completed. |

| ID | Full description | Deliverable Description | Status % complete | Summary of key work performed this month |
|----------|--|--|-------------------|--|
| 8.09 | Occupational Health and Wellness | This deliverable involves implementing a confidential Employee Assistance Program through our medical provider. | 100% | - Completed the Occupational Health and Wellness plan - This HOC item has been completed. |
| 8.10 | Compliance Plan | This deliverable consists of the Core HR transition team to review and evaluate current employee policies, procedures and any applicable handbooks. | 100% | - Completed Compliance Plan - This HOC item has been completed. |
| 8.11 | Engagement Plan | Implement an overall Employee Engagement Plan so employees can adjust to the new leadership and direction. We will define the company's culture, mission and core values, and ensure that employees understand they will have opportunities at LUMA. We will provide opportunities for employee engagement with employee events such as family picnics and volunteer opportunities in the community. | 100% | - Completed the Engagement Plan - This HOC item has been completed. Work on this deliverable is conducted in conjunction with the Handover Checklist item 8.02) |
| 8.12 | Develop a Community Investment Plan | This deliverable consists of the development of a multi-year community investment program enabling LUMA to be a valued part of the Puerto Rican community. This activity includes LUMA partnering with select programs and organizations to contribute to the community in Puerto Rico and will involve engaging employees in the program(s) through donations and volunteer opportunities. | 100% | - Completed the Community Investment plan. - This HOC item has been completed. |
| 9 | Additional Front-End Transition Period Activities | | | |
| 9.01 | Genco Shared Services Agreement Approval | This deliverable consists developing a plan for delivery of shared services as well as negotiating and executing a Shared Services Agreement. | 100% | - Finalized Shared Services Agreement and exhibit of work to be performed. - Met with various PREPA personnel to communicate details of Shared Services agreement. - This HOC item has been completed. |
| 9.02 | Emergency Response Plan Approval | This deliverable consists of obtaining internal approval of the Emergency Response Plan (ERP) prior to providing the plan to Administrator and PREB. | Refer to 2.030 | - Work on this deliverable is conducted in conjunction with the Handover Checklist items 2.0303 and 2.04. - This HOC item has been completed |
| 9.03 | Non-Federal Funding Procurement Manual Approval | This deliverable assesses existing reference materials from PREPA and additional requirements from LUMA to create the Non-Federal Funding Procurement Manual and submit to PREPA/P3 for review/approval. | 100% | - Completed the Procurement Manual. - This HOC item has been completed. |
| 9.04 | Physical Security Plan Approval | This deliverable consists of developing a Physical Security Plan that includes a list of assets that require physical security, a substation security assessment for each substation, a security gap assessment with an outline of remediation initiatives and solutions, and a comprehensive physical security plan. | 100% | - Transition of work to Corporate Services Department security team ongoing. - This HOC item has been completed. |
| 9.05 | Data Security Plan Approval | This deliverable consists of developing a Data Security Plan to ensure confidentiality and integrity of organizational data and obtaining the necessary approval prior to Commencement. | 100% | - Completed final changes to Data Security Plan. - This HOC item has been completed. (Work on this deliverable is conducted in conjunction with the Handover Checklist items 5.04) |
| 9.06 | Vegetation Management Plan Approval | This deliverable includes the approval of the Vegetation Management Plan through the appropriate LUMA and PREB review and approval requirements. | Refer to 2.0312 | - Reporting has been consolidated under VM plan 2.0312. - This HOC item has been completed. |

| ID | Full description | Deliverable Description | Status % complete | Summary of key work performed this month |
|-----------|---|---|-------------------|---|
| 9.07 | System Operation Principles Regulatory Approval | This deliverable consists of activities to gain P3A and regulatory (PREB) approvals for System Operation Principles | 100% | <ul style="list-style-type: none"> - Completed Technical Conferences with PREB and provided all information required to receive a Resolution and Order from PREB on System Operation Principles which was received on May 31, 2021. - This HOC item has been completed. |
| 10 | Asset Acquisition (Supply Chain) | | | |
| 10.01 | Evaluating Existing Procurement and Subcontracting Policies, Procedures and Systems | This deliverable includes evaluating existing procurement and subcontracting policies, procedures and systems; identify system contracts and generation supply contracts; review vendor services to facilities; sourcing and procurement work for LUMA ManagementCo contracts. | 100% | <ul style="list-style-type: none"> - Refer to 9.03 - This HOC item has been completed. |
| 10.02 | Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | This deliverable involves performing facility assessments on PREPA's leased and owned properties, and determine continued use and occupancy of current facilities. Activities include reviewing occupancy information, reviewing the assets collected, determination of asset management system moving forward, performing asset studies, and the development of processes and procedures related to asset management moving into commencement. | 100% | <ul style="list-style-type: none"> - Completion of property health assessments. - Completion and submission of Handover check list document. - This HOC item has been completed. |
| 10.03 | Assuming Existing Subcontracts | This deliverable includes compiling a listing of all existing subcontracts, including executed copies of subcontract, and complete a gap analysis (expired, missing etc.) of subcontracts being assumed against the immediate needs of O&M of the T&D System, and develop processes and procedures for assuming the existing subcontracts. | 100% | <ul style="list-style-type: none"> - Continue work on transferring existing contracts including seeking contract extensions from PREPA Governing Board and FOMB. - This HOC item has been completed. |
| 11 | Back-End Transition Plan | | | |
| 11.01 | Develop Back-End Transition Plan | This deliverable includes developing a plan that will guide the process for LUMA transferring operations back to PREPA at the end of the contract term. This includes the development of departmental scopes, timelines and documentation to provide T&D System status and plans to support operational and commercial transfer. (Refer also to Handover Checklist item 12.04) | Refer to 12.04 | <ul style="list-style-type: none"> - Reporting has been consolidate under 12.04 Back End Transition Plan. - This HOC item has been completed. |
| 12 | Front-End Transition Plan (Additional Requirements) | | | |
| 12.01 | Confirmation of Acceptable Operator Security | This deliverable ensures confirmation of the requirement to confirm Operator Security prior to Commencement. | 100% | <ul style="list-style-type: none"> - Operator Security Secured. - This HOC item has been completed. |
| 12.02 | Required Insurance | This deliverable ensures placement of insurance program and business process reviews as required in the O&M agreement for ServCo, including claims reviews; prepare insurance package for LUMA Energy and deliver certificates, as required, i.e. workers' compensation (local content if applicable), employers' liability, fiduciary liability, and professional liability, according to the deliverable schedule. | 100% | <ul style="list-style-type: none"> - Certificates of Insurance provided and waiver requirements defined. - This HOC item has been completed. |

| ID | Full description | Deliverable Description | Status % complete | Summary of key work performed this month |
|-------|---|---|-------------------|---|
| 12.03 | Baseline Performance Levels | This deliverable involves the development of a methodology for accessing the quality of existing measurement data, a gap analysis of the assessment results against industry best practices with a plan to fill the identified gaps, as well as a plan for an interim performance metrics process to utilize at commencement, and a proposed annual target metric and improvement trajectory. | 100% | <ul style="list-style-type: none"> - Planning for post commencement activities related to Dockets NEPR-MI-2019-0007 & NEPR-AP-2020-0025. - Analysis and Summary of PREB May 21, 2021 Resolution and Order NEPR-MI-2019-0007. - This HOC item has been completed. |
| 12.04 | Back-End Transition Plan | This deliverable captures the internal review and approval of the Back End Transition Plan subsequent to the completion of Handover Checklist item 11.01 prior to submission to the Administrator for its information and approval. | 100% | <ul style="list-style-type: none"> - This HOC item has been completed. |
| 12.05 | Representations | Section Heading for Owner and Operator Representations set forth in Sections 12.06 and 12.08 of Handover Checklist | N/A | <ul style="list-style-type: none"> - Heading only. No activity required. |
| 12.06 | Operator Representations and Warranties | All representations of (i) Operator in Section 19.2 of the OMA, and (ii) Guarantors in the Guarantees will be brought forward and certified as true and correct as of the Service Commencement Date. | 100% | <ul style="list-style-type: none"> - Completed as part of 12.10 Conditions Precedent to Service Commencement Date - This HOC item has been completed. |
| 12.07 | Section 4.3: Owner and Administrator Responsibilities | PREPA's and P3A's conditions precedent to Service Commencement | N/A | <ul style="list-style-type: none"> - No activity to report. This work was performed by Administrator and/or Owner. |
| 12.08 | Owner Representations and Warranties | All representations of Owner in Section 19.1 of the OMA will be brought forward and certified as true and correct as of the Service Commencement Date. NOTE: Responsibility of Owner and Administrator under Section 4.3 of OMA. | N/A | <ul style="list-style-type: none"> - No activity to report. This work was performed by the Owner. |
| 12.09 | Section 4.4 Governmental Approvals | This deliverable involves legal and regulatory work to (i) identify and transfer, assign or otherwise obtain all Governmental Approvals required to commence operations, and (ii) obtain a Tax Assurance from Puerto Rico Treasury Department | Refer to 1.01 | <ul style="list-style-type: none"> - Reporting has been consolidated to 1.01 Government Approvals. - This HOC item has been completed. |

| ID | Full description | Deliverable Description | Status % complete | Summary of key work performed this month |
|-------|--|---|-------------------|---|
| 12.10 | Section 4.5: Conditions Precedent to Service Commencement Date | Legal work to fulfill and satisfy all conditions precedent to Service Commencement Date outlined in Section 4.5 of the OMA. | 100% | <p>Continued to work on and provide legal support to satisfy remaining open condition precedent activities to Interim Period Service commencement under the OMA and the Supplemental Terms Agreement ("STA") including the following:</p> <ul style="list-style-type: none"> - Worked on and finalized the Shared Services Agreement and shared services to be provided with PREPA and the P3A. - Negotiated and finalized the FOMB Protocol Agreement with FOMB. - Worked with P3A and COR3 to consolidate the Federally Funded Procurement Manual and the Non-Federally Funded Procurement Manual into one Procurement Manual and obtain their respective approval of same. - Negotiated and agreed GridCo-GenCo Guidelines with PREPA and the P3A that will be the framework for the GridCo-GenCo PPOA/Operating Agreement. - Reviewed and advised regarding the terms of service liability waiver approved by the PREB that differs from that requested by LUMA and required under the OMA. - Reviewed, revised and delivered Operator's Officer Certificate regarding representations and warranties in the OMA and the STA and confirmation that the Guaranties remain in full force and effect. - Review, revise and deliver Guarantor's Officer Certificate regarding certain representations and warranties in the Guaranties. - Work with LUMA Risk to deliver certificates of insurance for insurance required under the OMA. - This HOC item has been completed. |
| 12.11 | Section 4.7: Closing the Front-End Transition Period | Work with counsel for P3A to satisfy and confirm that all conditions precedent to Service Commencement Date and deliver appropriate documentation evidencing same | 100% | - Completed on May 31, 2021. |
| 12.12 | Service Commencement Begins | Satisfaction of all Service Commencement Date Conditions under Section 4.5 of the OMA | 100% | - Service Commencement started June 1, 2021. |



INVOICE

| | | | |
|---|--|--|-------------------------|
| Submitted To: Puerto Rico Public-Private Partnerships Authority PO Box 42001 San Juan, Puerto Rico 00940-2001 | | Address: LUMA Energy, LLC 644 Av. Manuel Fernández Juncos, Suite 301 San Juan, Puerto Rico 00907 | |
| To Be Paid By: Puerto Rico Electric Power Authority PO Box 364267 San Juan, Puerto Rico 00936-4267 | | Tax Registration No. 66-0940278 | |
| Invoice Date: June 10, 2021 | | Invoice #: FETS-0521-01 | |
| Contract Ref: Puerto Rico Transmission and Distribution System Operation and Maintenance Agreement | | | TERMS: Net 30 |
| (i) and (ii) Labor (Please see attached breakdowns for further detail) | | | AMOUNT |
| Sub-Total Labor for the month of May 2021 | | | \$ 10,767,630.00 |
| (iii) Front-End Transition Service Fixed Fee | | | |
| Monthly Installment of the FETS Fixed Fee for the month of May 2021 | | | \$ 8,500,000.00 |
| (iv) Pass-through Costs and Expenses | | | |
| 1086470 Alberta LTD - 1 Invoices | | | \$ 65,185.12 |
| Aerotek Professional Services - 37 Invoices | | | \$ 204,871.66 |
| Alumbra LLC - 25 invoices | | | \$ 1,401,600.06 |
| Alvarez & Marsal Corporate Performance Improvement, LLC - 8 Invoices | | | \$ 331,004.42 |
| American Relocation Connections, LLC - 20 invoices | | | \$ 117,204.01 |
| AT&T Mobility Puerto Rico - 1 invoices | | | \$ 1,119.39 |
| ATCO Infrastructure Solutions Ltd - 2 invoices | | | \$ 248,880.45 |
| Bennett Jones LLP - 1 invoices | | | \$ 522.00 |
| BH Centro Internacional, LLC - 1 Invoices | | | \$ 57,264.27 |
| BMA Group - 5 Invoices | | | \$ 181,932.03 |
| BridgeSource Utilities Solutions, LLC - 1 invoices | | | \$ 189,036.92 |
| Carimus Consulting - 1 invoices | | | \$ 14,782.50 |
| Carlos D Torres - 4 Invoices | | | \$ 102,752.94 |
| CCHPR Hospitality - 3 Invoices | | | \$ 51,446.25 |
| Covington & Burling LLP - 6 Invoices | | | \$ 186,020.00 |
| CSS International, Inc - 5 invoices | | | \$ 155,268.05 |
| District View Office Center - 1 Invoices | | | \$ 27.40 |
| DLA Piper LLP (US) - 4 invoices | | | \$ 709,839.72 |
| ERM-PR, Inc. - 2 Invoices | | | \$ 200,850.00 |
| Factory108, LLC - 7 Invoices | | | \$ 102,390.59 |
| Fidelity Investments Institutional Operations Company LLC - 2 Invoices | | | \$ 53,225.56 |
| Flagship Resort Properties, S.E. DBA Verdanza Hotel - 1 Invoices | | | \$ 28,354.17 |
| Focus Cloud Americas LLC - 2 Invoices | | | \$ 75,105.00 |
| Global Project Solutions, LLC - 1 invoices | | | \$ 5,912.50 |
| Grey Puerto Rico - 1 invoices | | | \$ 15,275.00 |
| HI Mayaguez, Inc. DBA Holiday Inn Mayaguez - 1 Invoices | | | \$ 39,627.00 |
| High End Security Locks, LLC - 1 Invoices | | | \$ 33,120.00 |
| Innovative Emergency Management, Inc. (IEM) - 8 Invoices | | | \$ 697,957.37 |
| International Business Machines Corporation (IBM) - 2 invoices | | | \$ 1,646,182.63 |
| Iris Vargas - 6 Invoices | | | \$ 21,984.07 |
| J&M Depot, INC - 3 Invoices | | | \$ 5,909.79 |
| Jones Lang LaSalle Puerto Rico, Inc. - 4 Invoices | | | \$ 35,637.52 |
| Laboratorio Clínico El Morro, Inc. - 1 Invoices | | | \$ 18,026.00 |
| Lockton - 1 Invoices | | | \$ 1,085.00 |
| LUMA Employee Expenses- LESAO - 1 Invoices | | | \$ 279.80 |
| Martel, Inc - 1 Invoices | | | \$ 13,673.40 |
| NexTec Operating Corp - 1 Invoices | | | \$ 211.09 |
| Office Depot - 19 Invoices | | | \$ 23,177.58 |
| OGMA Language Studio - 1 Invoices | | | \$ 1,476.80 |
| Oracle America, Inc. - 6 Invoices | | | \$ 22,860.00 |
| People 2.0 North America - 8 Invoices | | | \$ 68,930.10 |
| Quanta Workforce Solutions, LLC - 2 Invoices | | | \$ 284,275.77 |
| Resources Global Professionals (RGP) - 4 Invoices | | | \$ 31,925.57 |
| Richard Wayne & Roberts, Inc. - 1 Invoices | | | \$ 9,597.79 |
| Ricoh Puerto Rico, Inc. - 2 Invoices | | | \$ 877,647.72 |
| Rondapro - 1 Invoices | | | \$ 16,683.13 |



INVOICE

| | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|---------------------------|-------------------------|--------------------------|------------------------------|-------|---------------------|--|------------------|----------------------|-----------------------------------|-----------------|------------------|-----------------------------------|-----------------|------------------|-------------------------------|-------------------------|-------------------------|---|--------------------------|----------|---|--|------------------------|
| Submitted To: Puerto Rico Public-Private Partnerships Authority PO Box 42001 San Juan, Puerto Rico 00940-2001 | Address: LUMA Energy, LLC 644 Av. Manuel Fernández Juncos, Suite 301 San Juan, Puerto Rico 00907 Tax Registration No. 66-0940278 | | | | | | | | | | | | | | | | | | | | | | | | |
| To Be Paid By: Puerto Rico Electric Power Authority PO Box 364267 San Juan, Puerto Rico 00936-4267 | | | | | | | | | | | | | | | | | | | | | | | | | |
| Invoice Date: June 10, 2021 | Invoice #: FETS-0521-01 | | | | | | | | | | | | | | | | | | | | | | | | |
| <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Smartbridge - 11 Invoices</td> <td style="width: 10%; text-align: center;">\$</td> <td style="width: 10%; text-align: right;">265,101.85</td> </tr> <tr> <td>Trans4mative - 8 Invoices</td> <td style="text-align: center;">\$</td> <td style="text-align: right;">170,090.04</td> </tr> <tr> <td>Universal Medical Option, INC - 1 Invoices</td> <td style="text-align: center;">\$</td> <td style="text-align: right;">3,570.00</td> </tr> <tr> <td>Voxai Solutions, Inc - 1 Invoices</td> <td style="text-align: center;">\$</td> <td style="text-align: right;">78,120.00</td> </tr> <tr> <td>WinKom Systems, Inc. - 1 Invoices</td> <td style="text-align: center;">\$</td> <td style="text-align: right;">6,312.32</td> </tr> <tr> <td>Workday, Inc. - 2 Invoices</td> <td style="text-align: center;">\$</td> <td style="text-align: right;">222,356.95</td> </tr> <tr> <td>WorldNet Telecommunications, LLC - 1 Invoices</td> <td style="text-align: center;">\$</td> <td style="text-align: right;">4,819.12</td> </tr> <tr> <td colspan="2" style="text-align: right;">Sub-Total of Pass-through Costs and Expenses for the month of May 2021</td> <td style="text-align: right;">\$ 9,100,508.42</td> </tr> </table> | | Smartbridge - 11 Invoices | \$ | 265,101.85 | Trans4mative - 8 Invoices | \$ | 170,090.04 | Universal Medical Option, INC - 1 Invoices | \$ | 3,570.00 | Voxai Solutions, Inc - 1 Invoices | \$ | 78,120.00 | WinKom Systems, Inc. - 1 Invoices | \$ | 6,312.32 | Workday, Inc. - 2 Invoices | \$ | 222,356.95 | WorldNet Telecommunications, LLC - 1 Invoices | \$ | 4,819.12 | Sub-Total of Pass-through Costs and Expenses for the month of May 2021 | | \$ 9,100,508.42 |
| Smartbridge - 11 Invoices | \$ | 265,101.85 | | | | | | | | | | | | | | | | | | | | | | | |
| Trans4mative - 8 Invoices | \$ | 170,090.04 | | | | | | | | | | | | | | | | | | | | | | | |
| Universal Medical Option, INC - 1 Invoices | \$ | 3,570.00 | | | | | | | | | | | | | | | | | | | | | | | |
| Voxai Solutions, Inc - 1 Invoices | \$ | 78,120.00 | | | | | | | | | | | | | | | | | | | | | | | |
| WinKom Systems, Inc. - 1 Invoices | \$ | 6,312.32 | | | | | | | | | | | | | | | | | | | | | | | |
| Workday, Inc. - 2 Invoices | \$ | 222,356.95 | | | | | | | | | | | | | | | | | | | | | | | |
| WorldNet Telecommunications, LLC - 1 Invoices | \$ | 4,819.12 | | | | | | | | | | | | | | | | | | | | | | | |
| Sub-Total of Pass-through Costs and Expenses for the month of May 2021 | | \$ 9,100,508.42 | | | | | | | | | | | | | | | | | | | | | | | |
| <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%; text-align: right;">Sub-Total</td> <td style="width: 10%; text-align: center;">\$</td> <td style="width: 10%; text-align: right;">28,368,138.42</td> </tr> <tr> <td style="text-align: right;">Sales and Use Tax (SUT) @ 0%</td> <td style="text-align: center;">\$</td> <td style="text-align: right;">-</td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: center;">\$</td> <td style="text-align: right;">28,368,138.42</td> </tr> </table> | | Sub-Total | \$ | 28,368,138.42 | Sales and Use Tax (SUT) @ 0% | \$ | - | Total | \$ | 28,368,138.42 | | | | | | | | | | | | | | | |
| Sub-Total | \$ | 28,368,138.42 | | | | | | | | | | | | | | | | | | | | | | | |
| Sales and Use Tax (SUT) @ 0% | \$ | - | | | | | | | | | | | | | | | | | | | | | | | |
| Total | \$ | 28,368,138.42 | | | | | | | | | | | | | | | | | | | | | | | |
| <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;"></td> <td style="width: 15%; text-align: center;">FETS Fee</td> <td style="width: 15%; text-align: center;">FETS Fixed Fee</td> <td style="width: 15%; text-align: center;">Additional C&E</td> <td style="width: 25%; text-align: center;">Total</td> </tr> <tr> <td style="text-align: right;">Previously invoiced</td> <td style="text-align: right;">\$ 41,843,320.00</td> <td style="text-align: right;">\$ 51,500,000.00</td> <td style="text-align: right;">\$ 37,350,766.39</td> <td style="text-align: right;">\$ 130,694,086.39</td> </tr> <tr> <td style="text-align: right;">Current invoice</td> <td style="text-align: right;">\$ 10,767,630.00</td> <td style="text-align: right;">\$ 8,500,000.00</td> <td style="text-align: right;">\$ 9,100,508.42</td> <td style="text-align: right;">\$ 28,368,138.42</td> </tr> <tr> <td style="text-align: right;">Total invoiced to date</td> <td style="text-align: right;">\$ 52,610,950.00</td> <td style="text-align: right;">\$ 60,000,000.00</td> <td style="text-align: right;">\$ 46,451,274.81</td> <td style="text-align: right;">\$ 159,062,224.81</td> </tr> </table> | | | FETS Fee | FETS Fixed Fee | Additional C&E | Total | Previously invoiced | \$ 41,843,320.00 | \$ 51,500,000.00 | \$ 37,350,766.39 | \$ 130,694,086.39 | Current invoice | \$ 10,767,630.00 | \$ 8,500,000.00 | \$ 9,100,508.42 | \$ 28,368,138.42 | Total invoiced to date | \$ 52,610,950.00 | \$ 60,000,000.00 | \$ 46,451,274.81 | \$ 159,062,224.81 | | | | |
| | FETS Fee | FETS Fixed Fee | Additional C&E | Total | | | | | | | | | | | | | | | | | | | | | |
| Previously invoiced | \$ 41,843,320.00 | \$ 51,500,000.00 | \$ 37,350,766.39 | \$ 130,694,086.39 | | | | | | | | | | | | | | | | | | | | | |
| Current invoice | \$ 10,767,630.00 | \$ 8,500,000.00 | \$ 9,100,508.42 | \$ 28,368,138.42 | | | | | | | | | | | | | | | | | | | | | |
| Total invoiced to date | \$ 52,610,950.00 | \$ 60,000,000.00 | \$ 46,451,274.81 | \$ 159,062,224.81 | | | | | | | | | | | | | | | | | | | | | |
| Remittance Information: Wire to: Bank of America, NA, 222 Broadway, New York, NY 10038 Account #: 488074008867 Wire Routing #: 026009593 ACH Routing #: 11100025 | | | | | | | | | | | | | | | | | | | | | | | | | |

| Invoicing Month | Invoice No. | FETS Fee | FETS Fixed Fee | Additional C&E | Total Invoiced |
|-----------------|-------------------|------------------|------------------|------------------|-------------------|
| June 2020 | FETS-0620-01 Rev1 | \$ 828,770.00 | \$ 1,500,000.00 | \$ - | \$ 2,328,770.00 |
| July 2020 | FETS-0720-01 Rev1 | \$ 3,993,190.00 | \$ 5,000,000.00 | \$ 2,131,326.79 | \$ 11,124,516.79 |
| August 2020 | FETS-0820-01 | \$ 4,137,780.00 | \$ 5,000,000.00 | \$ 3,105,082.28 | \$ 12,242,862.28 |
| September 2020 | FETS-0920-01 | \$ 4,284,035.00 | \$ 5,000,000.00 | \$ 5,189,724.68 | \$ 14,473,759.68 |
| October 2020 | FETS-1020-01 | \$ 4,656,765.00 | \$ 5,000,000.00 | \$ 4,285,320.92 | \$ 13,942,085.92 |
| November 2020 | FETS-1120-01 | \$ 3,488,327.50 | \$ 5,000,000.00 | \$ 4,645,366.37 | \$ 13,133,693.87 |
| December 2020 | FETS-1220-01 | \$ 3,094,947.50 | \$ 5,000,000.00 | \$ 3,558,063.55 | \$ 11,653,011.05 |
| January 2021 | FETS-0121-01 | \$ 3,051,837.50 | \$ 5,000,000.00 | \$ 2,303,811.91 | \$ 10,355,649.41 |
| February 2021 | FETS-0221-01 | \$ 3,832,742.50 | \$ 5,000,000.00 | \$ 4,034,694.04 | \$ 12,867,436.54 |
| March 2021 | FETS-0321-01 | \$ 4,761,437.50 | \$ 5,000,000.00 | \$ 5,064,442.48 | \$ 14,825,879.98 |
| April 2021 | FETS-0421-01 | \$ 5,713,487.50 | \$ 5,000,000.00 | \$ 3,032,933.37 | \$ 13,746,420.87 |
| | | \$ 41,843,320.00 | \$ 51,500,000.00 | \$ 37,350,766.39 | \$ 130,694,086.39 |

| | Front End Transition Hourly Costs | Additional Costs & Expenses | Sub-Total | Front End Transition Fixed Fee | Total |
|---------------------------|--------------------------------------|--------------------------------|---------------|-----------------------------------|----------------|
| Previously invoiced | \$ 41,843,320 | \$ 37,350,766 | \$ 79,194,086 | \$ 51,500,000 | \$ 130,694,086 |
| Current invoice | \$ 10,767,630 | \$ 9,100,508 | \$ 19,868,138 | \$ 8,500,000 | \$ 28,368,138 |
| Total invoiced to date | \$ 52,610,950 | \$ 46,451,275 | \$ 99,062,225 | \$ 60,000,000 | \$ 159,062,225 |
| | | | | | |
| Forecast to complete | | | \$ 4,887,775 | \$ - | \$ 4,887,775 |
| Proposal | | | \$ 76,351,931 | \$ 60,000,000 | \$ 136,351,931 |
| Variance | | | | | \$ 27,598,069 |

20.2%

SUMMARY

| Employee Category | (i) Hourly Rate | (ii) Hours Worked | Monthly Total |
|------------------------|-----------------|-------------------|-------------------------|
| Vice President | \$ 325.00 | 3806.5 | \$ 1,237,112.50 |
| Senior Director | \$ 300.00 | 1245.5 | \$ 373,650.00 |
| Director | \$ 275.00 | 7043.0 | \$ 1,936,825.00 |
| Senior Manager | \$ 210.00 | 2168.5 | \$ 455,385.00 |
| Field Crew Leader | \$ 205.00 | 0.0 | \$ - |
| Trainer | \$ 200.00 | 347.5 | \$ 69,500.00 |
| Manager | \$ 200.00 | 5806.5 | \$ 1,161,300.00 |
| Field Technician | \$ 195.00 | 337.0 | \$ 65,715.00 |
| Senior Analyst | \$ 160.00 | 26368.0 | \$ 4,218,880.00 |
| Engineer | \$ 160.00 | 2314.5 | \$ 370,320.00 |
| Field Supervisor | \$ 160.00 | 1653.0 | \$ 264,480.00 |
| Analyst | \$ 125.00 | 4010.5 | \$ 501,312.50 |
| Administrative Support | \$ 50.00 | 2263.0 | \$ 113,150.00 |
| | | 57363.5 | \$ 10,767,630.00 |

Executives

| Employee Category | (i) Hourly Rate | (ii) Hours Worked | Monthly Total |
|--------------------------|------------------------|--------------------------|----------------------|
| Vice President | \$ 325.00 | 212.5 | \$ 69,062.50 |
| Senior Director | \$ 300.00 | 0.0 | \$ - |
| Director | \$ 275.00 | 0.0 | \$ - |
| Senior Manager | \$ 210.00 | 0.0 | \$ - |
| Field Crew Leader | \$ 205.00 | 0.0 | \$ - |
| Trainer | \$ 200.00 | 0.0 | \$ - |
| Manager | \$ 200.00 | 0.0 | \$ - |
| Field Technician | \$ 195.00 | 0.0 | \$ - |
| Senior Analyst | \$ 160.00 | 0.0 | \$ - |
| Engineer | \$ 160.00 | 0.0 | \$ - |
| Field Supervisor | \$ 160.00 | 0.0 | \$ - |
| Analyst | \$ 125.00 | 0.0 | \$ - |
| Administrative Support | \$ 50.00 | 198.0 | \$ 9,900.00 |
| | | 410.5 | \$ 78,962.50 |

Capital Programs

| Employee Category | (i) Hourly Rate | (ii) Hours Worked | Monthly Total |
|--------------------------|------------------------|--------------------------|----------------------|
| Vice President | \$ 325.00 | 197.0 | \$ 64,025.00 |
| Senior Director | \$ 300.00 | 0.0 | \$ - |
| Director | \$ 275.00 | 0.0 | \$ - |
| Senior Manager | \$ 210.00 | 0.0 | \$ - |
| Field Crew Leader | \$ 205.00 | 0.0 | \$ - |
| Trainer | \$ 200.00 | 41.5 | \$ 8,300.00 |
| Manager | \$ 200.00 | 285.0 | \$ 57,000.00 |
| Field Technician | \$ 195.00 | 0.0 | \$ - |
| Senior Analyst | \$ 160.00 | 0.0 | \$ - |
| Engineer | \$ 160.00 | 0.0 | \$ - |
| Field Supervisor | \$ 160.00 | 0.0 | \$ - |
| Analyst | \$ 125.00 | 0.0 | \$ - |
| Administrative Support | \$ 50.00 | 0.0 | \$ - |
| | | 523.5 | \$ 129,325.00 |

Communications

| Employee Category | (i) Hourly Rate | (ii) Hours Worked | Monthly Total |
|--------------------------|------------------------|--------------------------|----------------------|
| Vice President | \$ 325.00 | 20.0 | \$ 6,500.00 |
| Senior Director | \$ 300.00 | 0.0 | \$ - |
| Director | \$ 275.00 | 274.0 | \$ 75,350.00 |
| Senior Manager | \$ 210.00 | 0.0 | \$ - |
| Field Crew Leader | \$ 205.00 | 0.0 | \$ - |
| Trainer | \$ 200.00 | 0.0 | \$ - |
| Manager | \$ 200.00 | 0.0 | \$ - |
| Field Technician | \$ 195.00 | 0.0 | \$ - |
| Senior Analyst | \$ 160.00 | 0.0 | \$ - |
| Engineer | \$ 160.00 | 0.0 | \$ - |
| Field Supervisor | \$ 160.00 | 0.0 | \$ - |
| Analyst | \$ 125.00 | 0.0 | \$ - |
| Administrative Support | \$ 50.00 | 0.0 | \$ - |
| | | 294 | \$ 81,850.00 |

Corporate Services

| Employee Category | (i) Hourly Rate | (ii) Hours Worked | Monthly Total |
|--------------------------|------------------------|--------------------------|----------------------|
| Vice President | \$ 325.00 | 234.0 | \$ 76,050.00 |
| Senior Director | \$ 300.00 | 0.0 | \$ - |
| Director | \$ 275.00 | 472.5 | \$ 129,937.50 |
| Senior Manager | \$ 210.00 | 498.0 | \$ 104,580.00 |
| Field Crew Leader | \$ 205.00 | 0.0 | \$ - |
| Trainer | \$ 200.00 | 0.0 | \$ - |
| Manager | \$ 200.00 | 168.0 | \$ 33,600.00 |
| Field Technician | \$ 195.00 | 0.0 | \$ - |
| Senior Analyst | \$ 160.00 | 1384.0 | \$ 221,440.00 |
| Engineer | \$ 160.00 | 0.0 | \$ - |
| Field Supervisor | \$ 160.00 | 0.0 | \$ - |
| Analyst | \$ 125.00 | 676.0 | \$ 84,500.00 |
| Administrative Support | \$ 50.00 | 0.0 | \$ - |
| | | 3432.5 | \$ 650,107.50 |

Customer Service

| Employee Category | (i) Hourly Rate | (ii) Hours Worked | Monthly Total |
|--------------------------|------------------------|--------------------------|------------------------|
| Vice President | \$ 325.00 | 0.0 | \$ - |
| Senior Director | \$ 300.00 | 0.0 | \$ - |
| Director | \$ 275.00 | 240.0 | \$ 66,000.00 |
| Senior Manager | \$ 210.00 | 90.0 | \$ 18,900.00 |
| Field Crew Leader | \$ 205.00 | 0.0 | \$ - |
| Trainer | \$ 200.00 | 0.0 | \$ - |
| Manager | \$ 200.00 | 448.0 | \$ 89,600.00 |
| Field Technician | \$ 195.00 | 0.0 | \$ - |
| Senior Analyst | \$ 160.00 | 17926.5 | \$ 2,868,240.00 |
| Engineer | \$ 160.00 | 0.0 | \$ - |
| Field Supervisor | \$ 160.00 | 317.5 | \$ 50,800.00 |
| Analyst | \$ 125.00 | 1712.0 | \$ 214,000.00 |
| Administrative Support | \$ 50.00 | 339.0 | \$ 16,950.00 |
| | | 21073 | \$ 3,324,490.00 |

Financial Mgmt.

| Employee Category | (i) Hourly Rate | (ii) Hours Worked | Monthly Total |
|--------------------------|------------------------|--------------------------|----------------------|
| Vice President | \$ 325.00 | 358.0 | \$ 116,350.00 |
| Senior Director | \$ 300.00 | 0.0 | \$ - |
| Director | \$ 275.00 | 1180.0 | \$ 324,500.00 |
| Senior Manager | \$ 210.00 | 181.0 | \$ 38,010.00 |
| Field Crew Leader | \$ 205.00 | 0.0 | \$ - |
| Trainer | \$ 200.00 | 0.0 | \$ - |
| Manager | \$ 200.00 | 1611.0 | \$ 322,200.00 |
| Field Technician | \$ 195.00 | 0.0 | \$ - |
| Senior Analyst | \$ 160.00 | 713.0 | \$ 114,080.00 |
| Engineer | \$ 160.00 | 0.0 | \$ - |
| Field Supervisor | \$ 160.00 | 0.0 | \$ - |
| Analyst | \$ 125.00 | 1.0 | \$ 125.00 |
| Administrative Support | \$ 50.00 | 0.0 | \$ - |
| | | 4044 | \$ 915,265.00 |

HSE & Quality

| Employee Category | (i) Hourly Rate | (ii) Hours Worked | Monthly Total |
|--------------------------|------------------------|--------------------------|----------------------|
| Vice President | \$ 325.00 | 210.0 | \$ 68,250.00 |
| Senior Director | \$ 300.00 | 59.0 | \$ 17,700.00 |
| Director | \$ 275.00 | 559.5 | \$ 153,862.50 |
| Senior Manager | \$ 210.00 | 0.0 | \$ - |
| Field Crew Leader | \$ 205.00 | 0.0 | \$ - |
| Trainer | \$ 200.00 | 176.0 | \$ 35,200.00 |
| Manager | \$ 200.00 | 195.0 | \$ 39,000.00 |
| Field Technician | \$ 195.00 | 337.0 | \$ 65,715.00 |
| Senior Analyst | \$ 160.00 | 302.0 | \$ 48,320.00 |
| Engineer | \$ 160.00 | 0.0 | \$ - |
| Field Supervisor | \$ 160.00 | 0.0 | \$ - |
| Analyst | \$ 125.00 | 331.5 | \$ 41,437.50 |
| Administrative Support | \$ 50.00 | 160.0 | \$ 8,000.00 |
| | | 2330 | \$ 477,485.00 |

Human Resources

| Employee Category | (i) Hourly Rate | (ii) Hours Worked | Monthly Total |
|--------------------------|------------------------|--------------------------|----------------------|
| Vice President | \$ 325.00 | 123.0 | \$ 39,975.00 |
| Senior Director | \$ 300.00 | 0.0 | \$ - |
| Director | \$ 275.00 | 275.0 | \$ 75,625.00 |
| Senior Manager | \$ 210.00 | 80.0 | \$ 16,800.00 |
| Field Crew Leader | \$ 205.00 | 0.0 | \$ - |
| Trainer | \$ 200.00 | 0.0 | \$ - |
| Manager | \$ 200.00 | 16.0 | \$ 3,200.00 |
| Field Technician | \$ 195.00 | 0.0 | \$ - |
| Senior Analyst | \$ 160.00 | 743.0 | \$ 118,880.00 |
| Engineer | \$ 160.00 | 0.0 | \$ - |
| Field Supervisor | \$ 160.00 | 0.0 | \$ - |
| Analyst | \$ 125.00 | 0.0 | \$ - |
| Administrative Support | \$ 50.00 | 85.0 | \$ 4,250.00 |
| | | 1322 | \$ 258,730.00 |

Integration Management Office

| Employee Category | (i) Hourly Rate | (ii) Hours Worked | Monthly Total |
|--------------------------|------------------------|--------------------------|----------------------|
| Vice President | \$ 325.00 | 471.5 | \$ 153,237.50 |
| Senior Director | \$ 300.00 | 0.0 | \$ - |
| Director | \$ 275.00 | 0.0 | \$ - |
| Senior Manager | \$ 210.00 | 212.0 | \$ 44,520.00 |
| Field Crew Leader | \$ 205.00 | 0.0 | \$ - |
| Trainer | \$ 200.00 | 0.0 | \$ - |
| Manager | \$ 200.00 | 336.5 | \$ 67,300.00 |
| Field Technician | \$ 195.00 | 0.0 | \$ - |
| Senior Analyst | \$ 160.00 | 100.0 | \$ 16,000.00 |
| Engineer | \$ 160.00 | 0.0 | \$ - |
| Field Supervisor | \$ 160.00 | 0.0 | \$ - |
| Analyst | \$ 125.00 | 289.0 | \$ 36,125.00 |
| Administrative Support | \$ 50.00 | 319.5 | \$ 15,975.00 |
| | | 1728.5 | \$ 333,157.50 |

IT / OT

| Employee Category | (i) Hourly Rate | (ii) Hours Worked | Monthly Total |
|--------------------------|------------------------|--------------------------|----------------------|
| Vice President | \$ 325.00 | 365.0 | \$ 118,625.00 |
| Senior Director | \$ 300.00 | 0.0 | \$ - |
| Director | \$ 275.00 | 258.0 | \$ 70,950.00 |
| Senior Manager | \$ 210.00 | 0.0 | \$ - |
| Field Crew Leader | \$ 205.00 | 0.0 | \$ - |
| Trainer | \$ 200.00 | 0.0 | \$ - |
| Manager | \$ 200.00 | 457.0 | \$ 91,400.00 |
| Field Technician | \$ 195.00 | 0.0 | \$ - |
| Senior Analyst | \$ 160.00 | 1107.0 | \$ 177,120.00 |
| Engineer | \$ 160.00 | 0.0 | \$ - |
| Field Supervisor | \$ 160.00 | 0.0 | \$ - |
| Analyst | \$ 125.00 | 152.5 | \$ 19,062.50 |
| Administrative Support | \$ 50.00 | 1121.5 | \$ 56,075.00 |
| | | 3461 | \$ 533,232.50 |

Legal

| Employee Category | (i) Hourly Rate | (ii) Hours Worked | Monthly Total |
|--------------------------|------------------------|--------------------------|----------------------|
| Vice President | \$ 325.00 | 368.5 | \$ 119,762.50 |
| Senior Director | \$ 300.00 | 0.0 | \$ - |
| Director | \$ 275.00 | 0.0 | \$ - |
| Senior Manager | \$ 210.00 | 0.0 | \$ - |
| Field Crew Leader | \$ 205.00 | 0.0 | \$ - |
| Trainer | \$ 200.00 | 0.0 | \$ - |
| Manager | \$ 200.00 | 0.0 | \$ - |
| Field Technician | \$ 195.00 | 0.0 | \$ - |
| Senior Analyst | \$ 160.00 | 40.0 | \$ 6,400.00 |
| Engineer | \$ 160.00 | 0.0 | \$ - |
| Field Supervisor | \$ 160.00 | 0.0 | \$ - |
| Analyst | \$ 125.00 | 0.0 | \$ - |
| Administrative Support | \$ 50.00 | 9.0 | \$ 450.00 |
| | | 417.5 | \$ 126,612.50 |

Operations

| Employee Category | (i) Hourly Rate | (ii) Hours Worked | Monthly Total |
|--------------------------|------------------------|--------------------------|------------------------|
| Vice President | \$ 325.00 | 216.0 | \$ 70,200.00 |
| Senior Director | \$ 300.00 | 0.0 | \$ - |
| Director | \$ 275.00 | 415.5 | \$ 114,262.50 |
| Senior Manager | \$ 210.00 | 426.5 | \$ 89,565.00 |
| Field Crew Leader | \$ 205.00 | 0.0 | \$ - |
| Trainer | \$ 200.00 | 0.0 | \$ - |
| Manager | \$ 200.00 | 310.0 | \$ 62,000.00 |
| Field Technician | \$ 195.00 | 0.0 | \$ - |
| Senior Analyst | \$ 160.00 | 3105.5 | \$ 496,880.00 |
| Engineer | \$ 160.00 | 120.0 | \$ 19,200.00 |
| Field Supervisor | \$ 160.00 | 1212.0 | \$ 193,920.00 |
| Analyst | \$ 125.00 | 0.0 | \$ - |
| Administrative Support | \$ 50.00 | 0.0 | \$ - |
| | | 5805.5 | \$ 1,046,027.50 |

Regulatory

| Employee Category | (i) Hourly Rate | (ii) Hours Worked | Monthly Total |
|--------------------------|------------------------|--------------------------|----------------------|
| Vice President | \$ 325.00 | 181.5 | \$ 58,987.50 |
| Senior Director | \$ 300.00 | 80.0 | \$ 24,000.00 |
| Director | \$ 275.00 | 838.0 | \$ 230,450.00 |
| Senior Manager | \$ 210.00 | 174.0 | \$ 36,540.00 |
| Field Crew Leader | \$ 205.00 | 0.0 | \$ - |
| Trainer | \$ 200.00 | 0.0 | \$ - |
| Manager | \$ 200.00 | 567.5 | \$ 113,500.00 |
| Field Technician | \$ 195.00 | 0.0 | \$ - |
| Senior Analyst | \$ 160.00 | 0.0 | \$ - |
| Engineer | \$ 160.00 | 319.0 | \$ 51,040.00 |
| Field Supervisor | \$ 160.00 | 0.0 | \$ - |
| Analyst | \$ 125.00 | 391.5 | \$ 48,937.50 |
| Administrative Support | \$ 50.00 | 0.0 | \$ - |
| | | 2551.5 | \$ 563,455.00 |

Utility Transformation

| Employee Category | (i) Hourly Rate | (ii) Hours Worked | Monthly Total |
|--------------------------|------------------------|--------------------------|------------------------|
| Vice President | \$ 325.00 | 849.5 | \$ 276,087.50 |
| Senior Director | \$ 300.00 | 1106.5 | \$ 331,950.00 |
| Director | \$ 275.00 | 2530.5 | \$ 695,887.50 |
| Senior Manager | \$ 210.00 | 507.0 | \$ 106,470.00 |
| Field Crew Leader | \$ 205.00 | 0.0 | \$ - |
| Trainer | \$ 200.00 | 130.0 | \$ 26,000.00 |
| Manager | \$ 200.00 | 1412.5 | \$ 282,500.00 |
| Field Technician | \$ 195.00 | 0.0 | \$ - |
| Senior Analyst | \$ 160.00 | 947.0 | \$ 151,520.00 |
| Engineer | \$ 160.00 | 1875.5 | \$ 300,080.00 |
| Field Supervisor | \$ 160.00 | 123.5 | \$ 19,760.00 |
| Analyst | \$ 125.00 | 457.0 | \$ 57,125.00 |
| Administrative Support | \$ 50.00 | 31.0 | \$ 1,550.00 |
| | | 9970 | \$ 2,248,930.00 |

Summary of Hours by Department and Employee Category

| Employee Category | Capital Programs & Back End Transition | Communications | Corporate Services | Customer Service | Executive | Financial Management | HSE & Quality | Human Resources | Integration Management Office | IT / OT | Legal | Operations | Regulatory | Utility Transformation | Total Hours by Employee Category |
|------------------------|--|----------------|--------------------|------------------|--------------|----------------------|---------------|-----------------|-------------------------------|-------------|--------------|---------------|---------------|------------------------|----------------------------------|
| Vice President | 197.0 | 20.0 | 234.0 | 0.0 | 212.5 | 358.0 | 210.0 | 123.0 | 471.5 | 365.0 | 368.5 | 216.0 | 181.5 | 849.5 | 3806.5 |
| Senior Director | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 59.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 80.0 | 1106.5 | 1245.5 |
| Director | 0.0 | 274.0 | 472.5 | 240.0 | 0.0 | 1180.0 | 559.5 | 275.0 | 0.0 | 258.0 | 0.0 | 415.5 | 838.0 | 2530.5 | 7043 |
| Senior Manager | 0.0 | 0.0 | 498.0 | 90.0 | 0.0 | 181.0 | 0.0 | 80.0 | 212.0 | 0.0 | 0.0 | 426.5 | 174.0 | 507.0 | 2168.5 |
| Field Crew Leader | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0 |
| Trainer | 41.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 176.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 130.0 | 347.5 |
| Manager | 285.0 | 0.0 | 168.0 | 448.0 | 0.0 | 1611.0 | 195.0 | 16.0 | 336.5 | 457.0 | 0.0 | 310.0 | 567.5 | 1412.5 | 5806.5 |
| Field Technician | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 337.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 337 |
| Senior Analyst | 0.0 | 0.0 | 1384.0 | 17926.5 | 0.0 | 713.0 | 302.0 | 743.0 | 100.0 | 1107.0 | 40.0 | 3105.5 | 0.0 | 947.0 | 26368 |
| Engineer | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 120.0 | 319.0 | 1875.5 | 2314.5 |
| Field Supervisor | 0.0 | 0.0 | 0.0 | 317.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1212.0 | 0.0 | 123.5 | 1653 |
| Analyst | 0.0 | 0.0 | 676.0 | 1712.0 | 0.0 | 1.0 | 331.5 | 0.0 | 289.0 | 152.5 | 0.0 | 0.0 | 391.5 | 457.0 | 4010.5 |
| Administrative Support | 0.0 | 0.0 | 0.0 | 339.0 | 198.0 | 0.0 | 160.0 | 85.0 | 319.5 | 1121.5 | 9.0 | 0.0 | 0.0 | 31.0 | 2263 |
| Total | 523.5 | 294 | 3432.5 | 21073 | 410.5 | 4044 | 2330 | 1322 | 1728.5 | 3461 | 417.5 | 5805.5 | 2551.5 | 9970 | 57363.5 |

Summary of Hours by HOC Item

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|----------|---------------------------------|--|------------------------|---------------|---------------------|
| 1 | General & Transition Management | Capital Programs and Back End Transition | Vice President | AT004051 | 59.0 |
| 1 | | Corporate Services | Director | TEMP375 | 176.0 |
| 1 | | Corporate Services | Senior Analyst | TEMP139 | 166.0 |
| 1 | | Corporate Services | Senior Analyst | TEMP090 | 172.0 |
| 1 | | Corporate Services | Senior Manager | MC900008 | 158.0 |
| 1 | | Corporate Services | Senior Manager | MC900009 | 43.0 |
| 1 | | Corporate Services | Vice President | MC900003 | 34.0 |
| 1 | | Customer Service | Analyst | TEMP372 | 120.0 |
| 1 | | Customer Service | Analyst | TEMP296 | 80.0 |
| 1 | | Customer Service | Director | MC900027 | 4.0 |
| 1 | | Customer Service | Field Supervisor | AT022731 | 15.0 |
| 1 | | Customer Service | Manager | AT015858 | 15.0 |
| 1 | | Customer Service | Senior Analyst | AT102970 | 9.5 |
| 1 | | Customer Service | Senior Analyst | TEMP255 | 80.0 |
| 1 | | Customer Service | Senior Analyst | TEMP213 | 40.0 |
| 1 | | Customer Service | Senior Analyst | TEMP063 | 120.0 |
| 1 | | Customer Service | Senior Analyst | TEMP075 | 120.0 |
| 1 | | Customer Service | Senior Analyst | TEMP313 | 120.0 |
| 1 | | Customer Service | Senior Analyst | TEMP131 | 120.0 |
| 1 | | Customer Service | Senior Analyst | TEMP314 | 72.0 |
| 1 | | Customer Service | Senior Analyst | TEMP350 | 36.0 |
| 1 | | Customer Service | Senior Analyst | TEMP272 | 36.0 |
| 1 | | Customer Service | Senior Analyst | TEMP293 | 9.0 |
| 1 | | Executive | Administrative Support | AT114368 | 151.0 |
| 1 | | Executive | Vice President | AT003196 | 181.0 |
| 1 | | Executive | Vice President | QS037890 | 18.0 |
| 1 | | Financial Management | Manager | QS061408 | 3.0 |
| 1 | | Financial Management | Senior Manager | AT114365 | 18.5 |
| 1 | | Financial Management | Vice President | QS017171 | 4.5 |
| 1 | | HSE and Quality | Director | NWjphel29 | 52.0 |
| 1 | | HSE and Quality | Field Tech | MC900017 | 131.0 |
| 1 | | HSE and Quality | Senior Director | NWmpepi02 | 59.0 |
| 1 | | HSE and Quality | Vice President | MC900001 | 72.0 |
| 1 | | Integration Management Office | Administrative Support | AT016798 | 156.0 |
| 1 | | Integration Management Office | Administrative Support | AT018495 | 3.5 |
| 1 | | Integration Management Office | Administrative Support | AT105397 | 141.5 |
| 1 | | Integration Management Office | Administrative Support | AT116075 | 18.5 |
| 1 | | Integration Management Office | Analyst | AT105533 | 9.0 |
| 1 | | Integration Management Office | Analyst | AT109687 | 120.0 |
| 1 | | Integration Management Office | Manager | AT004852 | 122.0 |
| 1 | | Integration Management Office | Manager | AT103480 | 98.0 |
| 1 | | Integration Management Office | Senior Analyst | AT109252 | 100.0 |
| 1 | | Integration Management Office | Senior Manager | AT017167 | 212.0 |
| 1 | | Integration Management Office | Vice President | AT014535 | 220.0 |
| 1 | | Integration Management Office | Vice President | AT017346 | 99.0 |
| 1 | | ITOT | Senior Analyst | AT102751 | 5.0 |
| 1 | | ITOT | Vice President | QS071472 | 32.0 |
| 1 | | Operations | Director | MC900012 | 123.0 |
| 1 | | Operations | Director | MC900015 | 1.0 |
| 1 | | Operations | Director | QS116459 | 4.0 |
| 1 | | Operations | Engineer | AT112360 | 15.0 |
| 1 | | Operations | Field Supervisor | AT020449 | 8.0 |
| 1 | | Operations | Field Supervisor | AT021005 | 17.0 |
| 1 | | Operations | Field Supervisor | AT021565 | 1.0 |
| 1 | | Operations | Field Supervisor | QS179065 | 91.0 |
| 1 | | Operations | Manager | AT014817 | 21.5 |

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|----------|---|------------------------------|------------------------|---------------|---------------------|
| 1 | | Operations | Senior Analyst | TEMP395 | 8.0 |
| 1 | | Operations | Senior Analyst | TEMP140 | 40.0 |
| 1 | | Operations | Senior Manager | AT003498 | 10.0 |
| 1 | | Operations | Senior Manager | AT019843 | 10.0 |
| 1 | | Operations | Vice President | AT022129 | 35.0 |
| 1 | | Regulatory | Senior Manager | AT108770 | 4.5 |
| 1 | | Regulatory | Vice President | QS146648 | 4.5 |
| 1 | | Utility Transformation | Administrative Support | QT088060 | 25.0 |
| 1 | | Utility Transformation | Analyst | QT088167 | 44.5 |
| 1 | | Utility Transformation | Director | MC900002 | 105.0 |
| 1 | | Utility Transformation | Director | QT088213 | 90.5 |
| 1 | | Utility Transformation | Director | QT088326 | 49.0 |
| 1 | | Utility Transformation | Engineer | AT103813 | 15.0 |
| 1 | | Utility Transformation | Engineer | AT110040 | 1.5 |
| 1 | | Utility Transformation | Engineer | QT088329 | 1.0 |
| 1 | | Utility Transformation | Manager | AT002033 | 150.0 |
| 1 | | Utility Transformation | Manager | AT021428 | 71.5 |
| 1 | | Utility Transformation | Manager | AT108042 | 52.5 |
| 1 | | Utility Transformation | Vice President | QT088015 | 10.0 |
| 1 | | Utility Transformation | Vice President | QT088048 | 4.0 |
| 1 | General & Transition Management Total | | | | 4,844.0 |
| 1.01 | Government Approvals | Regulatory | Manager | AT208674 | 82.0 |
| 1.01 | | Regulatory | Vice President | QS146648 | 3.0 |
| 1.01 | Government Approvals Total | | | | 85.0 |
| 1.02 | Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates) | Customer Service | Administrative Support | TEMP087 | 3.0 |
| 1.02 | | Regulatory | Manager | AT208674 | 79.0 |
| 1.02 | | Utility Transformation | Manager | AT022686 | 2.0 |
| 1.02 | | Utility Transformation | Vice President | QT088356 | 32.0 |
| 1.02 | Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates) Total | | | | 116.0 |
| 1.03 | PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals) | Regulatory | Analyst | AT111542 | 68.0 |
| 1.03 | | Regulatory | Analyst | AT112548 | 72.0 |
| 1.03 | | Regulatory | Director | AT201990 | 80.0 |
| 1.03 | | Regulatory | Senior Manager | AT108770 | 66.0 |
| 1.03 | | Regulatory | Vice President | QS146648 | 65.0 |
| 1.03 | PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals) Total | | | | 351.0 |
| 2.01 | Development and Implementation of an Operations Takeover Plan for Transmission and Sub-Transm | Operations | Engineer | AT112360 | 15.0 |
| 2.01 | | Operations | Senior Manager | AT005226 | 12.0 |
| 2.01 | | Utility Transformation | Engineer | TEMP097 | 64.0 |
| 2.01 | Development and Implementation of an Operations Takeover Plan for Transmission and Sub-Trans | | | | 91.0 |
| 2.02 | Development and Implementation of an Operational Takeover Plan for the Electric Distribution System | Operations | Engineer | AT112360 | 4.0 |
| 2.02 | | Utility Transformation | Director | QT088262 | 25.0 |
| 2.02 | | Utility Transformation | Senior Analyst | TEMP109 | 80.0 |
| 2.02 | | Utility Transformation | Vice President | QT088356 | 4.0 |
| 2.02 | Development and Implementation of an Operational Takeover Plan for the Electric Distribution Sy | | | | 113.0 |
| 2.0301 | Transition Plan for T&D Control Centers | Utility Transformation | Director | QT088358 | 131.0 |
| 2.0301 | | Utility Transformation | Engineer | TEMP171 | 23.0 |
| 2.0301 | | Utility Transformation | Engineer | TEMP137 | 36.0 |
| 2.0301 | | Utility Transformation | Manager | AT009474 | 157.5 |
| 2.0301 | | Utility Transformation | Manager | AT108042 | 20.0 |
| 2.0301 | | Utility Transformation | Manager | TEMP025 | 168.0 |
| 2.0301 | | Utility Transformation | Senior Analyst | TEMP277 | 40.0 |
| 2.0301 | | Utility Transformation | Senior Director | QT088130 | 14.0 |
| 2.0301 | | Utility Transformation | Senior Director | QT088285 | 40.0 |
| 2.0301 | | Utility Transformation | Senior Director | QT088359 | 73.0 |
| 2.0301 | | Utility Transformation | Vice President | QT088208 | 60.0 |
| 2.0301 | Transition Plan for T&D Control Centers Total | | | | 762.5 |
| 2.0302 | Transition Plan for Operations and Maintenance (O&M) Activities | Operations | Director | MC900015 | 11.5 |
| 2.0302 | | Operations | Director | QS116459 | 68.0 |

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|----------|--|-------------------------------|------------------------|---------------|---------------------|
| 2.0302 | | Operations | Field Supervisor | AT005130 | 42.0 |
| 2.0302 | | Operations | Field Supervisor | AT020434 | 2.0 |
| 2.0302 | | Operations | Field Supervisor | AT111882 | 111.0 |
| 2.0302 | | Operations | Manager | AT014495 | 150.0 |
| 2.0302 | | Operations | Manager | AT014817 | 111.5 |
| 2.0302 | | Operations | Senior Manager | AT005226 | 58.0 |
| 2.0302 | | Operations | Senior Manager | AT019843 | 3.5 |
| 2.0302 | | Operations | Vice President | AT022129 | 103.0 |
| 2.0302 | Transition Plan for Operations and Maintenance (O&M) Activities Total | | | | 660.5 |
| 2.0303 | Emergency Response/Disaster Recovery/Business Continuity Plans | HSE and Quality | Vice President | MC900001 | 57.0 |
| 2.0303 | | Integration Management Office | Manager | AT103480 | 91.5 |
| 2.0303 | | Integration Management Office | Vice President | AT017346 | 4.0 |
| 2.0303 | | Operations | Senior Manager | AT003498 | 39.0 |
| 2.0303 | | Operations | Senior Manager | AT005226 | 4.0 |
| 2.0303 | | Operations | Vice President | AT022129 | 33.0 |
| 2.0303 | Emergency Response/Disaster Recovery/Business Continuity Plans Total | | | | 228.5 |
| 2.0304 | Fleet Management Plan | Operations | Field Supervisor | AT021005 | 8.0 |
| 2.0304 | | Operations | Field Supervisor | AT021565 | 26.0 |
| 2.0304 | | Operations | Vice President | QS0DU100 | 16.0 |
| 2.0304 | Fleet Management Plan Total | | | | 50.0 |
| 2.0305 | Asset Management | Utility Transformation | Director | QT088113 | 1.0 |
| 2.0305 | | Utility Transformation | Engineer | AT019026 | 1.0 |
| 2.0305 | | Utility Transformation | Field Supervisor | AT103914 | 17.5 |
| 2.0305 | | Utility Transformation | Manager | AT021428 | 11.5 |
| 2.0305 | | Utility Transformation | Manager | TEMP399 | 128.5 |
| 2.0305 | | Utility Transformation | Senior Analyst | TEMP303 | 80.0 |
| 2.0305 | | Utility Transformation | Senior Analyst | TEMP341 | 80.0 |
| 2.0305 | | Utility Transformation | Senior Analyst | TEMP177 | 80.0 |
| 2.0305 | | Utility Transformation | Senior Analyst | TEMP332 | 80.0 |
| 2.0305 | | Utility Transformation | Senior Analyst | TEMP150 | 80.0 |
| 2.0305 | | Utility Transformation | Senior Analyst | TEMP319 | 40.0 |
| 2.0305 | | Utility Transformation | Senior Analyst | TEMP260 | 80.0 |
| 2.0305 | | Utility Transformation | Senior Analyst | TEMP277 | 40.0 |
| 2.0305 | | Utility Transformation | Senior Director | QT088041 | 33.0 |
| 2.0305 | | Utility Transformation | Senior Director | QT088095 | 3.0 |
| 2.0305 | | Utility Transformation | Senior Director | QT088252 | 13.0 |
| 2.0305 | | Utility Transformation | Senior Manager | QT089031 | 35.0 |
| 2.0305 | | Utility Transformation | Vice President | QS085708 | 1.0 |
| 2.0305 | Asset Management Total | | | | 804.5 |
| 2.0306 | Workforce Management & Training Plan | HSE and Quality | Director | NWjphel29 | 15.0 |
| 2.0306 | | HSE and Quality | Director | NWjwies77 | 4.0 |
| 2.0306 | | HSE and Quality | Manager | NWjwats22 | 91.0 |
| 2.0306 | | HSE and Quality | Senior Analyst | NWpwarn58 | 9.5 |
| 2.0306 | | HSE and Quality | Trainer | NWjlope28 | 176.0 |
| 2.0306 | | HSE and Quality | Vice President | MC900001 | 3.0 |
| 2.0306 | Workforce Management & Training Plan Total | | | | 298.5 |
| 2.0307 | Safety Management Plan | HSE and Quality | Administrative Support | MC900036 | 120.0 |
| 2.0307 | | HSE and Quality | Analyst | MC900020 | 171.0 |
| 2.0307 | | HSE and Quality | Analyst | TEMP033 | 160.0 |
| 2.0307 | | HSE and Quality | Director | QS080701 | 160.0 |
| 2.0307 | | HSE and Quality | Field Tech | AT104629 | 135.0 |
| 2.0307 | | HSE and Quality | Field Tech | MC900017 | 48.0 |
| 2.0307 | | HSE and Quality | Senior Analyst | TEMP093 | 121.5 |
| 2.0307 | | HSE and Quality | Senior Analyst | TEMP076 | 120.0 |
| 2.0307 | | HSE and Quality | Vice President | MC900001 | 22.0 |
| 2.0307 | | HSE and Quality | Vice President | QS145447 | 48.0 |
| 2.0307 | | Operations | Field Supervisor | AT020449 | 3.0 |
| 2.0307 | Safety Management Plan Total | | | | 1,108.5 |

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|----------|--|------------------------------|------------------|---------------|---------------------|
| 2.0308 | Engineering and Asset Management | Utility Transformation | Analyst | QT088290 | 31.5 |
| 2.0308 | | Utility Transformation | Analyst | TEMP247 | 27.0 |
| 2.0308 | | Utility Transformation | Director | QT088231 | 86.0 |
| 2.0308 | | Utility Transformation | Director | QT088243 | 24.0 |
| 2.0308 | | Utility Transformation | Director | QT088251 | 96.5 |
| 2.0308 | | Utility Transformation | Director | QT088254 | 68.0 |
| 2.0308 | | Utility Transformation | Director | QT088279 | 109.5 |
| 2.0308 | | Utility Transformation | Director | QT088315 | 174.0 |
| 2.0308 | | Utility Transformation | Director | QT088339 | 49.0 |
| 2.0308 | | Utility Transformation | Director | QT088344 | 167.0 |
| 2.0308 | | Utility Transformation | Director | QT088346 | 156.0 |
| 2.0308 | | Utility Transformation | Director | TEMP028 | 30.5 |
| 2.0308 | | Utility Transformation | Engineer | AT018880 | 125.0 |
| 2.0308 | | Utility Transformation | Engineer | AT103813 | 90.5 |
| 2.0308 | | Utility Transformation | Engineer | AT108079 | 134.0 |
| 2.0308 | | Utility Transformation | Engineer | QT088194 | 53.0 |
| 2.0308 | | Utility Transformation | Engineer | QT088258 | 56.0 |
| 2.0308 | | Utility Transformation | Engineer | QT088296 | 76.0 |
| 2.0308 | | Utility Transformation | Engineer | QT088307 | 141.0 |
| 2.0308 | | Utility Transformation | Engineer | QT088330 | 148.0 |
| 2.0308 | | Utility Transformation | Engineer | QT089077 | 17.5 |
| 2.0308 | | Utility Transformation | Engineer | TEMP010 | 9.5 |
| 2.0308 | | Utility Transformation | Engineer | TEMP052 | 19.0 |
| 2.0308 | | Utility Transformation | Engineer | TEMP338 | 136.0 |
| 2.0308 | | Utility Transformation | Engineer | TEMP356 | 22.5 |
| 2.0308 | | Utility Transformation | Field Supervisor | QT088227 | 78.0 |
| 2.0308 | | Utility Transformation | Manager | AT010451 | 88.0 |
| 2.0308 | | Utility Transformation | Manager | TEMP042 | 24.5 |
| 2.0308 | | Utility Transformation | Senior Analyst | TEMP379 | 72.0 |
| 2.0308 | | Utility Transformation | Senior Analyst | TEMP060 | 72.0 |
| 2.0308 | | Utility Transformation | Senior Analyst | TEMP185 | 80.0 |
| 2.0308 | | Utility Transformation | Senior Director | QT088083 | 38.0 |
| 2.0308 | | Utility Transformation | Senior Director | QT088095 | 94.5 |
| 2.0308 | | Utility Transformation | Senior Director | QT088130 | 29.0 |
| 2.0308 | | Utility Transformation | Senior Director | QT088160 | 43.0 |
| 2.0308 | | Utility Transformation | Senior Director | QT088289 | 97.0 |
| 2.0308 | | Utility Transformation | Senior Director | QT088341 | 19.5 |
| 2.0308 | | Utility Transformation | Senior Director | QT088342 | 144.0 |
| 2.0308 | | Utility Transformation | Senior Director | QT088347 | 84.5 |
| 2.0308 | | Utility Transformation | Senior Director | QT088357 | 96.0 |
| 2.0308 | | Utility Transformation | Senior Director | QT088382 | 78.0 |
| 2.0308 | | Utility Transformation | Senior Director | TEMP024 | 13.5 |
| 2.0308 | | Utility Transformation | Senior Director | TEMP027 | 49.0 |
| 2.0308 | | Utility Transformation | Senior Manager | QT088360 | 144.0 |
| 2.0308 | | Utility Transformation | Senior Manager | QT089048 | 47.5 |
| 2.0308 | | Utility Transformation | Senior Manager | TEMP032 | 47.5 |
| 2.0308 | | Utility Transformation | Senior Manager | TEMP040 | 121.0 |
| 2.0308 | | Utility Transformation | Senior Manager | TEMP043 | 22.0 |
| 2.0308 | | Utility Transformation | Vice President | QT088017 | 4.0 |
| 2.0308 | | Utility Transformation | Vice President | QT088247 | 81.0 |
| 2.0308 | | Utility Transformation | Vice President | QT088305 | 27.0 |
| 2.0308 | | Utility Transformation | Vice President | QT088356 | 48.0 |
| 2.0308 | | Utility Transformation | Vice President | TEMP035 | 16.0 |
| 2.0308 | Engineering and Asset Management Total | | | | 3,805.5 |
| 2.0309 | Identification of Real Estate | Financial Management | Manager | AT019946 | 6.0 |
| 2.0309 | | Financial Management | Vice President | QS017171 | 2.0 |
| 2.0309 | Identification of Real Estate Total | | | | 8.0 |
| 2.0311 | System Operations Plan | Operations | Director | QS116459 | 4.0 |

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|----------|---|------------------------------|------------------------|---------------|---------------------|
| 2.0311 | | Operations | Engineer | AT112360 | 52.0 |
| 2.0311 | | Operations | Field Supervisor | AT020449 | 65.5 |
| 2.0311 | | Operations | Field Supervisor | AT021005 | 96.0 |
| 2.0311 | | Operations | Field Supervisor | AT104787 | 93.5 |
| 2.0311 | | Operations | Senior Analyst | TEMP141 | 95.0 |
| 2.0311 | | Operations | Senior Manager | AT003498 | 30.5 |
| 2.0311 | | Operations | Senior Manager | AT005226 | 12.0 |
| 2.0311 | | Operations | Senior Manager | AT019843 | 78.0 |
| 2.0311 | System Operations Plan Total | | | | 526.5 |
| 2.0312 | Vegetation Management Plan | Operations | Director | MC900012 | 0.5 |
| 2.0312 | | Operations | Field Supervisor | AT021565 | 67.0 |
| 2.0312 | | Operations | Field Supervisor | AT103914 | 3.0 |
| 2.0312 | Vegetation Management Plan Total | | | | 70.5 |
| 2.05 | Environmental Exposure Management Plan | HSE and Quality | Administrative Support | MC900036 | 40.0 |
| 2.05 | | HSE and Quality | Director | AT022534 | 250.5 |
| 2.05 | | HSE and Quality | Manager | QS157251 | 104.0 |
| 2.05 | | HSE and Quality | Vice President | MC900001 | 8.0 |
| 2.05 | Environmental Exposure Management Plan Total | | | | 402.5 |
| 3.02 | Development of Improvement Initiatives | Utility Transformation | Director | TEMP028 | 34.0 |
| 3.02 | Development of Improvement Initiatives Total | | | | 34.0 |
| 3.04 | Development of System Remediation Plan | Operations | Director | QS116459 | 4.0 |
| 3.04 | | Operations | Engineer | AT112360 | 16.0 |
| 3.04 | | Operations | Senior Manager | AT003498 | 9.0 |
| 3.04 | Development of System Remediation Plan Total | | | | 29.0 |
| 3.05 | Approval of System Remediation Plan | Regulatory | Analyst | AT111542 | 52.5 |
| 3.05 | | Regulatory | Analyst | AT112548 | 54.0 |
| 3.05 | | Regulatory | Director | AT201990 | 71.0 |
| 3.05 | | Regulatory | Manager | AT006055 | 127.5 |
| 3.05 | | Regulatory | Senior Manager | AT108770 | 16.0 |
| 3.05 | | Regulatory | Vice President | QS146648 | 30.0 |
| 3.05 | | Utility Transformation | Manager | AT010451 | 50.0 |
| 3.05 | Approval of System Remediation Plan Total | | | | 401.0 |
| 4.01 | Evaluating Customer Service Facilities and Assets | Customer Service | Director | MC900027 | 1.0 |
| 4.01 | Evaluating Customer Service Facilities and Assets Total | | | | 1.0 |
| 4.02 | Evaluating and Updating Customer Service Policies and Procedures | Customer Service | Analyst | AT019859 | 5.0 |
| 4.02 | | Customer Service | Analyst | TEMP002 | 112.5 |
| 4.02 | | Customer Service | Director | MC900027 | 21.0 |
| 4.02 | | Customer Service | Manager | AT015858 | 30.0 |
| 4.02 | | Customer Service | Senior Analyst | AT102970 | 109.5 |
| 4.02 | Evaluating and Updating Customer Service Policies and Procedures Total | | | | 278.0 |
| 4.03 | Development of a Meter Reading Plan | Utility Transformation | Analyst | QT088290 | 2.0 |
| 4.03 | | Utility Transformation | Director | QT088337 | 62.5 |
| 4.03 | | Utility Transformation | Director | TEMP034 | 134.0 |
| 4.03 | | Utility Transformation | Engineer | QT088309 | 76.0 |
| 4.03 | Development of a Meter Reading Plan Total | | | | 274.5 |
| 4.04 | Development of a Customer Service Transition Plan | Customer Service | Administrative Support | TEMP321 | 112.0 |
| 4.04 | | Customer Service | Administrative Support | TEMP207 | 112.0 |
| 4.04 | | Customer Service | Administrative Support | TEMP223 | 112.0 |
| 4.04 | | Customer Service | Analyst | AT019859 | 152.5 |
| 4.04 | | Customer Service | Analyst | AT101610 | 45.0 |
| 4.04 | | Customer Service | Analyst | MC900023 | 168.0 |
| 4.04 | | Customer Service | Analyst | MC900037 | 160.0 |
| 4.04 | | Customer Service | Analyst | MC900039 | 160.5 |
| 4.04 | | Customer Service | Analyst | TEMP285 | 160.0 |
| 4.04 | | Customer Service | Analyst | TEMP149 | 183.0 |
| 4.04 | | Customer Service | Analyst | TEMP148 | 120.0 |
| 4.04 | | Customer Service | Analyst | TEMP296 | 40.0 |
| 4.04 | | Customer Service | Director | MC900027 | 25.0 |

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|----------|---------------------|------------------------------|------------------|---------------|---------------------|
| 4.04 | | Customer Service | Director | TEMP045 | 160.0 |
| 4.04 | | Customer Service | Field Supervisor | MC900026 | 160.0 |
| 4.04 | | Customer Service | Manager | AT015858 | 75.0 |
| 4.04 | | Customer Service | Manager | MC900035 | 127.0 |
| 4.04 | | Customer Service | Manager | MC900040 | 171.0 |
| 4.04 | | Customer Service | Senior Analyst | AT102970 | 19.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP205 | 160.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP261 | 160.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP172 | 156.5 |
| 4.04 | | Customer Service | Senior Analyst | TEMP222 | 152.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP255 | 40.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP111 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP311 | 216.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP219 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP120 | 116.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP069 | 80.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP165 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP237 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP213 | 80.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP117 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP266 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP198 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP096 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP086 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP315 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP348 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP385 | 80.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP147 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP328 | 88.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP298 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP349 | 112.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP263 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP243 | 112.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP066 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP351 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP241 | 104.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP331 | 100.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP269 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP244 | 100.5 |
| 4.04 | | Customer Service | Senior Analyst | TEMP371 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP134 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP276 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP153 | 117.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP326 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP290 | 118.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP064 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP126 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP360 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP327 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP170 | 80.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP073 | 117.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP146 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP098 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP344 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP305 | 128.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP211 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP292 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP157 | 120.0 |

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|----------|---------------------|------------------------------|------------------|---------------|---------------------|
| 4.04 | | Customer Service | Senior Analyst | TEMP318 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP354 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP291 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP080 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP308 | 110.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP393 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP175 | 112.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP145 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP361 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP136 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP248 | 128.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP088 | 119.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP268 | 160.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP138 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP382 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP358 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP077 | 118.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP191 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP166 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP347 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP074 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP275 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP335 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP082 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP091 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP391 | 118.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP388 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP099 | 112.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP384 | 160.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP176 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP155 | 117.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP133 | 112.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP316 | 98.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP339 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP143 | 119.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP167 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP121 | 104.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP320 | 80.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP373 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP390 | 88.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP299 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP355 | 110.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP089 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP127 | 103.5 |
| 4.04 | | Customer Service | Senior Analyst | TEMP374 | 118.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP333 | 160.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP352 | 112.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP236 | 152.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP314 | 40.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP206 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP336 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP370 | 104.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP083 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP304 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP101 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP343 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP234 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP123 | 120.0 |

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|----------|---|------------------------------|------------------|---------------|---------------------|
| 4.04 | | Customer Service | Senior Analyst | TEMP283 | 115.5 |
| 4.04 | | Customer Service | Senior Analyst | TEMP274 | 110.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP387 | 116.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP342 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP182 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP116 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP221 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP218 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP119 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP284 | 74.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP196 | 111.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP195 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP103 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP181 | 116.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP215 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP249 | 112.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP106 | 116.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP350 | 76.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP159 | 40.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP324 | 120.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP293 | 71.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP362 | 80.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP226 | 112.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP256 | 80.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP330 | 79.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP161 | 40.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP288 | 115.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP210 | 117.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP317 | 112.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP280 | 64.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP070 | 104.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP169 | 80.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP201 | 116.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP365 | 43.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP072 | 43.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP216 | 43.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP158 | 40.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP212 | 43.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP071 | 43.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP250 | 38.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP337 | 43.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP294 | 40.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP267 | 40.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP346 | 40.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP307 | 43.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP203 | 40.0 |
| 4.04 | | Customer Service | Senior Analyst | TEMP323 | 43.0 |
| 4.04 | | Customer Service | Senior Manager | AT015517 | 60.0 |
| 4.04 | Development of a Customer Service Transition Plan Total | | | | 19,232.0 |
| 4.07 | Development and Implementation of a Customer Service Technology | Customer Service | Analyst | AT019654 | 157.5 |
| 4.07 | | Customer Service | Director | MC900027 | 27.0 |
| 4.07 | | Customer Service | Senior Manager | AT015517 | 30.0 |
| 4.07 | Development and Implementation of a Customer Service Technology Total | | | | 214.5 |
| 4.08 | Develop and Implement a Non-Technical Energy Loss Reduction Plan | Utility Transformation | Senior Analyst | TEMP319 | 40.0 |
| 4.08 | Develop and Implement a Non-Technical Energy Loss Reduction Plan Total | | | | 40.0 |
| 4.09 | Establish Integration Between Customer Services & T&D Ops | Customer Service | Director | MC900027 | 2.0 |
| 4.09 | | Customer Service | Field Supervisor | AT022731 | 142.5 |
| 4.09 | | Customer Service | Manager | AT015858 | 30.0 |

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|----------|--|------------------------------|------------------------|---------------|---------------------|
| 4.09 | | Customer Service | Senior Analyst | AT102970 | 5.5 |
| 4.09 | Establish Integration Between Customer Services & T&D Ops Total | | | | 180.0 |
| 5.04 | Development of Cyber Security and Business Continuity Plan | ITOT | Senior Analyst | AT102751 | 70.5 |
| 5.04 | Development of Cyber Security and Business Continuity Plan Total | | | | 70.5 |
| 5.05 | Development of an IT Asset Management Program | Operations | Field Supervisor | AT005130 | 48.0 |
| 5.05 | | Operations | Senior Analyst | TEMP364 | 48.0 |
| 5.05 | | Operations | Senior Analyst | TEMP115 | 8.0 |
| 5.05 | | Operations | Senior Analyst | TEMP302 | 48.0 |
| 5.05 | | Operations | Senior Analyst | TEMP233 | 48.0 |
| 5.05 | | Operations | Senior Analyst | TEMP278 | 48.0 |
| 5.05 | | Operations | Senior Analyst | TEMP144 | 88.0 |
| 5.05 | | Operations | Senior Analyst | TEMP369 | 72.0 |
| 5.05 | | Operations | Senior Analyst | TEMP242 | 80.0 |
| 5.05 | | Operations | Senior Analyst | TEMP129 | 48.0 |
| 5.05 | | Operations | Senior Analyst | TEMP394 | 64.0 |
| 5.05 | | Operations | Senior Analyst | TEMP202 | 72.0 |
| 5.05 | | Operations | Senior Analyst | TEMP262 | 64.0 |
| 5.05 | | Operations | Senior Analyst | TEMP108 | 64.0 |
| 5.05 | | Operations | Senior Analyst | TEMP395 | 16.0 |
| 5.05 | | Operations | Senior Analyst | TEMP188 | 64.0 |
| 5.05 | | Operations | Senior Analyst | TEMP200 | 64.0 |
| 5.05 | | Operations | Senior Analyst | TEMP197 | 64.0 |
| 5.05 | | Operations | Senior Analyst | TEMP306 | 72.0 |
| 5.05 | | Operations | Senior Analyst | TEMP224 | 72.0 |
| 5.05 | | Operations | Senior Analyst | TEMP353 | 64.0 |
| 5.05 | | Operations | Senior Analyst | TEMP279 | 64.0 |
| 5.05 | | Operations | Senior Analyst | TEMP254 | 24.0 |
| 5.05 | | Operations | Senior Analyst | TEMP235 | 72.0 |
| 5.05 | | Operations | Senior Analyst | TEMP104 | 64.0 |
| 5.05 | | Operations | Senior Analyst | TEMP154 | 64.0 |
| 5.05 | | Operations | Senior Analyst | TEMP273 | 64.0 |
| 5.05 | | Operations | Senior Analyst | TEMP378 | 80.0 |
| 5.05 | | Operations | Senior Analyst | TEMP312 | 80.0 |
| 5.05 | | Operations | Senior Analyst | TEMP231 | 80.0 |
| 5.05 | | Operations | Senior Analyst | TEMP204 | 88.0 |
| 5.05 | | Operations | Senior Analyst | TEMP322 | 40.0 |
| 5.05 | | Operations | Senior Analyst | TEMP128 | 80.0 |
| 5.05 | | Operations | Senior Analyst | TEMP180 | 88.0 |
| 5.05 | | Operations | Senior Analyst | TEMP067 | 88.0 |
| 5.05 | | Operations | Senior Analyst | TEMP334 | 88.0 |
| 5.05 | | Operations | Senior Analyst | TEMP113 | 80.0 |
| 5.05 | | Operations | Senior Analyst | TEMP140 | 40.0 |
| 5.05 | | Operations | Senior Analyst | TEMP253 | 88.0 |
| 5.05 | Development of an IT Asset Management Program Total | | | | 2,488.0 |
| 5.07 | Commencement Cutover Planning | ITOT | Administrative Support | MC900024 | 80.0 |
| 5.07 | | ITOT | Administrative Support | MC900029 | 190.5 |
| 5.07 | | ITOT | Administrative Support | MC900030 | 199.0 |
| 5.07 | | ITOT | Administrative Support | MC900031 | 193.0 |
| 5.07 | | ITOT | Administrative Support | MC900032 | 216.5 |
| 5.07 | | ITOT | Analyst | TEMP029 | 152.5 |
| 5.07 | | ITOT | Director | QS017868 | 189.0 |
| 5.07 | | ITOT | Manager | AT015685 | 251.0 |
| 5.07 | | ITOT | Senior Analyst | AT102751 | 25.5 |
| 5.07 | | ITOT | Senior Analyst | AT201680 | 374.0 |
| 5.07 | | ITOT | Senior Analyst | TEMP030 | 156.0 |
| 5.07 | | ITOT | Vice President | MC900005 | 209.0 |
| 5.07 | Commencement Cutover Planning Total | | | | 2,236.0 |
| 6.04 | Establishing a Financial Accounting System and Account Structure | Financial Management | Director | AT017148 | 223.0 |

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|----------|---|--|------------------|---------------|---------------------|
| 6.04 | | Financial Management | Director | QS017250 | 190.5 |
| 6.04 | | Financial Management | Senior Analyst | AT014994 | 148.0 |
| 6.04 | | Financial Management | Senior Analyst | TEMP006 | 12.0 |
| 6.04 | | Financial Management | Vice President | QS017171 | 8.0 |
| 6.04 | Establishing a Financial Accounting System and Account Structure Total | | | | 581.5 |
| 6.05 | Preparing Initial Budgets and Other Financial Forecasts | Financial Management | Manager | AT103739 | 179.0 |
| 6.05 | | Financial Management | Senior Analyst | AT014994 | 36.0 |
| 6.05 | | Integration Management Office | Manager | AT004852 | 2.5 |
| 6.05 | | Operations | Director | QS116459 | 4.0 |
| 6.05 | | Utility Transformation | Vice President | TEMP046 | 44.5 |
| 6.05 | Preparing Initial Budgets and Other Financial Forecasts Total | | | | 266.0 |
| 6.06 | Establishing Bank Accounts | Financial Management | Director | QS183719 | 17.0 |
| 6.06 | Establishing Bank Accounts Total | | | | 17.0 |
| 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting systems | Financial Management | Director | QS183719 | 75.0 |
| 6.07 | | Financial Management | Manager | TEMP036 | 206.0 |
| 6.07 | | Financial Management | Manager | TEMP044 | 211.0 |
| 6.07 | | Financial Management | Manager | TEMP049 | 222.0 |
| 6.07 | | Financial Management | Manager | TEMP050 | 212.0 |
| 6.07 | | Financial Management | Manager | TEMP051 | 219.0 |
| 6.07 | | Financial Management | Senior Analyst | TEMP173 | 54.0 |
| 6.07 | | Financial Management | Senior Analyst | TEMP389 | 53.0 |
| 6.07 | | Financial Management | Senior Analyst | TEMP265 | 53.0 |
| 6.07 | | Financial Management | Senior Analyst | TEMP122 | 53.0 |
| 6.07 | | Financial Management | Vice President | QS017171 | 8.0 |
| 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting systems Total | | | | 1,366.0 |
| 6.09 | Processes & Procedures and Overall Internal Controls | Financial Management | Manager | AT204090 | 2.5 |
| 6.09 | | Regulatory | Engineer | QT088325 | 12.0 |
| 6.09 | | Regulatory | Manager | AT208674 | 52.0 |
| 6.09 | Processes & Procedures and Overall Internal Controls Total | | | | 66.5 |
| 7.02 | Policies and Procedures | Regulatory | Engineer | QT088325 | 102.0 |
| 7.02 | Policies and Procedures Total | | | | 102.0 |
| 7.05 | Project Worksheet Assessment (also covered under Section 4.3) | Regulatory | Vice President | QS146648 | 2.0 |
| 7.05 | Project Worksheet Assessment (also covered under Section 4.3) Total | | | | 2.0 |
| 7.08 | Drafting, Revising and Finalizing Federal Funding Procurement Manual | Regulatory | Vice President | QS146648 | 12.0 |
| 7.08 | Drafting, Revising and Finalizing Federal Funding Procurement Manual Total | | | | 12.0 |
| 8.02 | Recruiting and Staffing | Capital Programs and Back End Transition | Manager | AT104560 | 2.0 |
| 8.02 | | Financial Management | Manager | AT103739 | 6.0 |
| 8.02 | | Financial Management | Manager | QS061408 | 1.5 |
| 8.02 | | Financial Management | Senior Manager | AT114365 | 80.5 |
| 8.02 | | Financial Management | Vice President | QS017171 | 5.5 |
| 8.02 | | Human Resources | Director | QS080837 | 95.0 |
| 8.02 | | Human Resources | Senior Analyst | AT103026 | 105.0 |
| 8.02 | | Human Resources | Senior Analyst | TEMP163 | 59.0 |
| 8.02 | | Human Resources | Senior Analyst | TEMP189 | 99.0 |
| 8.02 | | Human Resources | Senior Analyst | TEMP258 | 48.0 |
| 8.02 | | Integration Management Office | Analyst | QS191328 | 160.0 |
| 8.02 | | ITOT | Senior Analyst | AT102751 | 11.0 |
| 8.02 | | Operations | Director | MC900012 | 37.0 |
| 8.02 | | Operations | Director | QAGR100 | 8.0 |
| 8.02 | | Operations | Director | QS116459 | 68.0 |
| 8.02 | | Operations | Engineer | AT112360 | 18.0 |
| 8.02 | | Operations | Field Supervisor | AT005130 | 16.0 |
| 8.02 | | Operations | Field Supervisor | AT020434 | 6.0 |
| 8.02 | | Operations | Field Supervisor | AT020449 | 66.5 |
| 8.02 | | Operations | Field Supervisor | AT021005 | 41.0 |
| 8.02 | | Operations | Field Supervisor | AT021565 | 63.0 |
| 8.02 | | Operations | Field Supervisor | AT104787 | 26.5 |
| 8.02 | | Operations | Field Supervisor | AT111882 | 52.0 |

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|----------|---|------------------------------|------------------|---------------|---------------------|
| 8.02 | | Operations | Field Supervisor | QS179065 | 69.5 |
| 8.02 | | Operations | Manager | AT014817 | 27.0 |
| 8.02 | | Operations | Senior Manager | AT003498 | 32.0 |
| 8.02 | | Operations | Senior Manager | AT005226 | 10.0 |
| 8.02 | | Operations | Senior Manager | AT019843 | 70.5 |
| 8.02 | | Operations | Vice President | AT022129 | 28.5 |
| 8.02 | | Regulatory | Vice President | QS146648 | 7.0 |
| 8.02 | | Utility Transformation | Director | QT088212 | 119.0 |
| 8.02 | | Utility Transformation | Director | QT088213 | 16.0 |
| 8.02 | | Utility Transformation | Director | TEMP031 | 163.0 |
| 8.02 | | Utility Transformation | Engineer | AT018880 | 25.0 |
| 8.02 | | Utility Transformation | Engineer | AT103813 | 14.0 |
| 8.02 | | Utility Transformation | Engineer | AT108079 | 16.0 |
| 8.02 | | Utility Transformation | Engineer | QT088329 | 0.5 |
| 8.02 | | Utility Transformation | Manager | AT004353 | 75.0 |
| 8.02 | | Utility Transformation | Manager | AT009474 | 37.0 |
| 8.02 | | Utility Transformation | Manager | AT010451 | 38.0 |
| 8.02 | | Utility Transformation | Manager | AT108042 | 31.5 |
| 8.02 | | Utility Transformation | Senior Analyst | TEMP060 | 3.0 |
| 8.02 | | Utility Transformation | Senior Director | QT088083 | 2.5 |
| 8.02 | | Utility Transformation | Vice President | QS085708 | 136.0 |
| 8.02 | | Utility Transformation | Vice President | QT088015 | 13.0 |
| 8.02 | | Utility Transformation | Vice President | QT088305 | 53.0 |
| 8.02 | | Utility Transformation | Vice President | QT088356 | 44.0 |
| 8.02 | | Human Resources | Vice President | QS055786 | 31.0 |
| 8.02 | Recruiting and Staffing Total | | | | 2,136.5 |
| 8.05 | Stand Up Human Capital Management (HCM) System | Human Resources | Director | QS080837 | 60.0 |
| 8.05 | | Human Resources | Senior Analyst | TEMP102 | 120.0 |
| 8.05 | | Human Resources | Senior Analyst | TEMP366 | 120.0 |
| 8.05 | | Human Resources | Senior Manager | MC900006 | 80.0 |
| 8.05 | Stand Up Human Capital Management (HCM) System Total | | | | 380.0 |
| 8.06 | Communication Plan | Communications | Director | MC900007 | 205.0 |
| 8.06 | | Communications | Director | QS145369 | 5.0 |
| 8.06 | | Communications | Vice President | MC900003 | 20.0 |
| 8.06 | | Corporate Services | Senior Manager | MC900010 | 128.0 |
| 8.06 | | Corporate Services | Vice President | MC900003 | 87.0 |
| 8.06 | Communication Plan Total | | | | 445.0 |
| 8.07 | Training (Workforce Development) Plan | Operations | Director | MC900015 | 7.5 |
| 8.07 | | Operations | Director | QS116459 | 4.0 |
| 8.07 | | Operations | Field Supervisor | AT005130 | 62.0 |
| 8.07 | | Operations | Field Supervisor | AT020449 | 17.0 |
| 8.07 | | Operations | Field Supervisor | AT104787 | 22.5 |
| 8.07 | | Operations | Senior Analyst | TEMP364 | 40.0 |
| 8.07 | | Operations | Senior Analyst | TEMP115 | 78.5 |
| 8.07 | | Operations | Senior Analyst | TEMP302 | 40.0 |
| 8.07 | | Operations | Senior Analyst | TEMP233 | 36.0 |
| 8.07 | | Operations | Senior Analyst | TEMP278 | 40.0 |
| 8.07 | | Operations | Senior Analyst | TEMP369 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP394 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP202 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP262 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP108 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP395 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP188 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP200 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP197 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP306 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP224 | 16.0 |

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|----------|--|------------------------------|------------------|---------------|---------------------|
| 8.07 | | Operations | Senior Analyst | TEMP353 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP279 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP254 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP235 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP104 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP154 | 16.0 |
| 8.07 | | Operations | Senior Analyst | TEMP273 | 16.0 |
| 8.07 | | Operations | Senior Manager | AT005226 | 48.0 |
| 8.07 | Training (Workforce Development) Plan Total | | | | 683.5 |
| 8.08 | Develop Employee Retirement Plan | Human Resources | Director | QS080837 | 70.0 |
| 8.08 | | Human Resources | Senior Analyst | TEMP271 | 94.0 |
| 8.08 | | Human Resources | Senior Analyst | TEMP225 | 98.0 |
| 8.08 | Develop Employee Retirement Plan Total | | | | 262.0 |
| 8.12 | Develop a Community Investment Plan | Corporate Services | Director | AT099584 | 19.5 |
| 8.12 | Develop a Community Investment Plan Total | | | | 19.5 |
| 9.01 | Genco Shared Services Agreement Approval | Regulatory | Engineer | QT088325 | 8.0 |
| 9.01 | | Regulatory | Vice President | QS146648 | 4.5 |
| 9.01 | Genco Shared Services Agreement Approval Total | | | | 12.5 |
| 9.02 | Emergency Response Plan Approval | Regulatory | Vice President | QS146648 | 5.0 |
| 9.02 | Emergency Response Plan Approval Total | | | | 5.0 |
| 9.03 | Non-Federal Funding Procurement Manual Approval | Financial Management | Director | AT104919 | 112.0 |
| 9.03 | | Financial Management | Vice President | QS017171 | 23.0 |
| 9.03 | Non-Federal Funding Procurement Manual Approval Total | | | | 135.0 |
| 9.04 | Physical Security Plan Approval | Utility Transformation | Manager | AT108042 | 9.0 |
| 9.04 | | Utility Transformation | Manager | AT114978 | 1.0 |
| 9.04 | Physical Security Plan Approval Total | | | | 10.0 |
| 9.05 | Data Security Plan Approval | ITOT | Senior Analyst | AT102751 | 18.0 |
| 9.05 | Data Security Plan Approval Total | | | | 18.0 |
| 9.07 | System Operation Principles Regulatory Approval | Regulatory | Analyst | AT111542 | 41.5 |
| 9.07 | | Regulatory | Analyst | AT112548 | 55.5 |
| 9.07 | | Regulatory | Director | AT201990 | 43.0 |
| 9.07 | | Regulatory | Engineer | QT088325 | 17.0 |
| 9.07 | | Regulatory | Senior Manager | AT108770 | 29.5 |
| 9.07 | | Regulatory | Vice President | QS146648 | 34.5 |
| 9.07 | System Operation Principles Regulatory Approval Total | | | | 221.0 |
| 10.02 | Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Financial Management | Manager | AT019946 | 5.0 |
| 10.02 | | Financial Management | Manager | QS061408 | 6.0 |
| 10.02 | | Financial Management | Senior Manager | AT114365 | 50.0 |
| 10.02 | | Financial Management | Vice President | QS017171 | 40.5 |
| 10.02 | Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. Total | | | | 101.5 |
| 10.03 | Assuming Existing Subcontracts | Financial Management | Senior Analyst | AT102871 | 15.0 |
| 10.03 | | Financial Management | Senior Analyst | AT103807 | 13.0 |
| 10.03 | | Financial Management | Senior Analyst | TEMP003 | 15.5 |
| 10.03 | | Financial Management | Vice President | AT115657 | 150.0 |
| 10.03 | | Financial Management | Vice President | QS017171 | 3.0 |
| 10.03 | Assuming Existing Subcontracts Total | | | | 196.5 |
| 12.02 | Required Insurance | Financial Management | Manager | AT204090 | 7.0 |
| 12.02 | | Financial Management | Manager | QS017134 | 45.0 |
| 12.02 | | Financial Management | Manager | QS061408 | 153.5 |
| 12.02 | | Financial Management | Vice President | QS017171 | 12.5 |
| 12.02 | Required Insurance Total | | | | 218.0 |
| 12.03 | Baseline Performance Levels | Utility Transformation | Senior Director | QT088289 | 48.0 |
| 12.03 | | Utility Transformation | Vice President | QS085708 | 2.0 |
| 12.03 | Baseline Performance Levels Total | | | | 50.0 |
| 12.1 | Section 4.5: Conditions Precedent to Service Commencement Date | Corporate Services | Senior Analyst | TEMP139 | 17.5 |
| 12.1 | | Corporate Services | Senior Manager | MC900008 | 32.0 |
| 12.1 | | Corporate Services | Senior Manager | MC900009 | 39.0 |
| 12.1 | | Corporate Services | Vice President | MC900003 | 33.0 |

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|------------|--|--|------------------------|---------------|---------------------|
| 12.1 | | Legal | Vice President | QS045177 | 317.0 |
| 12.1 | Section 4.5: Conditions Precedent to Service Commencement Date Total | | | | 438.5 |
| Non HOC 01 | ManagementCo IT Systems | ITOT | Administrative Support | MC900024 | 40.0 |
| Non HOC 01 | ManagementCo IT Systems Total | | | | 40.0 |
| Non HOC 02 | ServCo IT Systems | ITOT | Administrative Support | MC900034 | 202.5 |
| Non HOC 02 | | ITOT | Director | QS017868 | 69.0 |
| Non HOC 02 | | ITOT | Manager | QS055642 | 206.0 |
| Non HOC 02 | | ITOT | Senior Analyst | AT022305 | 236.5 |
| Non HOC 02 | | ITOT | Senior Analyst | AT102751 | 19.5 |
| Non HOC 02 | | ITOT | Senior Analyst | QS017104 | 165.5 |
| Non HOC 02 | | ITOT | Senior Analyst | TEMP005 | 25.5 |
| Non HOC 02 | | ITOT | Vice President | MC900005 | 106.0 |
| Non HOC 02 | ServCo IT Systems Total | | | | 1,030.5 |
| Non HOC 03 | Open Claims Review | Corporate Services | Senior Manager | MC900009 | 9.5 |
| Non HOC 03 | Open Claims Review Total | | | | 9.5 |
| Non HOC 04 | Stand Up Capital Program Organization | Capital Programs and Back End Transition | Manager | AT104560 | 140.5 |
| Non HOC 04 | | Capital Programs and Back End Transition | Manager | AT110285 | 142.5 |
| Non HOC 04 | | Capital Programs and Back End Transition | Trainer | TEMP208 | 41.5 |
| Non HOC 04 | | Capital Programs and Back End Transition | Vice President | AT004051 | 138.0 |
| Non HOC 04 | | Integration Management Office | Manager | AT004852 | 22.5 |
| Non HOC 04 | | Integration Management Office | Vice President | AT017346 | 24.0 |
| Non HOC 04 | Stand Up Capital Program Organization Total | | | | 509.0 |
| Non HOC 06 | Regulatory Support of Handover Checklist Items | Regulatory | Analyst | AT111542 | 48.0 |
| Non HOC 06 | | Regulatory | Director | AT201990 | 71.0 |
| Non HOC 06 | | Regulatory | Senior Manager | AT108770 | 14.0 |
| Non HOC 06 | | Regulatory | Vice President | QS146648 | 3.0 |
| Non HOC 06 | Regulatory Support of Handover Checklist Items Total | | | | 136.0 |
| Non HOC 07 | Front-End Transition Legal support and advice | Corporate Services | Senior Manager | MC900009 | 88.5 |
| Non HOC 07 | | Legal | Administrative Support | QS100254 | 7.5 |
| Non HOC 07 | | Legal | Senior Analyst | TEMP300 | 40.0 |
| Non HOC 07 | Front-End Transition Legal support and advice Total | | | | 136.0 |
| Non HOC 10 | Interconnection Agreements | Utility Transformation | Analyst | TEMP038 | 136.0 |
| Non HOC 10 | | Utility Transformation | Analyst | TEMP037 | 32.0 |
| Non HOC 10 | | Utility Transformation | Director | QT088010 | 91.0 |
| Non HOC 10 | | Utility Transformation | Director | QT088243 | 80.0 |
| Non HOC 10 | | Utility Transformation | Engineer | QT088173 | 97.0 |
| Non HOC 10 | | Utility Transformation | Engineer | QT088318 | 160.0 |
| Non HOC 10 | | Utility Transformation | Manager | AT108042 | 1.0 |
| Non HOC 10 | | Utility Transformation | Senior Director | QT088095 | 3.0 |
| Non HOC 10 | | Utility Transformation | Senior Manager | QT088360 | 20.0 |
| Non HOC 10 | | Utility Transformation | Senior Manager | TEMP039 | 29.0 |
| Non HOC 10 | | Utility Transformation | Vice President | QT088015 | 2.0 |
| Non HOC 10 | Interconnection Agreements Total | | | | 651.0 |
| Non HOC 11 | Development of System Operations Principles | Regulatory | Senior Director | QT088313 | 4.0 |
| Non HOC 11 | Development of System Operations Principles Total | | | | 4.0 |
| Non HOC 13 | IRP Coordination | Regulatory | Director | QT088262 | 49.0 |
| Non HOC 13 | IRP Coordination Total | | | | 49.0 |
| Non HOC 14 | GenCo-GridCo integration | Regulatory | Engineer | QT088325 | 17.0 |
| Non HOC 14 | | Regulatory | Senior Director | QT088313 | 76.0 |
| Non HOC 14 | | Regulatory | Vice President | QS146648 | 7.0 |
| Non HOC 14 | GenCo-GridCo integration Total | | | | 100.0 |
| Non HOC 15 | LUMA MC Ongoing Back Office Support | Financial Management | Analyst | QS130160 | 1.0 |
| Non HOC 15 | | Financial Management | Director | QS183719 | 88.5 |
| Non HOC 15 | | Financial Management | Senior Analyst | QS178869 | 148.0 |
| Non HOC 15 | | Financial Management | Vice President | QS017171 | 31.0 |
| Non HOC 15 | LUMA MC Ongoing Back Office Support Total | | | | 268.5 |
| Non HOC 16 | PREB Resolutions and Orders | Financial Management | Vice President | QS017171 | 24.0 |
| Non HOC 16 | | Integration Management Office | Vice President | AT017346 | 71.0 |

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|--------------|--|------------------------------|------------------|---------------|---------------------|
| Non HOC 16 | | ITOT | Vice President | MC900005 | 18.0 |
| Non HOC 16 | | Regulatory | Director | AT201990 | 21.5 |
| Non HOC 16 | | Regulatory | Vice President | QS146648 | 1.0 |
| Non HOC 16 | | Utility Transformation | Analyst | QT088290 | 40.0 |
| Non HOC 16 | | Utility Transformation | Analyst | TEMP247 | 84.0 |
| Non HOC 16 | | Utility Transformation | Director | MC900002 | 106.0 |
| Non HOC 16 | | Utility Transformation | Director | QT088254 | 51.0 |
| Non HOC 16 | | Utility Transformation | Director | QT088262 | 45.0 |
| Non HOC 16 | | Utility Transformation | Engineer | AT018880 | 1.0 |
| Non HOC 16 | | Utility Transformation | Engineer | AT103813 | 15.5 |
| Non HOC 16 | | Utility Transformation | Engineer | QT088320 | 73.0 |
| Non HOC 16 | | Utility Transformation | Engineer | QT088329 | 132.5 |
| Non HOC 16 | | Utility Transformation | Manager | AT010451 | 53.0 |
| Non HOC 16 | | Utility Transformation | Manager | AT021428 | 65.0 |
| Non HOC 16 | | Utility Transformation | Manager | AT108042 | 124.5 |
| Non HOC 16 | | Utility Transformation | Senior Director | QT088338 | 61.5 |
| Non HOC 16 | | Utility Transformation | Senior Manager | QT088143 | 24.0 |
| Non HOC 16 | | Utility Transformation | Vice President | QS085708 | 72.0 |
| Non HOC 16 | | Utility Transformation | Vice President | QT088208 | 2.0 |
| Non HOC 16 | | Utility Transformation | Vice President | QT088356 | 55.0 |
| Non HOC 16 | PREB Resolutions and Orders Total | | | | 1,140.5 |
| Non Hoc 17 | Corporate Services – Security | Corporate Services | Analyst | MC900022 | 168.0 |
| Non Hoc 17 | | Corporate Services | Analyst | MC900025 | 168.0 |
| Non Hoc 17 | | Corporate Services | Analyst | MC900028 | 168.0 |
| Non Hoc 17 | | Corporate Services | Analyst | MC900033 | 172.0 |
| Non Hoc 17 | | Corporate Services | Director | MC900013 | 257.0 |
| Non Hoc 17 | | Corporate Services | Manager | MC900021 | 168.0 |
| Non Hoc 17 | | Corporate Services | Senior Analyst | TEMP214 | 169.0 |
| Non Hoc 17 | | Corporate Services | Senior Analyst | TEMP270 | 171.0 |
| Non Hoc 17 | | Corporate Services | Senior Analyst | TEMP114 | 168.0 |
| Non Hoc 17 | | Corporate Services | Senior Analyst | TEMP264 | 88.0 |
| Non Hoc 17 | | Corporate Services | Senior Analyst | TEMP220 | 88.0 |
| Non Hoc 17 | | Corporate Services | Senior Analyst | TEMP295 | 88.0 |
| Non Hoc 17 | | Corporate Services | Senior Analyst | TEMP392 | 88.0 |
| Non Hoc 17 | | Corporate Services | Senior Analyst | TEMP230 | 88.5 |
| Non Hoc 17 | | Corporate Services | Senior Analyst | TEMP168 | 80.0 |
| Non Hoc 17 | | Corporate Services | Vice President | MC900003 | 80.0 |
| Non Hoc 17 | Corporate Services – Security Total | | | | 2,209.5 |
| Non HOC 18 | FOMB Fiscal Plan and Protocol Agreement | Financial Management | Manager | AT103739 | 35.5 |
| Non HOC 18 | | Financial Management | Vice President | QS017171 | 8.5 |
| Non HOC 18 | | Regulatory | Director | AT201990 | 5.0 |
| Non HOC 18 | | Regulatory | Senior Manager | AT108770 | 21.5 |
| Non HOC 18 | | Regulatory | Vice President | QS146648 | 3.0 |
| Non HOC 18 | FOMB Fiscal Plan and Protocol Agreement Total | | | | 73.5 |
| Total | | | | | 53907 |

Summary of Hours by HOC Item (previous months)

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|----------|---|-------------------------------|------------------------|---------------|---------------------|
| 1 | General & Transition Management | Executive | Administrative Support | AT114368 | 47 |
| 1 | | Executive | Vice President | QS082634 | 13.5 |
| 1 | | Financial Management | Director | MC900016 | 84.5 |
| 1 | | HSE and Quality | Field Tech | AT104629 | 6 |
| 1 | | Human Resources | Manager | QS017211 | 16 |
| 1 | | Integration Management Office | Vice President | AT014535 | 53.5 |
| 1 | | Operations | Director | MC900015 | 2 |
| 1 | | Operations | Director | QS116459 | 1 |
| 1 | | Operations | Field Supervisor | AT020434 | 0.5 |
| 1 | | Operations | Vice President | AT022129 | 0.5 |
| 1 | | Regulatory | Director | AT201990 | 3 |
| 1 | | Utility Transformation | Administrative Support | QT088060 | 6 |
| 1 | | Utility Transformation | Analyst | QT088167 | 12 |
| 1 | | Utility Transformation | Manager | AT009474 | 20 |
| 1 | | Utility Transformation | Vice President | QT088048 | 40 |
| 1 | General & Transition Management Total | | | | 305.5 |
| 1.01 | Government Approvals | Regulatory | Manager | AT208674 | 139 |
| 1.01 | Government Approvals Total | | | | 139 |
| 1.02 | Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates) | Regulatory | Manager | AT208674 | 51 |
| 1.02 | | Utility Transformation | Vice President | QT088356 | 12 |
| 1.02 | Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates) Total | | | | 63 |
| 1.03 | PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals) | Regulatory | Director | AT201990 | 94 |
| 1.03 | | Regulatory | Senior Manager | AT108770 | 22.5 |
| 1.03 | PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals) Total | | | | 116.5 |
| 2.01 | Development and Implementation of an Operations Takeover Plan for Transmission and Sub-Transm | Utility Transformation | Vice President | QT088356 | 7 |
| 2.01 | Development and Implementation of an Operations Takeover Plan for Transmission and Sub-Trans | | | | 7 |
| 2.0301 | Transition Plan for T&D Control Centers | Utility Transformation | Vice President | QT088208 | 18 |
| 2.0301 | Transition Plan for T&D Control Centers Total | | | | 18 |
| 2.0302 | Transition Plan for Operations and Maintenance (O&M) Activities | Operations | Director | MC900015 | 6.5 |
| 2.0302 | | Operations | Director | QS116459 | 1 |
| 2.0302 | | Operations | Field Supervisor | AT111882 | 72 |
| 2.0302 | Transition Plan for Operations and Maintenance (O&M) Activities Total | | | | 79.5 |
| 2.0303 | Emergency Response/Disaster Recovery/Business Continuity Plans | Operations | Field Supervisor | AT111882 | 8 |
| 2.0303 | Emergency Response/Disaster Recovery/Business Continuity Plans Total | | | | 8 |
| 2.0305 | Asset Management | Utility Transformation | Director | QT088262 | 2 |
| 2.0305 | | Utility Transformation | Manager | AT010451 | 23.5 |
| 2.0305 | | Utility Transformation | Vice President | QT088356 | 3 |
| 2.0305 | Asset Management Total | | | | 28.5 |
| 2.0306 | Workforce Management & Training Plan | HSE and Quality | Analyst | QSPEREZJ10 | 0.5 |
| 2.0306 | | HSE and Quality | Director | NWjphel29 | 36 |
| 2.0306 | | HSE and Quality | Director | NWjwies77 | 2 |
| 2.0306 | | HSE and Quality | Senior Analyst | NWpwarn58 | 51 |
| 2.0306 | Workforce Management & Training Plan Total | | | | 89.5 |
| 2.0307 | Safety Management Plan | HSE and Quality | Director | QS080701 | 40 |
| 2.0307 | | HSE and Quality | Field Tech | AT104629 | 17 |
| 2.0307 | Safety Management Plan Total | | | | 57 |
| 2.0308 | Engineering and Asset Management | Utility Transformation | Director | QT088251 | 14.5 |
| 2.0308 | | Utility Transformation | Director | QT088262 | 15 |
| 2.0308 | | Utility Transformation | Director | QT088279 | 37 |
| 2.0308 | | Utility Transformation | Engineer | QT088194 | 18 |
| 2.0308 | | Utility Transformation | Engineer | QT088258 | 17 |
| 2.0308 | | Utility Transformation | Engineer | TEMP356 | 15 |
| 2.0308 | | Utility Transformation | Field Supervisor | QT088227 | 28 |
| 2.0308 | | Utility Transformation | Senior Manager | TEMP032 | 17 |
| 2.0308 | | Utility Transformation | Trainer | TEMP026 | 130 |
| 2.0308 | | Utility Transformation | Vice President | QT088017 | 15 |

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|----------|---|------------------------------|------------------------|---------------|---------------------|
| 2.0308 | | Utility Transformation | Vice President | QT088356 | 4 |
| 2.0308 | Engineering and Asset Management Total | | | | 310.5 |
| 2.031 | Materials Management & Warehouse Plan | Operations | Field Supervisor | AT020434 | 3 |
| 2.031 | Materials Management & Warehouse Plan Total | | | | 3 |
| 2.0311 | System Operations Plan | Operations | Director | QS116459 | 1 |
| 2.0311 | System Operations Plan Total | | | | 1 |
| 3.04 | Development of System Remediation Plan | Operations | Director | QS116459 | 1 |
| 3.04 | | Operations | Field Supervisor | AT020434 | 0.5 |
| 3.04 | | Utility Transformation | Engineer | TEMP401 | 9 |
| 3.04 | | Utility Transformation | Manager | AT003668 | 10 |
| 3.04 | Development of System Remediation Plan Total | | | | 20.5 |
| 3.05 | Approval of System Remediation Plan | Regulatory | Director | AT201990 | 31 |
| 3.05 | | Utility Transformation | Vice President | QT088208 | -7 |
| 3.05 | Approval of System Remediation Plan Total | | | | 24 |
| 4.04 | Development of a Customer Service Transition Plan | Customer Service | Analyst | AT101610 | 32 |
| 4.04 | | Customer Service | Analyst | TEMP285 | 16 |
| 4.04 | | Customer Service | Senior Analyst | TEMP069 | 40 |
| 4.04 | | Customer Service | Senior Analyst | TEMP385 | 40 |
| 4.04 | | Customer Service | Senior Analyst | TEMP320 | 40 |
| 4.04 | Development of a Customer Service Transition Plan Total | | | | 168 |
| 6.04 | Establishing a Financial Accounting System and Account Structure | Financial Management | Director | AT017148 | 32 |
| 6.04 | | Financial Management | Director | QS017250 | 30 |
| 6.04 | Establishing a Financial Accounting System and Account Structure Total | | | | 62 |
| 6.05 | Preparing Initial Budgets and Other Financial Forecasts | Financial Management | Manager | AT103739 | 43 |
| 6.05 | | Financial Management | Manager | QS061408 | 5 |
| 6.05 | | Operations | Director | QS116459 | 1 |
| 6.05 | | Operations | Field Supervisor | AT020434 | 2 |
| 6.05 | Preparing Initial Budgets and Other Financial Forecasts Total | | | | 51 |
| 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting systems | Financial Management | Director | QS183719 | 150 |
| 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting systems Total | | | | 150 |
| 6.09 | Processes & Procedures and Overall Internal Controls | Regulatory | Manager | AT208674 | 19 |
| 6.09 | Processes & Procedures and Overall Internal Controls Total | | | | 19 |
| 7.02 | Policies and Procedures | Regulatory | Engineer | QT088325 | 115 |
| 7.02 | | Regulatory | Manager | AT208674 | 18 |
| 7.02 | Policies and Procedures Total | | | | 133 |
| 8.02 | Recruiting and Staffing | Financial Management | Director | MC900016 | 43 |
| 8.02 | | Financial Management | Manager | QS061408 | 1.5 |
| 8.02 | | Financial Management | Senior Analyst | AT017528 | 4.5 |
| 8.02 | | Financial Management | Senior Manager | AT114365 | 22 |
| 8.02 | | Human Resources | Administrative Support | AT115913 | 36 |
| 8.02 | | Human Resources | Administrative Support | AT115398 | 49 |
| 8.02 | | Human Resources | Director | AT003336 | 34 |
| 8.02 | | Human Resources | Director | QS080837 | 16 |
| 8.02 | | Human Resources | Vice President | MC900004 | 26.5 |
| 8.02 | | Operations | Director | MC900015 | 10 |
| 8.02 | | Operations | Director | QS116459 | 33 |
| 8.02 | | Operations | Field Supervisor | AT020434 | 2 |
| 8.02 | | Utility Transformation | Analyst | AT011487 | 48 |
| 8.02 | | Utility Transformation | Director | QT088212 | 40 |
| 8.02 | | Utility Transformation | Director | TEMP031 | 45.5 |
| 8.02 | | Utility Transformation | Vice President | QT088015 | 20 |
| 8.02 | | Utility Transformation | Vice President | QT088356 | 8 |
| 8.02 | Recruiting and Staffing Total | | | | 439 |
| 8.05 | Stand Up Human Capital Management (HCM) System | Human Resources | Vice President | MC900004 | 7 |
| 8.05 | Stand Up Human Capital Management (HCM) System Total | | | | 7 |
| 8.06 | Communication Plan | Communications | Director | MC900007 | 52 |
| 8.06 | Communication Plan Total | | | | 52 |
| 8.07 | Training (Workforce Development) Plan | Operations | Director | MC900015 | 13.5 |

| HOC Item | Annex II Definition | Functional Team - Department | Project job code | Employee ID # | Sum of Time (Hours) |
|--------------|--|------------------------------|------------------------|---------------|---------------------|
| 8.07 | | Operations | Director | QS116459 | 1 |
| 8.07 | Training (Workforce Development) Plan Total | | | | 14.5 |
| 8.08 | Develop Employee Retirement Plan | Human Resources | Vice President | MC900004 | 40.5 |
| 8.08 | Develop Employee Retirement Plan Total | | | | 40.5 |
| 8.09 | Occupational Health and Wellness | Human Resources | Vice President | MC900004 | 18 |
| 8.09 | Occupational Health and Wellness Total | | | | 18 |
| 8.12 | Develop a Community Investment Plan | Communications | Director | MC900007 | 12 |
| 8.12 | | Corporate Services | Director | AT099584 | 20 |
| 8.12 | Develop a Community Investment Plan Total | | | | 32 |
| 9.03 | Non-Federal Funding Procurement Manual Approval | Financial Management | Director | AT104919 | 80 |
| 9.03 | Non-Federal Funding Procurement Manual Approval Total | | | | 80 |
| 9.07 | System Operation Principles Regulatory Approval | Regulatory | Director | AT201990 | 17.5 |
| 9.07 | System Operation Principles Regulatory Approval Total | | | | 17.5 |
| 10.02 | Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Financial Management | Director | MC900016 | 49.5 |
| 10.02 | | Financial Management | Director | QS017186 | 1 |
| 10.02 | | Financial Management | Senior Analyst | AT017528 | 26 |
| 10.02 | | Financial Management | Senior Manager | AT114365 | 10 |
| 10.02 | Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. Total | | | | 86.5 |
| 10.03 | Assuming Existing Subcontracts | Financial Management | Senior Analyst | AT017528 | 82 |
| 10.03 | | Financial Management | Vice President | AT115657 | 37.5 |
| 10.03 | Assuming Existing Subcontracts Total | | | | 119.5 |
| 12.02 | Required Insurance | Financial Management | Manager | QS017134 | 2 |
| 12.02 | | Financial Management | Manager | QS061408 | 33.5 |
| 12.02 | Required Insurance Total | | | | 35.5 |
| 12.03 | Baseline Performance Levels | Regulatory | Director | AT201990 | 16 |
| 12.03 | | Utility Transformation | Senior Director | QT088289 | 29.5 |
| 12.03 | Baseline Performance Levels Total | | | | 45.5 |
| 12.1 | Section 4.5: Conditions Precedent to Service Commencement Date | Legal | Vice President | QS045177 | 51.5 |
| 12.1 | Section 4.5: Conditions Precedent to Service Commencement Date Total | | | | 51.5 |
| Non HOC 06 | Regulatory Support of Handover Checklist Items | Regulatory | Director | AT201990 | 123.5 |
| Non HOC 06 | Regulatory Support of Handover Checklist Items Total | | | | 123.5 |
| Non HOC 07 | Front-End Transition Legal support and advice | Legal | Administrative Support | QS100254 | 1.5 |
| Non HOC 07 | Front-End Transition Legal support and advice Total | | | | 1.5 |
| Non HOC 10 | Interconnection Agreements | Utility Transformation | Vice President | QT088015 | 4 |
| Non HOC 10 | Interconnection Agreements Total | | | | 4 |
| Non HOC 13 | IRP Coordination | Regulatory | Director | QT088262 | 39 |
| Non HOC 13 | IRP Coordination Total | | | | 39 |
| Non HOC 14 | GenCo-GridCo integration | Regulatory | Engineer | QT088325 | 48 |
| Non HOC 14 | GenCo-GridCo integration Total | | | | 48 |
| Non HOC 15 | LUMA MC Ongoing Back Office Support | Financial Management | Director | QS183719 | 4 |
| Non HOC 15 | LUMA MC Ongoing Back Office Support Total | | | | 4 |
| Non HOC 16 | PREB Resolutions and Orders | Regulatory | Director | AT201990 | 118.5 |
| Non HOC 16 | | Utility Transformation | Director | QT088262 | 113 |
| Non HOC 16 | | Utility Transformation | Engineer | QT088329 | 36.5 |
| Non HOC 16 | | Utility Transformation | Vice President | QT088208 | 7 |
| Non HOC 16 | | Utility Transformation | Vice President | QT088356 | 8 |
| Non HOC 16 | PREB Resolutions and Orders Total | | | | 283 |
| Non HOC 18 | FOMB Fiscal Plan and Protocol Agreement | Financial Management | Manager | AT103739 | 6 |
| Non HOC 18 | | Regulatory | Director | AT201990 | 55 |
| Non HOC 18 | FOMB Fiscal Plan and Protocol Agreement Total | | | | 61 |
| Total | | | | | 3456.5 |

Note: Hours in the table above were not included in previous invoices.

| Vendor | Count of Invoice # | Sum of Total (USD) |
|---|--------------------|------------------------|
| 1086470 Alberta LTD | 1 | \$ 65,185.12 |
| Aerotek Professional Services | 37 | \$ 204,871.66 |
| Alumbra LLC | 25 | \$ 1,401,600.06 |
| Alvarez & Marsal Corporate Performance Improvement, LLC | 8 | \$ 331,004.42 |
| American Relocation Connections, LLC | 20 | \$ 117,204.01 |
| AT&T Mobility Puerto Rico | 1 | \$ 1,119.39 |
| ATCO Infrastructure Solutions Ltd | 2 | \$ 248,880.45 |
| Bennett Jones LLP | 1 | \$ 522.00 |
| BH Centro Internacional, LLC | 1 | \$ 57,264.27 |
| BMA Group | 5 | \$ 181,932.03 |
| BridgeSource Utilities Solutions, LLC | 1 | \$ 189,036.92 |
| Carimus Consulting | 1 | \$ 14,782.50 |
| Carlos D Torres | 4 | \$ 102,752.94 |
| CCHPR Hospitality | 3 | \$ 51,446.25 |
| Covington & Burling LLP | 6 | \$ 186,020.00 |
| CSS International, Inc | 5 | \$ 155,268.05 |
| District View Office Center | 1 | \$ 27.40 |
| DLA Piper LLP (US) | 4 | \$ 709,839.72 |
| ERM-PR, Inc. | 2 | \$ 200,850.00 |
| Factory108, LLC | 7 | \$ 102,390.59 |
| Fidelity Investments Institutional Operations Company LLC | 2 | \$ 53,225.56 |
| Flagship Resort Properties, S.E. DBA Verdanza Hotel | 1 | \$ 28,354.17 |
| Focus Cloud Americas LLC | 2 | \$ 75,105.00 |
| Global Project Solutions, LLC | 1 | \$ 5,912.50 |
| Grey Puerto Rico | 1 | \$ 15,275.00 |
| HI Mayaguez, Inc. DBA Holiday Inn Mayaguez | 1 | \$ 39,627.00 |
| High End Security Locks, LLC | 1 | \$ 33,120.00 |
| Innovative Emergency Management, Inc. (IEM) | 8 | \$ 697,957.37 |
| International Business Machines Corporation (IBM) | 2 | \$ 1,646,182.63 |
| Iris Vargas | 6 | \$ 21,984.07 |
| J&M Depot, INC | 3 | \$ 5,909.79 |
| Jones Lang LaSalle Puerto Rico, Inc. | 4 | \$ 35,637.52 |
| Laboratorio Clinico El Morro, Inc. | 1 | \$ 18,026.00 |
| Lockton | 1 | \$ 1,085.00 |
| LUMA Employee Expenses- LESAO | 1 | \$ 279.80 |
| Martel, Inc | 1 | \$ 13,673.40 |
| NexTec Operating Corp | 1 | \$ 211.09 |
| Office Depot | 19 | \$ 23,177.58 |
| OGMA Language Studio | 1 | \$ 1,476.80 |
| Oracle America, Inc. | 6 | \$ 22,860.00 |
| People 2.0 North America | 8 | \$ 68,930.10 |
| Quanta Workforce Solutions, LLC | 2 | \$ 284,275.77 |
| Resources Global Professionals (RGP) | 4 | \$ 31,925.57 |
| Richard Wayne & Roberts, Inc. | 1 | \$ 9,597.79 |
| Ricoh Puerto Rico, Inc. | 2 | \$ 877,647.72 |
| Rondapro | 1 | \$ 16,683.13 |
| Smartbridge | 11 | \$ 265,101.85 |
| Trans4mative | 8 | \$ 170,090.04 |
| Universal Medical Option, INC | 1 | \$ 3,570.00 |
| Voxai Solutions, Inc | 1 | \$ 78,120.00 |
| Winkom Systems, Inc. | 1 | \$ 6,312.32 |
| Workday, Inc. | 2 | \$ 222,356.95 |
| WorldNet Telecommunications, LLC | 1 | \$ 4,819.12 |
| Total | 241 | \$ 9,100,508.42 |

List of All Third Party Invoices by Type In This Invoice

| Expense Type | MCL Code | Annex II Definition | Vendor | Invoice # | Sum of Total (USD) |
|------------------------|------------|--|---|---------------|--------------------|
| Equipment | 1 | General & Transition Management | ATCO Infrastructure Solutions Ltd | 042021-2LB | \$ 321.36 |
| Equipment Total | | | | | \$ 321.36 |
| Legal | 1 | General & Transition Management | DLA Piper LLP (US) | 4104129 | \$ 27,784.00 |
| Legal Total | | | | | \$ 27,784.00 |
| License and Fees | 1 | General & Transition Management | CSS International, Inc | 19821 | \$ 450.00 |
| License and Fees | 1 | General & Transition Management | Quanta Workforce Solutions, LLC | QWS-042021-2B | \$ 7,067.19 |
| License and Fees | 8.06 | Communication Plan | Factory108, LLC | 20210037 | \$ 10,363.28 |
| License and Fees | 8.06 | Communication Plan | Factory108, LLC | 20210045 | \$ 1,250.00 |
| License and Fees | 8.06 | Communication Plan | Factory108, LLC | 20210046 | \$ 350.00 |
| License and Fees | 8.06 | Communication Plan | Factory108, LLC | 20210038 | \$ 1,386.00 |
| License and Fees | Non HOC 02 | ServCo IT Systems | Oracle America, Inc. | 1080514 | \$ 9,800.00 |
| License and Fees | Non HOC 02 | ServCo IT Systems | Oracle America, Inc. | 1082420 | \$ 980.00 |
| License and Fees | Non HOC 02 | ServCo IT Systems | Oracle America, Inc. | 1083041 | \$ 8,650.00 |
| License and Fees | Non HOC 02 | ServCo IT Systems | Oracle America, Inc. | 1089324 | \$ 490.00 |
| License and Fees | Non HOC 02 | ServCo IT Systems | Oracle America, Inc. | 1090783 | \$ 490.00 |
| License and Fees | Non HOC 02 | ServCo IT Systems | Oracle America, Inc. | 1094935 | \$ 2,450.00 |
| License and Fees Total | | | | | \$ 43,726.47 |
| Miscellaneous | 1 | General & Transition Management | Aerotek Professional Services | OP10090050 | \$ 10.27 |
| Miscellaneous | 1 | General & Transition Management | Aerotek Professional Services | OP10106159 | \$ 9.90 |
| Miscellaneous | 1 | General & Transition Management | Aerotek Professional Services | OP10139539 | \$ 10.73 |
| Miscellaneous | 1 | General & Transition Management | Aerotek Professional Services | OP10154395 | \$ 9.11 |
| Miscellaneous | 1 | General & Transition Management | Aerotek Professional Services | OP10185311 | \$ 9.42 |
| Miscellaneous | 1 | General & Transition Management | Alumbra LLC | 166 | \$ (0.05) |
| Miscellaneous | 1 | General & Transition Management | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11A | \$ 1,405.80 |
| Miscellaneous | 1 | General & Transition Management | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11E | \$ 970.20 |
| Miscellaneous | 1 | General & Transition Management | ATCO Infrastructure Solutions Ltd | 042021-2LB | \$ (0.00) |
| Miscellaneous | 1 | General & Transition Management | ATCO Infrastructure Solutions Ltd | 052021-2LB | \$ (0.01) |
| Miscellaneous | 1 | General & Transition Management | Bennett Jones LLP | 1392512 | \$ (78.00) |
| Miscellaneous | 1 | General & Transition Management | Covington & Burling LLP | 60925487 | \$ (2,500.00) |
| Miscellaneous | 1 | General & Transition Management | District View Office Center | INV-2019-2211 | \$ 27.40 |
| Miscellaneous | 1 | General & Transition Management | DLA Piper LLP (US) | 4105202 | \$ 76.00 |
| Miscellaneous | 1 | General & Transition Management | Martel, Inc | 21-05-0144 | \$ 525.90 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 169948651001 | \$ 359.94 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 169207551001 | \$ 35.99 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 169204871001 | \$ 160.99 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 168787779001 | \$ (15.29) |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 167155241001 | \$ 5.62 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 167155240001 | \$ 48.58 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 167142829001 | \$ 67.64 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 171410060001 | \$ 183.41 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 170747881001 | \$ 2.30 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 168812904001 | \$ 11.47 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 168699168001 | \$ 23.86 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 172555573001 | \$ 47.32 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 172155562001 | \$ 509.43 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 17192190001 | \$ 1.43 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 169122470001 | \$ 7.37 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 168812283001 | \$ 11.47 |
| Miscellaneous | 1 | General & Transition Management | Office Depot | 168729819001 | \$ 5.64 |
| Miscellaneous | 1 | General & Transition Management | Quanta Workforce Solutions, LLC | QWS-042021-2B | \$ 4,910.15 |
| Miscellaneous | 1 | General & Transition Management | J&M Depot, INC | 157434 | \$ 83.09 |
| Miscellaneous | 1 | General & Transition Management | J&M Depot, INC | 157323 | \$ 406.93 |
| Miscellaneous | 1 | General & Transition Management | J&M Depot, INC | 158020 | \$ 119.51 |
| Miscellaneous | 1 | General & Transition Management | Ricoh Puerto Rico, Inc. | 183969 | \$ 34,290.24 |
| Miscellaneous | 1 | General & Transition Management | Ricoh Puerto Rico, Inc. | 184024 | \$ 56,229.48 |
| Miscellaneous | 2.05 | Environmental Exposure Management Plan | ERM-PR, Inc. | 18203 | \$ 7,389.00 |
| Miscellaneous | 2.05 | Environmental Exposure Management Plan | ERM-PR, Inc. | 18206 | \$ 336.00 |
| Miscellaneous | 4.02 | Evaluating and Updating Customer Service Policies and Procedures | Alumbra LLC | 161 | \$ 0.38 |
| Miscellaneous | 4.02 | Evaluating and Updating Customer Service Policies and Procedures | Alumbra LLC | 162 | \$ 2,500.99 |

| Expense Type | MCL Code | Annex II Definition | Vendor | Invoice # | Sum of Total (USD) |
|---------------|----------|--|---|---------------|--------------------|
| Miscellaneous | 4.04 | Development of a Customer Service Transition Plan | Alumbra LLC | 163 | \$ 0.05 |
| Miscellaneous | 4.04 | Development of a Customer Service Transition Plan | Alumbra LLC | 164 | \$ 967.20 |
| Miscellaneous | 4.04 | Development of a Customer Service Transition Plan | AT&T Mobility Puerto Rico | 12766002 | \$ 243.21 |
| Miscellaneous | 4.04 | Development of a Customer Service Transition Plan | BridgeSource Utilities Solutions, LLC | 1012 | \$ 7,046.94 |
| Miscellaneous | 5.07 | Commencement Cutover Planning | 1086470 Alberta LTD | 4 | \$ 2,507.12 |
| Miscellaneous | 5.07 | Commencement Cutover Planning | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11F | \$ (16,077.60) |
| Miscellaneous | 5.07 | Commencement Cutover Planning | International Business Machines Corporation (IBM) | C218W9N | \$ 26,964.74 |
| Miscellaneous | 5.07 | Commencement Cutover Planning | International Business Machines Corporation (IBM) | C218191 | \$ 35,615.72 |
| Miscellaneous | 6.05 | Preparing Initial Budgets and Other Financial Forecasts | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11D | \$ (19,415.00) |
| Miscellaneous | 7.01 | Set Up Governance Framework | Innovative Emergency Management, Inc. (IEM) | 20342-W04-007 | \$ 40.80 |
| Miscellaneous | 7.02 | Policies and Procedures | Alumbra LLC | 138 | \$ (0.57) |
| Miscellaneous | 7.02 | Policies and Procedures | Alumbra LLC | 139 | \$ 4,745.50 |
| Miscellaneous | 7.02 | Policies and Procedures | Alumbra LLC | 155 | \$ (0.35) |
| Miscellaneous | 7.02 | Policies and Procedures | Alumbra LLC | 156 | \$ 3,725.64 |
| Miscellaneous | 7.02 | Policies and Procedures | Innovative Emergency Management, Inc. (IEM) | 20342-W04-006 | \$ 34.68 |
| Miscellaneous | 7.05 | Project Worksheet Assessment (also covered under Section 4.3) | Innovative Emergency Management, Inc. (IEM) | 20342-W01-010 | \$ 1,276.40 |
| Miscellaneous | 7.05 | Project Worksheet Assessment (also covered under Section 4.3) | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | \$ 3,544.76 |
| Miscellaneous | 7.08 | Drafting, Revising and Finalizing Federal Funding Procurement Manual | Innovative Emergency Management, Inc. (IEM) | 20342-W03-008 | \$ 890.14 |
| Miscellaneous | 7.08 | Drafting, Revising and Finalizing Federal Funding Procurement Manual | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | \$ 2,878.88 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10090050 | \$ 10.26 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10106159 | \$ 9.91 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10139539 | \$ 10.73 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10154395 | \$ 9.12 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10169959 | \$ 9.42 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10169961 | \$ 14.88 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10169962 | \$ 198.88 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10169964 | \$ 8.13 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10169965 | \$ 66.73 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10169966 | \$ 12.75 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10185310 | \$ 23.06 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10185306 | \$ 18.11 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10185305 | \$ 70.62 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10185304 | \$ 237.25 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10200777 | \$ 178.78 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10200778 | \$ 56.32 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10200783 | \$ 25.30 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10216025 | \$ 180.26 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10216026 | \$ 57.20 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10216027 | \$ 8.93 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10231480 | \$ 160.12 |
| Miscellaneous | 8.02 | Recruiting and Staffing | BMA Group | 2021-159 | \$ 576.00 |
| Miscellaneous | 8.02 | Recruiting and Staffing | BMA Group | 21-1904 | \$ 234.32 |
| Miscellaneous | 8.02 | Recruiting and Staffing | BMA Group | 21-1903 | \$ 228.00 |
| Miscellaneous | 8.02 | Recruiting and Staffing | BMA Group | 2021-195 | \$ 3,818.10 |
| Miscellaneous | 8.02 | Recruiting and Staffing | BMA Group | 2021-211 | \$ 2,399.16 |
| Miscellaneous | 8.02 | Recruiting and Staffing | Iris Vargas | 1E 2021-14 | \$ 301.06 |
| Miscellaneous | 8.06 | Communication Plan | Aerotek Professional Services | OP10169960 | \$ 78.58 |
| Miscellaneous | 8.06 | Communication Plan | Aerotek Professional Services | OP10185308 | \$ 85.96 |
| Miscellaneous | 8.06 | Communication Plan | Aerotek Professional Services | OP10200781 | \$ 88.33 |
| Miscellaneous | 8.06 | Communication Plan | Aerotek Professional Services | OP10216029 | \$ 100.19 |
| Miscellaneous | 8.06 | Communication Plan | Factory108, LLC | 20210028 | \$ 100.03 |
| Miscellaneous | 8.06 | Communication Plan | Factory108, LLC | 20210031 | \$ 20.60 |
| Miscellaneous | 8.06 | Communication Plan | Factory108, LLC | 20210037 | \$ 414.53 |
| Miscellaneous | 8.06 | Communication Plan | Factory108, LLC | 20210042 | \$ 611.99 |
| Miscellaneous | 8.06 | Communication Plan | Factory108, LLC | 20210045 | \$ 50.00 |
| Miscellaneous | 8.06 | Communication Plan | Factory108, LLC | 20210046 | \$ 14.00 |
| Miscellaneous | 8.06 | Communication Plan | Factory108, LLC | 20210038 | \$ 55.44 |
| Miscellaneous | 8.06 | Communication Plan | OGMA Language Studio | 8Q-043021-1 | \$ 56.80 |
| Miscellaneous | 8.1 | Compliance Plan | BMA Group | 21-1903 | \$ 228.00 |
| Miscellaneous | 9.01 | Genco Shared Services Agreement Approval | Alumbra LLC | 140 | \$ 0.04 |
| Miscellaneous | 9.01 | Genco Shared Services Agreement Approval | Alumbra LLC | 141 | \$ 1,131.12 |

| Expense Type | MCL Code | Annex II Definition | Vendor | Invoice # | Sum of Total (USD) |
|---------------------------|-----------------|---|---|----------------|--------------------|
| Miscellaneous | | 9.01 Genco Shared Services Agreement Approval | Alumbra LLC | 157 | \$ (0.04) |
| Miscellaneous | | 9.01 Genco Shared Services Agreement Approval | Alumbra LLC | 158 | \$ 2,034.05 |
| Miscellaneous | | 9.02 Emergency Response Plan Approval | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-009 | \$ 601.76 |
| Miscellaneous | | 9.02 Emergency Response Plan Approval | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | \$ 2,022.36 |
| Miscellaneous | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10090050 | \$ 10.27 |
| Miscellaneous | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10106159 | \$ 9.90 |
| Miscellaneous | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10139539 | \$ 10.72 |
| Miscellaneous | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10154395 | \$ 9.12 |
| Miscellaneous | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | CE06232182 | \$ 19.56 |
| Miscellaneous | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10169964 | \$ 8.14 |
| Miscellaneous | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10185307 | \$ 11.06 |
| Miscellaneous | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | CE06242854 | \$ 18.85 |
| Miscellaneous | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | CE06252842 | \$ 20.03 |
| Miscellaneous | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10200780 | \$ 10.29 |
| Miscellaneous | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001244 | \$ 1,031.32 |
| Miscellaneous | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001243 | \$ 159.54 |
| Miscellaneous | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001242 | \$ 59.81 |
| Miscellaneous | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Jones Lang LaSalle Puerto Rico, Inc. | PR003RE000237 | \$ 120.00 |
| Miscellaneous | Non HOC 02 | ServCo IT Systems | CSS International, Inc | 19824 | \$ 422.40 |
| Miscellaneous | Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10090050 | \$ 10.27 |
| Miscellaneous | Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10106159 | \$ 9.90 |
| Miscellaneous | Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10139539 | \$ 10.73 |
| Miscellaneous | Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10154395 | \$ 9.12 |
| Miscellaneous | Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10169964 | \$ 8.13 |
| Miscellaneous | Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10185307 | \$ 11.06 |
| Miscellaneous | Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10200780 | \$ 10.29 |
| Miscellaneous | Non HOC 06 | Regulatory Support of Handover Checklist Items | Alumbra LLC | 149 | \$ (0.40) |
| Miscellaneous | Non HOC 06 | Regulatory Support of Handover Checklist Items | Alumbra LLC | 150 | \$ 2,178.86 |
| Miscellaneous | Non HOC 06 | Regulatory Support of Handover Checklist Items | Alumbra LLC | 165 | \$ 0.22 |
| Miscellaneous | Non HOC 06 | Regulatory Support of Handover Checklist Items | Alumbra LLC | 166 | \$ 2,421.20 |
| Miscellaneous | Non HOC 11 | Development of System Operations Principles | Alumbra LLC | 137 | \$ 832.50 |
| Miscellaneous | Non HOC 11 | Development of System Operations Principles | Alumbra LLC | 154 | \$ 1,252.50 |
| Miscellaneous | Non HOC 14 | GenCo-GridCo integration | Alumbra LLC | 135 | \$ 367.50 |
| Miscellaneous | Non HOC 14 | GenCo-GridCo integration | Alumbra LLC | 152 | \$ 585.00 |
| Miscellaneous | Non HOC 15 | LUMA MC Ongoing Back Office Support | Aerotek Professional Services | OP10169963 | \$ 15.91 |
| Miscellaneous | Non HOC 15 | LUMA MC Ongoing Back Office Support | Aerotek Professional Services | OP10185309 | \$ 17.74 |
| Miscellaneous | Non HOC 15 | LUMA MC Ongoing Back Office Support | Aerotek Professional Services | OP10200782 | \$ 17.15 |
| Miscellaneous | Non HOC 15 | LUMA MC Ongoing Back Office Support | NexTec Operating Corp | 165816 | \$ 16.09 |
| Miscellaneous | Non HOC 16 | PREB Resolutions and Orders | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-10B | \$ (2,807.20) |
| Miscellaneous | Non HOC 16 | PREB Resolutions and Orders | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-10H | \$ (4,083.20) |
| Miscellaneous | Non HOC 16 | PREB Resolutions and Orders | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11B | \$ (7,273.20) |
| Miscellaneous | Non-Billable 02 | LUMA non FETS work | Office Depot | 18331777 | \$ 846.11 |
| Miscellaneous Total | | | | | \$ 176,192.30 |
| Phone | 1 | General & Transition Management | ATCO Infrastructure Solutions Ltd | 042021-2LB | \$ 9,803.22 |
| Phone | 1 | General & Transition Management | ATCO Infrastructure Solutions Ltd | 052021-2LB | \$ 4,636.48 |
| Phone | 1 | General & Transition Management | Quanta Workforce Solutions, LLC | QWS-042021-2B | \$ 6,031.93 |
| Phone | 4.04 | Development of a Customer Service Transition Plan | AT&T Mobility Puerto Rico | 12766002 | \$ 876.18 |
| Phone Total | | | | | \$ 21,347.81 |
| Rental Equipment | 1 | General & Transition Management | American Relocation Connections, LLC | 97427 | \$ 350.00 |
| Rental Equipment | 1 | General & Transition Management | BH Centro Internacional, LLC | 2021.06.01 | \$ 57,264.27 |
| Rental Equipment Total | | | | | \$ 57,614.27 |
| Seminars & Training | 1 | General & Transition Management | ATCO Infrastructure Solutions Ltd | 042021-2LB | \$ 7,138.72 |
| Seminars & Training | 1 | General & Transition Management | ATCO Infrastructure Solutions Ltd | 052021-2LB | \$ 25,693.88 |
| Seminars & Training Total | | | | | \$ 32,832.60 |
| Supplies | 1 | General & Transition Management | Alumbra LLC | 156 | \$ 189.59 |
| Supplies | 1 | General & Transition Management | ATCO Infrastructure Solutions Ltd | 042021-2LB | \$ 1,992.64 |
| Supplies | 1 | General & Transition Management | ATCO Infrastructure Solutions Ltd | 052021-2LB | \$ 24,830.81 |
| Supplies | 1 | General & Transition Management | CSS International, Inc | 19821 | \$ 166.00 |
| Supplies | 1 | General & Transition Management | Innovative Emergency Management, Inc. (IEM) | 20342-WO3-009 | \$ 323.40 |
| Supplies | 1 | General & Transition Management | Innovative Emergency Management, Inc. (IEM) | 20342-WO1-011 | \$ 19.80 |
| Supplies | 1 | General & Transition Management | Office Depot | 169948651001 | \$ 3,129.90 |

| Expense Type | MCL Code | Annex II Definition | Vendor | Invoice # | Sum of Total (USD) |
|-------------------|------------|---|---|---------------|--------------------|
| Supplies | | 1 General & Transition Management | Office Depot | 169207551001 | \$ 312.99 |
| Supplies | | 1 General & Transition Management | Office Depot | 169204871001 | \$ 1,399.90 |
| Supplies | | 1 General & Transition Management | Office Depot | 168787779001 | \$ (132.99) |
| Supplies | | 1 General & Transition Management | Office Depot | 167155241001 | \$ 48.84 |
| Supplies | | 1 General & Transition Management | Office Depot | 167155240001 | \$ 422.44 |
| Supplies | | 1 General & Transition Management | Office Depot | 167142829001 | \$ 908.53 |
| Supplies | | 1 General & Transition Management | Office Depot | 171410060001 | \$ 2,004.38 |
| Supplies | | 1 General & Transition Management | Office Depot | 170747881001 | \$ 19.99 |
| Supplies | | 1 General & Transition Management | Office Depot | 168812904001 | \$ 99.75 |
| Supplies | | 1 General & Transition Management | Office Depot | 168699168001 | \$ 207.48 |
| Supplies | | 1 General & Transition Management | Office Depot | 172555573001 | \$ 411.49 |
| Supplies | | 1 General & Transition Management | Office Depot | 172155562001 | \$ 4,429.80 |
| Supplies | | 1 General & Transition Management | Office Depot | 17192190001 | \$ 12.47 |
| Supplies | | 1 General & Transition Management | Office Depot | 169122470001 | \$ 64.09 |
| Supplies | | 1 General & Transition Management | Office Depot | 168812283001 | \$ 99.75 |
| Supplies | | 1 General & Transition Management | Office Depot | 168729877001 | \$ 18.87 |
| Supplies | | 1 General & Transition Management | Office Depot | 168729819001 | \$ 49.07 |
| Supplies | | 1 General & Transition Management | Office Depot | 18331777 | \$ 7,357.55 |
| Supplies | | 1 General & Transition Management | Quanta Workforce Solutions, LLC | QWS-032021-2B | \$ 1,685.79 |
| Supplies | | 1 General & Transition Management | Quanta Workforce Solutions, LLC | QWS-042021-2B | \$ 28,777.81 |
| Supplies | | 1 General & Transition Management | J&M Depot, INC | 157434 | \$ 722.50 |
| Supplies | | 1 General & Transition Management | J&M Depot, INC | 157323 | \$ 3,538.50 |
| Supplies | | 1 General & Transition Management | J&M Depot, INC | 158020 | \$ 1,039.26 |
| Supplies | | 1 General & Transition Management | Ricoh Puerto Rico, Inc. | 183969 | \$ 298,176.00 |
| Supplies | | 1 General & Transition Management | Ricoh Puerto Rico, Inc. | 184024 | \$ 488,952.00 |
| Supplies | | 1 General & Transition Management | Rondapro | 157466 | \$ 16,683.13 |
| Supplies | 7.02 | Policies and Procedures | Alumbra LLC | 139 | \$ 257.60 |
| Supplies | Non HOC 11 | Development of System Operations Principles | Alumbra LLC | 154 | \$ 77.69 |
| Supplies | Non HOC 14 | GenCo-GridCo integration | Alumbra LLC | 135 | \$ 30.00 |
| Supplies Total | | | | | \$ 888,326.82 |
| Third Party Labor | | 1 General & Transition Management | Aerotek Professional Services | OP10090050 | \$ 918.75 |
| Third Party Labor | | 1 General & Transition Management | Aerotek Professional Services | OP10106159 | \$ 918.75 |
| Third Party Labor | | 1 General & Transition Management | Aerotek Professional Services | OP10139539 | \$ 1,281.00 |
| Third Party Labor | | 1 General & Transition Management | Aerotek Professional Services | OP10154395 | \$ 693.00 |
| Third Party Labor | | 1 General & Transition Management | Aerotek Professional Services | OP10185311 | \$ 942.40 |
| Third Party Labor | | 1 General & Transition Management | Alumbra LLC | 164 | \$ 3,493.20 |
| Third Party Labor | | 1 General & Transition Management | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11A | \$ 46,860.00 |
| Third Party Labor | | 1 General & Transition Management | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11E | \$ 32,340.00 |
| Third Party Labor | | 1 General & Transition Management | Bennett Jones LLP | 1392512 | \$ 600.00 |
| Third Party Labor | | 1 General & Transition Management | Covington & Burling LLP | 60925487 | \$ 40,896.00 |
| Third Party Labor | | 1 General & Transition Management | Covington & Burling LLP | 60930204 | \$ 32,832.00 |
| Third Party Labor | | 1 General & Transition Management | Covington & Burling LLP | 60932798 | \$ 60,240.00 |
| Third Party Labor | | 1 General & Transition Management | Covington & Burling LLP | 60936922 | \$ 43,032.00 |
| Third Party Labor | | 1 General & Transition Management | Covington & Burling LLP | 60936920 | \$ 6,720.00 |
| Third Party Labor | | 1 General & Transition Management | Covington & Burling LLP | 60942158 | \$ 4,800.00 |
| Third Party Labor | | 1 General & Transition Management | DLA Piper LLP (US) | 4104129 | \$ 307,914.50 |
| Third Party Labor | | 1 General & Transition Management | DLA Piper LLP (US) | 4104138 | \$ 138,451.00 |
| Third Party Labor | | 1 General & Transition Management | DLA Piper LLP (US) | 4104135 | \$ 161,380.72 |
| Third Party Labor | | 1 General & Transition Management | DLA Piper LLP (US) | 4105202 | \$ 74,233.50 |
| Third Party Labor | | 1 General & Transition Management | Global Project Solutions, LLC | 21-1012 | \$ 5,912.50 |
| Third Party Labor | | 1 General & Transition Management | Quanta Workforce Solutions, LLC | QWS-042021-2B | \$ 5,356.65 |
| Third Party Labor | | 1 General & Transition Management | Trans4mative | 1581 | \$ 14,760.00 |
| Third Party Labor | | 1 General & Transition Management | Trans4mative | 1592 | \$ 19,270.00 |
| Third Party Labor | | 1 General & Transition Management | WinKom Systems, Inc. | LUMA-20210430 | \$ 6,312.32 |
| Third Party Labor | 1.03 | PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals) | Alumbra LLC | 149 | \$ 2,380.00 |
| Third Party Labor | 1.03 | PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals) | Alumbra LLC | 150 | \$ 12,410.00 |
| Third Party Labor | 1.03 | PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals) | Alumbra LLC | 165 | \$ 4,250.00 |
| Third Party Labor | 1.03 | PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals) | Alumbra LLC | 166 | \$ 10,370.00 |
| Third Party Labor | 2.0303 | Emergency Response/Disaster Recovery/Business Continuity Plans | Carlos D Torres | A001 | \$ 39,639.43 |
| Third Party Labor | 2.0303 | Emergency Response/Disaster Recovery/Business Continuity Plans | Carlos D Torres | A003 | \$ 60,132.39 |
| Third Party Labor | 2.0312 | Vegetation Management Plan | Alumbra LLC | 148 | \$ 4,350.00 |

| Expense Type | MCL Code | Annex II Definition | Vendor | Invoice # | Sum of Total (USD) |
|-------------------|----------|--|---|---------------|--------------------|
| Third Party Labor | 2.05 | Environmental Exposure Management Plan | ERM-PR, Inc. | 18206 | \$ 8,400.00 |
| Third Party Labor | 3.05 | Approval of System Remediation Plan | Alumbra LLC | 149 | \$ 1,530.00 |
| Third Party Labor | 3.05 | Approval of System Remediation Plan | Alumbra LLC | 165 | \$ 5,780.00 |
| Third Party Labor | 3.05 | Approval of System Remediation Plan | Alumbra LLC | 166 | \$ 19,040.00 |
| Third Party Labor | 4.02 | Evaluating and Updating Customer Service Policies and Procedures | Alumbra LLC | 161 | \$ 46,549.96 |
| Third Party Labor | 4.02 | Evaluating and Updating Customer Service Policies and Procedures | Alumbra LLC | 162 | \$ 46,274.79 |
| Third Party Labor | 4.02 | Evaluating and Updating Customer Service Policies and Procedures | Alumbra LLC | 163 | \$ 39,370.00 |
| Third Party Labor | 4.02 | Evaluating and Updating Customer Service Policies and Procedures | Alumbra LLC | 164 | \$ 13,020.00 |
| Third Party Labor | 4.04 | Development of a Customer Service Transition Plan | Alumbra LLC | 161 | \$ 27,799.66 |
| Third Party Labor | 4.04 | Development of a Customer Service Transition Plan | Alumbra LLC | 162 | \$ 16,250.22 |
| Third Party Labor | 4.04 | Development of a Customer Service Transition Plan | Alumbra LLC | 163 | \$ 55,904.95 |
| Third Party Labor | 4.04 | Development of a Customer Service Transition Plan | Alumbra LLC | 164 | \$ 11,160.00 |
| Third Party Labor | 4.04 | Development of a Customer Service Transition Plan | BridgeSource Utilities Solutions, LLC | 1012 | \$ 171,880.00 |
| Third Party Labor | 5.07 | Commencement Cutover Planning | 1086470 Alberta LTD | 4 | \$ 62,678.00 |
| Third Party Labor | 5.07 | Commencement Cutover Planning | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11F | \$ 91,350.00 |
| Third Party Labor | 5.07 | Commencement Cutover Planning | International Business Machines Corporation (IBM) | C218W9N | \$ 674,118.50 |
| Third Party Labor | 5.07 | Commencement Cutover Planning | International Business Machines Corporation (IBM) | C21B191 | \$ 890,393.00 |
| Third Party Labor | 5.07 | Commencement Cutover Planning | Smartbridge | INV_9983 | \$ 45,805.00 |
| Third Party Labor | 5.07 | Commencement Cutover Planning | Smartbridge | INV_9976 | \$ 19,530.00 |
| Third Party Labor | 5.07 | Commencement Cutover Planning | Smartbridge | INV_10023 | \$ 11,760.00 |
| Third Party Labor | 5.07 | Commencement Cutover Planning | Smartbridge | INV_10025 | \$ 27,772.50 |
| Third Party Labor | 5.07 | Commencement Cutover Planning | Smartbridge | INV_10024 | \$ 30,880.00 |
| Third Party Labor | 5.07 | Commencement Cutover Planning | Smartbridge | INV_10021 | \$ 8,140.00 |
| Third Party Labor | 5.07 | Commencement Cutover Planning | Smartbridge | INV_10069 | \$ 38,090.00 |
| Third Party Labor | 5.07 | Commencement Cutover Planning | Smartbridge | INV_10066 | \$ 18,900.00 |
| Third Party Labor | 5.07 | Commencement Cutover Planning | Smartbridge | INV_10068 | \$ 11,215.00 |
| Third Party Labor | 6.05 | Preparing Initial Budgets and Other Financial Forecasts | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11D | \$ 110,312.50 |
| Third Party Labor | 6.05 | Preparing Initial Budgets and Other Financial Forecasts | Richard Wayne & Roberts, Inc. | 10053 | \$ 6,344.00 |
| Third Party Labor | 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting systems | People 2.0 North America | RL509403648 | \$ 10,237.50 |
| Third Party Labor | 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting systems | People 2.0 North America | RL509407253 | \$ 12,411.00 |
| Third Party Labor | 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting systems | Resources Global Professionals (RGP) | RGP1073741 | \$ 7,680.00 |
| Third Party Labor | 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting systems | Resources Global Professionals (RGP) | RGP1076396 | \$ 7,360.00 |
| Third Party Labor | 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting systems | Resources Global Professionals (RGP) | RGP1076397 | \$ 8,120.00 |
| Third Party Labor | 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting systems | Resources Global Professionals (RGP) | RGP1077514 | \$ 8,480.00 |
| Third Party Labor | 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting systems | Trans4mative | 1583 | \$ 33,575.00 |
| Third Party Labor | 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting systems | Trans4mative | 1593 | \$ 18,220.00 |
| Third Party Labor | 7.01 | Set Up Governance Framework | Innovative Emergency Management, Inc. (IEM) | 20342-WO4-007 | \$ 22,008.00 |
| Third Party Labor | 7.02 | Policies and Procedures | Alumbra LLC | 138 | \$ 151,848.07 |
| Third Party Labor | 7.02 | Policies and Procedures | Alumbra LLC | 139 | \$ 118,619.60 |
| Third Party Labor | 7.02 | Policies and Procedures | Alumbra LLC | 155 | \$ 141,262.89 |
| Third Party Labor | 7.02 | Policies and Procedures | Alumbra LLC | 156 | \$ 93,142.56 |
| Third Party Labor | 7.02 | Policies and Procedures | Innovative Emergency Management, Inc. (IEM) | 20342-WO4-006 | \$ 49,596.50 |
| Third Party Labor | 7.05 | Project Worksheet Assessment (also covered under Section 4.3) | Innovative Emergency Management, Inc. (IEM) | 20342-WO1-010 | \$ 82,886.00 |
| Third Party Labor | 7.05 | Project Worksheet Assessment (also covered under Section 4.3) | Innovative Emergency Management, Inc. (IEM) | 20342-WO1-011 | \$ 107,133.00 |
| Third Party Labor | 7.08 | Drafting, Revising and Finalizing Federal Funding Procurement Manual | Innovative Emergency Management, Inc. (IEM) | 20342-WO3-008 | \$ 38,286.50 |
| Third Party Labor | 7.08 | Drafting, Revising and Finalizing Federal Funding Procurement Manual | Innovative Emergency Management, Inc. (IEM) | 20342-WO3-009 | \$ 145,671.50 |
| Third Party Labor | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10090050 | \$ 784.00 |
| Third Party Labor | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10106159 | \$ 784.00 |
| Third Party Labor | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10139539 | \$ 627.20 |
| Third Party Labor | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10154395 | \$ 627.20 |
| Third Party Labor | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10169959 | \$ 942.40 |
| Third Party Labor | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10169961 | \$ 1,488.00 |
| Third Party Labor | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10169962 | \$ 19,889.36 |
| Third Party Labor | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10169965 | \$ 6,672.76 |
| Third Party Labor | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10169966 | \$ 1,274.72 |
| Third Party Labor | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10185310 | \$ 2,306.40 |
| Third Party Labor | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10185306 | \$ 1,810.40 |
| Third Party Labor | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10185305 | \$ 7,060.37 |
| Third Party Labor | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10185304 | \$ 23,724.52 |
| Third Party Labor | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10200777 | \$ 17,878.15 |
| Third Party Labor | 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10200778 | \$ 5,632.45 |

| Expense Type | MCL Code | Annex II Definition | Vendor | Invoice # | Sum of Total (USD) |
|-------------------|------------|---|---|----------------|--------------------|
| Third Party Labor | | 8.02 Recruiting and Staffing | Aerotek Professional Services | OP10200779 | \$ 901.73 |
| Third Party Labor | | 8.02 Recruiting and Staffing | Aerotek Professional Services | OP10200783 | \$ 2,529.60 |
| Third Party Labor | | 8.02 Recruiting and Staffing | Aerotek Professional Services | OP10216025 | \$ 18,026.04 |
| Third Party Labor | | 8.02 Recruiting and Staffing | Aerotek Professional Services | OP10216026 | \$ 5,719.50 |
| Third Party Labor | | 8.02 Recruiting and Staffing | Aerotek Professional Services | OP10216027 | \$ 892.80 |
| Third Party Labor | | 8.02 Recruiting and Staffing | Aerotek Professional Services | OP10231480 | \$ 16,012.21 |
| Third Party Labor | | 8.02 Recruiting and Staffing | BMA Group | 21-1904 | \$ 20,503.20 |
| Third Party Labor | | 8.02 Recruiting and Staffing | BMA Group | 21-1903 | \$ 7,600.00 |
| Third Party Labor | | 8.02 Recruiting and Staffing | Iris Vargas | LE 2021-12 | \$ 7,040.00 |
| Third Party Labor | | 8.02 Recruiting and Staffing | Iris Vargas | LE 2021-13 | \$ 6,400.00 |
| Third Party Labor | | 8.02 Recruiting and Staffing | Iris Vargas | LE 2021-18 | \$ 6,960.00 |
| Third Party Labor | | 8.05 Stand Up Human Capital Management (HCM) System | Trans4mative | 1582 | \$ 8,140.00 |
| Third Party Labor | | 8.05 Stand Up Human Capital Management (HCM) System | Trans4mative | 1588 | \$ 35,150.00 |
| Third Party Labor | | 8.05 Stand Up Human Capital Management (HCM) System | Trans4mative | 1591 | \$ 5,550.00 |
| Third Party Labor | | 8.05 Stand Up Human Capital Management (HCM) System | Trans4mative | 1590 | \$ 25,715.00 |
| Third Party Labor | | 8.06 Communication Plan | Aerotek Professional Services | OP10169960 | \$ 7,858.50 |
| Third Party Labor | | 8.06 Communication Plan | Aerotek Professional Services | OP10185308 | \$ 8,596.30 |
| Third Party Labor | | 8.06 Communication Plan | Aerotek Professional Services | OP10200781 | \$ 8,833.45 |
| Third Party Labor | | 8.06 Communication Plan | Aerotek Professional Services | OP10216029 | \$ 10,019.20 |
| Third Party Labor | | 8.1 Compliance Plan | BMA Group | 21-1903 | \$ 7,600.00 |
| Third Party Labor | | 9.01 Genco Shared Services Agreement Approval | Alumbra LLC | 140 | \$ 26,344.96 |
| Third Party Labor | | 9.01 Genco Shared Services Agreement Approval | Alumbra LLC | 141 | \$ 28,272.28 |
| Third Party Labor | | 9.01 Genco Shared Services Agreement Approval | Alumbra LLC | 157 | \$ 16,938.79 |
| Third Party Labor | | 9.01 Genco Shared Services Agreement Approval | Alumbra LLC | 158 | \$ 50,849.95 |
| Third Party Labor | | 9.02 Emergency Response Plan Approval | Alumbra LLC | 155 | \$ 6,118.06 |
| Third Party Labor | | 9.02 Emergency Response Plan Approval | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-009 | \$ 80,001.00 |
| Third Party Labor | | 9.02 Emergency Response Plan Approval | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | \$ 108,881.00 |
| Third Party Labor | | 9.07 System Operation Principles Regulatory Approval | Alumbra LLC | 153 | \$ 17,625.00 |
| Third Party Labor | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10090050 | \$ 840.00 |
| Third Party Labor | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10106159 | \$ 840.00 |
| Third Party Labor | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10139539 | \$ 840.00 |
| Third Party Labor | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10154395 | \$ 840.00 |
| Third Party Labor | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | CE06232182 | \$ 1,955.48 |
| Third Party Labor | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10169964 | \$ 871.50 |
| Third Party Labor | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10185307 | \$ 840.00 |
| Third Party Labor | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | CE06242854 | \$ 1,884.80 |
| Third Party Labor | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | CE06252842 | \$ 2,002.60 |
| Third Party Labor | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10200780 | \$ 1,092.00 |
| Third Party Labor | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001244 | \$ 25,375.00 |
| Third Party Labor | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001243 | \$ 3,850.00 |
| Third Party Labor | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001242 | \$ 1,400.00 |
| Third Party Labor | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Jones Lang LaSalle Puerto Rico, Inc. | PR003RE000237 | \$ 3,000.00 |
| Third Party Labor | Non HOC 02 | ServCo IT Systems | CSS International, Inc | 19825 | \$ 30,450.00 |
| Third Party Labor | Non HOC 02 | ServCo IT Systems | CSS International, Inc | 19824 | \$ 10,560.00 |
| Third Party Labor | Non HOC 02 | ServCo IT Systems | CSS International, Inc | 19823 | \$ 27,830.00 |
| Third Party Labor | Non HOC 02 | ServCo IT Systems | CSS International, Inc | 19822 | \$ 41,790.00 |
| Third Party Labor | Non HOC 02 | ServCo IT Systems | CSS International, Inc | 19821 | \$ 36,800.00 |
| Third Party Labor | Non HOC 02 | ServCo IT Systems | Smartbridge | INV_9978 | \$ 20,587.50 |
| Third Party Labor | Non HOC 02 | ServCo IT Systems | Smartbridge | INV_10027 | \$ 24,750.00 |
| Third Party Labor | Non HOC 02 | ServCo IT Systems | Trans4mative | 1581 | \$ 4,715.00 |
| Third Party Labor | Non HOC 02 | ServCo IT Systems | Focus Cloud Americas LLC | INV-0409 | \$ 37,125.00 |
| Third Party Labor | Non HOC 02 | ServCo IT Systems | Focus Cloud Americas LLC | INV-0431 | \$ 37,980.00 |
| Third Party Labor | Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10090050 | \$ 1,563.45 |
| Third Party Labor | Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10106159 | \$ 1,418.21 |
| Third Party Labor | Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10139539 | \$ 1,543.35 |
| Third Party Labor | Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10154395 | \$ 1,486.10 |
| Third Party Labor | Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10169964 | \$ 1,568.00 |
| Third Party Labor | Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10185307 | \$ 1,371.30 |
| Third Party Labor | Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10200780 | \$ 966.00 |
| Third Party Labor | Non HOC 06 | Regulatory Support of Handover Checklist Items | Alumbra LLC | 149 | \$ 36,700.40 |
| Third Party Labor | Non HOC 06 | Regulatory Support of Handover Checklist Items | Alumbra LLC | 150 | \$ 36,109.94 |

| Expense Type | MCL Code | Annex II Definition | Vendor | Invoice # | Sum of Total (USD) |
|-------------------------|------------|---|---|---------------|--------------------|
| Third Party Labor | Non HOC 06 | Regulatory Support of Handover Checklist Items | Alumbra LLC | 165 | \$ 61,577.28 |
| Third Party Labor | Non HOC 06 | Regulatory Support of Handover Checklist Items | Alumbra LLC | 166 | \$ 31,120.05 |
| Third Party Labor | Non HOC 11 | Development of System Operations Principles | Alumbra LLC | 136 | \$ 5,625.00 |
| Third Party Labor | Non HOC 11 | Development of System Operations Principles | Alumbra LLC | 137 | \$ 20,812.50 |
| Third Party Labor | Non HOC 11 | Development of System Operations Principles | Alumbra LLC | 149 | \$ 5,100.00 |
| Third Party Labor | Non HOC 11 | Development of System Operations Principles | Alumbra LLC | 150 | \$ 5,950.00 |
| Third Party Labor | Non HOC 11 | Development of System Operations Principles | Alumbra LLC | 154 | \$ 31,312.50 |
| Third Party Labor | Non HOC 14 | GenCo-GridCo integration | Alumbra LLC | 134 | \$ 24,843.75 |
| Third Party Labor | Non HOC 14 | GenCo-GridCo integration | Alumbra LLC | 135 | \$ 9,187.50 |
| Third Party Labor | Non HOC 14 | GenCo-GridCo integration | Alumbra LLC | 151 | \$ 14,625.00 |
| Third Party Labor | Non HOC 14 | GenCo-GridCo integration | Alumbra LLC | 152 | \$ 14,625.00 |
| Third Party Labor | Non HOC 15 | LUMA MC Ongoing Back Office Support | Aerotek Professional Services | OP10169963 | \$ 1,590.40 |
| Third Party Labor | Non HOC 15 | LUMA MC Ongoing Back Office Support | Aerotek Professional Services | OP10185309 | \$ 1,773.80 |
| Third Party Labor | Non HOC 15 | LUMA MC Ongoing Back Office Support | Aerotek Professional Services | OP10200782 | \$ 1,715.00 |
| Third Party Labor | Non HOC 15 | LUMA MC Ongoing Back Office Support | NexTec Operating Corp | 165816 | \$ 195.00 |
| Third Party Labor | Non HOC 15 | LUMA MC Ongoing Back Office Support | People 2.0 North America | RL509403650 | \$ 10,304.00 |
| Third Party Labor | Non HOC 15 | LUMA MC Ongoing Back Office Support | People 2.0 North America | RL509403649 | \$ 7,165.60 |
| Third Party Labor | Non HOC 15 | LUMA MC Ongoing Back Office Support | People 2.0 North America | RL509403647 | \$ 4,816.00 |
| Third Party Labor | Non HOC 15 | LUMA MC Ongoing Back Office Support | People 2.0 North America | RL509407255 | \$ 11,256.00 |
| Third Party Labor | Non HOC 15 | LUMA MC Ongoing Back Office Support | People 2.0 North America | RL509407254 | \$ 7,420.00 |
| Third Party Labor | Non HOC 15 | LUMA MC Ongoing Back Office Support | People 2.0 North America | RL509407252 | \$ 5,320.00 |
| Third Party Labor | Non HOC 16 | PREB Resolutions and Orders | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-10B | \$ 15,950.00 |
| Third Party Labor | Non HOC 16 | PREB Resolutions and Orders | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-10H | \$ 23,200.00 |
| Third Party Labor | Non HOC 16 | PREB Resolutions and Orders | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11B | \$ 41,325.00 |
| Third Party Labor Total | | | | | \$ 6,104,811.82 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 31210 | \$ 10,851.45 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 31339 | \$ 8,250.00 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 97428 | \$ 350.00 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 31423 | \$ 8,901.97 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 31439 | \$ 15,250.00 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 97505 | \$ 350.00 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 97506 | \$ 350.00 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 97507 | \$ 350.00 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 97508 | \$ 350.00 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 97509 | \$ 350.00 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 97510 | \$ 350.00 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 97511 | \$ 350.00 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 97512 | \$ 350.00 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 97513 | \$ 350.00 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 97515 | \$ 350.00 |
| Third Party Services | 1 | General & Transition Management | American Relocation Connections, LLC | 97516 | \$ 350.00 |
| Third Party Services | 1 | General & Transition Management | ATCO Infrastructure Solutions Ltd | 042021-2LB | \$ 75,660.61 |
| Third Party Services | 1 | General & Transition Management | ATCO Infrastructure Solutions Ltd | 052021-2LB | \$ 72,570.02 |
| Third Party Services | 1 | General & Transition Management | Martel, Inc | 21-05-0144 | \$ 13,147.50 |
| Third Party Services | 1 | General & Transition Management | Quanta Workforce Solutions, LLC | QWS-032021-2B | \$ 1,547.98 |
| Third Party Services | 1 | General & Transition Management | Quanta Workforce Solutions, LLC | QWS-042021-2B | \$ 107,429.76 |
| Third Party Services | 1 | General & Transition Management | Fidelity Investments Institutional Operations Company LLC | 2677961 | \$ 41,886.14 |
| Third Party Services | 1 | General & Transition Management | Fidelity Investments Institutional Operations Company LLC | 2699632 | \$ 11,339.42 |
| Third Party Services | 1 | General & Transition Management | CCHPR Hospitality | M-LCVR1CT | \$ 27,936.97 |
| Third Party Services | 1 | General & Transition Management | High End Security Locks, LLC | 2105 | \$ 33,120.00 |
| Third Party Services | 2.05 | Environmental Exposure Management Plan | ERM-PR, Inc. | 18203 | \$ 184,725.00 |
| Third Party Services | 4.04 | Development of a Customer Service Transition Plan | Voxai Solutions, Inc | 5956 | \$ 78,120.00 |
| Third Party Services | 5.07 | Commencement Cutover Planning | WorldNet Telecommunications, LLC | 704829 | \$ 4,819.12 |
| Third Party Services | 8.02 | Recruiting and Staffing | BMA Group | 2021-159 | \$ 14,400.00 |
| Third Party Services | 8.02 | Recruiting and Staffing | BMA Group | 2021-195 | \$ 76,362.00 |
| Third Party Services | 8.02 | Recruiting and Staffing | BMA Group | 2021-211 | \$ 47,983.25 |
| Third Party Services | 8.02 | Recruiting and Staffing | Universal Medical Option, INC | 52079 | \$ 3,570.00 |
| Third Party Services | 8.06 | Communication Plan | Carimus Consulting | 4331 | \$ 14,782.50 |
| Third Party Services | 8.06 | Communication Plan | Factory108, LLC | 20210028 | \$ 12,503.36 |
| Third Party Services | 8.06 | Communication Plan | Factory108, LLC | 20210031 | \$ 2,574.41 |
| Third Party Services | 8.06 | Communication Plan | Factory108, LLC | 20210037 | \$ 41,453.13 |

| Expense Type | MCL Code | Annex II Definition | Vendor | Invoice # | Sum of Total (USD) |
|----------------------------|------------|---|---|--------------------|--------------------|
| Third Party Services | | 8.06 Communication Plan | Factory108, LLC | 20210042 | \$ 19,299.82 |
| Third Party Services | | 8.06 Communication Plan | Factory108, LLC | 20210045 | \$ 5,000.00 |
| Third Party Services | | 8.06 Communication Plan | Factory108, LLC | 20210046 | \$ 1,400.00 |
| Third Party Services | | 8.06 Communication Plan | Factory108, LLC | 20210038 | \$ 5,544.00 |
| Third Party Services | | 8.06 Communication Plan | OGMA Language Studio | 8Q-043021-1 | \$ 1,420.00 |
| Third Party Services | | 8.06 Communication Plan | Grey Puerto Rico | 56265 | \$ 15,275.00 |
| Third Party Services | | 8.07 Training (Workforce Development) Plan | Flagship Resort Properties, S.E. DBA Verdanza Hotel | Pro-Forma-05252021 | \$ 28,354.17 |
| Third Party Services | | 12.02 Required Insurance | Lockton | 19602633 | \$ 1,085.00 |
| Third Party Services | Non HOC 02 | ServCo IT Systems | Workday, Inc. | WD-205616 | \$ 183,162.88 |
| Third Party Services | Non HOC 02 | ServCo IT Systems | Workday, Inc. | WD-207394 | \$ 39,194.07 |
| Third Party Services Total | | | | | \$ 1,213,119.53 |
| Travel | | 1 General & Transition Management | Aerotek Professional Services | OP10185303 | \$ 11.71 |
| Travel | | 1 General & Transition Management | Alumbra LLC | 139 | \$ 139.00 |
| Travel | | 1 General & Transition Management | Alumbra LLC | 150 | \$ 14,987.00 |
| Travel | | 1 General & Transition Management | Alumbra LLC | 156 | \$ 14,826.99 |
| Travel | | 1 General & Transition Management | Alumbra LLC | 158 | \$ 12,114.20 |
| Travel | | 1 General & Transition Management | Alumbra LLC | 162 | \$ 14,467.33 |
| Travel | | 1 General & Transition Management | Alumbra LLC | 166 | \$ 10,845.40 |
| Travel | | 1 General & Transition Management | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11E | \$ 5,550.54 |
| Travel | | 1 General & Transition Management | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11D | \$ 7,183.88 |
| Travel | | 1 General & Transition Management | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11G | \$ 2,717.36 |
| Travel | | 1 General & Transition Management | American Relocation Connections, LLC | 30548 | \$ 54,328.14 |
| Travel | | 1 General & Transition Management | American Relocation Connections, LLC | 30559 | \$ 11,421.89 |
| Travel | | 1 General & Transition Management | American Relocation Connections, LLC | 31402 | \$ 3,650.56 |
| Travel | | 1 General & Transition Management | ATCO Infrastructure Solutions Ltd | 042021-2LB | \$ 7,955.92 |
| Travel | | 1 General & Transition Management | ATCO Infrastructure Solutions Ltd | 052021-2LB | \$ 18,276.80 |
| Travel | | 1 General & Transition Management | BridgeSource Utilities Solutions, LLC | 1012 | \$ 10,109.98 |
| Travel | | 1 General & Transition Management | CSS International, Inc | 19821 | \$ 5,109.43 |
| Travel | | 1 General & Transition Management | Innovative Emergency Management, Inc. (IEM) | 20342-WO3-009 | \$ 24,341.81 |
| Travel | | 1 General & Transition Management | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | \$ 17,151.16 |
| Travel | | 1 General & Transition Management | Innovative Emergency Management, Inc. (IEM) | 20342-WO1-011 | \$ 10,367.92 |
| Travel | | 1 General & Transition Management | International Business Machines Corporation (IBM) | C21BW9N | \$ 19,090.67 |
| Travel | | 1 General & Transition Management | Iris Vargas | LE 2021-17 | \$ 376.51 |
| Travel | | 1 General & Transition Management | Iris Vargas | LE 2021-15 | \$ 906.50 |
| Travel | | 1 General & Transition Management | Laboratorio Clinico El Morro, Inc. | 12 | \$ 18,026.00 |
| Travel | | 1 General & Transition Management | Quanta Workforce Solutions, LLC | QWS-042021-2B | \$ 121,468.51 |
| Travel | | 1 General & Transition Management | Resources Global Professionals (RGP) | RGP1077514 | \$ 285.57 |
| Travel | | 1 General & Transition Management | Smartbridge | INV_10068 | \$ 2,152.10 |
| Travel | | 1 General & Transition Management | Trans4mative | 1588 | \$ 4,995.04 |
| Travel | | 1 General & Transition Management | LUMA Employee Expenses- LESAO | 2021.04.26 | \$ 279.80 |
| Travel | | 1 General & Transition Management | CCHPR Hospitality | Quote-05182021 | \$ 22,450.88 |
| Travel | | 1 General & Transition Management | CCHPR Hospitality | Pro-Forma-05242021 | \$ 1,058.40 |
| Travel | | 1 General & Transition Management | Carlos D Torres | A004 | \$ 1,754.94 |
| Travel | | 2.0303 Emergency Response/Disaster Recovery/Business Continuity Plans | Carlos D Torres | A002 | \$ 1,226.18 |
| Travel | | 5.07 Commencement Cutover Planning | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11E | \$ 1,495.34 |
| Travel | | 5.07 Commencement Cutover Planning | Smartbridge | INV_10025 | \$ 800.17 |
| Travel | | 5.07 Commencement Cutover Planning | Smartbridge | INV_10024 | \$ 3,596.70 |
| Travel | | 5.07 Commencement Cutover Planning | Smartbridge | INV_10021 | \$ 1,122.88 |
| Travel | | 6.05 Preparing Initial Budgets and Other Financial Forecasts | Richard Wayne & Roberts, Inc. | 10053 | \$ 3,253.79 |
| Travel | | 7.02 Policies and Procedures | Alumbra LLC | 139 | \$ 18,190.38 |
| Travel | | 8.02 Recruiting and Staffing | Aerotek Professional Services | OP10106159 | \$ 73.76 |
| Travel | | 8.02 Recruiting and Staffing | Aerotek Professional Services | OP10169964 | \$ 50.00 |
| Travel | | 8.02 Recruiting and Staffing | Aerotek Professional Services | OP10169967 | \$ 26.65 |
| Travel | | 8.07 Training (Workforce Development) Plan | HI Mayaguez, Inc. DBA Holiday Inn Mayaguez | 1st payment | \$ 39,627.00 |
| Travel | | 9.01 Genco Shared Services Agreement Approval | Alumbra LLC | 141 | \$ 8,649.39 |
| Travel | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | CE06232182 | \$ 38.76 |
| Travel | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10185307 | \$ 6.14 |
| Travel | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001244 | \$ 408.10 |
| Travel | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001243 | \$ 138.60 |
| Travel | | 10.02 Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001242 | \$ 95.15 |
| Travel | Non HOC 02 | ServCo IT Systems | CSS International, Inc | 19824 | \$ 1,690.22 |

| Expense Type | MCL Code | Annex II Definition | Vendor | Invoice # | Sum of Total (USD) |
|--------------|------------|---|-------------|-----------|--------------------|
| Travel | Non HOC 11 | Development of System Operations Principles | Alumbra LLC | 137 | \$ 428.20 |
| Travel | Non HOC 11 | Development of System Operations Principles | Alumbra LLC | 154 | \$ 597.00 |
| Travel | Non HOC 14 | GenCo-GridCo integration | Alumbra LLC | 135 | \$ 6,666.39 |
| Travel | Non HOC 14 | GenCo-GridCo integration | Alumbra LLC | 152 | \$ 7,848.70 |
| Travel Total | | | | | \$ 534,431.44 |
| Grand Total | | | | | \$ 9,100,508.42 |

Third Party Labor Summary

| HOC Item | Annex II Definition | Vendor | Invoice # | ID Code | Quantity | Price | Total (USD) |
|----------|---------------------------------|---|------------|-------------|----------|----------|--------------|
| 1 | General & Transition Management | Aerotek Professional Services | OP10090050 | AER28 | 2.5 | 31.50 | \$78.75 |
| 1 | | Aerotek Professional Services | OP10090050 | AER28 | 40 | 21.00 | \$840.00 |
| 1 | | Aerotek Professional Services | OP10106159 | AER28 | 2.5 | 31.50 | \$78.75 |
| 1 | | Aerotek Professional Services | OP10106159 | AER28 | 40 | 21.00 | \$840.00 |
| 1 | | Aerotek Professional Services | OP10139539 | AER28 | 14 | 31.50 | \$441.00 |
| 1 | | Aerotek Professional Services | OP10139539 | AER28 | 40 | 21.00 | \$840.00 |
| 1 | | Aerotek Professional Services | OP10154395 | AER28 | 3 | 31.50 | \$94.50 |
| 1 | | Aerotek Professional Services | OP10154395 | AER28 | 28.5 | 21.00 | \$598.50 |
| 1 | | Aerotek Professional Services | OP10185311 | AER39 | 40 | 23.56 | \$942.40 |
| 1 | | Alumbra LLC | 164 | ALU26 ALU08 | 1 | 1,575.00 | \$1,575.00 |
| 1 | | Alumbra LLC | 164 | ALU26 ALU08 | 1 | 599.40 | \$599.40 |
| 1 | | Alumbra LLC | 164 | ALU26 ALU08 | 1 | 1,318.80 | \$1,318.80 |
| 1 | | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11A | A&M01 | 71 | 660.00 | \$46,860.00 |
| 1 | | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11E | A&M01 | 49 | 660.00 | \$32,340.00 |
| 1 | | Covington & Burling LLP | 60925487 | COV01 | 10.7 | 720.00 | \$7,704.00 |
| 1 | | Covington & Burling LLP | 60925487 | COV02 | 24.9 | 1,200.00 | \$29,880.00 |
| 1 | | Covington & Burling LLP | 60925487 | COV03 | 3.2 | 1,035.00 | \$3,312.00 |
| 1 | | Covington & Burling LLP | 60930204 | COV01 | 19.1 | 720.00 | \$13,752.00 |
| 1 | | Covington & Burling LLP | 60930204 | COV02 | 15.9 | 1,200.00 | \$19,080.00 |
| 1 | | Covington & Burling LLP | 60932798 | COV01 | 38.5 | 720.00 | \$27,720.00 |
| 1 | | Covington & Burling LLP | 60932798 | COV02 | 27.1 | 1,200.00 | \$32,520.00 |
| 1 | | Covington & Burling LLP | 60936922 | COV01 | 12.6 | 720.00 | \$9,072.00 |
| 1 | | Covington & Burling LLP | 60936922 | COV02 | 28.3 | 1,200.00 | \$33,960.00 |
| 1 | | Covington & Burling LLP | 60936920 | COV02 | 5.6 | 1,200.00 | \$6,720.00 |
| 1 | | Covington & Burling LLP | 60942158 | COV02 | 4 | 1,200.00 | \$4,800.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA01 | 13.3 | 950.00 | \$12,635.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA02 | 22.5 | 275.00 | \$6,187.50 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA03 | 24.6 | 395.00 | \$9,717.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA04 | 19.1 | 1,055.00 | \$20,150.50 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA05 | 34.9 | 235.00 | \$8,201.50 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA06 | 1.7 | 395.00 | \$671.50 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA07 | 20.8 | 325.00 | \$6,760.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA09 | 18.3 | 450.00 | \$8,235.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA10 | 5.3 | 380.00 | \$2,014.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA11 | 11.4 | 325.00 | \$3,705.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA12 | 9.4 | 245.00 | \$2,303.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA13 | 27.9 | 350.00 | \$9,765.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA16 | 2.6 | 925.00 | \$2,405.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA17 | 0.5 | 485.00 | \$242.50 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA18 | 3.8 | 585.00 | \$2,223.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA19 | 57.7 | 350.00 | \$20,195.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA24 | 10.9 | 890.00 | \$9,701.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA25 | 42.6 | 575.00 | \$24,495.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA26 | 97.2 | 1,245.00 | \$121,014.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA27 | 1 | 325.00 | \$325.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA28 | 3.7 | 990.00 | \$3,663.00 |
| 1 | | DLA Piper LLP (US) | 4104129 | DLA29 | 36.6 | 910.00 | \$33,306.00 |
| 1 | | DLA Piper LLP (US) | 4104138 | DLA02 | 18.3 | 275.00 | \$5,032.50 |
| 1 | | DLA Piper LLP (US) | 4104138 | DLA03 | 25.2 | 395.00 | \$9,954.00 |
| 1 | | DLA Piper LLP (US) | 4104138 | DLA04 | 61.6 | 1,055.00 | \$64,988.00 |
| 1 | | DLA Piper LLP (US) | 4104138 | DLA06 | 49.3 | 395.00 | \$19,473.50 |
| 1 | | DLA Piper LLP (US) | 4104138 | DLA10 | 85.3 | 380.00 | \$32,414.00 |
| 1 | | DLA Piper LLP (US) | 4104138 | DLA11 | 11.6 | 325.00 | \$3,770.00 |
| 1 | | DLA Piper LLP (US) | 4104138 | DLA12 | 6.5 | 245.00 | \$1,592.50 |
| 1 | | DLA Piper LLP (US) | 4104138 | DLA13 | 2 | 350.00 | \$700.00 |
| 1 | | DLA Piper LLP (US) | 4104138 | DLA18 | 0.9 | 585.00 | \$526.50 |
| 1 | | DLA Piper LLP (US) | 4104135 | DLA02 | 2.8 | 206.25 | \$577.51 |
| 1 | | DLA Piper LLP (US) | 4104135 | DLA03 | 22 | 395.00 | \$8,690.00 |
| 1 | | DLA Piper LLP (US) | 4104135 | DLA04 | 20 | 1,055.00 | \$21,100.00 |

| HOC Item | Annex II Definition | Vendor | Invoice # | ID Code | Quantity | Price | Total (USD) |
|----------|--|---------------------------------------|---------------|---------|----------|--------|----------------|
| 1 | | DLA Piper LLP (US) | 4104135 | DLA06 | 72.2 | 395.00 | \$28,519.00 |
| 1 | | DLA Piper LLP (US) | 4104135 | DLA10 | 111 | 380.00 | \$42,180.00 |
| 1 | | DLA Piper LLP (US) | 4104135 | DLA11 | 22.8 | 244.00 | \$5,563.20 |
| 1 | | DLA Piper LLP (US) | 4104135 | DLA12 | 12.3 | 195.00 | \$2,398.50 |
| 1 | | DLA Piper LLP (US) | 4104135 | DLA13 | 60.3 | 350.00 | \$21,105.00 |
| 1 | | DLA Piper LLP (US) | 4104135 | DLA16 | 16.8 | 925.00 | \$15,540.00 |
| 1 | | DLA Piper LLP (US) | 4104135 | DLA17 | 15.3 | 485.00 | \$7,420.50 |
| 1 | | DLA Piper LLP (US) | 4104135 | DLA18 | 8.6 | 585.00 | \$5,031.00 |
| 1 | | DLA Piper LLP (US) | 4104135 | DLA22 | 1.4 | 395.00 | \$553.00 |
| 1 | | DLA Piper LLP (US) | 4104135 | (blank) | 1 | 0.01 | \$0.01 |
| 1 | | DLA Piper LLP (US) | 4104135 | DLA30 | 3.4 | 795.00 | \$2,703.00 |
| 1 | | DLA Piper LLP (US) | 4105202 | DLA02 | 76.9 | 275.00 | \$21,147.50 |
| 1 | | DLA Piper LLP (US) | 4105202 | DLA03 | 44.9 | 395.00 | \$17,735.50 |
| 1 | | DLA Piper LLP (US) | 4105202 | DLA11 | 6 | 325.00 | \$1,950.00 |
| 1 | | DLA Piper LLP (US) | 4105202 | DLA12 | 121.8 | 245.00 | \$29,841.00 |
| 1 | | DLA Piper LLP (US) | 4105202 | DLA22 | 8.6 | 395.00 | \$3,397.00 |
| 1 | | DLA Piper LLP (US) | 4105202 | DLA31 | 0.5 | 325.00 | \$162.50 |
| 1 | | Quanta Workforce Solutions, LLC | QWS-042021-2B | (blank) | 67 | 79.95 | \$5,356.65 |
| 1 | | Global Project Solutions, LLC | 21-1012 | GPS01 | 43 | 137.50 | \$5,912.50 |
| 1 | | Trans4mative | 1581 | TRA07 | 72 | 205.00 | \$14,760.00 |
| 1 | | Trans4mative | 1592 | TRA07 | 94 | 205.00 | \$19,270.00 |
| 1 | | Bennett Jones LLP | 1392512 | BJ01 | 0.8 | 750.00 | \$600.00 |
| 1 | | Winkom Systems, Inc. | LUMA-20210430 | WIN01 | 64 | 98.63 | \$6,312.32 |
| 1 | General & Transition Management Total | | | | | | \$1,010,158.29 |
| 1.03 | PREB Rate Order Filing (Initial Budgets and Liability Waiver app | Alumbra LLC | 149 | ALU06 | 7 | 340.00 | \$2,380.00 |
| 1.03 | | Alumbra LLC | 150 | ALU06 | 36.5 | 340.00 | \$12,410.00 |
| 1.03 | | Alumbra LLC | 165 | ALU06 | 12.5 | 340.00 | \$4,250.00 |
| 1.03 | | Alumbra LLC | 166 | ALU06 | 30.5 | 340.00 | \$10,370.00 |
| 1.03 | PREB Rate Order Filing (Initial Budgets and Liability Waiver ap | | | | | | \$29,410.00 |
| 2.0303 | Emergency Response/Disaster Recovery/Business Continuity Pl | Carlos D Torres | A001 | CAR01 | 66 | 400.00 | \$26,400.00 |
| 2.0303 | | Carlos D Torres | A001 | CAR01 | 23.5 | 563.38 | \$13,239.43 |
| 2.0303 | | Carlos D Torres | A003 | CAR01 | 103.5 | 400.00 | \$41,400.00 |
| 2.0303 | | Carlos D Torres | A003 | CAR01 | 33.25 | 563.38 | \$18,732.39 |
| 2.0303 | Emergency Response/Disaster Recovery/Business Continuity | | | | | | \$99,771.82 |
| 2.0312 | Vegetation Management Plan | Alumbra LLC | 148 | ALU11 | 11.6 | 375.00 | \$4,350.00 |
| 2.0312 | Vegetation Management Plan Total | | | | | | \$4,350.00 |
| 2.05 | Environmental Exposure Management Plan | ERM-PR, Inc. | 18206 | ERM10 | 8 | 150.00 | \$1,200.00 |
| 2.05 | | ERM-PR, Inc. | 18206 | ERM09 | 48 | 125.00 | \$6,000.00 |
| 2.05 | | ERM-PR, Inc. | 18206 | ERM04 | 8 | 150.00 | \$1,200.00 |
| 2.05 | Environmental Exposure Management Plan Total | | | | | | \$8,400.00 |
| 3.05 | Approval of System Remediation Plan | Alumbra LLC | 149 | ALU06 | 4.5 | 340.00 | \$1,530.00 |
| 3.05 | | Alumbra LLC | 165 | ALU06 | 17 | 340.00 | \$5,780.00 |
| 3.05 | | Alumbra LLC | 166 | ALU06 | 56 | 340.00 | \$19,040.00 |
| 3.05 | Approval of System Remediation Plan Total | | | | | | \$26,350.00 |
| 4.02 | Evaluating and Updating Customer Service Policies and Proce | Alumbra LLC | 161 | ALU01 | 38 | 294.62 | \$11,195.56 |
| 4.02 | | Alumbra LLC | 161 | ALU19 | 31 | 294.62 | \$9,133.22 |
| 4.02 | | Alumbra LLC | 161 | ALU27 | 89 | 294.62 | \$26,221.18 |
| 4.02 | | Alumbra LLC | 162 | ALU19 | 75 | 328.19 | \$24,614.25 |
| 4.02 | | Alumbra LLC | 162 | ALU27 | 66 | 328.19 | \$21,660.54 |
| 4.02 | | Alumbra LLC | 163 | ALU08 | 127 | 310.00 | \$39,370.00 |
| 4.02 | | Alumbra LLC | 164 | ALU08 | 42 | 310.00 | \$13,020.00 |
| 4.02 | Evaluating and Updating Customer Service Policies and Proce | | | | | | \$145,214.75 |
| 4.04 | Development of a Customer Service Transition Plan | Alumbra LLC | 161 | ALU01 | 2 | 275.00 | \$550.00 |
| 4.04 | | Alumbra LLC | 161 | ALU01 | 80 | 289.89 | \$23,191.20 |
| 4.04 | | Alumbra LLC | 161 | ALU19 | 14 | 289.89 | \$4,058.46 |
| 4.04 | | Alumbra LLC | 162 | ALU01 | 40 | 300.93 | \$12,037.20 |
| 4.04 | | Alumbra LLC | 162 | ALU19 | 14 | 300.93 | \$4,213.02 |
| 4.04 | | Alumbra LLC | 163 | ALU15 | 35 | 323.15 | \$11,310.25 |
| 4.04 | | Alumbra LLC | 163 | ALU26 | 138 | 323.15 | \$44,594.70 |
| 4.04 | | Alumbra LLC | 164 | ALU26 | 36 | 310.00 | \$11,160.00 |
| 4.04 | | BridgeSource Utilities Solutions, LLC | 1012 | BRI01 | 328 | 150.00 | \$49,200.00 |
| 4.04 | | BridgeSource Utilities Solutions, LLC | 1012 | BRI02 | 324 | 200.00 | \$64,800.00 |

| HOC Item | Annex II Definition | Vendor | Invoice # | ID Code | Quantity | Price | Total (USD) |
|----------|--|---|------------|---------|----------|--------|---------------------|
| 4.04 | | BridgeSource Utilities Solutions, LLC | 1012 | BRI04 | 319.5 | 150.00 | \$47,925.00 |
| 4.04 | | BridgeSource Utilities Solutions, LLC | 1012 | BRI05 | 25 | 55.00 | \$1,375.00 |
| 4.04 | | BridgeSource Utilities Solutions, LLC | 1012 | BRI06 | 45 | 55.00 | \$2,475.00 |
| 4.04 | | BridgeSource Utilities Solutions, LLC | 1012 | BRI07 | 26 | 55.00 | \$1,430.00 |
| 4.04 | | BridgeSource Utilities Solutions, LLC | 1012 | BRI08 | 71 | 55.00 | \$3,905.00 |
| 4.04 | | BridgeSource Utilities Solutions, LLC | 1012 | BRI09 | 14 | 55.00 | \$770.00 |
| 4.04 | Development of a Customer Service Transition Plan Total | | | | | | \$282,994.83 |
| 5.07 | Commencement Cutover Planning | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11F | A&M05 | 126 | 725.00 | \$91,350.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM05 | 90 | 245.00 | \$22,050.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM06 | 112 | 90.00 | \$10,080.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM09 | 162 | 60.00 | \$9,720.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM11 | 222 | 295.00 | \$65,490.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM12 | 155 | 295.00 | \$45,725.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM14 | 90 | 60.00 | \$5,400.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM15 | 11 | 395.00 | \$4,345.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM16 | 144 | 60.00 | \$8,640.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM17 | 95 | 210.00 | \$19,950.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM18 | 80 | 245.00 | \$19,600.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM19 | 160.2 | 60.00 | \$9,612.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM20 | 88 | 150.00 | \$13,200.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM22 | 152 | 150.00 | \$22,800.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM23 | 19.5 | 295.00 | \$5,752.50 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM24 | 132 | 395.00 | \$52,140.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM25 | 132 | 395.00 | \$52,140.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM26 | 85.5 | 60.00 | \$5,130.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM28 | 24 | 395.00 | \$9,480.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM30 | 89.1 | 60.00 | \$5,346.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM31 | 86 | 245.00 | \$21,070.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM32 | 9.5 | 295.00 | \$2,802.50 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM34 | 162 | 60.00 | \$9,720.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM35 | 270 | 60.00 | \$16,200.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM36 | 49.2 | 245.00 | \$12,054.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM37 | 132 | 150.00 | \$19,800.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM40 | 128 | 245.00 | \$31,360.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM42 | 37 | 150.00 | \$5,550.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM46 | 4 | 395.00 | \$1,580.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM47 | 81 | 60.00 | \$4,860.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM03 | 36 | 150.00 | \$5,400.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM48 | 146 | 150.00 | \$21,900.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM49 | 195 | 150.00 | \$29,250.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM08 | 24 | 150.00 | \$3,600.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM38 | 67 | 150.00 | \$10,050.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM21 | 10 | 150.00 | \$1,500.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM50 | 179 | 245.00 | \$43,855.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM07 | 5.5 | 245.00 | \$1,347.50 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM51 | 185.2 | 245.00 | \$45,374.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | IBM52 | 1 | 245.00 | \$245.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | IBM02 | 216 | 60.00 | \$12,960.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | IBM05 | 54 | 245.00 | \$13,230.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | IBM06 | 150 | 90.00 | \$13,500.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | IBM09 | 220 | 60.00 | \$13,200.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | IBM11 | 282 | 295.00 | \$83,190.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | IBM12 | 224 | 295.00 | \$66,080.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | IBM14 | 112.5 | 60.00 | \$6,750.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | IBM15 | 4 | 395.00 | \$1,580.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | IBM17 | 126 | 210.00 | \$26,460.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | IBM18 | 162 | 245.00 | \$39,690.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | IBM19 | 222.8 | 60.00 | \$13,368.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | IBM20 | 166 | 150.00 | \$24,900.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | IBM22 | 192 | 150.00 | \$28,800.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | IBM23 | 2 | 295.00 | \$590.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | IBM24 | 243 | 395.00 | \$95,985.00 |

| HOC Item | Annex II Definition | Vendor | Invoice # | ID Code | Quantity | Price | Total (USD) |
|----------|---|---|-------------|---------|----------|--------|----------------|
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM25 | 150 | 395.00 | \$59,250.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM26 | 139.5 | 60.00 | \$8,370.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM28 | 21 | 395.00 | \$8,295.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM30 | 103.5 | 60.00 | \$6,210.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM31 | 150.5 | 245.00 | \$36,872.50 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM34 | 215 | 60.00 | \$12,900.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM35 | 175 | 60.00 | \$10,500.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM36 | 29.3 | 245.00 | \$7,178.50 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM37 | 130 | 150.00 | \$19,500.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM39 | 112.5 | 60.00 | \$6,750.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM40 | 112 | 245.00 | \$27,440.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM42 | 184 | 150.00 | \$27,600.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM48 | 99 | 150.00 | \$14,850.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM49 | 174 | 150.00 | \$26,100.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM38 | 23 | 150.00 | \$3,450.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM50 | 60 | 245.00 | \$14,700.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM51 | 106.75 | 245.00 | \$26,153.75 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM52 | 60.5 | 245.00 | \$14,822.50 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM53 | 207 | 60.00 | \$12,420.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM56 | 14.5 | 245.00 | \$3,552.50 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM55 | 120.5 | 245.00 | \$29,522.50 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM57 | 110.5 | 245.00 | \$27,072.50 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM58 | 85 | 150.00 | \$12,750.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM59 | 91 | 150.00 | \$13,650.00 |
| 5.07 | | International Business Machines Corporation (IBM) | C218191 | IBM60 | 82.45 | 245.00 | \$20,200.25 |
| 5.07 | | Smartbridge | INV_9983 | SMA01 | 87.5 | 200.00 | \$17,500.00 |
| 5.07 | | Smartbridge | INV_9983 | SMA02 | 81 | 225.00 | \$18,225.00 |
| 5.07 | | Smartbridge | INV_9983 | SMA05 | 56 | 180.00 | \$10,080.00 |
| 5.07 | | Smartbridge | INV_9976 | SMA06 | 93 | 210.00 | \$19,530.00 |
| 5.07 | | Smartbridge | INV_10023 | SMA06 | 56 | 210.00 | \$11,760.00 |
| 5.07 | | Smartbridge | INV_10025 | SMA01 | 109.5 | 200.00 | \$21,900.00 |
| 5.07 | | Smartbridge | INV_10025 | SMA02 | 16.5 | 225.00 | \$3,712.50 |
| 5.07 | | Smartbridge | INV_10025 | SMA05 | 4 | 180.00 | \$720.00 |
| 5.07 | | Smartbridge | INV_10025 | SMA06 | 8 | 180.00 | \$1,440.00 |
| 5.07 | | Smartbridge | INV_10024 | SMA05 | 74 | 235.00 | \$17,390.00 |
| 5.07 | | Smartbridge | INV_10024 | SMA05 | 71 | 190.00 | \$13,490.00 |
| 5.07 | | Smartbridge | INV_10021 | SMA06 | 37 | 220.00 | \$8,140.00 |
| 5.07 | | Smartbridge | INV_10069 | SMA01 | 109 | 200.00 | \$21,800.00 |
| 5.07 | | Smartbridge | INV_10069 | SMA02 | 58 | 225.00 | \$13,050.00 |
| 5.07 | | Smartbridge | INV_10069 | SMA05 | 16.5 | 180.00 | \$2,970.00 |
| 5.07 | | Smartbridge | INV_10069 | SMA07 | 1.5 | 180.00 | \$270.00 |
| 5.07 | | Smartbridge | INV_10066 | SMA06 | 90 | 210.00 | \$18,900.00 |
| 5.07 | | Smartbridge | INV_10068 | SMA02 | 17 | 235.00 | \$3,995.00 |
| 5.07 | | Smartbridge | INV_10068 | SMA05 | 38 | 190.00 | \$7,220.00 |
| 5.07 | | 1086470 Alberta LTD | 4 | ALB01 | 242 | 259.00 | \$62,678.00 |
| 5.07 | Commencement Cutover Planning Total | | | | | | \$1,930,632.00 |
| 6.05 | Preparing Initial Budgets and Other Financial Forecasts | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11D | A&M04 | 18 | 575.00 | \$10,350.00 |
| 6.05 | | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11D | A&M06 | 57 | 725.00 | \$41,325.00 |
| 6.05 | | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11D | A&M07 | 31.5 | 725.00 | \$22,837.50 |
| 6.05 | | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11D | A&M09 | 24 | 725.00 | \$17,400.00 |
| 6.05 | | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11D | A&M10 | 32 | 575.00 | \$18,400.00 |
| 6.05 | | Richard Wayne & Roberts, Inc. | 10053 | RWR01 | 40 | 122.00 | \$4,880.00 |
| 6.05 | | Richard Wayne & Roberts, Inc. | 10053 | RWR01 | 8 | 183.00 | \$1,464.00 |
| 6.05 | Preparing Initial Budgets and Other Financial Forecasts Total | | | | | | \$116,656.50 |
| 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting system | People 2.0 North America | RL509403648 | PEO01 | 81.25 | 126.00 | \$10,237.50 |
| 6.07 | | People 2.0 North America | RL509407253 | PEO01 | 98.5 | 126.00 | \$12,411.00 |
| 6.07 | | Resources Global Professionals (RGP) | RGP1073741 | RGP01 | 48 | 160.00 | \$7,680.00 |
| 6.07 | | Resources Global Professionals (RGP) | RGP1076396 | RGP01 | 46 | 160.00 | \$7,360.00 |
| 6.07 | | Resources Global Professionals (RGP) | RGP1076397 | RGP01 | 0.5 | 240.00 | \$120.00 |
| 6.07 | | Resources Global Professionals (RGP) | RGP1076397 | RGP01 | 50 | 160.00 | \$8,000.00 |
| 6.07 | | Resources Global Professionals (RGP) | RGP1077514 | RGP01 | 2 | 240.00 | \$480.00 |
| 6.07 | | Resources Global Professionals (RGP) | RGP1077514 | RGP01 | 50 | 160.00 | \$8,000.00 |

| HOC Item | Annex II Definition | Vendor | Invoice # | ID Code | Quantity | Price | Total (USD) |
|----------|--|---|---------------|---------|----------|--------|--------------|
| 6.07 | | Trans4mative | 1583 | TRA01 | 105 | 175.00 | \$18,375.00 |
| 6.07 | | Trans4mative | 1583 | TRA06 | 80 | 190.00 | \$15,200.00 |
| 6.07 | | Trans4mative | 1593 | TRA01 | 52 | 175.00 | \$9,100.00 |
| 6.07 | | Trans4mative | 1593 | TRA06 | 48 | 190.00 | \$9,120.00 |
| 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting sys | | | | | | \$106,083.50 |
| 7.01 | Set Up Governance Framework | Innovative Emergency Management, Inc. (IEM) | 20342-WO4-007 | IEM02 | 38 | 114.00 | \$4,332.00 |
| 7.01 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO4-007 | IEM06 | 5 | 204.00 | \$1,020.00 |
| 7.01 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO4-007 | IEM21 | 173.5 | 96.00 | \$16,656.00 |
| 7.01 | Set Up Governance Framework Total | | | | | | \$22,008.00 |
| 7.02 | Policies and Procedures | Alumbra LLC | 138 | ALU02 | 39.5 | 262.50 | \$10,368.75 |
| 7.02 | | Alumbra LLC | 138 | ALU04 | 66 | 299.18 | \$19,745.88 |
| 7.02 | | Alumbra LLC | 138 | ALU04 | 21 | 302.98 | \$6,362.58 |
| 7.02 | | Alumbra LLC | 138 | ALU05 | 42.5 | 262.50 | \$11,156.25 |
| 7.02 | | Alumbra LLC | 138 | ALU07 | 5 | 302.04 | \$1,510.20 |
| 7.02 | | Alumbra LLC | 138 | ALU07 | 19.5 | 286.32 | \$5,583.24 |
| 7.02 | | Alumbra LLC | 138 | ALU07 | 14 | 262.50 | \$3,675.00 |
| 7.02 | | Alumbra LLC | 138 | ALU07 | 3.5 | 347.78 | \$1,217.23 |
| 7.02 | | Alumbra LLC | 138 | ALU07 | 12.5 | 240.17 | \$3,002.13 |
| 7.02 | | Alumbra LLC | 138 | ALU07 | 21.5 | 295.19 | \$6,346.59 |
| 7.02 | | Alumbra LLC | 138 | ALU09 | 25 | 253.92 | \$6,348.00 |
| 7.02 | | Alumbra LLC | 138 | ALU12 | 10.75 | 180.00 | \$1,935.00 |
| 7.02 | | Alumbra LLC | 138 | ALU12 | 9.5 | 286.32 | \$2,720.04 |
| 7.02 | | Alumbra LLC | 138 | ALU12 | 5 | 328.57 | \$1,642.85 |
| 7.02 | | Alumbra LLC | 138 | ALU12 | 9.75 | 295.19 | \$2,878.10 |
| 7.02 | | Alumbra LLC | 138 | ALU17 | 46.5 | 253.92 | \$11,807.28 |
| 7.02 | | Alumbra LLC | 138 | ALU17 | 16 | 328.57 | \$5,257.12 |
| 7.02 | | Alumbra LLC | 138 | ALU18 | 1.5 | 302.04 | \$453.06 |
| 7.02 | | Alumbra LLC | 138 | ALU18 | 13 | 299.18 | \$3,889.34 |
| 7.02 | | Alumbra LLC | 138 | ALU18 | 1.5 | 302.98 | \$454.47 |
| 7.02 | | Alumbra LLC | 138 | ALU18 | 2 | 265.26 | \$530.52 |
| 7.02 | | Alumbra LLC | 138 | ALU24 | 19 | 299.18 | \$5,684.42 |
| 7.02 | | Alumbra LLC | 138 | ALU24 | 1 | 302.98 | \$302.98 |
| 7.02 | | Alumbra LLC | 138 | ALU24 | 2 | 262.50 | \$525.00 |
| 7.02 | | Alumbra LLC | 138 | ALU24 | 5 | 350.00 | \$1,750.00 |
| 7.02 | | Alumbra LLC | 138 | ALU24 | 7 | 280.80 | \$1,965.60 |
| 7.02 | | Alumbra LLC | 138 | ALU25 | 1 | 347.78 | \$347.78 |
| 7.02 | | Alumbra LLC | 138 | ALU25 | 5 | 253.92 | \$1,269.60 |
| 7.02 | | Alumbra LLC | 138 | ALU25 | 1 | 375.00 | \$375.00 |
| 7.02 | | Alumbra LLC | 138 | ALU25 | 2 | 350.00 | \$700.00 |
| 7.02 | | Alumbra LLC | 138 | ALU25 | 2 | 295.19 | \$590.38 |
| 7.02 | | Alumbra LLC | 138 | ALU28 | 5.5 | 299.18 | \$1,645.49 |
| 7.02 | | Alumbra LLC | 138 | ALU31 | 0.25 | 302.04 | \$75.51 |
| 7.02 | | Alumbra LLC | 138 | ALU31 | 3.25 | 286.32 | \$930.54 |
| 7.02 | | Alumbra LLC | 138 | ALU30 | 71.5 | 280.80 | \$20,077.20 |
| 7.02 | | Alumbra LLC | 138 | ALU30 | 17 | 240.17 | \$4,082.89 |
| 7.02 | | Alumbra LLC | 138 | ALU30 | 17.5 | 265.26 | \$4,642.05 |
| 7.02 | | Alumbra LLC | 139 | ALU04 | 34 | 326.12 | \$11,088.08 |
| 7.02 | | Alumbra LLC | 139 | ALU04 | 2 | 310.00 | \$620.00 |
| 7.02 | | Alumbra LLC | 139 | ALU05 | 70.5 | 317.31 | \$22,370.36 |
| 7.02 | | Alumbra LLC | 139 | ALU07 | 2.5 | 361.21 | \$903.03 |
| 7.02 | | Alumbra LLC | 139 | ALU07 | 23.5 | 340.00 | \$7,990.00 |
| 7.02 | | Alumbra LLC | 139 | ALU17 | 68.5 | 375.00 | \$25,687.50 |
| 7.02 | | Alumbra LLC | 139 | ALU24 | 39.5 | 326.12 | \$12,881.74 |
| 7.02 | | Alumbra LLC | 139 | ALU24 | 9.5 | 317.31 | \$3,014.45 |
| 7.02 | | Alumbra LLC | 139 | ALU24 | 4 | 361.21 | \$1,444.84 |
| 7.02 | | Alumbra LLC | 139 | ALU24 | 23 | 340.00 | \$7,820.00 |
| 7.02 | | Alumbra LLC | 139 | ALU25 | 10 | 361.21 | \$3,612.10 |
| 7.02 | | Alumbra LLC | 139 | ALU25 | 56.5 | 375.00 | \$21,187.50 |
| 7.02 | | Alumbra LLC | 155 | ALU02 | 4 | 180.00 | \$720.00 |
| 7.02 | | Alumbra LLC | 155 | ALU02 | 9.5 | 227.67 | \$2,162.87 |
| 7.02 | | Alumbra LLC | 155 | ALU02 | 44.5 | 237.08 | \$10,550.06 |
| 7.02 | | Alumbra LLC | 155 | ALU02 | 10.5 | 248.16 | \$2,605.68 |

| HOC Item | Annex II Definition | Vendor | Invoice # | ID Code | Quantity | Price | Total (USD) |
|----------|---------------------|---|---------------|---------|----------|--------|-------------|
| 7.02 | | Alumbra LLC | 155 | ALU04 | 25 | 310.00 | \$7,750.00 |
| 7.02 | | Alumbra LLC | 155 | ALU04 | 8 | 255.29 | \$2,042.32 |
| 7.02 | | Alumbra LLC | 155 | ALU04 | 5.5 | 221.06 | \$1,215.83 |
| 7.02 | | Alumbra LLC | 155 | ALU05 | 5.5 | 227.67 | \$1,252.19 |
| 7.02 | | Alumbra LLC | 155 | ALU07 | 1 | 340.00 | \$340.00 |
| 7.02 | | Alumbra LLC | 155 | ALU07 | 4 | 262.58 | \$1,050.32 |
| 7.02 | | Alumbra LLC | 155 | ALU07 | 12.5 | 263.71 | \$3,296.38 |
| 7.02 | | Alumbra LLC | 155 | ALU07 | 6 | 237.08 | \$1,422.48 |
| 7.02 | | Alumbra LLC | 155 | ALU07 | 7.5 | 248.16 | \$1,861.20 |
| 7.02 | | Alumbra LLC | 155 | ALU07 | 8 | 230.87 | \$1,846.96 |
| 7.02 | | Alumbra LLC | 155 | ALU09 | 19.92 | 272.82 | \$5,434.57 |
| 7.02 | | Alumbra LLC | 155 | ALU12 | 14 | 180.00 | \$2,520.00 |
| 7.02 | | Alumbra LLC | 155 | ALU12 | 16.25 | 258.72 | \$4,204.20 |
| 7.02 | | Alumbra LLC | 155 | ALU12 | 7.5 | 262.58 | \$1,969.35 |
| 7.02 | | Alumbra LLC | 155 | ALU12 | 12 | 263.71 | \$3,164.52 |
| 7.02 | | Alumbra LLC | 155 | ALU17 | 51 | 303.47 | \$15,476.97 |
| 7.02 | | Alumbra LLC | 155 | ALU17 | 11 | 258.72 | \$2,845.92 |
| 7.02 | | Alumbra LLC | 155 | ALU17 | 20 | 272.82 | \$5,456.40 |
| 7.02 | | Alumbra LLC | 155 | ALU18 | 12 | 255.29 | \$3,063.48 |
| 7.02 | | Alumbra LLC | 155 | ALU18 | 4.5 | 250.91 | \$1,129.10 |
| 7.02 | | Alumbra LLC | 155 | ALU18 | 23.5 | 221.06 | \$5,194.91 |
| 7.02 | | Alumbra LLC | 155 | ALU18 | 9 | 274.53 | \$2,470.77 |
| 7.02 | | Alumbra LLC | 155 | ALU18 | 6.5 | 272.82 | \$1,773.33 |
| 7.02 | | Alumbra LLC | 155 | ALU21 | 15 | 303.47 | \$4,552.05 |
| 7.02 | | Alumbra LLC | 155 | ALU24 | 5.5 | 255.29 | \$1,404.10 |
| 7.02 | | Alumbra LLC | 155 | ALU24 | 13 | 303.47 | \$3,945.11 |
| 7.02 | | Alumbra LLC | 155 | ALU24 | 2.5 | 250.91 | \$627.28 |
| 7.02 | | Alumbra LLC | 155 | ALU24 | 4 | 221.06 | \$884.24 |
| 7.02 | | Alumbra LLC | 155 | ALU24 | 4 | 262.58 | \$1,050.32 |
| 7.02 | | Alumbra LLC | 155 | ALU24 | 16 | 237.08 | \$3,793.28 |
| 7.02 | | Alumbra LLC | 155 | ALU24 | 12.5 | 274.53 | \$3,431.63 |
| 7.02 | | Alumbra LLC | 155 | ALU25 | 6 | 303.47 | \$1,820.82 |
| 7.02 | | Alumbra LLC | 155 | ALU25 | 2 | 237.08 | \$474.16 |
| 7.02 | | Alumbra LLC | 155 | ALU25 | 4 | 272.82 | \$1,091.28 |
| 7.02 | | Alumbra LLC | 155 | ALU31 | 4.5 | 263.71 | \$1,186.70 |
| 7.02 | | Alumbra LLC | 155 | ALU31 | 1 | 248.16 | \$248.16 |
| 7.02 | | Alumbra LLC | 155 | ALU30 | 15 | 275.00 | \$4,125.00 |
| 7.02 | | Alumbra LLC | 155 | ALU30 | 4 | 250.91 | \$1,003.64 |
| 7.02 | | Alumbra LLC | 155 | ALU30 | 68.5 | 274.53 | \$18,805.31 |
| 7.02 | | Alumbra LLC | 156 | ALU04 | 10.5 | 326.60 | \$3,429.30 |
| 7.02 | | Alumbra LLC | 156 | ALU04 | 27.5 | 314.22 | \$8,641.05 |
| 7.02 | | Alumbra LLC | 156 | ALU04 | 2 | 333.68 | \$667.36 |
| 7.02 | | Alumbra LLC | 156 | ALU07 | 44 | 340.00 | \$14,960.00 |
| 7.02 | | Alumbra LLC | 156 | ALU07 | 1.5 | 333.68 | \$500.52 |
| 7.02 | | Alumbra LLC | 156 | ALU07 | 8 | 303.89 | \$2,431.12 |
| 7.02 | | Alumbra LLC | 156 | ALU07 | 3 | 289.44 | \$868.32 |
| 7.02 | | Alumbra LLC | 156 | ALU07 | 15.5 | 314.51 | \$4,874.91 |
| 7.02 | | Alumbra LLC | 156 | ALU17 | 54 | 375.00 | \$20,250.00 |
| 7.02 | | Alumbra LLC | 156 | ALU24 | 37.5 | 340.00 | \$12,750.00 |
| 7.02 | | Alumbra LLC | 156 | ALU24 | 1.5 | 371.11 | \$556.67 |
| 7.02 | | Alumbra LLC | 156 | ALU24 | 13 | 326.60 | \$4,245.80 |
| 7.02 | | Alumbra LLC | 156 | ALU24 | 4.5 | 314.22 | \$1,413.99 |
| 7.02 | | Alumbra LLC | 156 | ALU24 | 6 | 333.68 | \$2,002.08 |
| 7.02 | | Alumbra LLC | 156 | ALU25 | 5 | 375.00 | \$1,875.00 |
| 7.02 | | Alumbra LLC | 156 | ALU25 | 12 | 371.11 | \$4,453.32 |
| 7.02 | | Alumbra LLC | 156 | ALU31 | 10 | 303.89 | \$3,038.90 |
| 7.02 | | Alumbra LLC | 156 | ALU31 | 10.5 | 289.44 | \$3,039.12 |
| 7.02 | | Alumbra LLC | 156 | ALU31 | 10 | 314.51 | \$3,145.10 |
| 7.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO4-006 | IEM01 | 1.5 | 204.00 | \$306.00 |
| 7.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO4-006 | IEM02 | 189 | 114.00 | \$21,546.00 |
| 7.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO4-006 | IEM04 | 19 | 152.00 | \$2,888.00 |
| 7.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO4-006 | IEM06 | 19.5 | 204.00 | \$3,978.00 |

| HOC Item | Annex II Definition | Vendor | Invoice # | ID Code | Quantity | Price | Total (USD) |
|----------|--|---|---------------|---------|----------|--------|--------------|
| 7.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-W04-006 | IEM11 | 42.25 | 114.00 | \$4,816.50 |
| 7.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-W04-006 | IEM12 | 43 | 114.00 | \$4,902.00 |
| 7.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-W04-006 | IEM21 | 116.25 | 96.00 | \$11,160.00 |
| 7.02 | Policies and Procedures Total | | | | | | \$554,469.62 |
| 7.05 | Project Worksheet Assessment (also covered under Section 4.3) | Innovative Emergency Management, Inc. (IEM) | 20342-W01-010 | IEM01 | 10.5 | 204.00 | \$2,142.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-010 | IEM05 | 87 | 244.00 | \$21,228.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-010 | IEM06 | 68.75 | 204.00 | \$14,025.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-010 | IEM19 | 89 | 114.00 | \$10,146.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-010 | IEM20 | 108.5 | 204.00 | \$22,134.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-010 | IEM22 | 14 | 114.00 | \$1,596.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-010 | IEM25 | 20.75 | 64.00 | \$1,328.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-010 | IEM10 | 5.5 | 64.00 | \$352.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-010 | IEM26 | 2 | 114.00 | \$228.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-010 | IEM27 | 41 | 136.00 | \$5,576.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-010 | IEM28 | 20.25 | 204.00 | \$4,131.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | IEM01 | 1.5 | 204.00 | \$306.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | IEM02 | 2 | 114.00 | \$228.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | IEM05 | 44 | 244.00 | \$10,736.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | IEM06 | 36 | 204.00 | \$7,344.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | IEM18 | 1.25 | 96.00 | \$120.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | IEM18 | 1.25 | 64.00 | \$80.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | IEM19 | 147.5 | 114.00 | \$16,815.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | IEM20 | 137 | 204.00 | \$27,948.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | IEM25 | 40 | 64.00 | \$2,560.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | IEM27 | 63.5 | 136.00 | \$8,636.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | IEM28 | 120 | 204.00 | \$24,480.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | IEM38 | 52.5 | 96.00 | \$5,040.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | IEM43 | 3.5 | 152.00 | \$532.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | IEM44 | 23 | 64.00 | \$1,472.00 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-W01-011 | IEM45 | 5.5 | 152.00 | \$836.00 |
| 7.05 | Project Worksheet Assessment (also covered under Section 4.3) | | | | | | \$190,019.00 |
| 7.08 | Drafting, Revising and Finalizing Federal Funding Procurement | Innovative Emergency Management, Inc. (IEM) | 20342-W03-008 | IEM02 | 3.5 | 114.00 | \$399.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-008 | IEM05 | 72.5 | 244.00 | \$17,690.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-008 | IEM06 | 68.75 | 204.00 | \$14,025.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-008 | IEM21 | 11.75 | 96.00 | \$1,128.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-008 | IEM22 | 44.25 | 114.00 | \$5,044.50 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM02 | 94 | 114.00 | \$10,716.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM05 | 35 | 244.00 | \$8,540.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM06 | 213 | 204.00 | \$43,452.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM22 | 104.75 | 114.00 | \$11,941.50 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM29 | 10 | 136.00 | \$1,360.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM30 | 18.5 | 136.00 | \$2,516.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM31 | 15 | 136.00 | \$2,040.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM32 | 41.5 | 136.00 | \$5,644.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM33 | 19 | 152.00 | \$2,888.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM34 | 30 | 152.00 | \$4,560.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM35 | 63 | 152.00 | \$9,576.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM36 | 85.5 | 152.00 | \$12,996.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM37 | 20 | 180.00 | \$3,600.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM38 | 8.25 | 96.00 | \$792.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM39 | 80 | 96.00 | \$7,680.00 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-W03-009 | IEM40 | 96.5 | 180.00 | \$17,370.00 |
| 7.08 | Drafting, Revising and Finalizing Federal Funding Procurement | | | | | | \$183,958.00 |
| 8.02 | Recruiting and Staffing | Aerotek Professional Services | OP10090050 | AER25 | 40 | 19.60 | \$784.00 |
| 8.02 | | Aerotek Professional Services | OP10106159 | AER25 | 40 | 19.60 | \$784.00 |
| 8.02 | | Aerotek Professional Services | OP10139539 | AER25 | 32 | 19.60 | \$627.20 |
| 8.02 | | Aerotek Professional Services | OP10154395 | AER25 | 32 | 19.60 | \$627.20 |
| 8.02 | | Aerotek Professional Services | OP10169959 | AER39 | 40 | 23.56 | \$942.40 |
| 8.02 | | Aerotek Professional Services | OP10169961 | AER29 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER02 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER02 | 8 | 55.80 | \$446.40 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER05 | 18.75 | 46.50 | \$871.88 |

| HOC Item | Annex II Definition | Vendor | Invoice # | ID Code | Quantity | Price | Total (USD) |
|----------|---------------------|-------------------------------|------------|---------|----------|-------|-------------|
| 8.02 | | Aerotek Professional Services | OP10169962 | AER05 | 40 | 31.00 | \$1,240.00 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER08 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER08 | 8.5 | 55.80 | \$474.30 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER09 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER09 | 10 | 55.80 | \$558.00 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER13 | 32.75 | 37.20 | \$1,218.30 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER13 | 8 | 34.50 | \$276.00 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER13 | 3 | 55.80 | \$167.40 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER15 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER15 | 7 | 55.80 | \$390.60 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER16 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER16 | 4.5 | 55.80 | \$251.10 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER17 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER17 | 14.5 | 55.80 | \$809.10 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER22 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER22 | 13 | 55.80 | \$725.40 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER27 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10169962 | AER27 | 9.98 | 55.80 | \$556.88 |
| 8.02 | | Aerotek Professional Services | OP10169965 | AER03 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10169965 | AER03 | 5.5 | 27.90 | \$153.45 |
| 8.02 | | Aerotek Professional Services | OP10169965 | AER07 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10169965 | AER11 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10169965 | AER11 | 8 | 27.90 | \$223.20 |
| 8.02 | | Aerotek Professional Services | OP10169965 | AER14 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10169965 | AER14 | 8.75 | 27.90 | \$244.13 |
| 8.02 | | Aerotek Professional Services | OP10169965 | AER19 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10169965 | AER19 | 8.25 | 27.90 | \$230.18 |
| 8.02 | | Aerotek Professional Services | OP10169965 | AER20 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10169965 | AER20 | 19 | 27.90 | \$530.10 |
| 8.02 | | Aerotek Professional Services | OP10169965 | AER31 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10169965 | AER31 | 3 | 27.90 | \$83.70 |
| 8.02 | | Aerotek Professional Services | OP10169966 | AER04 | 40 | 22.94 | \$917.60 |
| 8.02 | | Aerotek Professional Services | OP10169966 | AER06 | 16 | 22.32 | \$357.12 |
| 8.02 | | Aerotek Professional Services | OP10185310 | AER29 | 62 | 37.20 | \$2,306.40 |
| 8.02 | | Aerotek Professional Services | OP10185306 | AER04 | 40 | 22.94 | \$917.60 |
| 8.02 | | Aerotek Professional Services | OP10185306 | AER06 | 40 | 22.32 | \$892.80 |
| 8.02 | | Aerotek Professional Services | OP10185305 | AER03 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10185305 | AER03 | 17.17 | 27.90 | \$479.04 |
| 8.02 | | Aerotek Professional Services | OP10185305 | AER07 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10185305 | AER07 | 12.5 | 27.90 | \$348.75 |
| 8.02 | | Aerotek Professional Services | OP10185305 | AER11 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10185305 | AER11 | 3 | 27.90 | \$83.70 |
| 8.02 | | Aerotek Professional Services | OP10185305 | AER14 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10185305 | AER14 | 14 | 27.90 | \$390.60 |
| 8.02 | | Aerotek Professional Services | OP10185305 | AER19 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10185305 | AER19 | 12.25 | 27.90 | \$341.78 |
| 8.02 | | Aerotek Professional Services | OP10185305 | AER20 | 4 | 17.25 | \$69.00 |
| 8.02 | | Aerotek Professional Services | OP10185305 | AER20 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10185305 | AER20 | 4 | 27.90 | \$111.60 |
| 8.02 | | Aerotek Professional Services | OP10185305 | AER31 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10185305 | AER31 | 1 | 27.90 | \$27.90 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER02 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER02 | 16 | 55.80 | \$892.80 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER05 | 20.75 | 46.50 | \$964.88 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER05 | 40 | 31.00 | \$1,240.00 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER08 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER08 | 5.5 | 55.80 | \$306.90 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER09 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER09 | 8 | 55.80 | \$446.40 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER13 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER13 | 19 | 55.80 | \$1,060.20 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER15 | 40 | 37.20 | \$1,488.00 |

| HOC Item | Annex II Definition | Vendor | Invoice # | ID Code | Quantity | Price | Total (USD) |
|----------|---------------------|-------------------------------|------------|---------|----------|-------|-------------|
| 8.02 | | Aerotek Professional Services | OP10185304 | AER15 | 21 | 55.80 | \$1,171.80 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER16 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER16 | 15.92 | 55.80 | \$888.34 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER17 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER17 | 2 | 34.50 | \$69.00 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER17 | 17.5 | 55.80 | \$976.50 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER22 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER22 | 22.5 | 55.80 | \$1,255.50 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER27 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10185304 | AER27 | 19 | 55.80 | \$1,060.20 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER02 | 32 | 37.20 | \$1,190.40 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER02 | 8 | 34.50 | \$276.00 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER05 | 5.33 | 46.50 | \$247.85 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER05 | 40 | 31.00 | \$1,240.00 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER08 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER08 | 3.08 | 55.80 | \$171.86 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER09 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER09 | 5 | 55.80 | \$279.00 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER13 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER13 | 21.67 | 55.80 | \$1,209.19 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER15 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER15 | 5.5 | 55.80 | \$306.90 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER16 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER16 | 2.47 | 55.80 | \$137.83 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER17 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER22 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER22 | 9 | 55.80 | \$502.20 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER27 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10200777 | AER27 | 7.4 | 55.80 | \$412.92 |
| 8.02 | | Aerotek Professional Services | OP10200778 | AER03 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10200778 | AER03 | 6.85 | 27.90 | \$191.12 |
| 8.02 | | Aerotek Professional Services | OP10200778 | AER07 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10200778 | AER11 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10200778 | AER14 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10200778 | AER14 | 7.25 | 27.90 | \$202.28 |
| 8.02 | | Aerotek Professional Services | OP10200778 | AER19 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10200778 | AER19 | 0.5 | 27.90 | \$13.95 |
| 8.02 | | Aerotek Professional Services | OP10200778 | AER20 | 8 | 17.25 | \$138.00 |
| 8.02 | | Aerotek Professional Services | OP10200778 | AER20 | 32 | 18.60 | \$595.20 |
| 8.02 | | Aerotek Professional Services | OP10200778 | AER31 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10200778 | AER31 | 1 | 27.90 | \$27.90 |
| 8.02 | | Aerotek Professional Services | OP10200779 | AER06 | 40 | 22.32 | \$892.80 |
| 8.02 | | Aerotek Professional Services | OP10200779 | AER06 | 1 | 8.93 | \$8.93 |
| 8.02 | | Aerotek Professional Services | OP10200783 | AER29 | 68 | 37.20 | \$2,529.60 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER02 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER02 | 8 | 55.80 | \$446.40 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER05 | 8.75 | 46.50 | \$406.88 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER05 | 40 | 31.00 | \$1,240.00 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER08 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER08 | 3.5 | 55.80 | \$195.30 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER09 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER09 | 10 | 55.80 | \$558.00 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER13 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER13 | 2.25 | 55.80 | \$125.55 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER15 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER15 | 5 | 55.80 | \$279.00 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER16 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER17 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER22 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER22 | 18 | 55.80 | \$1,004.40 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER27 | 39.75 | 37.20 | \$1,478.70 |
| 8.02 | | Aerotek Professional Services | OP10216025 | AER27 | 6.95 | 55.80 | \$387.81 |

| HOC Item | Annex II Definition | Vendor | Invoice # | ID Code | Quantity | Price | Total (USD) |
|----------|---|-------------------------------|------------|---------|----------|--------|--------------|
| 8.02 | | Aerotek Professional Services | OP10216026 | AER03 | 47 | 18.60 | \$874.20 |
| 8.02 | | Aerotek Professional Services | OP10216026 | AER03 | 5.5 | 27.90 | \$153.45 |
| 8.02 | | Aerotek Professional Services | OP10216026 | AER07 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10216026 | AER07 | 4 | 27.90 | \$111.60 |
| 8.02 | | Aerotek Professional Services | OP10216026 | AER11 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10216026 | AER14 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10216026 | AER19 | 32 | 18.60 | \$595.20 |
| 8.02 | | Aerotek Professional Services | OP10216026 | AER20 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10216026 | AER20 | 7 | 27.90 | \$195.30 |
| 8.02 | | Aerotek Professional Services | OP10216026 | AER31 | 40 | 18.60 | \$744.00 |
| 8.02 | | Aerotek Professional Services | OP10216026 | AER31 | 2.5 | 27.90 | \$69.75 |
| 8.02 | | Aerotek Professional Services | OP10216027 | AER06 | 40 | 22.32 | \$892.80 |
| 8.02 | | Aerotek Professional Services | OP10231480 | AER02 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10231480 | AER05 | 4.33 | 46.50 | \$201.35 |
| 8.02 | | Aerotek Professional Services | OP10231480 | AER05 | 40 | 31.00 | \$1,240.00 |
| 8.02 | | Aerotek Professional Services | OP10231480 | AER08 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10231480 | AER08 | 3.33 | 55.80 | \$185.81 |
| 8.02 | | Aerotek Professional Services | OP10231480 | AER09 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10231480 | AER09 | 4 | 55.80 | \$223.20 |
| 8.02 | | Aerotek Professional Services | OP10231480 | AER13 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10231480 | AER15 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10231480 | AER16 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10231480 | AER17 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10231480 | AER22 | 40 | 37.20 | \$1,488.00 |
| 8.02 | | Aerotek Professional Services | OP10231480 | AER22 | 10.5 | 55.80 | \$585.90 |
| 8.02 | | Aerotek Professional Services | OP10231480 | AER27 | 39.95 | 37.20 | \$1,486.14 |
| 8.02 | | Aerotek Professional Services | OP10231480 | AER27 | 3.33 | 55.80 | \$185.81 |
| 8.02 | | Iris Vargas | LE 2021-12 | IRI01 | 88 | 80.00 | \$7,040.00 |
| 8.02 | | Iris Vargas | LE 2021-13 | IRI01 | 80 | 80.00 | \$6,400.00 |
| 8.02 | | Iris Vargas | LE 2021-18 | IRI01 | 87 | 80.00 | \$6,960.00 |
| 8.02 | | BMA Group | 21-1904 | BMA01 | 72 | 25.20 | \$1,814.40 |
| 8.02 | | BMA Group | 21-1904 | BMA05 | 80 | 25.20 | \$2,016.00 |
| 8.02 | | BMA Group | 21-1904 | BMA09 | 80 | 25.20 | \$2,016.00 |
| 8.02 | | BMA Group | 21-1904 | BMA12 | 80 | 25.20 | \$2,016.00 |
| 8.02 | | BMA Group | 21-1904 | BMA11 | 80 | 25.20 | \$2,016.00 |
| 8.02 | | BMA Group | 21-1904 | BMA13 | 80 | 25.20 | \$2,016.00 |
| 8.02 | | BMA Group | 21-1904 | BMA14 | 64 | 4.20 | \$268.80 |
| 8.02 | | BMA Group | 21-1904 | BMA14 | 80 | 25.20 | \$2,016.00 |
| 8.02 | | BMA Group | 21-1904 | BMA15 | 80 | 25.20 | \$2,016.00 |
| 8.02 | | BMA Group | 21-1904 | BMA16 | 80 | 53.85 | \$4,308.00 |
| 8.02 | | BMA Group | 21-1903 | BMA07 | 80 | 95.00 | \$7,600.00 |
| 8.02 | Recruiting and Staffing Total | | | | | | \$184,087.01 |
| 8.05 | Stand Up Human Capital Management (HCM) System | Trans4mative | 1582 | TRA03 | 44 | 185.00 | \$8,140.00 |
| 8.05 | | Trans4mative | 1588 | TRA02 | 88 | 185.00 | \$16,280.00 |
| 8.05 | | Trans4mative | 1588 | TRA04 | 102 | 185.00 | \$18,870.00 |
| 8.05 | | Trans4mative | 1591 | TRA03 | 30 | 185.00 | \$5,550.00 |
| 8.05 | | Trans4mative | 1590 | TRA02 | 32 | 185.00 | \$5,920.00 |
| 8.05 | | Trans4mative | 1590 | TRA04 | 107 | 185.00 | \$19,795.00 |
| 8.05 | Stand Up Human Capital Management (HCM) System Total | | | | | | \$74,555.00 |
| 8.06 | Communication Plan | Aerotek Professional Services | OP10169960 | AER21 | 20 | 31.00 | \$620.00 |
| 8.06 | | Aerotek Professional Services | OP10169960 | AER26 | 31.5 | 105.40 | \$3,320.10 |
| 8.06 | | Aerotek Professional Services | OP10169960 | AER33 | 40 | 48.36 | \$1,934.40 |
| 8.06 | | Aerotek Professional Services | OP10169960 | AER34 | 20 | 99.20 | \$1,984.00 |
| 8.06 | | Aerotek Professional Services | OP10185308 | AER21 | 20 | 31.00 | \$620.00 |
| 8.06 | | Aerotek Professional Services | OP10185308 | AER26 | 38.5 | 105.40 | \$4,057.90 |
| 8.06 | | Aerotek Professional Services | OP10185308 | AER33 | 40 | 48.36 | \$1,934.40 |
| 8.06 | | Aerotek Professional Services | OP10185308 | AER34 | 20 | 99.20 | \$1,984.00 |
| 8.06 | | Aerotek Professional Services | OP10200781 | AER21 | 20 | 31.00 | \$620.00 |
| 8.06 | | Aerotek Professional Services | OP10200781 | AER26 | 37 | 105.40 | \$3,899.80 |
| 8.06 | | Aerotek Professional Services | OP10200781 | AER26 | 2.5 | 158.10 | \$395.25 |
| 8.06 | | Aerotek Professional Services | OP10200781 | AER33 | 40 | 48.36 | \$1,934.40 |
| 8.06 | | Aerotek Professional Services | OP10200781 | AER34 | 20 | 99.20 | \$1,984.00 |

| HOC Item | Annex II Definition | Vendor | Invoice # | ID Code | Quantity | Price | Total (USD) |
|----------|--|---|----------------|---------|----------|--------|--------------|
| 8.06 | | Aerotek Professional Services | OP10216029 | AER21 | 20 | 31.00 | \$620.00 |
| 8.06 | | Aerotek Professional Services | OP10216029 | AER26 | 40 | 105.40 | \$4,216.00 |
| 8.06 | | Aerotek Professional Services | OP10216029 | AER26 | 8 | 158.10 | \$1,264.80 |
| 8.06 | | Aerotek Professional Services | OP10216029 | AER33 | 40 | 48.36 | \$1,934.40 |
| 8.06 | | Aerotek Professional Services | OP10216029 | AER34 | 20 | 99.20 | \$1,984.00 |
| 8.06 | Communication Plan Total | | | | | | \$35,307.45 |
| 8.1 | Compliance Plan | BMA Group | 21-1903 | BMA04 | 80 | 95.00 | \$7,600.00 |
| 8.1 | Compliance Plan Total | | | | | | \$7,600.00 |
| 9.01 | Genco Shared Services Agreement Approval | Alumbra LLC | 140 | ALU21 | 29.5 | 375.00 | \$11,062.50 |
| 9.01 | | Alumbra LLC | 140 | ALU21 | 20.5 | 339.61 | \$6,962.01 |
| 9.01 | | Alumbra LLC | 140 | ALU22 | 24.5 | 339.61 | \$8,320.45 |
| 9.01 | | Alumbra LLC | 141 | ALU21 | 5 | 375.00 | \$1,875.00 |
| 9.01 | | Alumbra LLC | 141 | ALU21 | 36.5 | 340.61 | \$12,432.27 |
| 9.01 | | Alumbra LLC | 141 | ALU22 | 41 | 340.61 | \$13,965.01 |
| 9.01 | | Alumbra LLC | 157 | ALU21 | 13.5 | 375.00 | \$5,062.50 |
| 9.01 | | Alumbra LLC | 157 | ALU21 | 21.75 | 351.89 | \$7,653.61 |
| 9.01 | | Alumbra LLC | 157 | ALU22 | 12 | 351.89 | \$4,222.68 |
| 9.01 | | Alumbra LLC | 158 | ALU21 | 39.5 | 348.04 | \$13,747.58 |
| 9.01 | | Alumbra LLC | 158 | ALU21 | 46.5 | 348.50 | \$16,205.25 |
| 9.01 | | Alumbra LLC | 158 | ALU22 | 28 | 348.04 | \$9,745.12 |
| 9.01 | | Alumbra LLC | 158 | ALU22 | 32 | 348.50 | \$11,152.00 |
| 9.01 | Genco Shared Services Agreement Approval Total | | | | | | \$122,405.98 |
| 9.02 | Emergency Response Plan Approval | Alumbra LLC | 155 | ALU18 | 21.5 | 230.87 | \$4,963.71 |
| 9.02 | | Alumbra LLC | 155 | ALU31 | 5 | 230.87 | \$1,154.35 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-009 | IEM03 | 158.75 | 132.00 | \$20,955.00 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-009 | IEM05 | 9 | 244.00 | \$2,196.00 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-009 | IEM09 | 207 | 114.00 | \$23,598.00 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-009 | IEM14 | 214 | 114.00 | \$24,396.00 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-009 | IEM15 | 12 | 96.00 | \$1,152.00 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-009 | IEM23 | 34 | 114.00 | \$3,876.00 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-009 | IEM24 | 29 | 132.00 | \$3,828.00 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | IEM03 | 201.75 | 132.00 | \$26,631.00 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | IEM05 | 87 | 244.00 | \$21,228.00 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | IEM06 | 0.25 | 204.00 | \$51.00 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | IEM09 | 162.5 | 114.00 | \$18,525.00 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | IEM14 | 165.75 | 114.00 | \$18,895.50 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | IEM15 | 22 | 96.00 | \$2,112.00 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | IEM23 | 113.25 | 114.00 | \$12,910.50 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | IEM24 | 1.5 | 132.00 | \$198.00 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | IEM28 | 40 | 204.00 | \$8,160.00 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | IEM41 | 1 | 170.00 | \$170.00 |
| 9.02 | Emergency Response Plan Approval Total | | | | | | \$195,000.06 |
| 9.07 | System Operation Principles Regulatory Approval | Alumbra LLC | 153 | ALU17 | 21 | 375.00 | \$7,875.00 |
| 9.07 | | Alumbra LLC | 153 | ALU25 | 26 | 375.00 | \$9,750.00 |
| 9.07 | System Operation Principles Regulatory Approval Total | | | | | | \$17,625.00 |
| 10.02 | Assuming Responsibility for Securing Use of Assets, Facilities, IT | Aerotek Professional Services | OP10090050 | AER18 | 40 | 21.00 | \$840.00 |
| 10.02 | | Aerotek Professional Services | OP10106159 | AER18 | 40 | 21.00 | \$840.00 |
| 10.02 | | Aerotek Professional Services | OP10139539 | AER18 | 40 | 21.00 | \$840.00 |
| 10.02 | | Aerotek Professional Services | OP10154395 | AER18 | 40 | 21.00 | \$840.00 |
| 10.02 | | Aerotek Professional Services | CE06232182 | AER32 | 41.5 | 47.12 | \$1,955.48 |
| 10.02 | | Aerotek Professional Services | OP10169964 | AER18 | 1 | 31.50 | \$31.50 |
| 10.02 | | Aerotek Professional Services | OP10169964 | AER18 | 40 | 21.00 | \$840.00 |
| 10.02 | | Aerotek Professional Services | OP10185307 | AER18 | 40 | 21.00 | \$840.00 |
| 10.02 | | Aerotek Professional Services | CE06242854 | AER32 | 40 | 47.12 | \$1,884.80 |
| 10.02 | | Aerotek Professional Services | CE06252842 | AER32 | 42.5 | 47.12 | \$2,002.60 |
| 10.02 | | Aerotek Professional Services | OP10200780 | AER18 | 8 | 31.50 | \$252.00 |
| 10.02 | | Aerotek Professional Services | OP10200780 | AER18 | 40 | 21.00 | \$840.00 |
| 10.02 | | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001244 | JLL01 | 123 | 175.00 | \$21,525.00 |
| 10.02 | | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001244 | JLL02 | 22 | 175.00 | \$3,850.00 |
| 10.02 | | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001243 | JLL01 | 10 | 175.00 | \$1,750.00 |
| 10.02 | | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001243 | JLL02 | 12 | 175.00 | \$2,100.00 |
| 10.02 | | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001242 | JLL01 | 8 | 175.00 | \$1,400.00 |

| HOC Item | Annex II Definition | Vendor | Invoice # | ID Code | Quantity | Price | Total (USD) |
|------------|---|--------------------------------------|---------------|---------|----------|--------|--------------|
| 10.02 | | Jones Lang LaSalle Puerto Rico, Inc. | PR003RE000237 | JLL03 | 60 | 50.00 | \$3,000.00 |
| 10.02 | Assuming Responsibility for Securing Use of Assets, Facilities, | | | | | | \$45,631.38 |
| Non HOC 02 | ServCo IT Systems | Smartbridge | INV_9978 | SMA03 | 91.5 | 225.00 | \$20,587.50 |
| Non HOC 02 | | Smartbridge | INV_10027 | SMA03 | 110 | 225.00 | \$24,750.00 |
| Non HOC 02 | | CSS International, Inc | 19825 | CSS03 | 145 | 210.00 | \$30,450.00 |
| Non HOC 02 | | CSS International, Inc | 19824 | CSS02 | 44 | 240.00 | \$10,560.00 |
| Non HOC 02 | | CSS International, Inc | 19823 | CSS02 | 121 | 230.00 | \$27,830.00 |
| Non HOC 02 | | CSS International, Inc | 19822 | CSS01 | 199 | 210.00 | \$41,790.00 |
| Non HOC 02 | | CSS International, Inc | 19821 | CSS04 | 160 | 230.00 | \$36,800.00 |
| Non HOC 02 | | Trans4mative | 1581 | TRA05 | 23 | 205.00 | \$4,715.00 |
| Non HOC 02 | | Focus Cloud Americas LLC | INV-0409 | FOC01 | 206.25 | 180.00 | \$37,125.00 |
| Non HOC 02 | | Focus Cloud Americas LLC | INV-0431 | FOC01 | 211 | 180.00 | \$37,980.00 |
| Non HOC 02 | ServCo IT Systems Total | | | | | | \$272,587.50 |
| Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10090050 | AER10 | 40 | 21.00 | \$840.00 |
| Non HOC 06 | | Aerotek Professional Services | OP10090050 | AER30 | 39.75 | 18.20 | \$723.45 |
| Non HOC 06 | | Aerotek Professional Services | OP10106159 | AER10 | 40 | 21.00 | \$840.00 |
| Non HOC 06 | | Aerotek Professional Services | OP10106159 | AER28 | 31.77 | 18.20 | \$578.21 |
| Non HOC 06 | | Aerotek Professional Services | OP10139539 | AER10 | 4 | 17.25 | \$69.00 |
| Non HOC 06 | | Aerotek Professional Services | OP10139539 | AER10 | 36 | 21.00 | \$756.00 |
| Non HOC 06 | | Aerotek Professional Services | OP10139539 | AER30 | 39.47 | 18.20 | \$718.35 |
| Non HOC 06 | | Aerotek Professional Services | OP10154395 | AER10 | 40 | 21.00 | \$840.00 |
| Non HOC 06 | | Aerotek Professional Services | OP10154395 | AER30 | 35.5 | 18.20 | \$646.10 |
| Non HOC 06 | | Aerotek Professional Services | OP10169964 | AER10 | 40 | 21.00 | \$840.00 |
| Non HOC 06 | | Aerotek Professional Services | OP10169964 | AER30 | 40 | 18.20 | \$728.00 |
| Non HOC 06 | | Aerotek Professional Services | OP10185307 | AER10 | 3 | 31.50 | \$94.50 |
| Non HOC 06 | | Aerotek Professional Services | OP10185307 | AER10 | 40 | 21.00 | \$840.00 |
| Non HOC 06 | | Aerotek Professional Services | OP10185307 | AER30 | 24 | 18.20 | \$436.80 |
| Non HOC 06 | | Aerotek Professional Services | OP10200780 | AER10 | 4 | 31.50 | \$126.00 |
| Non HOC 06 | | Aerotek Professional Services | OP10200780 | AER10 | 40 | 21.00 | \$840.00 |
| Non HOC 06 | | Alumbra LLC | 149 | ALU06 | 38 | 291.59 | \$11,080.42 |
| Non HOC 06 | | Alumbra LLC | 149 | ALU13 | 26.75 | 191.73 | \$5,128.78 |
| Non HOC 06 | | Alumbra LLC | 149 | ALU14 | 17.5 | 291.59 | \$5,102.83 |
| Non HOC 06 | | Alumbra LLC | 149 | ALU18 | 1.5 | 291.59 | \$437.39 |
| Non HOC 06 | | Alumbra LLC | 149 | ALU18 | 3.5 | 191.73 | \$671.06 |
| Non HOC 06 | | Alumbra LLC | 149 | ALU20 | 8 | 291.59 | \$2,332.72 |
| Non HOC 06 | | Alumbra LLC | 149 | ALU20 | 3 | 191.73 | \$575.19 |
| Non HOC 06 | | Alumbra LLC | 149 | ALU23 | 22 | 291.59 | \$6,414.98 |
| Non HOC 06 | | Alumbra LLC | 149 | ALU32 | 17 | 291.59 | \$4,957.03 |
| Non HOC 06 | | Alumbra LLC | 150 | ALU06 | 1.5 | 340.00 | \$510.00 |
| Non HOC 06 | | Alumbra LLC | 150 | ALU06 | 65.5 | 328.11 | \$21,491.21 |
| Non HOC 06 | | Alumbra LLC | 150 | ALU14 | 43 | 328.11 | \$14,108.73 |
| Non HOC 06 | | Alumbra LLC | 165 | ALU06 | 60.5 | 320.98 | \$19,419.29 |
| Non HOC 06 | | Alumbra LLC | 165 | ALU14 | 17 | 320.98 | \$5,456.66 |
| Non HOC 06 | | Alumbra LLC | 165 | ALU20 | 80 | 320.98 | \$25,678.40 |
| Non HOC 06 | | Alumbra LLC | 165 | ALU29 | 5 | 375.00 | \$1,875.00 |
| Non HOC 06 | | Alumbra LLC | 165 | ALU29 | 3.5 | 320.98 | \$1,123.43 |
| Non HOC 06 | | Alumbra LLC | 165 | ALU32 | 25 | 320.98 | \$8,024.50 |
| Non HOC 06 | | Alumbra LLC | 166 | ALU06 | 34.5 | 347.71 | \$11,996.00 |
| Non HOC 06 | | Alumbra LLC | 166 | ALU14 | 19 | 347.71 | \$6,606.49 |
| Non HOC 06 | | Alumbra LLC | 166 | ALU29 | 36 | 347.71 | \$12,517.56 |
| Non HOC 06 | Regulatory Support of Handover Checklist Items Total | | | | | | \$175,424.08 |
| Non HOC 11 | Development of System Operations Principles | Alumbra LLC | 136 | ALU25 | 15 | 375.00 | \$5,625.00 |
| Non HOC 11 | | Alumbra LLC | 137 | ALU17 | 18 | 375.00 | \$6,750.00 |
| Non HOC 11 | | Alumbra LLC | 137 | ALU25 | 37.5 | 375.00 | \$14,062.50 |
| Non HOC 11 | | Alumbra LLC | 149 | ALU06 | 15 | 340.00 | \$5,100.00 |
| Non HOC 11 | | Alumbra LLC | 150 | ALU06 | 17.5 | 340.00 | \$5,950.00 |
| Non HOC 11 | | Alumbra LLC | 154 | ALU17 | 32 | 375.00 | \$12,000.00 |
| Non HOC 11 | | Alumbra LLC | 154 | ALU25 | 51.5 | 375.00 | \$19,312.50 |
| Non HOC 11 | Development of System Operations Principles Total | | | | | | \$68,800.00 |
| Non HOC 14 | GenCo-GridCo integration | Alumbra LLC | 134 | ALU16 | 13.25 | 375.00 | \$4,968.75 |
| Non HOC 14 | | Alumbra LLC | 134 | ALU25 | 13 | 375.00 | \$4,875.00 |
| Non HOC 14 | | Alumbra LLC | 134 | ALU29 | 40 | 375.00 | \$15,000.00 |

| HOC Item | Annex II Definition | Vendor | Invoice # | ID Code | Quantity | Price | Total (USD) |
|--------------|--|---|-------------|---------|-----------------|--------|---------------------|
| Non HOC 14 | | Alumbra LLC | 135 | ALU25 | 24.5 | 375.00 | \$9,187.50 |
| Non HOC 14 | | Alumbra LLC | 151 | ALU16 | 1.5 | 375.00 | \$562.50 |
| Non HOC 14 | | Alumbra LLC | 151 | ALU25 | 25 | 375.00 | \$9,375.00 |
| Non HOC 14 | | Alumbra LLC | 151 | ALU29 | 12.5 | 375.00 | \$4,687.50 |
| Non HOC 14 | | Alumbra LLC | 152 | ALU25 | 30 | 375.00 | \$11,250.00 |
| Non HOC 14 | | Alumbra LLC | 152 | ALU29 | 9 | 375.00 | \$3,375.00 |
| Non HOC 14 | GenCo-GridCo integration Total | | | | | | \$63,281.25 |
| Non HOC 15 | LUMA MC Ongoing Back Office Support | Aerotek Professional Services | OP10169963 | AER12 | 8 | 32.20 | \$257.60 |
| Non HOC 15 | | Aerotek Professional Services | OP10169963 | AER12 | 34 | 39.20 | \$1,332.80 |
| Non HOC 15 | | Aerotek Professional Services | OP10185309 | AER12 | 3.5 | 58.80 | \$205.80 |
| Non HOC 15 | | Aerotek Professional Services | OP10185309 | AER12 | 40 | 39.20 | \$1,568.00 |
| Non HOC 15 | | Aerotek Professional Services | OP10200782 | AER12 | 4.5 | 58.80 | \$264.60 |
| Non HOC 15 | | Aerotek Professional Services | OP10200782 | AER12 | 37 | 39.20 | \$1,450.40 |
| Non HOC 15 | | NexTec Operating Corp | 165816 | NEX06 | 1 | 195.00 | \$195.00 |
| Non HOC 15 | | People 2.0 North America | RL509403650 | PEO04 | 92 | 112.00 | \$10,304.00 |
| Non HOC 15 | | People 2.0 North America | RL509403649 | PEO02 | 84.5 | 84.80 | \$7,165.60 |
| Non HOC 15 | | People 2.0 North America | RL509403647 | PEO03 | 80 | 56.00 | \$4,480.00 |
| Non HOC 15 | | People 2.0 North America | RL509403647 | PEO03 | 4 | 84.00 | \$336.00 |
| Non HOC 15 | | People 2.0 North America | RL509407255 | PEO04 | 100.5 | 112.00 | \$11,256.00 |
| Non HOC 15 | | People 2.0 North America | RL509407254 | PEO02 | 87.5 | 84.80 | \$7,420.00 |
| Non HOC 15 | | People 2.0 North America | RL509407252 | PEO03 | 80 | 56.00 | \$4,480.00 |
| Non HOC 15 | | People 2.0 North America | RL509407252 | PEO03 | 10 | 84.00 | \$840.00 |
| Non HOC 15 | LUMA MC Ongoing Back Office Support Total | | | | | | \$51,555.80 |
| Non HOC 16 | PREB Resolutions and Orders | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-10B | A&M02 | 22 | 725.00 | \$15,950.00 |
| Non HOC 16 | | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-10H | A&M02 | 32 | 725.00 | \$23,200.00 |
| Non HOC 16 | | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11B | A&M02 | 57 | 725.00 | \$41,325.00 |
| Non HOC 16 | PREB Resolutions and Orders Total | | | | | | \$80,475.00 |
| Total | | | | | 32868.07 | | 6,104,811.82 |

All Other Expense Items

| HOC Item | Annex II Definition | Vendor | Invoice # | Total (USD) |
|----------|---------------------------------|---|---------------|--------------|
| 1 | General & Transition Management | Aerotek Professional Services | OP10090050 | \$10.27 |
| 1 | | Aerotek Professional Services | OP10106159 | \$9.90 |
| 1 | | Aerotek Professional Services | OP10139539 | \$10.73 |
| 1 | | Aerotek Professional Services | OP10154395 | \$9.11 |
| 1 | | Aerotek Professional Services | OP10185311 | \$9.42 |
| 1 | | Aerotek Professional Services | OP10185303 | \$11.71 |
| 1 | | Alumbra LLC | 139 | \$139.00 |
| 1 | | Alumbra LLC | 150 | \$14,987.00 |
| 1 | | Alumbra LLC | 156 | \$15,016.58 |
| 1 | | Alumbra LLC | 158 | \$12,114.20 |
| 1 | | Alumbra LLC | 162 | \$14,467.33 |
| 1 | | Alumbra LLC | 166 | \$10,845.35 |
| 1 | | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11A | \$1,405.80 |
| 1 | | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11E | \$6,520.74 |
| 1 | | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11D | \$7,183.88 |
| 1 | | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11G | \$2,717.36 |
| 1 | | American Relocation Connections, LLC | 30559 | \$11,421.89 |
| 1 | | American Relocation Connections, LLC | 30548 | \$54,328.14 |
| 1 | | American Relocation Connections, LLC | 31210 | \$10,851.45 |
| 1 | | American Relocation Connections, LLC | 97427 | \$350.00 |
| 1 | | American Relocation Connections, LLC | 31402 | \$3,650.56 |
| 1 | | American Relocation Connections, LLC | 31339 | \$8,250.00 |
| 1 | | American Relocation Connections, LLC | 97428 | \$350.00 |
| 1 | | American Relocation Connections, LLC | 31423 | \$8,901.97 |
| 1 | | American Relocation Connections, LLC | 31439 | \$15,250.00 |
| 1 | | American Relocation Connections, LLC | 97505 | \$350.00 |
| 1 | | American Relocation Connections, LLC | 97506 | \$350.00 |
| 1 | | American Relocation Connections, LLC | 97507 | \$350.00 |
| 1 | | American Relocation Connections, LLC | 97508 | \$350.00 |
| 1 | | American Relocation Connections, LLC | 97509 | \$350.00 |
| 1 | | American Relocation Connections, LLC | 97510 | \$350.00 |
| 1 | | American Relocation Connections, LLC | 97511 | \$350.00 |
| 1 | | American Relocation Connections, LLC | 97512 | \$350.00 |
| 1 | | American Relocation Connections, LLC | 97513 | \$350.00 |
| 1 | | American Relocation Connections, LLC | 97515 | \$350.00 |
| 1 | | American Relocation Connections, LLC | 97516 | \$350.00 |
| 1 | | ATCO Infrastructure Solutions Ltd | 042021-2LB | \$102,872.47 |
| 1 | | ATCO Infrastructure Solutions Ltd | 052021-2LB | \$146,007.98 |
| 1 | | BridgeSource Utilities Solutions, LLC | 1012 | \$10,109.98 |
| 1 | | Covington & Burling LLP | 60925487 | (\$2,500.00) |
| 1 | | District View Office Center | INV-2019-2211 | \$27.40 |
| 1 | | DLA Piper LLP (US) | 4104129 | \$27,784.00 |
| 1 | | DLA Piper LLP (US) | 4105202 | \$76.00 |
| 1 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO3-009 | \$24,665.21 |
| 1 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | \$17,151.16 |
| 1 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO1-011 | \$10,387.72 |
| 1 | | International Business Machines Corporation (IBM) | C21BW9N | \$19,090.67 |
| 1 | | Iris Vargas | LE 2021-17 | \$376.51 |
| 1 | | Iris Vargas | LE 2021-15 | \$906.50 |
| 1 | | Laboratorio Clinico El Morro, Inc. | 12 | \$18,026.00 |
| 1 | | Quanta Workforce Solutions, LLC | QWS-032021-2B | \$3,233.77 |
| 1 | | Quanta Workforce Solutions, LLC | QWS-042021-2B | \$275,685.35 |
| 1 | | Smartbridge | INV_10068 | \$2,152.10 |
| 1 | | CSS International, Inc | 19821 | \$5,725.43 |
| 1 | | Resources Global Professionals (RGP) | RGP1077514 | \$285.57 |
| 1 | | Office Depot | 1.69949E+11 | \$3,489.84 |
| 1 | | Office Depot | 1.69208E+11 | \$348.98 |
| 1 | | Office Depot | 1.69205E+11 | \$1,560.89 |
| 1 | | Office Depot | 1.68788E+11 | (\$148.28) |

| HOC Item | Annex II Definition | Vendor | Invoice # | Total (USD) |
|----------|---|---|--------------------|----------------|
| 1 | | Office Depot | 1.67155E+11 | \$54.46 |
| 1 | | Office Depot | 1.67155E+11 | \$471.02 |
| 1 | | Office Depot | 1.67143E+11 | \$976.17 |
| 1 | | Office Depot | 1.7141E+11 | \$2,187.79 |
| 1 | | Office Depot | 1.70748E+11 | \$22.29 |
| 1 | | Office Depot | 1.68813E+11 | \$111.22 |
| 1 | | Office Depot | 1.68699E+11 | \$231.34 |
| 1 | | Office Depot | 1.72556E+11 | \$458.81 |
| 1 | | Office Depot | 1.72156E+11 | \$4,939.23 |
| 1 | | Office Depot | 17192190001 | \$13.90 |
| 1 | | Office Depot | 1.69122E+11 | \$71.46 |
| 1 | | Office Depot | 1.68812E+11 | \$111.22 |
| 1 | | Office Depot | 1.6873E+11 | \$18.87 |
| 1 | | Office Depot | 1.6873E+11 | \$54.71 |
| 1 | | Office Depot | 18331777 | \$7,357.55 |
| 1 | | Trans4mative | 1588 | \$4,995.04 |
| 1 | | Bennett Jones LLP | 1392512 | (\$78.00) |
| 1 | | Martel, Inc | 21-05-0144 | \$13,673.40 |
| 1 | | BH Centro Internacional, LLC | 2021.06.01 | \$57,264.27 |
| 1 | | Fidelity Investments Institutional Operations Company LLC | 2677961 | \$41,886.14 |
| 1 | | Fidelity Investments Institutional Operations Company LLC | 2699632 | \$11,339.42 |
| 1 | | LUMA Employee Expenses- LESAO | 2021.04.26 | \$279.80 |
| 1 | | J&M Depot, INC | 157434 | \$805.59 |
| 1 | | J&M Depot, INC | 157323 | \$3,945.43 |
| 1 | | J&M Depot, INC | 158020 | \$1,158.77 |
| 1 | | CCHPR Hospitality | M-LCVR1CT | \$27,936.97 |
| 1 | | CCHPR Hospitality | Quote-05182021 | \$22,450.88 |
| 1 | | CCHPR Hospitality | Pro-Forma-05242021 | \$1,058.40 |
| 1 | | Ricoh Puerto Rico, Inc. | 183969 | \$332,466.24 |
| 1 | | Ricoh Puerto Rico, Inc. | 184024 | \$545,181.48 |
| 1 | | Carlos D Torres | A004 | \$1,754.94 |
| 1 | | Rondapro | 157466 | \$16,683.13 |
| 1 | | High End Security Locks, LLC | 2105 | \$33,120.00 |
| 1 | General & Transition Management Total | | | \$2,002,979.58 |
| 2.05 | Environmental Exposure Management Plan | ERM-PR, Inc. | 18203 | \$192,114.00 |
| 2.05 | | ERM-PR, Inc. | 18206 | \$336.00 |
| 2.05 | Environmental Exposure Management Plan Total | | | \$192,450.00 |
| 4.02 | Evaluating and Updating Customer Service Policies and Procedures | Alumbra LLC | 161 | \$0.38 |
| 4.02 | | Alumbra LLC | 162 | \$2,500.99 |
| 4.02 | Evaluating and Updating Customer Service Policies and Procedures Total | | | \$2,501.37 |
| 4.04 | Development of a Customer Service Transition Plan | Alumbra LLC | 163 | \$0.05 |
| 4.04 | | Alumbra LLC | 164 | \$967.20 |
| 4.04 | | AT&T Mobility Puerto Rico | 12766002 | \$1,119.39 |
| 4.04 | | BridgeSource Utilities Solutions, LLC | 1012 | \$7,046.94 |
| 4.04 | | Voxai Solutions, Inc | 5956 | \$78,120.00 |
| 4.04 | Development of a Customer Service Transition Plan Total | | | \$87,253.58 |
| 5.07 | Commencement Cutover Planning | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11E | \$1,495.34 |
| 5.07 | | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11F | (\$16,077.60) |
| 5.07 | | International Business Machines Corporation (IBM) | C21BW9N | \$26,964.74 |
| 5.07 | | International Business Machines Corporation (IBM) | C21B191 | \$35,615.72 |
| 5.07 | | Smartbridge | INV_10025 | \$800.17 |
| 5.07 | | Smartbridge | INV_10024 | \$3,596.70 |
| 5.07 | | Smartbridge | INV_10021 | \$1,122.88 |
| 5.07 | | 1086470 Alberta LTD | 4 | \$2,507.12 |
| 5.07 | | WorldNet Telecommunications, LLC | 704829 | \$4,819.12 |
| 5.07 | Commencement Cutover Planning Total | | | \$60,844.19 |
| 6.05 | Preparing Initial Budgets and Other Financial Forecasts | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11D | (\$19,415.00) |
| 6.05 | | Richard Wayne & Roberts, Inc. | 10053 | \$3,253.79 |
| 6.05 | Preparing Initial Budgets and Other Financial Forecasts Total | | | (\$16,161.21) |
| 7.02 | Policies and Procedures | Alumbra LLC | 138 | (\$0.57) |
| 7.02 | | Alumbra LLC | 139 | \$23,193.48 |
| 7.02 | | Alumbra LLC | 155 | (\$0.35) |

| HOC Item | Annex II Definition | Vendor | Invoice # | Total (USD) |
|----------|---|---|--------------------|--------------|
| 7.02 | | Alumbra LLC | 156 | \$3,725.64 |
| 7.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO4-006 | \$34.68 |
| 7.02 | Policies and Procedures Total | | | \$26,952.88 |
| 7.05 | Project Worksheet Assessment (also covered under Section 4.3) | Innovative Emergency Management, Inc. (IEM) | 20342-WO1-010 | \$1,276.40 |
| 7.05 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO1-011 | \$3,544.76 |
| 7.05 | Project Worksheet Assessment (also covered under Section 4.3) Total | | | \$4,821.16 |
| 7.08 | Drafting, Revising and Finalizing Federal Funding Procurement Manual | Innovative Emergency Management, Inc. (IEM) | 20342-WO3-008 | \$890.14 |
| 7.08 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO3-009 | \$2,878.88 |
| 7.08 | Drafting, Revising and Finalizing Federal Funding Procurement Manual Total | | | \$3,769.02 |
| 8.02 | Recruiting and Staffing | Aeroteck Professional Services | OP10090050 | \$10.26 |
| 8.02 | | Aeroteck Professional Services | OP10106159 | \$83.67 |
| 8.02 | | Aeroteck Professional Services | OP10139539 | \$10.73 |
| 8.02 | | Aeroteck Professional Services | OP10154395 | \$9.12 |
| 8.02 | | Aeroteck Professional Services | OP10169959 | \$9.42 |
| 8.02 | | Aeroteck Professional Services | OP10169961 | \$14.88 |
| 8.02 | | Aeroteck Professional Services | OP10169962 | \$198.88 |
| 8.02 | | Aeroteck Professional Services | OP10169964 | \$58.13 |
| 8.02 | | Aeroteck Professional Services | OP10169965 | \$66.73 |
| 8.02 | | Aeroteck Professional Services | OP10169966 | \$12.75 |
| 8.02 | | Aeroteck Professional Services | OP10169967 | \$26.65 |
| 8.02 | | Aeroteck Professional Services | OP10185310 | \$23.06 |
| 8.02 | | Aeroteck Professional Services | OP10185306 | \$18.11 |
| 8.02 | | Aeroteck Professional Services | OP10185305 | \$70.62 |
| 8.02 | | Aeroteck Professional Services | OP10185304 | \$237.25 |
| 8.02 | | Aeroteck Professional Services | OP10200777 | \$178.78 |
| 8.02 | | Aeroteck Professional Services | OP10200778 | \$56.32 |
| 8.02 | | Aeroteck Professional Services | OP10200783 | \$25.30 |
| 8.02 | | Aeroteck Professional Services | OP10216025 | \$180.26 |
| 8.02 | | Aeroteck Professional Services | OP10216026 | \$57.20 |
| 8.02 | | Aeroteck Professional Services | OP10216027 | \$8.93 |
| 8.02 | | Aeroteck Professional Services | OP10231480 | \$160.12 |
| 8.02 | | Iris Vargas | LE 2021-14 | \$301.06 |
| 8.02 | | BMA Group | 2021-159 | \$14,976.00 |
| 8.02 | | BMA Group | 21-1904 | \$234.32 |
| 8.02 | | BMA Group | 21-1903 | \$228.00 |
| 8.02 | | BMA Group | 2021-195 | \$80,180.10 |
| 8.02 | | BMA Group | 2021-211 | \$50,382.41 |
| 8.02 | | Universal Medical Option, INC | 52079 | \$3,570.00 |
| 8.02 | Recruiting and Staffing Total | | | \$151,389.06 |
| 8.06 | Communication Plan | Aeroteck Professional Services | OP10169960 | \$78.58 |
| 8.06 | | Aeroteck Professional Services | OP10185308 | \$85.96 |
| 8.06 | | Aeroteck Professional Services | OP10200781 | \$88.33 |
| 8.06 | | Aeroteck Professional Services | OP10216029 | \$100.19 |
| 8.06 | | OGMA Language Studio | 8Q-043021-1 | \$1,476.80 |
| 8.06 | | Carimus Consulting | 4331 | \$14,782.50 |
| 8.06 | | Factory108, LLC | 20210028 | \$12,603.39 |
| 8.06 | | Factory108, LLC | 20210031 | \$2,595.01 |
| 8.06 | | Factory108, LLC | 20210037 | \$52,230.94 |
| 8.06 | | Factory108, LLC | 20210042 | \$19,911.81 |
| 8.06 | | Factory108, LLC | 20210045 | \$6,300.00 |
| 8.06 | | Factory108, LLC | 20210046 | \$1,764.00 |
| 8.06 | | Factory108, LLC | 20210038 | \$6,985.44 |
| 8.06 | | Grey Puerto Rico | 56265 | \$15,275.00 |
| 8.06 | Communication Plan Total | | | \$134,277.95 |
| 8.07 | Training (Workforce Development) Plan | Flagship Resort Properties, S.E. DBA Verdanza Hotel | Pro-Forma-05252021 | \$28,354.17 |
| 8.07 | | HI Mayaguez, Inc. DBA Holiday Inn Mayaguez | 1st payment | \$39,627.00 |
| 8.07 | Training (Workforce Development) Plan Total | | | \$67,981.17 |
| 8.1 | Compliance Plan | BMA Group | 21-1903 | \$228.00 |
| 8.1 | Compliance Plan Total | | | \$228.00 |
| 9.01 | Genco Shared Services Agreement Approval | Alumbra LLC | 140 | \$0.04 |
| 9.01 | | Alumbra LLC | 141 | \$9,780.51 |
| 9.01 | | Alumbra LLC | 157 | (\$0.04) |

| HOC Item | Annex II Definition | Vendor | Invoice # | Total (USD) |
|-----------------|--|---|----------------|----------------------|
| 9.01 | | Alumbra LLC | 158 | \$2,034.05 |
| 9.01 | Genco Shared Services Agreement Approval Total | | | \$11,814.56 |
| 9.02 | Emergency Response Plan Approval | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-009 | \$601.76 |
| 9.02 | | Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | \$2,022.36 |
| 9.02 | Emergency Response Plan Approval Total | | | \$2,624.12 |
| 10.02 | Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. | Aerotek Professional Services | OP10090050 | \$10.27 |
| 10.02 | | Aerotek Professional Services | OP10106159 | \$9.90 |
| 10.02 | | Aerotek Professional Services | OP10139539 | \$10.72 |
| 10.02 | | Aerotek Professional Services | OP10154395 | \$9.12 |
| 10.02 | | Aerotek Professional Services | CE06232182 | \$58.32 |
| 10.02 | | Aerotek Professional Services | OP10169964 | \$8.14 |
| 10.02 | | Aerotek Professional Services | OP10185307 | \$17.20 |
| 10.02 | | Aerotek Professional Services | CE06242854 | \$18.85 |
| 10.02 | | Aerotek Professional Services | CE06252842 | \$20.03 |
| 10.02 | | Aerotek Professional Services | OP10200780 | \$10.29 |
| 10.02 | | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001244 | \$1,439.42 |
| 10.02 | | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001243 | \$298.14 |
| 10.02 | | Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001242 | \$154.96 |
| 10.02 | | Jones Lang LaSalle Puerto Rico, Inc. | PR003RE000237 | \$120.00 |
| 10.02 | Assuming Responsibility for Securing Use of Assets, Facilities, IT / OT, etc. Total | | | \$2,185.36 |
| 12.02 | Required Insurance | Lockton | 19602633 | \$1,085.00 |
| 12.02 | Required Insurance Total | | | \$1,085.00 |
| Non HOC 15 | LUMA MC Ongoing Back Office Support | Aerotek Professional Services | OP10169963 | \$15.91 |
| Non HOC 15 | | Aerotek Professional Services | OP10185309 | \$17.74 |
| Non HOC 15 | | Aerotek Professional Services | OP10200782 | \$17.15 |
| Non HOC 15 | | NexTec Operating Corp | 165816 | \$16.09 |
| Non HOC 15 | LUMA MC Ongoing Back Office Support Total | | | \$66.89 |
| Non HOC 02 | ServCo IT Systems | Oracle America, Inc. | 1080514 | \$9,800.00 |
| Non HOC 02 | | Oracle America, Inc. | 1082420 | \$980.00 |
| Non HOC 02 | | Oracle America, Inc. | 1083041 | \$8,650.00 |
| Non HOC 02 | | Oracle America, Inc. | 1089324 | \$490.00 |
| Non HOC 02 | | Oracle America, Inc. | 1090783 | \$490.00 |
| Non HOC 02 | | Oracle America, Inc. | 1094935 | \$2,450.00 |
| Non HOC 02 | | Workday, Inc. | WD-205616 | \$183,162.88 |
| Non HOC 02 | | Workday, Inc. | WD-207394 | \$39,194.07 |
| Non HOC 02 | | CSS International, Inc | 19824 | \$2,112.62 |
| Non HOC 02 | ServCo IT Systems Total | | | \$247,329.57 |
| Non-Billable 02 | LUMA non FETS work | Office Depot | 18331777 | \$846.11 |
| Non-Billable 02 | LUMA non FETS work Total | | | \$846.11 |
| Non HOC 14 | GenCo-GridCo integration | Alumbra LLC | 135 | \$7,063.89 |
| Non HOC 14 | | Alumbra LLC | 152 | \$8,433.70 |
| Non HOC 14 | GenCo-GridCo integration Total | | | \$15,497.59 |
| Non HOC 11 | Development of System Operations Principles | Alumbra LLC | 137 | \$1,260.70 |
| Non HOC 11 | | Alumbra LLC | 154 | \$1,927.19 |
| Non HOC 11 | Development of System Operations Principles Total | | | \$3,187.89 |
| Non HOC 06 | Regulatory Support of Handover Checklist Items | Aerotek Professional Services | OP10090050 | \$10.27 |
| Non HOC 06 | | Aerotek Professional Services | OP10106159 | \$9.90 |
| Non HOC 06 | | Aerotek Professional Services | OP10139539 | \$10.73 |
| Non HOC 06 | | Aerotek Professional Services | OP10154395 | \$9.12 |
| Non HOC 06 | | Aerotek Professional Services | OP10169964 | \$8.13 |
| Non HOC 06 | | Aerotek Professional Services | OP10185307 | \$11.06 |
| Non HOC 06 | | Aerotek Professional Services | OP10200780 | \$10.29 |
| Non HOC 06 | | Alumbra LLC | 149 | (\$0.40) |
| Non HOC 06 | | Alumbra LLC | 150 | \$2,178.86 |
| Non HOC 06 | | Alumbra LLC | 165 | \$0.22 |
| Non HOC 06 | | Alumbra LLC | 166 | \$2,421.20 |
| Non HOC 06 | Regulatory Support of Handover Checklist Items Total | | | \$4,669.38 |
| Non HOC 16 | PREB Resolutions and Orders | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-10B | (\$2,807.20) |
| Non HOC 16 | | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-10H | (\$4,083.20) |
| Non HOC 16 | | Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11B | (\$7,273.20) |
| Non HOC 16 | PREB Resolutions and Orders Total | | | (\$14,163.60) |
| 2.0303 | Emergency Response/Disaster Recovery/Business Continuity Plans | Carlos D Torres | A002 | \$1,226.18 |

| HOC Item | Annex II Definition | Vendor | Invoice # | Total (USD) |
|----------|--|---|---------------|--------------|
| 2.0303 | Emergency Response/Disaster Recovery/Business Continuity Plans Total | | | \$1,226.18 |
| 7.01 | Set Up Governance Framework | Innovative Emergency Management, Inc. (IEM) | 20342-WO4-007 | \$40.80 |
| 7.01 | Set Up Governance Framework Total | | | \$40.80 |
| Total | | | | 2,995,696.60 |

Summary of Additional Costs & Expenses by Invoice

| Vendor | Invoice # | Total (USD) |
|-------------------------------|------------|--------------|
| 1086470 Alberta LTD | 4 | \$65,185.12 |
| Aerotek Professional Services | OP10090050 | \$4,147.27 |
| Aerotek Professional Services | OP10106159 | \$4,074.33 |
| Aerotek Professional Services | OP10139539 | \$4,334.46 |
| Aerotek Professional Services | OP10154395 | \$3,682.77 |
| Aerotek Professional Services | CE06232182 | \$2,013.80 |
| Aerotek Professional Services | OP10169959 | \$951.82 |
| Aerotek Professional Services | OP10169960 | \$7,937.08 |
| Aerotek Professional Services | OP10169961 | \$1,502.88 |
| Aerotek Professional Services | OP10169962 | \$20,088.24 |
| Aerotek Professional Services | OP10169963 | \$1,606.31 |
| Aerotek Professional Services | OP10169964 | \$2,513.90 |
| Aerotek Professional Services | OP10169965 | \$6,739.49 |
| Aerotek Professional Services | OP10169966 | \$1,287.47 |
| Aerotek Professional Services | OP10169967 | \$26.65 |
| Aerotek Professional Services | OP10185311 | \$951.82 |
| Aerotek Professional Services | OP10185310 | \$2,329.46 |
| Aerotek Professional Services | OP10185309 | \$1,791.54 |
| Aerotek Professional Services | OP10185308 | \$8,682.26 |
| Aerotek Professional Services | OP10185307 | \$2,239.56 |
| Aerotek Professional Services | OP10185306 | \$1,828.51 |
| Aerotek Professional Services | OP10185305 | \$7,130.99 |
| Aerotek Professional Services | OP10185304 | \$23,961.77 |
| Aerotek Professional Services | OP10185303 | \$11.71 |
| Aerotek Professional Services | CE06242854 | \$1,903.65 |
| Aerotek Professional Services | CE06252842 | \$2,022.63 |
| Aerotek Professional Services | OP10200777 | \$18,056.93 |
| Aerotek Professional Services | OP10200778 | \$5,688.77 |
| Aerotek Professional Services | OP10200779 | \$901.73 |
| Aerotek Professional Services | OP10200780 | \$2,078.58 |
| Aerotek Professional Services | OP10200781 | \$8,921.78 |
| Aerotek Professional Services | OP10200782 | \$1,732.15 |
| Aerotek Professional Services | OP10200783 | \$2,554.90 |
| Aerotek Professional Services | OP10216025 | \$18,206.30 |
| Aerotek Professional Services | OP10216026 | \$5,776.70 |
| Aerotek Professional Services | OP10216027 | \$901.73 |
| Aerotek Professional Services | OP10216029 | \$10,119.39 |
| Aerotek Professional Services | OP10231480 | \$16,172.33 |
| Alumbra LLC | 134 | \$24,843.75 |
| Alumbra LLC | 135 | \$16,251.39 |
| Alumbra LLC | 136 | \$5,625.00 |
| Alumbra LLC | 137 | \$22,073.20 |
| Alumbra LLC | 138 | \$151,847.50 |
| Alumbra LLC | 139 | \$141,952.08 |
| Alumbra LLC | 140 | \$26,345.00 |
| Alumbra LLC | 141 | \$38,052.79 |
| Alumbra LLC | 148 | \$4,350.00 |
| Alumbra LLC | 149 | \$45,710.00 |
| Alumbra LLC | 150 | \$71,635.80 |
| Alumbra LLC | 151 | \$14,625.00 |
| Alumbra LLC | 152 | \$23,058.70 |
| Alumbra LLC | 153 | \$17,625.00 |
| Alumbra LLC | 154 | \$33,239.69 |
| Alumbra LLC | 155 | \$147,380.60 |
| Alumbra LLC | 156 | \$111,884.78 |
| Alumbra LLC | 157 | \$16,938.75 |
| Alumbra LLC | 158 | \$64,998.20 |
| Alumbra LLC | 161 | \$74,350.00 |
| Alumbra LLC | 162 | \$79,493.33 |

| Vendor | Invoice # | Total (USD) |
|---|--------------------|--------------|
| Alumbra LLC | 163 | \$95,275.00 |
| Alumbra LLC | 164 | \$28,640.40 |
| Alumbra LLC | 165 | \$71,607.50 |
| Alumbra LLC | 166 | \$73,796.60 |
| Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-10B | \$13,142.80 |
| Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-10H | \$19,116.80 |
| Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11A | \$48,265.80 |
| Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11E | \$40,356.08 |
| Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11B | \$34,051.80 |
| Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11D | \$98,081.38 |
| Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11F | \$75,272.40 |
| Alvarez & Marsal Corporate Performance Improvement, LLC | 826788-11G | \$2,717.36 |
| American Relocation Connections, LLC | 30559 | \$11,421.89 |
| American Relocation Connections, LLC | 30548 | \$54,328.14 |
| American Relocation Connections, LLC | 31210 | \$10,851.45 |
| American Relocation Connections, LLC | 97427 | \$350.00 |
| American Relocation Connections, LLC | 31402 | \$3,650.56 |
| American Relocation Connections, LLC | 31339 | \$8,250.00 |
| American Relocation Connections, LLC | 97428 | \$350.00 |
| American Relocation Connections, LLC | 31423 | \$8,901.97 |
| American Relocation Connections, LLC | 31439 | \$15,250.00 |
| American Relocation Connections, LLC | 97505 | \$350.00 |
| American Relocation Connections, LLC | 97506 | \$350.00 |
| American Relocation Connections, LLC | 97507 | \$350.00 |
| American Relocation Connections, LLC | 97508 | \$350.00 |
| American Relocation Connections, LLC | 97509 | \$350.00 |
| American Relocation Connections, LLC | 97510 | \$350.00 |
| American Relocation Connections, LLC | 97511 | \$350.00 |
| American Relocation Connections, LLC | 97512 | \$350.00 |
| American Relocation Connections, LLC | 97513 | \$350.00 |
| American Relocation Connections, LLC | 97515 | \$350.00 |
| American Relocation Connections, LLC | 97516 | \$350.00 |
| AT&T Mobility Puerto Rico | 12766002 | \$1,119.39 |
| ATCO Infrastructure Solutions Ltd | 042021-2LB | \$102,872.47 |
| ATCO Infrastructure Solutions Ltd | 052021-2LB | \$146,007.98 |
| Bennett Jones LLP | 1392512 | \$522.00 |
| BH Centro Internacional, LLC | 2021.06.01 | \$57,264.27 |
| BMA Group | 2021-159 | \$14,976.00 |
| BMA Group | 21-1904 | \$20,737.52 |
| BMA Group | 21-1903 | \$15,656.00 |
| BMA Group | 2021-195 | \$80,180.10 |
| BMA Group | 2021-211 | \$50,382.41 |
| BridgeSource Utilities Solutions, LLC | 1012 | \$189,036.92 |
| Carimus Consulting | 4331 | \$14,782.50 |
| Carlos D Torres | A001 | \$39,639.43 |
| Carlos D Torres | A002 | \$1,226.18 |
| Carlos D Torres | A004 | \$1,754.94 |
| Carlos D Torres | A003 | \$60,132.39 |
| CCHPR Hospitality | M-LCVR1CT | \$27,936.97 |
| CCHPR Hospitality | Quote-05182021 | \$22,450.88 |
| CCHPR Hospitality | Pro-Forma-05242021 | \$1,058.40 |
| Covington & Burling LLP | 60925487 | \$38,396.00 |
| Covington & Burling LLP | 60930204 | \$32,832.00 |
| Covington & Burling LLP | 60932798 | \$60,240.00 |
| Covington & Burling LLP | 60936922 | \$43,032.00 |
| Covington & Burling LLP | 60936920 | \$6,720.00 |
| Covington & Burling LLP | 60942158 | \$4,800.00 |
| CSS International, Inc | 19825 | \$30,450.00 |
| CSS International, Inc | 19824 | \$12,672.62 |
| CSS International, Inc | 19823 | \$27,830.00 |
| CSS International, Inc | 19822 | \$41,790.00 |
| CSS International, Inc | 19821 | \$42,525.43 |

| Vendor | Invoice # | Total (USD) |
|---|--------------------|--------------|
| District View Office Center | INV-2019-2211 | \$27.40 |
| DLA Piper LLP (US) | 4104129 | \$335,698.50 |
| DLA Piper LLP (US) | 4104138 | \$138,451.00 |
| DLA Piper LLP (US) | 4104135 | \$161,380.72 |
| DLA Piper LLP (US) | 4105202 | \$74,309.50 |
| ERM-PR, Inc. | 18203 | \$192,114.00 |
| ERM-PR, Inc. | 18206 | \$8,736.00 |
| Factory108, LLC | 20210028 | \$12,603.39 |
| Factory108, LLC | 20210031 | \$2,595.01 |
| Factory108, LLC | 20210037 | \$52,230.94 |
| Factory108, LLC | 20210042 | \$19,911.81 |
| Factory108, LLC | 20210045 | \$6,300.00 |
| Factory108, LLC | 20210046 | \$1,764.00 |
| Factory108, LLC | 20210038 | \$6,985.44 |
| Fidelity Investments Institutional Operations Company LLC | 2677961 | \$41,886.14 |
| Fidelity Investments Institutional Operations Company LLC | 2699632 | \$11,339.42 |
| Flagship Resort Properties, S.E. DBA Verdanza Hotel | Pro-Forma-05252021 | \$28,354.17 |
| Focus Cloud Americas LLC | INV-0409 | \$37,125.00 |
| Focus Cloud Americas LLC | INV-0431 | \$37,980.00 |
| Global Project Solutions, LLC | 21-1012 | \$5,912.50 |
| Grey Puerto Rico | 56265 | \$15,275.00 |
| Hi Mayaguez, Inc. DBA Holiday Inn Mayaguez | 1st payment | \$39,627.00 |
| High End Security Locks, LLC | 2105 | \$33,120.00 |
| Innovative Emergency Management, Inc. (IEM) | 20342-WO4-006 | \$49,631.18 |
| Innovative Emergency Management, Inc. (IEM) | 20342-WO3-008 | \$39,176.64 |
| Innovative Emergency Management, Inc. (IEM) | 20342-WO2-009 | \$80,602.76 |
| Innovative Emergency Management, Inc. (IEM) | 20342-WO1-010 | \$84,162.40 |
| Innovative Emergency Management, Inc. (IEM) | 20342-WO4-007 | \$22,048.80 |
| Innovative Emergency Management, Inc. (IEM) | 20342-WO3-009 | \$173,215.59 |
| Innovative Emergency Management, Inc. (IEM) | 20342-WO2-010 | \$128,054.52 |
| Innovative Emergency Management, Inc. (IEM) | 20342-WO1-011 | \$121,065.48 |
| International Business Machines Corporation (IBM) | C218W9N | \$720,173.91 |
| International Business Machines Corporation (IBM) | C218191 | \$926,008.72 |
| Iris Vargas | LE 2021-12 | \$7,040.00 |
| Iris Vargas | LE 2021-13 | \$6,400.00 |
| Iris Vargas | LE 2021-14 | \$301.06 |
| Iris Vargas | LE 2021-18 | \$6,960.00 |
| Iris Vargas | LE 2021-17 | \$376.51 |
| Iris Vargas | LE 2021-15 | \$906.50 |
| J&M Depot, INC | 157434 | \$805.59 |
| J&M Depot, INC | 157323 | \$3,945.43 |
| J&M Depot, INC | 158020 | \$1,158.77 |
| Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001244 | \$26,814.42 |
| Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001243 | \$4,148.14 |
| Jones Lang LaSalle Puerto Rico, Inc. | PR002MES001242 | \$1,554.96 |
| Jones Lang LaSalle Puerto Rico, Inc. | PR003RE000237 | \$3,120.00 |
| Laboratorio Clinico El Morro, Inc. | 12 | \$18,026.00 |
| Lockton | 19602633 | \$1,085.00 |
| LUMA Employee Expenses- LESAO | 2021.04.26 | \$279.80 |
| Martel, Inc | 21-05-0144 | \$13,673.40 |
| NexTec Operating Corp | 165816 | \$211.09 |
| Office Depot | 1.69949E+11 | \$3,489.84 |
| Office Depot | 1.69208E+11 | \$348.98 |
| Office Depot | 1.69205E+11 | \$1,560.89 |
| Office Depot | 1.68788E+11 | (\$148.28) |
| Office Depot | 1.67155E+11 | \$54.46 |
| Office Depot | 1.67155E+11 | \$471.02 |
| Office Depot | 1.67143E+11 | \$976.17 |
| Office Depot | 1.7141E+11 | \$2,187.79 |
| Office Depot | 1.70748E+11 | \$22.29 |
| Office Depot | 1.68813E+11 | \$111.22 |
| Office Depot | 1.68699E+11 | \$231.34 |

| Vendor | Invoice # | Total (USD) |
|--------------------------------------|---------------|-----------------------|
| Office Depot | 1.72556E+11 | \$458.81 |
| Office Depot | 1.72156E+11 | \$4,939.23 |
| Office Depot | 17192190001 | \$13.90 |
| Office Depot | 1.69122E+11 | \$71.46 |
| Office Depot | 1.68812E+11 | \$111.22 |
| Office Depot | 1.6873E+11 | \$18.87 |
| Office Depot | 1.6873E+11 | \$54.71 |
| Office Depot | 18331777 | \$8,203.66 |
| OGMA Language Studio | 8Q-043021-1 | \$1,476.80 |
| Oracle America, Inc. | 1080514 | \$9,800.00 |
| Oracle America, Inc. | 1082420 | \$980.00 |
| Oracle America, Inc. | 1083041 | \$8,650.00 |
| Oracle America, Inc. | 1089324 | \$490.00 |
| Oracle America, Inc. | 1090783 | \$490.00 |
| Oracle America, Inc. | 1094935 | \$2,450.00 |
| People 2.0 North America | RL509403650 | \$10,304.00 |
| People 2.0 North America | RL509403649 | \$7,165.60 |
| People 2.0 North America | RL509403648 | \$10,237.50 |
| People 2.0 North America | RL509403647 | \$4,816.00 |
| People 2.0 North America | RL509407255 | \$11,256.00 |
| People 2.0 North America | RL509407254 | \$7,420.00 |
| People 2.0 North America | RL509407252 | \$5,320.00 |
| People 2.0 North America | RL509407253 | \$12,411.00 |
| Quanta Workforce Solutions, LLC | QWS-032021-2B | \$3,233.77 |
| Quanta Workforce Solutions, LLC | QWS-042021-2B | \$281,042.00 |
| Resources Global Professionals (RGP) | RGP1073741 | \$7,680.00 |
| Resources Global Professionals (RGP) | RGP1076396 | \$7,360.00 |
| Resources Global Professionals (RGP) | RGP1076397 | \$8,120.00 |
| Resources Global Professionals (RGP) | RGP1077514 | \$8,765.57 |
| Richard Wayne & Roberts, Inc. | 10053 | \$9,597.79 |
| Ricoh Puerto Rico, Inc. | 183969 | \$332,466.24 |
| Ricoh Puerto Rico, Inc. | 184024 | \$545,181.48 |
| Rondaprio | 157466 | \$16,683.13 |
| Smartbridge | INV_9983 | \$45,805.00 |
| Smartbridge | INV_9976 | \$19,530.00 |
| Smartbridge | INV_9978 | \$20,587.50 |
| Smartbridge | INV_10023 | \$11,760.00 |
| Smartbridge | INV_10025 | \$28,572.67 |
| Smartbridge | INV_10024 | \$34,476.70 |
| Smartbridge | INV_10027 | \$24,750.00 |
| Smartbridge | INV_10021 | \$9,262.88 |
| Smartbridge | INV_10069 | \$38,090.00 |
| Smartbridge | INV_10066 | \$18,900.00 |
| Smartbridge | INV_10068 | \$13,367.10 |
| Trans4mative | 1582 | \$8,140.00 |
| Trans4mative | 1581 | \$19,475.00 |
| Trans4mative | 1588 | \$40,145.04 |
| Trans4mative | 1583 | \$33,575.00 |
| Trans4mative | 1593 | \$18,220.00 |
| Trans4mative | 1592 | \$19,270.00 |
| Trans4mative | 1591 | \$5,550.00 |
| Trans4mative | 1590 | \$25,715.00 |
| Universal Medical Option, INC | 52079 | \$3,570.00 |
| Voxai Solutions, Inc | 5956 | \$78,120.00 |
| WinKom Systems, Inc. | LUMA-20210430 | \$6,312.32 |
| Workday, Inc. | WD-205616 | \$183,162.88 |
| Workday, Inc. | WD-207394 | \$39,194.07 |
| WorldNet Telecommunications, LLC | 704829 | \$4,819.12 |
| Total | | \$9,100,508.42 |

Deferred Expenses Included In This Invoice

| Vendor | Invoice # | Previous Invoice Reference | Notes | Total (USD) |
|-------------------------|-----------|-----------------------------------|--|---------------------|
| Covington & Burling LLP | 60925487 | May Deferred - See change log # 4 | MAY DEFERRED - Hours for Tato, Joseph A. (Partner) | \$29,880.00 |
| Covington & Burling LLP | 60925487 | May Deferred - See change log # 4 | MAY DEFERRED - Hours for Chambers, Andrea J. (Of Counsel | \$3,312.00 |
| Covington & Burling LLP | 60925487 | May Deferred - See change log # 4 | MAY DEFERRED - Hours for McCormick, Bradford R. (Associa | \$7,704.00 |
| Covington & Burling LLP | 60925487 | May Deferred - See change log # 4 | MAY DEFERRED - Courtesy Discount | (\$2,500.00) |
| Covington & Burling LLP | 60930204 | May Deferred - See change log # 4 | MAY DEFERRED - Hours for Tato, Joseph A. (Partner) | \$19,080.00 |
| Covington & Burling LLP | 60930204 | May Deferred - See change log # 4 | MAY DEFERRED - Hours for McCormick, Bradford R. (Associa | \$13,752.00 |
| Covington & Burling LLP | 60932798 | May Deferred - See change log # 1 | MAY DEFERRED - Hours for Tato, Joseph A. (Partner) | \$32,520.00 |
| Covington & Burling LLP | 60932798 | May Deferred - See change log # 1 | MAY DEFERRED - Hours for McCormick, Bradford R. (Associa | \$27,720.00 |
| Covington & Burling LLP | 60936922 | May Deferred - See change log # 2 | MAY DEFERRED - Hours for Tato, Joseph A. (Partner) | \$33,960.00 |
| Covington & Burling LLP | 60936922 | May Deferred - See change log # 2 | MAY DEFERRED - Hours for McCormick, Bradford R. (Associa | \$9,072.00 |
| Covington & Burling LLP | 60936920 | May Deferred - See change log # 3 | MAY DEFERRED - Hours for Tato, Joseph A. (Partner) | \$6,720.00 |
| Total | | | | \$181,220.00 |

| | | 53,907.0 | 3,456.5 | - | 57,363.5 | 178,418.0 | 235,781.5 | - | 57,363.5 | 178,418.0 | 235,781.5 | 32,868.1 | 123,229.0 | 156,097.1 | - | 32,868.1 | 123,229.0 | 156,097.1 | 90,231.6 | 90,231.6 | 391,878.6 | 391,878.6 |
|----------|---|------------------|---|--------------------|---------------------|--|---------------------------------------|------------------------|---------------------------|---|--|---------------------|---|--|---------------------------|------------------------------|--|---|-------------------------|------------------------|------------------------------|-------------------------------|
| MCL Code | Name | Internal May Hrs | Internal Jun-Apr Hrs (Not Prev Inv.) | Labour Adjustments | Sub-Total May Labor | Internal Cum. Hrs. from Prev. Inv. (w/o Allocation) | Internal Cum. Hrs (w/o Allocation) | Internal Reallocations | Internal After Allocation | Internal Cum. Hrs. from Prev. Inv. (with Allocation) | Internal Cum. Hrs (with Allocation) | Third Party May Hrs | Third Party Cum. Hrs. from Prev. Inv. (w/o Allocation) | Third Party Cum. Hrs (w/o Allocation) | Third Party Reallocations | Third Party After Allocation | Third Party Cum. Hrs. from Prev. Inv. (with Allocation) | Third Party Cum. Hrs (with Allocation) | May Hours - Unallocated | May Hours as Allocated | Total Hours (w/o Allocation) | Total Hours (with Allocation) |
| 1 | General & Transition Management | 4,844.0 | 305.5 | | 5,149.5 | 29,977.5 | 35,127.0 | 274.5 | 5,424.0 | 29,613.5 | 35,037.5 | 2,219.3 | 8,304.5 | 10,523.8 | - | 2,219.3 | 7,006.0 | 9,225.3 | 7,368.8 | 7,643.3 | 45,650.8 | 44,262.8 |
| 1.01 | Government Approvals | 85.0 | 139.0 | - | 224.0 | 1,275.0 | 1,499.0 | - | 224.0 | 1,499.0 | 1,807.0 | - | - | - | - | - | - | - | - | - | 1,499.0 | 1,807.0 |
| | Plan to Address Gaps in Assets, Technology, Processes, etc. (plan to include cost estimates) | 116.0 | 63.0 | | 179.0 | 4,728.0 | 4,907.0 | (79.0) | 100.0 | 4,555.5 | 4,655.5 | - | 3,100.3 | 3,100.3 | - | - | 698.3 | 698.3 | 179.0 | 100.0 | 8,007.3 | 5,353.8 |
| 1.03 | PREB Rate Order Filing (Initial Budgets and Liability Waiver approvals) | 351.0 | 116.5 | | 467.5 | 2,533.5 | 3,001.0 | - | 467.5 | 2,003.5 | 2,471.0 | 86.5 | 647.3 | 733.8 | - | 86.5 | 647.3 | 733.8 | 554.0 | 554.0 | 3,734.8 | 3,204.7 |
| 2 | T&D Services Milestones | - | - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 2.01 | Development and Implementation of an Operations Takeover Plan for Transmission and Sub-Transmission Inside and Outside of the Plant | 91.0 | 7.0 | | 98.0 | 1,116.0 | 1,214.0 | (91.0) | 7.0 | 1,196.0 | 1,203.0 | - | - | - | - | - | - | - | 98.0 | 7.0 | 1,214.0 | 1,203.0 |
| 2.02 | Development and Implementation of an Operational Takeover Plan for the Electric Distribution System | 113.0 | - | | 113.0 | 2,202.5 | 2,315.5 | (113.0) | - | 3,754.0 | 3,754.0 | - | 106.0 | 106.0 | - | - | 156.5 | 156.5 | 113.0 | - | 2,421.5 | 3,910.5 |
| 2.03 | Development and Implementation of Additional Takeover plans | - | - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 2.0301 | Transition Plan for T&D Control Centers | 762.5 | 18.0 | | 780.5 | 2,327.5 | 3,108.0 | - | 780.5 | 2,327.5 | 3,108.0 | - | - | - | - | - | - | - | 780.5 | 780.5 | 3,108.0 | 3,108.0 |
| 2.0302 | Transition Plan for Operations and Maintenance (O&M) Activities | 660.5 | 79.5 | | 740.0 | 6,719.0 | 7,459.0 | (60.0) | 8.0 | 6,757.0 | 6,807.0 | - | 8.0 | 8.0 | - | - | 78.0 | 78.0 | 740.0 | 680.0 | 7,467.0 | 9,515.0 |
| 2.0303 | Emergency Response/Disaster Recovery/Business Continuity Plans | 228.5 | 8.0 | | 236.5 | 814.5 | 1,051.0 | 5.0 | 241.5 | 820.0 | 1,061.5 | 226.3 | 13.5 | 239.8 | 1,485.3 | 1,711.6 | 824.5 | 2,536.1 | 462.8 | 1,953.1 | 1,290.8 | 3,597.6 |
| 2.0304 | Fleet Management Plan | 50.0 | - | | 50.0 | 1,831.5 | 1,881.5 | - | 50.0 | 1,881.5 | 1,881.5 | - | 263.0 | 263.0 | - | - | 263.0 | 263.0 | 50.0 | 50.0 | 2,144.5 | 2,144.5 |
| 2.0305 | Asset Management | 804.5 | 28.5 | | 833.0 | 2,904.5 | 3,737.5 | (792.5) | 40.5 | 2,724.0 | 2,764.5 | - | - | - | - | - | - | - | 833.0 | 40.5 | 3,737.5 | 2,764.5 |
| 2.0306 | Workforce Management & Training Plan | 298.5 | 89.5 | | 388.0 | 4,295.5 | 4,683.5 | - | 388.0 | 4,295.5 | 4,683.5 | - | 2.0 | 2.0 | - | - | 2.0 | 2.0 | 388.0 | 388.0 | 4,685.5 | 4,685.5 |
| 2.0307 | Safety Management Plan | 1,108.5 | 57.0 | | 1,165.5 | 4,146.0 | 5,311.5 | - | 1,165.5 | 4,146.0 | 5,311.5 | - | 2.0 | 2.0 | - | - | 2.0 | 2.0 | 1,165.5 | 1,165.5 | 5,313.5 | 5,313.5 |
| 2.0308 | Engineering and Asset Management | 3,805.5 | 310.5 | | 4,116.0 | 10,975.0 | 15,091.0 | 3,484.5 | 7,600.5 | 10,695.0 | 18,295.5 | - | - | - | - | - | - | - | 4,116.0 | 7,600.5 | 15,091.0 | 18,295.5 |
| 2.0309 | Identification of Real Estate | 8.0 | - | | 8.0 | 1,115.0 | 1,123.0 | (8.0) | - | 873.0 | 873.0 | - | - | - | - | - | - | - | 8.0 | - | 1,123.0 | 873.0 |
| 2.031 | Materials Management & Warehouse Plan | - | 3.0 | | 3.0 | 1,208.0 | 1,211.0 | 60.0 | 63.0 | 1,248.0 | 1,311.0 | - | 117.0 | 117.0 | - | - | 117.0 | 117.0 | 3.0 | 63.0 | 1,328.0 | 1,428.0 |
| 2.0311 | System Operations Plan | 526.5 | - | | 527.5 | 2,639.5 | 3,167.0 | - | 527.5 | 2,684.1 | 3,211.6 | - | - | - | - | - | - | - | 527.5 | 527.5 | 3,167.0 | 3,211.6 |
| 2.0312 | Vegetation Management Plan | 70.5 | - | | 70.5 | 1,505.5 | 1,576.0 | 79.0 | 149.5 | 1,505.5 | 1,655.0 | 11.6 | 2,223.2 | 2,234.8 | - | 11.6 | 2,223.2 | 2,234.8 | 82.1 | 161.1 | 3,810.8 | 3,889.8 |
| | Update Emergency Operations Manual and Business Continuity/Disaster Recovery Plan | - | - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 2.05 | Environmental Exposure Management Plan | 402.5 | - | | 402.5 | 2,336.0 | 2,738.5 | - | 402.5 | 2,336.0 | 2,738.5 | 64.0 | 1,642.3 | 1,706.3 | - | 64.0 | 1,642.3 | 1,706.3 | 466.5 | 466.5 | 4,444.8 | 4,444.8 |
| 3 | System Remediation Plan Milestones | - | - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 3.01 | Remediation Plan Proposal | - | - | | - | 188.5 | 188.5 | - | - | 390.7 | 390.7 | - | - | - | - | - | - | - | - | - | 188.5 | 390.7 |
| 3.02 | Development of Improvement Initiatives | 34.0 | - | | 34.0 | 436.0 | 470.0 | (34.0) | - | 2,465.7 | 2,465.7 | - | - | - | - | - | - | - | 34.0 | - | 470.0 | 2,465.7 |
| 3.03 | Consolidate Plans from All Areas | - | - | | - | 564.5 | 564.5 | - | - | 1,827.3 | 1,827.3 | - | - | - | - | - | - | - | - | - | 564.5 | 1,827.3 |
| 3.04 | Development of System Remediation Plan | 29.0 | 20.5 | | 49.5 | 6,709.0 | 6,758.5 | (29.0) | 20.5 | 3,062.3 | 3,082.8 | - | 1.0 | 1.0 | - | - | 1.0 | 1.0 | 49.5 | 20.5 | 6,759.5 | 3,083.8 |
| 3.05 | Approval of System Remediation Plan | 401.0 | 24.0 | | 425.0 | 1,810.0 | 2,235.0 | 63.0 | 488.0 | 2,138.0 | 2,626.0 | 77.5 | 143.5 | 221.0 | - | 77.5 | 143.5 | 221.0 | 502.5 | 565.5 | 2,456.0 | 2,847.0 |
| 4 | Customer Services | - | - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 4.01 | Evaluating Customer Service Facilities and Assets | 1.0 | - | | 1.0 | 478.5 | 479.5 | 16.0 | 17.0 | 508.5 | 525.5 | - | - | - | - | - | 16.0 | 16.0 | 1.0 | 17.0 | 479.5 | 541.5 |
| 4.02 | Evaluating and Updating Customer Service Policies and Procedures | 278.0 | - | | 278.0 | 1,561.5 | 1,839.5 | - | 278.0 | 1,531.5 | 1,809.5 | 468.0 | 2,753.5 | 3,221.5 | - | 468.0 | 2,753.5 | 3,221.5 | 746.0 | 746.0 | 5,061.0 | 5,031.0 |
| 4.03 | Development of a Meter Reading Plan | 274.5 | - | | 274.5 | 1,064.0 | 1,338.5 | (274.5) | - | 1,064.0 | 1,064.0 | - | - | - | - | - | - | - | 274.5 | - | 1,338.5 | 1,064.0 |
| 4.04 | Development of a Customer Service Transition Plan | 19,232.0 | 168.0 | | 19,400.0 | 3,889.5 | 23,289.5 | (16.0) | 19,384.0 | 3,809.5 | 23,193.5 | 1,511.5 | 7,616.3 | 9,127.8 | - | 1,511.5 | 9,951.3 | 11,462.8 | 20,911.5 | 20,895.5 | 32,417.3 | 34,656.3 |
| 4.05 | Development and Implementation of a Service Start and Shut-Off Plan | - | - | | - | 31.5 | 31.5 | - | - | 111.5 | 111.5 | - | 255.0 | 255.0 | - | - | 271.0 | 271.0 | - | - | 286.5 | 382.5 |
| 4.06 | Development of a Meter Asset Management (MAM) Plan | - | - | | - | 168.0 | 168.0 | - | - | 168.0 | 168.0 | - | - | - | - | - | - | - | - | - | 168.0 | 168.0 |
| 4.07 | Development and Implementation of a Customer Service Technology | 214.5 | - | | 214.5 | 775.0 | 989.5 | - | 214.5 | 775.0 | 989.5 | - | 5.0 | 5.0 | - | - | 40.0 | 40.0 | 214.5 | 214.5 | 994.5 | 1,029.5 |
| 4.08 | Develop and Implement a Non-Technical Energy Loss Reduction Plan | 40.0 | - | | 40.0 | 157.0 | 197.0 | (40.0) | - | 157.0 | 197.0 | - | - | - | - | - | - | - | 40.0 | - | 197.0 | 293.0 |
| 4.09 | Establish Integration Between Customer Services & T&D Ops | 180.0 | - | | 180.0 | 1,335.0 | 1,515.0 | - | 180.0 | 1,335.0 | 1,515.0 | - | - | - | - | - | - | - | 180.0 | - | 1,515.0 | 1,515.0 |
| 5 | IT | - | - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 5.01 | Development of IT/OT Communication Plan and Acceptance Criteria | - | - | | - | 210.0 | 210.0 | - | - | 71.0 | 71.0 | - | - | - | - | - | - | - | - | - | 210.0 | 71.0 |
| 5.02 | Identification and Gap Analysis | - | - | | - | 2,727.0 | 2,727.0 | - | - | 2,323.8 | 2,323.8 | - | 10,009.7 | 10,009.7 | - | - | 8,207.5 | 8,207.5 | - | - | 12,736.7 | 10,531.3 |
| 5.03 | Evaluating IT/OT Applications and Infrastructure | - | - | | - | 126.0 | 126.0 | - | - | 519.2 | 519.2 | - | - | - | - | - | - | - | 770.3 | 770.3 | 1,289.5 | 1,289.5 |
| 5.04 | Development of Cyber Security and Business Continuity Plan | 70.5 | - | | 70.5 | 740.5 | 811.0 | (70.5) | - | 738.5 | 738.5 | - | - | - | - | - | - | - | 70.5 | - | 811.0 | 738.5 |
| 5.05 | Development of an IT Asset Management Program | 2,488.0 | - | | 2,488.0 | 57.0 | 2,545.0 | (2,488.0) | - | 20.0 | 20.0 | - | - | - | - | - | 220.0 | 2,488.0 | - | - | 2,545.0 | 240.0 |
| 5.06 | Development of an IT/OT Transition Plan and Schedule | - | - | | - | 5.0 | 5.0 | - | - | 250.2 | 250.2 | - | - | - | - | - | 0.9 | 0.9 | - | - | 5.0 | 251.1 |
| 5.07 | Commencement Cutover Planning | 2,236.0 | - | | 2,236.0 | 3,256.5 | 5,492.5 | 70.5 | 2,306.5 | 3,262.3 | 5,568.8 | 10,375.0 | 8,205.7 | 18,580.7 | - | 10,375.0 | 9,216.7 | 19,591.7 | 12,611.0 | 12,681.5 | 24,073.2 | 25,160.5 |
| 5.08 | Training and Communication Plan | - | - | | - | 142.5 | 142.5 | - | - | 157.5 | 157.5 | - | - | - | - | - | - | - | - | - | 142.5 | 157.5 |
| 6 | Financial Management | - | - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 6.01 | Detailed Description of Approach to Budgeting and Reporting | - | - | | - | 244.5 | 244.5 | - | - | 349.5 | 349.5 | - | 1,514.5 | 1,514.5 | - | - | 1,515.0 | 1,515.0 | - | - | 1,759.0 | 1,864.5 |
| 6.02 | Description of Approach to Complying with Initial Budget Obligations | - | - | | - | 290.5 | 290.5 | - | - | 476.5 | 476.5 | - | - | - | - | - | 1.0 | 1.0 | - | - | 290.5 | 477.5 |
| 6.03 | Formalizing/Approach to Changes Control Processes | - | - | | - | 377.0 | 377.0 | - | - | 377.0 | 377.0 | - | - | - | - | - | - | - | - | - | 377.0 | 377.0 |
| 6.04 | Establishing a Financial Accounting System and Account Structure | 581.5 | 62.0 | | 643.5 | 4,110.5 | 4,754.0 | - | 643.5 | 4,110.5 | 4,754.0 | - | 686.0 | 686.0 | - | - | 686.0 | 686.0 | 643.5 | 643.5 | 5,440.0 | 5,440.0 |
| 6.05 | Preparing Initial Budgets and Other Financial Forecasts | 266.0 | 51.0 | | 317.0 | 1,988.5 | 2,305.5 | - | 317.0 | 1,697.5 | 2,014.5 | 210.5 | 1,184.9 | 1,395.4 | - | 210.5 | 1,184.9 | 1,395.4 | 527.5 | 527.5 | 3,700.9 | 3,408.4 |
| 6.06 | Establishing Bank Accounts | 17.0 | - | | 17.0 | 7.0 | 24.0 | - | 17.0 | 27.0 | 44.0 | - | - | - | - | - | - | - | 17.0 | 17.0 | 24.0 | 44.0 |
| 6.07 | Evaluating and Updating Payroll and Labor Cost Reporting systems | 1,366.0 | 150.0 | | 1,516.0 | 765.5 | 2,281.5 | - | 1,516.0 | 755.5 | 2,271.5 | 661.3 | 3,157.3 | 3,818.5 | - | 661.3 | 3,157.3 | 3,818.5 | 2,177.3 | 2,177.3 | 6,100.0 | 6,090.0 |
| 6.08 | Establishing a Delegation of Authority Matrix and Process | - | - | | - | 34.0 | 76.5 | 20.0 | 20.0 | 76.5 | 76.5 | - | - | - | - | - | - | - | - | 20.0 | 34.0 | 76.5 |
| 6.09 | Processes & Procedures and Overall Internal Controls | 66.5 | 19.0 | | 85.5 | 1,752.5 | 1,838.0 | (67.0) | 18.5 | 1,752.5 | 1,771.0 | - | 1,103.2 | 1,103.2 | - | - | 1,103.2 | 1,103.2 | 85.5 | 18.5 | 2,941.2 | 2,874.2 |
| 7 | FEMA Funds and Federal Funding Procurement Manual | - | - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 7.01 | Set Up Governance Framework | - | - | | - | - | - | - | - | 5.0 | 5.0 | 216.5 | 3.3 | 219.8 | - | 216.5 | 174.5 | 391.0 | 216.5 | 216.5 | 219.8 | 395.9 |
| 7.02 | Policies and Procedures | 102.0 | 133.0 | | 235.0 | 443.5 | 586.5 | - | 235.0 | 455.5 | 2,131.7 | 1,512.1 | 3,643.8 | 3,543.7 | - | 2,131.7 | 3,543.7 | 2,366.7 | 2,366.7 | 2,366.7 | 4,087.3 | 3,999.2 |
| 7.03 | Staffing Plan | - | - | | - | 22.0 | 22.0 | - | - | - | - | -</ | | | | | | | | | | |

| MCL Code | Name | Internal May Hrs | Internal Jun-Apr Hrs (Not Prev Inv.) | Labour Adjustments | Sub-Total May Labor | Internal Cum. Hrs. from Prev. Inv. (w/o Allocation) | Internal Cum. Hrs (w/o Allocation) | Internal Reallocations | Internal After Allocation | Internal Cum. Hrs. from Prev. Inv. (with Allocation) | Internal Cum. Hrs (with Allocation) | Third Party May Hrs | Third Party Cum. Hrs. from Prev. Inv. (w/o Allocation) | Third Party Cum. Hrs (w/o Allocation) | Third Part Reallocations | Third Party After Allocation | Third Party Cum. Hrs. from Prev. Inv. (with Allocation) | Third Party Cum. Hrs (with Allocation) | May Hours - Unallocated | May Hours as Allocated | Total Hours (w/o Allocation) | Total Hours (with Allocation) |
|------------|--|------------------|---|--------------------|---------------------|---|---------------------------------------|------------------------|------------------------------|--|--|---------------------|--|--|-----------------------------|---------------------------------|---|---|----------------------------|---------------------------|---------------------------------|----------------------------------|
| 12.07 | Section 4.3: Owner and Administrator Responsibilities | - | - | | - | - | - | - | - | 18.0 | 18.0 | - | - | - | - | - | - | - | - | - | - | 18.0 |
| 12.08 | Owner Representations and Warranties | - | - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 12.09 | Section 4.4 Governmental Approvals | - | - | | - | 34.0 | 34.0 | - | - | 39.0 | 39.0 | - | - | - | - | - | - | - | - | - | 34.0 | 39.0 |
| 12.1 | Section 4.6: Conditions Precedent to Service Commencement Date | 438.5 | 51.5 | | 490.0 | 741.5 | 1,231.5 | - | 490.0 | 899.8 | 1,389.8 | - | 8.3 | 8.3 | - | - | 8.3 | 8.3 | 490.0 | 490.0 | 1,239.8 | 1,398.1 |
| 12.11 | Section 4.7: Closing the Front-End Transition Period | - | - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 12.12 | Service Commencement Begins | - | - | | - | 26.5 | 26.5 | - | - | - | - | - | - | - | - | - | - | - | - | - | 26.5 | - |
| General 09 | Operations Management | - | - | | - | 3,513.5 | 3,513.5 | - | - | - | - | - | 120.5 | 120.5 | - | - | - | - | - | - | 3,634.0 | - |
| Non HOC 01 | ManagementCo IT Systems | 40.0 | - | | 40.0 | 367.5 | 407.5 | (40.0) | - | 354.5 | 354.5 | - | 652.5 | 652.5 | - | - | 885.0 | 885.0 | 40.0 | - | 1,060.0 | 1,239.5 |
| Non HOC 02 | ServCo IT Systems | 1,030.5 | - | | 1,030.5 | 5,231.5 | 6,262.0 | 40.0 | 1,070.5 | 5,204.5 | 6,275.0 | 1,310.8 | 14,429.8 | 15,740.6 | - | 1,310.8 | 14,229.8 | 15,540.6 | 2,341.3 | 2,381.3 | 22,002.6 | 21,815.6 |
| Non HOC 03 | Open Claims Review | 9.5 | - | | 9.5 | 45.5 | 55.0 | - | 9.5 | 78.5 | 88.0 | - | - | - | - | - | - | - | 9.5 | 9.5 | 55.0 | 88.0 |
| Non HOC 04 | Stand Up Capital Program Organization | 509.0 | - | | 509.0 | 2,981.5 | 3,490.5 | - | 509.0 | 2,981.5 | 3,490.5 | - | - | - | - | - | 144.0 | 144.0 | 509.0 | 509.0 | 3,490.5 | 3,634.5 |
| Non HOC 05 | LUMA MC Setup | - | - | | - | 2,272.5 | 2,272.5 | - | - | 2,262.5 | 2,262.5 | - | 1,007.0 | 1,007.0 | - | - | 1,007.0 | 1,007.0 | - | - | 3,279.5 | 3,269.5 |
| Non HOC 06 | Regulatory Support of Handover Checklist Items | 136.0 | 123.5 | | 259.5 | 2,299.5 | 2,559.0 | - | 259.5 | 2,296.5 | 2,556.0 | 1,025.2 | 2,194.1 | 3,219.4 | - | 1,025.2 | 2,194.1 | 3,219.4 | 1,284.7 | 1,284.7 | 5,778.4 | 5,775.4 |
| Non HOC 07 | Front-End Transition Legal support and advice | 136.0 | 1.5 | | 137.5 | 929.0 | 1,066.5 | - | 137.5 | 1,058.8 | 1,196.3 | - | 313.8 | 313.8 | - | - | 1,186.8 | 1,186.8 | 137.5 | 137.5 | 1,380.3 | 2,383.1 |
| Non HOC 08 | PROAs | - | - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Non HOC 09 | Gridco-Genco | - | - | | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Non HOC 10 | Interconnection Agreements | 651.0 | 4.0 | | 655.0 | 336.5 | 991.5 | 40.0 | 695.0 | 372.5 | 1,067.5 | - | - | - | - | - | - | - | 655.0 | 695.0 | 991.5 | 1,067.5 |
| Non HOC 11 | Development of System Operations Principles | 4.0 | - | | 4.0 | 12.0 | 16.0 | - | 4.0 | 12.0 | 16.0 | 186.5 | 1,157.8 | 1,344.3 | - | 186.5 | 1,125.3 | 1,311.8 | 190.5 | 190.5 | 1,360.3 | 1,327.8 |
| Non HOC 12 | Standup GenCo Organization | - | - | | - | 2.0 | 2.0 | - | - | 2.0 | 2.0 | - | - | - | - | - | - | - | - | - | 2.0 | 2.0 |
| Non HOC 13 | IRP Coordination | 49.0 | 39.0 | | 88.0 | 353.5 | 441.5 | - | 88.0 | 403.5 | 491.5 | - | - | - | - | - | - | - | 88.0 | 88.0 | 441.5 | 491.5 |
| Non HOC 14 | GenCo-GridCo Integration | 100.0 | 48.0 | | 148.0 | 253.0 | 401.0 | - | 148.0 | 353.0 | 501.0 | 168.8 | 1,617.8 | 1,786.5 | - | 168.8 | 1,617.8 | 1,786.5 | 316.8 | 316.8 | 2,187.5 | 2,287.5 |
| Non HOC 15 | LUMA MC Ongoing Back Office Support | 268.5 | 4.0 | | 272.5 | 2,622.5 | 2,895.0 | - | 272.5 | 2,242.5 | 2,515.0 | 666.5 | 3,863.5 | 4,530.0 | - | 666.5 | 3,863.5 | 4,530.0 | 939.0 | 939.0 | 7,425.0 | 7,045.0 |
| Non HOC 16 | PREB Resolutions and Orders | 1,140.5 | 283.0 | | 1,423.5 | 1,735.0 | 3,158.5 | - | 1,423.5 | 1,940.0 | 3,363.5 | 111.0 | 239.0 | 350.0 | - | 111.0 | 239.0 | 350.0 | 1,534.5 | 1,534.5 | 3,508.5 | 3,713.5 |
| Non HOC 17 | Corporate Services – Security | 2,209.5 | - | | 2,209.5 | 996.0 | 3,205.5 | - | 2,209.5 | 996.0 | 3,205.5 | - | - | - | - | - | - | - | 2,209.5 | 2,209.5 | 3,205.5 | 3,205.5 |
| Non HOC 18 | FOMB Fiscal Plan and Protocol Agreement | 73.5 | 61.0 | | 134.5 | 186.5 | 321.0 | - | 134.5 | 186.5 | 321.0 | - | - | - | - | - | - | - | 134.5 | 134.5 | 321.0 | 321.0 |
| | | 53,907.0 | 3,456.5 | - | 57,363.5 | 178,418.0 | 235,781.5 | | 57,363.5 | 178,418.0 | 235,781.5 | 32,868.1 | 123,229.0 | 156,097.1 | - | 32,868.1 | 123,229.0 | 156,097.1 | 90,231.6 | 90,231.6 | 391,878.6 | 391,878.6 |

Front-End Transition Hourly Fully Allocated Rates
(Table 28: ManagementCo or Affiliate Personnel)

| Employee Category | Hourly Rate (\$) |
|--------------------------|-------------------------|
| Vice President | 325.00 |
| Senior Director | 300.00 |
| Director | 275.00 |
| Senior Manager | 210.00 |
| Field Crew Leader | 205.00 |
| Trainer | 200.00 |
| Manager | 200.00 |
| Field Tech | 195.00 |
| Senior Analyst | 160.00 |
| Engineer | 160.00 |
| Field Supervisor | 160.00 |
| Analyst | 125.00 |
| Administrative Support | 50.00 |