

| TSA                          | Energy North                          |               |       | % requirement | Month 1 | 2        | 3        | 4        | 5        | 6        | 7        | 8        | 9        | 10       | 11       | 12       | 13        | 14        | 15        |     |
|------------------------------|---------------------------------------|---------------|-------|---------------|---------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|-----|
|                              | Monthly Estimated TSA Billing (\$000) |               |       |               |         |          |          |          |          |          |          |          |          |          |          |          |           |           |           |     |
|                              | Labor                                 | Non - Labor** | Total |               |         |          |          |          |          |          |          |          |          |          |          |          |           |           |           |     |
| Human Resources              | 12                                    | 9             | 21    | 100%          | 21 \$   | 15 \$    | 12 \$    | 8 \$     | 6 \$     | 6        |          |          | \$       | -        | \$       | -        | \$        | -         | \$        | -   |
| Finance                      | 35                                    | 38            | 74    | 100%          | 74 \$   | 60 \$    | 50 \$    | 40 \$    | 30 \$    | 20 \$    | 10 \$    | 10 \$    | -        | \$       | -        | \$       | -         | \$        | -         | \$  |
| Operations                   | 84                                    | 214           | 298   | 100%          | 298 \$  | 288 \$   | 268 \$   | 268 \$   | 268 \$   | 258 \$   | 258 \$   | 258 \$   | 248 \$   | 248 \$   | 248 \$   | 248 \$   | 248 \$    | 248 \$    | 248 \$    | 248 |
| Energy Control & Supply      | 10                                    | 1             | 11    | 100%          | 11 \$   | 11 \$    | 11 \$    | 9 \$     | 9 \$     | 9 \$     | 6 \$     | 6 \$     | 3 \$     | 3 \$     | 3 \$     | 3 \$     | 3 \$      | 3 \$      | 3 \$      | 3   |
| Project Management           | 0                                     | 0             | 0     | 100%          | 0 \$    | 1 \$     | 1 \$     | 1 \$     | 1 \$     | 1 \$     | 1 \$     | -        | \$       | -        | \$       | -        | \$        | -         | \$        |     |
| Health, Safety & Environment | 11                                    | 2             | 13    | 100%          | 13 \$   | 11 \$    | 11 \$    | 8 \$     | 8 \$     | 8 \$     | 4 \$     | 4 \$     | 4 \$     | 3 \$     | 3 \$     | 3 \$     | 3 \$      | 3 \$      | 3 \$      | 3   |
| Security                     | 5                                     | 3             | 8     | 100%          | 8 \$    | 8 \$     | 8 \$     | 5 \$     | 5 \$     | 5 \$     | 5 \$     | 5 \$     | 5 \$     | 5 \$     | 5 \$     | 5 \$     | 5 \$      | 5 \$      | 5 \$      | 5   |
| Supply Chain & Inventory     | 9                                     | 2             | 10    | 100%          | 10 \$   | 10 \$    | 10 \$    | 10 \$    | 10 \$    | 10 \$    | 5 \$     | 5 \$     | 5 \$     | -        | \$       | -        | \$        | -         | \$        | -   |
| Customer Service*            | 232                                   | 119           | 350   | 100%          | 350 \$  | 340 \$   | 340 \$   | 330 \$   | 330 \$   | 330 \$   | 330 \$   | 330 \$   | 330 \$   | 330 \$   | 330 \$   | 330 \$   | 330 \$    | 330 \$    | 330 \$    | 330 |
| Regulatory Support           | 27                                    | 15            | 41    | 100%          | 41 \$   | 20 \$    | 20 \$    | 10 \$    | 10 \$    | 10 \$    | 5 \$     | 5 \$     | 5 \$     | 5 \$     | 5 \$     | 5 \$     | 5 \$      | 5 \$      | 5 \$      | 5   |
| Records Management           | 3                                     | 1             | 4     | 100%          | 4 \$    | 4 \$     | 4 \$     | 3 \$     | 3 \$     | 3 \$     | 2 \$     | 2 \$     | 2 \$     | 2 \$     | 2 \$     | 2 \$     | 2 \$      | 2 \$      | 2 \$      | 2   |
| IT                           | 74                                    | 78            | 152   | 100%          | 152 \$  | 140 \$   | 140 \$   | 120 \$   | 100 \$   | 100 \$   | 100 \$   | 100 \$   | 100 \$   | 100 \$   | 120 \$   | 160 \$   | 160 \$    | 160 \$    | 160 \$    | 160 |
| Total                        | 503                                   | 481           | 984   |               | \$ 984  | \$ 908   | \$ 875   | \$ 812   | \$ 780   | \$ 760   | \$ 726   | \$ 725   | \$ 702   | \$ 696   | \$ 716   | \$ 756   | \$ 756    | \$ 756    | \$ 756    |     |
|                              |                                       |               |       | cumulative    | \$ 984  | \$ 1,892 | \$ 2,767 | \$ 3,579 | \$ 4,359 | \$ 5,119 | \$ 5,845 | \$ 6,570 | \$ 7,272 | \$ 7,968 | \$ 8,684 | \$ 9,440 | \$ 10,196 | \$ 10,952 | \$ 11,708 |     |

\* includes Energy Solutions Delivery and Efficiency Costs, where applicable, and Postage costs of ~\$500k per yr or \$42k per mo.

\*\* includes both Direct and Indirect Non-Labor charges

|                              | Energy North                          |               |       | % requirement | 16        | 17        | 18        | 19        | 20        | 21        | 22        | 23        | 24        | Total cost over 2 years |           |           |
|------------------------------|---------------------------------------|---------------|-------|---------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------------------|-----------|-----------|
| TSA                          | Monthly Estimated TSA Billing (\$000) |               |       |               |           |           |           |           |           |           |           |           |           |                         |           |           |
|                              | Labor                                 | Non - Labor** | Total |               |           |           |           |           |           |           |           |           |           |                         |           |           |
| Human Resources              | 12                                    | 9             | 21    | 100%          | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -                    | \$ -      | \$ 68     |
| Finance                      | 35                                    | 38            | 74    | 100%          | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -                    | \$ -      | \$ 294    |
| Operations                   | 84                                    | 214           | 298   | 100%          | \$ 248    | \$ 248    | \$ 248    | \$ 200    | \$ 150    | \$ 150    | \$ 100    | \$ 50     | \$ 50     | \$ 50                   | \$ 50     | \$ 5,344  |
| Energy Control & Supply      | 10                                    | 1             | 11    | 100%          | \$ 3      | \$ 3      | \$ 3      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -                    | \$ -      | \$ 102    |
| Project Management           | 0                                     | 0             | 0     | 100%          |           |           |           |           |           |           |           |           |           |                         |           | \$ 6      |
| Health, Safety & Environment | 11                                    | 2             | 13    | 100%          | \$ 3      | \$ 3      | \$ 3      | \$ 3      | \$ 3      | \$ 3      | \$ 3      | \$ 3      | \$ 3      | \$ 3                    | \$ 3      | \$ 116    |
| Security                     | 5                                     | 3             | 8     | 100%          | \$ 5      | \$ 5      | \$ 5      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -                    | \$ -      | \$ 99     |
| Supply Chain & Inventory     | 9                                     | 2             | 10    | 100%          | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -                    | \$ -      | \$ 75     |
| Customer Service*            | 232                                   | 119           | 350   | 100%          | \$ 330    | \$ 300    | \$ 250    | \$ 250    | \$ 150    | \$ 100    | \$ 100    | \$ 50     | \$ 50     | \$ 50                   | \$ 50     | \$ 6,570  |
| Regulatory Support           | 27                                    | 15            | 41    | 100%          | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -                    | \$ -      | \$ 156    |
| Records Management           | 3                                     | 1             | 4     | 100%          | \$ 2      | \$ 2      | \$ 2      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | \$ -                    | \$ -      | \$ 45     |
| IT                           | 74                                    | 78            | 152   | 100%          | \$ 160    | \$ 160    | \$ 160    | \$ 150    | \$ 100    | \$ 50     | \$ 50     | \$ 50     | \$ 50     | \$ 25                   | \$ 25     | \$ 2,817  |
| Total                        | 503                                   | 481           | 984   |               | \$ 751    | \$ 721    | \$ 671    | \$ 603    | \$ 403    | \$ 303    | \$ 253    | \$ 153    | \$ 128    | \$ 128                  | \$ 128    | \$ 15,694 |
|                              |                                       |               |       | cumulative    | \$ 12,459 | \$ 13,180 | \$ 13,851 | \$ 14,454 | \$ 14,857 | \$ 15,160 | \$ 15,413 | \$ 15,566 | \$ 15,694 | \$ 15,694               | \$ 15,694 | \$ 15,694 |

\* includes Energy Solutions Delivery and Efficiency Costs, where applicable, and Postage costs of

**\*\* includes both Direct and Indirect Non-Labor charges**