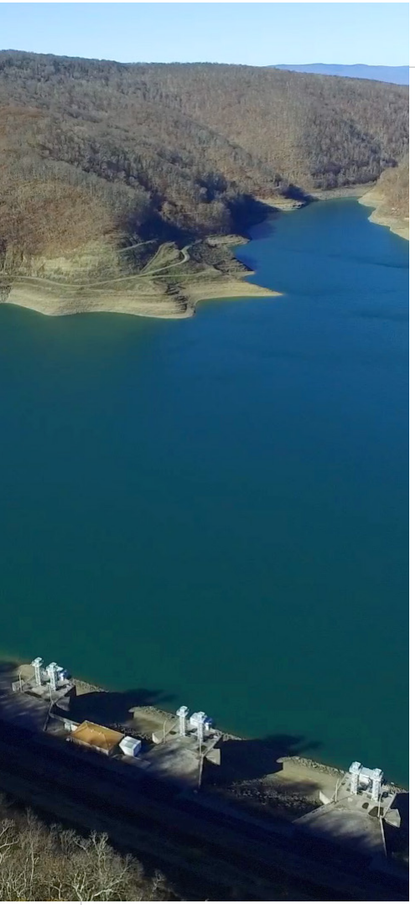


LS POWER

Innovation and Investment in Energy

2020 Sustainability Report

Contents

CEO Letter

At a time of immense, rapid change in our world, we at LS Power are driven each day by a deep responsibility to meet this critical moment—to deliver the energy people increasingly need to live modern lives while also protecting and preserving our planet. This is not new for us. We've long been at the forefront of transitioning America's energy system and we are especially proud of our leadership in lowering carbon in the power sector.

PAUL SEGAL, CEO

In this, our inaugural sustainability report, we outline not only how our dedicated, passionate people have been putting our responsibility into action, but also how LS Power has been doubling down on our efforts to make the nation's energy system cleaner, more efficient and more resilient. This report details the actions that we are taking to realize that goal, from building thousands of megawatts of new wind and solar projects, to deploying one of the world's largest battery storage systems, to advancing a nationwide electric-vehicle charging network.

Our approach to the energy transition is deliberately focused on new investments that will yield long-term reductions in greenhouse gas (GHG) emissions at the *system* level.

Our Focus

We're disruptive—and we're proud of that. But even more, we are transformative in where we want to take the industry. By zeroing in on the key constraints to decarbonization (e.g., the need for battery storage in California or new transmission in New York), we believe our initiatives are leading the way to actually reduce emissions. Simply put, with our time and capital, we are swinging at decarbonization's fattest pitches. These include:

1. **Advocating for high-impact policies:** competitive power markets, expanded transmission procurements, and technology-neutral carbon pricing
2. **Developing new clean energy resources:** battery storage, renewable generation, electric vehicle fast-charging infrastructure, demand response and energy efficiency platforms, transmission, and renewable fuels
3. **Optimizing existing power assets:** pumped storage hydro (in order to store more renewable energy) and high-efficiency thermal plants (in order to displace less-efficient plants)
4. **Investing in emerging clean energy technologies:** carbon capture, advanced transmission, and new forms of electric mobility

Our Leadership

Since our inception in 1990, we've lived this approach, continually evaluating our society's evolving energy needs and the effects of those needs on our environment and the communities where we operate. But we don't stop there; we use that research to guide the direction of the company.

When we first developed utility-scale solar projects almost 15 years ago, our efforts were considered audacious in scope and scale, and the development and execution were challenging. Since then, we have successfully developed and operated multiple renewable generation facilities, extending beyond solar to include wind development as well as hydro operations through our acquisition activities.

We also tackled battery energy storage, which has proven to be an increasingly important complement to intermittent, weather-dependent renewables. In 2017, years before it took center stage in the renewables conversation, we foresaw the necessity of battery storage and established ourselves as a market leader. Moreover, and despite the challenges of 2020, we successfully expanded our portfolio of battery storage projects to meet critical peak demand. Our Gateway project came online during the California blackouts last summer as the world's largest capacity battery at the time.

Over the years, we recognized that as consumers increasingly focused on climate change, the demand for electric vehicles would rise as well. In 2020, we took steps to enable that demand. We acquired and continue to significantly invest in the growth of EVgo, the nation's largest public fast charging network for electric vehicles and the first platform 100% powered by renewable energy. We also announced a Renewable Fuels Initiative during the year through which LS Power is jointly developing a portfolio of landfill gas-to-renewable natural gas projects throughout the United States.

Our Advocacy

We don't stop at developing our own projects. We're also calling for systematic changes. We believe transparent and competitive energy markets are a pathway to innovation and efficiency that ultimately will lead to more affordable, cleaner solutions for consumers and our environment. During 2020, our team was more engaged than ever in the person-to-person advocacy that is essential to getting policy right at the regulatory and legislative levels. Some of our initiatives include advocating and litigating in support of competition in transmission and power generation, opposing unwarranted resource-specific subsidies that cause market distortions, and promoting an economy-wide price on carbon.

Properly priced carbon markets can incentivize investment in lower carbon technologies and will avoid market distorting policies that can lead to capital destruction through bad investments that end up not making sense in the long term for all stakeholders involved. Electricity is a critical service and our advocacy work seeks to promote durable solutions that keep reliability at the forefront of the discussion.

Our View on Emission Reduction Pledges

Our approach is different than "net-zero" emissions pledges from some utilities and independent power producers (IPP). I think it's important to explain why.

There is nothing innately wrong with making such pledges. *What matters, however, is how a company seeks to deliver on them.* There is a disconnect when a company's near-term plans to fulfill a net-zero pledge (1) consist chiefly of selling existing assets (many of which may already be unprofitable); (2) are a simple response to market dynamics and demonstrate no coherent value-creation strategy tied to decarbonization; and (3) have little to no impact on GHG emissions from the overall *system* (as opposed to from an *individual company's* generation portfolio).

To illustrate the possible pitfalls of the corporate net-zero approach, consider these examples:

- A utility holding company owns a fleet of unregulated coal-fired, gas-fired, and nuclear power plants. They decide to sell their coal-fired plants to another firm. Upon acquisition, the new owner continues to operate the plants as they are being run today. Unloading its coal fleet substantially reduces the utility company's GHG emissions and enables it to claim credit toward its net-zero goal. With its former plants continuing to run as before, however, the impact on system-level GHG emissions is de minimus. *Should the utility company be hailed as a leader on climate change despite the fact that selling the coal plants does nothing to actually accelerate the pace of decarbonization?*
- An IPP announces plans to retire 5,000 MW of coal-fired plants. The plants have incurred losses over the past five years due to low natural gas and power prices. Retirement of these plants reduces excess supply in the market and boosts prices/profits for the IPP's other plants (most of which are likely fossil generation). *Should the IPP's management be credited with a forward-thinking climate strategy even though their exit from coal reflects a basic business decision and does little to signal how the IPP will actually contribute to the energy transition to a greener grid?*

The examples above underscore the need to distinguish energy transition initiatives that are short-term, indirect, and incidental from those that are long-term, deliberate, and consequential. Over the last decade much of the reduction in GHG emissions from the U.S. power sector reflects the simple reality of low-cost natural gas displacing coal. Coal-to-gas switching, however, has limited runway to further reduce emissions—particularly as the secular declines in gas prices begins to fade.

Natural gas still provides 40% of America's electricity generation—and though that share will likely decline over time, natural gas-fired plants provide an essential complement to intermittent wind, solar and other renewable resources.

Recognizing the complexities of decarbonization is one reason why LS Power has so far eschewed grand net-zero pronouncements. If between now and the publication of our next sustainability report, LS Power were to sell or spin off our fleet of gas-fired plants, it is probable that (due to both reliability and economics) the plants would continue to operate as they do now. Hence, even though our company could claim lower GHG emissions, system-level emissions will be unaffected and LS Power will have done little to advance decarbonization.

Rather than reshuffling our portfolio to project the cleanest possible image, we are prioritizing the hard work of making low and no-carbon energy profitable and, therefore, sustainable.

Our People and Our Communities

None of our work would be possible without our people. They are the heart of our company and the keys to our success. We've grown our ranks to 268 people over the past year with a net increase of 22 new team members while committing anew to advancing a culture that embraces inclusion and welcomes diverse perspectives.

Moreover, our projects have created thousands of additional jobs, primarily in construction and operations, in the communities we serve across the country. In 2020, we contributed $1.8 million to food banks, crisis centers, emergency response and health organizations, and more. Those jobs and investments supported local economies at a time when they really needed it.

$1.8M

in charitable contributions for 2020

In a year where we faced much societal turmoil and uncertainty together, it was a great privilege to work in an industry so essential to our lives and, especially, to work with a team that tirelessly ensured the safe and sustained operations of our power generation and transmission projects across the United States. I am very proud of them and their work.

In the pages ahead, I look forward to sharing more about who we are and what we do. With deep gratitude for our employees, industry partners and customers, I sincerely thank you for supporting LS Power, in the past, today and for years to come.

Paul Segal
Chief Executive Officer

About This Report

We are pleased to present LS Power's inaugural sustainability report. The report content and disclosures are informed by the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB). This report provides historical company information, as well as information and data covering calendar years 2019 and 2020 unless otherwise noted. Going forward, LS Power is committed to reporting on its environmental, social and governance efforts on an annual basis. Please contact sustainability@lspower.com, with questions or comments related to this report.

About LS Power

At LS Power, our people come to work each day with a true sense of purpose. We strive to be nimble and innovative while providing competitive, affordable energy solutions. We aim to always be transparent and follow through on our business commitments.

Founded in 1990, LS Power is a development, investment and operating company focused on the North American power and energy infrastructure industries. LS Power is at the leading edge of the industry's transition to low-carbon energy by commercializing new technologies and developing new markets. We are facilitating the electrification and decarbonization ("greening") of the energy grid through our clean energy and innovation efforts:

- Utility-scale power projects across multiple fuel and technology types, such as pumped storage hydro, wind, solar and natural gas-fired generation
- High voltage electric transmission infrastructure, which is key to increasing grid reliability and efficiency, as well as carrying renewable energy from remote locations to population centers
- Battery energy storage, market-leading utility-scale solutions that complement weather dependent renewables like wind and solar energy
- EVgo, the nation's largest public fast charging platform for electric vehicles and first platform to be 100% powered by renewable energy
- CPower Energy Management, the largest demand response provider in the country that is dedicated solely to the commercial and industrial sector
- Waste to Renewable Fuel Initiative, an enterprise to reduce methane gas emissions from landfills, as well as to provide an alternative to traditionally sourced fossil fuels for heating and transportation

Across these efforts, LS Power has raised more than $47 billion in debt and equity financing to support North American infrastructure.

As a developer, investor and operator, LS Power focuses on **providing lower cost, more technologically advanced and cleaner energy solutions, as well as improving the functionality, reliability, resiliency and efficiency of energy infrastructure across the U.S.** To do this, we continually strive to:

- Meet the needs of our customers and counter-parties
- Be protective of the environment
- Engage with local communities
- Support competitive markets

LS Power's Evolution

LS Power has grown into an industry leader in energy infrastructure development and investment management. For more than three decades, LS Power has anticipated market trends and customer needs, adapting to the changing energy landscape while steadfastly advocating for competition to keep costs low for consumers. Our history is a reflection of our adaptability—we've expanded our portfolio from conventional base-load generation to renewables and transmission, energy storage, demand-side management, and other facilitators of electrification.

We've also grown. In 2020, the LS Power team grew to 268 people across offices in New York, New Jersey, Missouri, California and Texas, with hundreds of additional individuals employed at our project sites and operating platforms throughout the country. A significant number of our employees have been with us for several decades, building a successful career with LS Power and exemplifying our Core Values of *Integrity, Discipline, Innovation and Constant Engagement.*

In 2005, we expanded our platform beyond our greenfield development activities to include investment opportunities by launching LS Power Equity Advisors.

> Through partnerships and other investment vehicles, we have raised more than $10 billion in equity capital to help meet our country's energy needs and transition to a cleaner, greener grid.

LS Power initiated its renewables efforts in 2008 when we became one of the first utility-scale private developers of solar generation. Since then, we have added expertise for wind and hydro generation. Hydro includes run-of-river and pumped storage, which serve as both a source of renewable energy and energy storage. LS Power owns and operates 1,620 MW of pumped storage hydro facilities which represent the largest non-utility pumped storage hydro portfolio in the mid-Atlantic region.

Recognizing that on-demand availability is a critical challenge in the transition to renewable generation sources, LS Power was an early mover in the battery storage space and developed several projects, including Gateway, which was the largest battery storage project in the world when it was energized in August 2020. Moreover, LS Power is a leader in transmission infrastructure—crucial for connecting renewable energy sources to population centers—where we are a vocal advocate for transparent and competitive processes that protect consumers and promote industry-wide innovation.

In our journey to becoming the most successful competitive transmission developer in the United States, winning more project awards than any other developer, LS Power has set itself apart through an innovative, efficient, cost-driven, environmental and community-focused approach. Our transmission projects strengthen America's power system and help deliver energy to tens of millions of homes and businesses across the country.

We have developed and constructed more than 660 miles of transmission infrastructure to date, with an additional ~400 miles of projects in the planning stages with Independent System Operators (ISO) across the country. In 2016, we were awarded the first competitive solicitation in both PJM Interconnection (PJM) and Midcontinent Independent System Operator (MISO), which together serve more than 100 million people across more than 25 states.

660

miles of constructed transmission infrastructure

Through CPower, our demand-side energy management platform, LS Power offers tailored solutions for demand response, energy efficiency, distributed energy, energy storage and peak demand management. As the markets continue to evolve, these services are becoming increasingly important to help businesses and consumers save on energy costs, earn revenue through energy curtailment, drive grid reliability, and achieve their sustainability goals.

LS Power's commitment to clean energy infrastructure is also exemplified by EVgo, the nation's largest public fast charging network for electric vehicles and the first platform to be 100% powered by renewable energy. Through EVgo, we are accelerating the electrification of transportation and working to combat greenhouse gas (GHG) emissions. The EPA notes that the transportation sector is the most significant driver of GHGs.

Further, through our renewable fuels partnership with The Landfill Group, LS Power is working to develop projects that convert landfill waste to Renewable Natural Gas (RNG) for transportation and heating fuel use. In doing so, we are not only replacing fossil-derived natural gas, but also working to reduce emissions of methane, a more potent GHG than carbon dioxide.

Vista and Gateway: Enabling Renewables Through Battery Energy Storage

Through LS Power's market leading battery energy storage development, we support grid reliability and the nation's transition to a clean energy future.

In 2017, years before battery storage became a widely discussed mainstream solution in the renewables conversation, LS Power anticipated the need to find a complement to weather dependent, intermittent solar and wind resources, and developed a portfolio of energy storage projects.

Battery energy storage systems are the fastest and most flexible peaking resources available today on the electric grid, with a favorable combination of technical characteristics:

- Clean power generation, with zero direct air emissions or water usage
- Start times measured in seconds, with no minimum load
- Ramp rates near instantaneous, allowing resources to readily respond to grid needs
- Designated as a "critical grid service" by California policy makers

Gateway Energy Storage, LS Power's most recently completed energy storage project, was energized in August 2020 with the ability to store and deploy 250 MW of energy, which made it the largest battery in the world at the time. "For more than three decades, LS Power has been at the leading edge of our nation's transition to cleaner, more innovative energy solutions, and we are powering up Gateway Energy Storage as one more component of this vision," said LS Power CEO Paul Segal when Gateway was placed into commercial operation. LS Power also developed Vista Energy Storage, which was the largest battery in the United States at 40 MW prior to Gateway. Both Gateway and Vista are located in San Diego County, CA.

"Gateway and LS Power's other California-based energy projects will support the state in its clean energy and storage goals," said LS Power Head of Renewables John King. "LS Power is a first mover in commercializing new technologies and developing new markets. By charging during solar production or off-peak hours and delivering energy to the grid during times of peak demand for power, our battery storage projects improve electric reliability, reduce costs and help our state meet its climate objectives."

> Years before battery storage became a mainstream solution, LS Power developed a portfolio of energy storage projects.

As with our other projects, LS Power is proud to support our communities, for which Gateway and Vista have generated nearly $900,000 to date in charitable contributions and tax revenue to support local organizations and government services.

In total, LS Power has 4,000 MW of battery energy storage projects operating and in development, and also owns and operates other forms of zero carbon emitting resources, including pumped storage hydro and wind projects.

Sustainability at LS Power

Sustainability at LS Power is governed by our Environmental, Social and Governance (ESG) Policy, which outlines how we manage ESG issues as part of our business operations.

Our policy encompasses environmental impact, health and safety, social responsibility and community involvement, governance and the integration of ESG principles into our development and investment activities. Before committing to new developments or investments, we conduct extensive due diligence specific to ESG issues. If we identify potential issues, we develop a remediation plan to protect health and environmental outcomes, support local communities, drive our long-term success, and increase stakeholder value.

As part of our ongoing commitment, we regularly review our ESG Policy to confirm that the commitments set forth address risks related to environmental, legal and regulatory impact, societal norms, and relevant market factors. Employees are required to review, understand and adhere to the ESG Policy, including all future updates and amendments.

Governance, Ethics and Compliance

LS Power's culture of compliance, ethics and integrity comes from the top and permeates throughout our organization, from our corporate business functions to our assets and facilities.

We actively work to maintain the trust we earn from our customers and counter-parties, and seek to build longstanding relationships. Additionally, we believe that our commitment to the progression, security and reliability of the electric grid and our support of competitive markets is changing the face of the energy industry, ultimately for the benefit of all electric power and energy infrastructure users.

Governance

As ESG principles continue to evolve, we are consistently weaving those principles into our governance structures, ensuring that LS Power operates in accordance with best practices. We provide our managers with expertise and resources, and empower them to make strategic and operational decisions related to employees, contractors and other third-party service providers within their purview.

Management teams and committees are responsible for assessing and providing oversight of business practices impacting ESG issues and reinforcing our ESG Policy, both conceptually and in practice. For instance, our Investment Committee reviews and considers environmental and workplace health and safety issues during potential asset acquisitions. Asset managers work closely with operations and maintenance (O&M) contractors to assess and address risks and regularly report worksite operational issues to senior management. Our legal and compliance groups help enforce our internal policies and procedures, provide training and resources to ensure compliance with applicable laws and regulations, and identify and mitigate potential conflicts of interest and other ethics risks.

We also work to ensure the policies and procedures at our portfolio companies are consistent with LS Power's, and we link O&M performance to good safety and compliance practices.

Compliance

In addition to LS Power's ESG Policy, we have several regulatory compliance frameworks that guide our business activities, including a Regulatory Compliance Manual (RCM), Investment Adviser Policies & Procedures (IAPP), North American Electric Reliability Corporation Internal Compliance Program (NERC ICP) and a Federal Energy Regulatory Commission Internal Compliance Program (FERC ICP).

The RCM clearly defines LS Power's commitment to a culture of compliance and requires employees to conduct business with honesty, integrity and fairness. LS Power requires employees to act in accordance with the highest ethical standards in all matters, including those with competitors, customers, lenders, partners, vendors, regulators and those who do business with or seek to do business with LS Power. Employees must conduct business activities in compliance with applicable federal, state and local laws, rules and regulations.

The IAPP includes our Code of Ethics, which has been implemented to ensure LS Power Equity Advisors, LLC (an LS Power affiliate) complies with all regulatory requirements as a federally registered investment adviser. The IAPP is designed to ensure that LS Power conducts its business in compliance with all applicable federal and state investment adviser laws, and the rules and regulations promulgated thereunder.

The NERC ICP and FERC ICP provide a functional framework that outlines guiding principles, governance structure and internal compliance management activities that are implemented throughout LS Power's businesses to demonstrate our commitment to the integrity and reliability of the bulk electric and energy infrastructure system. Every member of LS Power's organization plays a vital role in adhering to the guidelines set forth in these ICPs to ensure we meet our goals of upholding a strong culture of compliance.

Cybersecurity

LS Power has a dedicated Information Systems and Technology department, which oversees the development and implementation of our cybersecurity program. Our program is based on the National Institute of Standards and Technology Cybersecurity Framework (NIST Framework). We utilize the NIST Framework to integrate industry standards and best practices across five functional fields to enhance our ability to prevent, detect and respond to cyber events. All systems are secured using an in-depth defensive strategy to protect the confidentiality, integrity and availability of all services. Further, we strive to keep pace with the continually evolving threat landscape by maintaining an adaptive cyber program that analyzes global and local risks and trends.

Advocating for Competitive Energy Markets

Since LS Power's inception, we have believed in and advocated for competitive energy markets. Competition spurs creativity and drives rates down to provide consumers with the most innovative and affordable energy solutions.

Government and Public Policy

LS Power engages in public policy and advocacy work at every level to ensure stakeholder interests are heard. This advocacy work includes active support of FERC Order 1000, which requires public utility transmission providers to participate in a formal planning process, consider needs driven by public policy at the state or federal level and actively explore all options to ensure consumers receive the most efficient and affordable transmission solutions. And we believe the benefits of competition extend beyond transmission into all elements of the energy sector so that the industry can work together to provide a more reliable, more resilient and cleaner energy grid for the future.

Beyond our efforts to support competition in transmission, LS Power also advocates for transparent price formation in the power markets. Alongside the Electric Power Supply Association (EPSA) and other member associations, we believe competitive wholesale power markets are the most effective tool to achieve our nation's shared energy, environmental and economic goals.

By allowing all resources and technologies to compete on a level playing field, competitive markets can provide clear investment signals that allow suppliers to deliver the best consumer solutions and invest in new technologies. Market-based mechanisms also serve to avoid distortions caused by unnecessary subsidies, which can lead to an inefficient allocation of resources or capital destruction, ultimately undermining the resilience of the electric grid.

Additionally, LS Power actively advocates for market based mechanisms to price carbon dioxide emissions, commonly referred to as carbon pricing. We agree with the many economists who advocate for putting a price on carbon to internalize the societal costs of emissions as the most efficient way to reach global mitigation targets and prevent disastrous climate change. With a streamlined carbon pricing policy, LS Power, along with the industry as a whole, would be able to clearly assess and rank the economic merits of different technologies and invest accordingly, thereby putting our country in a better position to achieve our goals for a cleaner, greener environment at a lower cost.

Further, we have been evaluating medium-term and long-term opportunities for low carbon forms of generation such as hydrogen, renewable natural gas and carbon capture. We firmly believe and advocate for transparent and competitive markets across the energy infrastructure ecosystem to drive sustainable environmental progress and economic advancement.

Energy Affordability and Reliability

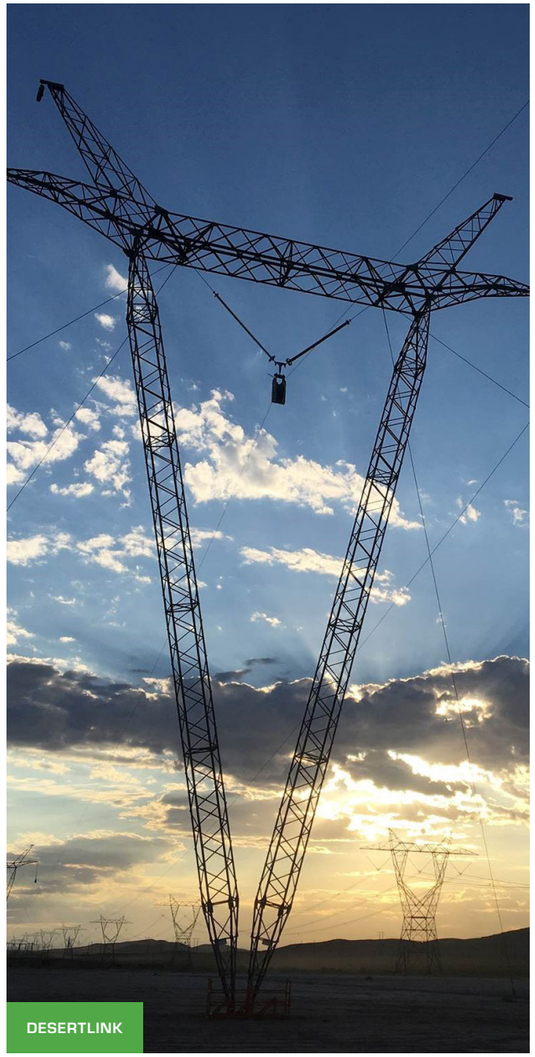
While LS Power's business activities have evolved and expanded with market opportunities, what has remained constant is our **unwavering focus on providing efficient and affordable energy market solutions for consumers and the communities we serve**.

LS Power's Cross Texas Transmission was one of eight companies (and one of only three new entrants) selected to build a portion of nearly $7 billion of electric transmission infrastructure in Texas's Competitive Renewable Energy Zone (CREZ). LS Power completed its piece of the project ahead of schedule, below budget and at the lowest cost per mile, with cost savings of up to 58% compared to the other providers.

> Competitive markets provide clear investment signals that allow suppliers to deliver the best consumer solutions and invest in new technologies.

$172M

in estimated savings for consumers from 2017 to 2020



DESERTLINK

LS Power's consumer focused approach led to a first-of-its-kind project cost cap we introduced to the industry in 2018 with our Silver Run Electric project. For this first major competitive transmission bidding process in the eastern United States, PJM had received 26 proposals from seven different companies. LS Power was awarded the project and lauded by PJM for our "greater cost certainty with fewer exclusions" than other prospective developers. Silver Run was completed on time and below budget in June 2020.

LS Power also incorporated a cost cap for Republic Transmission, which was chosen for MISO's first competitively procured project. As part of its selection report, MISO noted LS Power's proposal would provide more than $1 billion in estimated benefits, far exceeding its cost. While initially scheduled for completion in January 2021, the project was completed more than six months ahead of schedule in June 2020.

In our commitment to protecting electricity consumers from paying for unnecessarily expensive overruns, we have incorporated cost caps into six projects to date, thereby securing more affordable, reliable and environmentally superior solutions versus our competitors.

Our dedication to technological innovation further benefits consumers. The One Nevada Transmission Line (ON Line) is a 231-mile, 500 kV AC transmission line capable of carrying 2,000 MW of power between Ely and greater Las Vegas, Nevada. The ON Line's innovative design utilized simpler, more cost-effective construction than a traditional transmission tower and has provided an estimated cost savings of ~$100 million for Nevada consumers since 2014. Moreover, the technologically advanced design led to a smaller environmental footprint.

Despite the challenges in 2020 amid the COVID-19 pandemic, LS Power delivered the Silver Run, Republic Transmission and DesertLink projects on time or early and within or below budget.

Overall, through our consumer focused cost containment structures and technological innovations in project development, LS Power has generated **an estimated savings to consumers of more than $172 million** from 2017 to 2020, with several billion dollars more to come in projected consumer savings over the life of our projects.

DesertLink: Bringing Reliable and Affordable Power to California

LS Power subsidiary DesertLink, LLC ensures reliable and cost-effective electric transmission for the Western Grid, bringing greater transmission bandwidth and operating control to the California Independent System Operator (CAISO) region.

Through a competitive bidding process by CAISO, DesertLink was selected in 2016 to develop, construct, own, operate and maintain a 500 kilovolt electric transmission project spanning the ~60 miles from NV Energy's Harry Allen substation in Clark County, Nevada to Southern California Edison's Eldorado substation to support the flow of electricity into and out of California.

> LS Power was awarded due to its "...robust capital/construction cost and ROE caps that should result in lower costs and present less risk compared to the proposals of the other two project sponsors, thus benefiting ratepayers." –CAISO

LS Power delivered the project on time and within budget, while also keeping our people, our most important asset, safe in the face of the COVID-19 pandemic. LS Power's ability to complete the project as scheduled on August 12, 2020 proved to be especially timely and critical as we were able to flow nearly 1,500 MW of much needed, stable power to residents during the unexpected rotating power outages in California that occurred on August 14 and 15 – just barely days after DesertLink was placed into service.

DesertLink's transmission project created 280 jobs during its construction and will provide ongoing benefits to consumers through cost savings and enhanced grid reliability, beyond which it will support renewables and neighboring communities:

- Strengthens the connection between the CAISO grid and NV Energy's transmission system by increasing transmission import and export capacity
- 500 kv of electricity across ~60 miles of transmission lines brings out-of-state power to California, including renewable energy from remote locations
- $1 billion in projected cost savings by CAISO over the life of the project
- More than $2 million to date in associated tax revenues have supported state and city services
- $1 million+ in estimated continual annual tax revenues will further support communities into the future

As with LS Power's transmission efforts across the country, DesertLink represents how competitive solicitation can provide consumers and grid operators with lower cost, greater rate certainty, and enhanced grid reliability.

> We applaud FERC Order 1000 and are committed to continuing to provide innovative solutions that offer millions of dollars in savings to electricity consumers and create jobs for our surrounding communities.

Innovation and Technology

Innovation is the cornerstone of LS Power's business. In the development, construction and operation of our projects, we push ourselves to think critically and creatively, striving for innovative solutions that benefit rate payers and stakeholders alike. We believe this forward-thinking mindset is what sets us apart from other industry players.

Our track record of innovation is demonstrated in our transmission development efforts, a space where there historically has been a lack of value placed on cost efficiency in favor of over-engineered, standardized design approaches. In non-competitive solicitation processes, providers are incentivized to spend more to make more, often resulting in higher costs for consumers.

At LS Power, we optimize transmission design to meet stated system requirements and useful life and reliability standards, while reducing project costs and implementing industry-leading technology. Below are a few recent projects where LS Power successfully approached a complex technical design with a fresh, innovative perspective:

- Silver Run Electric connects the high-voltage electric system in the Delmarva Peninsula in Delaware to southern New Jersey. The project includes three miles of underwater cables buried as deep as 70 feet beneath the surface of the Delaware River, which were installed using the first-ever application of vertical injector technology in the United States.
- LS Power Grid California (LSPG CA) Gates project represents the largest static synchronous compensator (STATCOM) installation in the United States and also one of the largest worldwide. Gates, as well as Round Mountain Dynamic Reactive Power, will provide voltage regulationfor critical grid reliability in southern California.
- For the 231-mile One Nevada Transmission Line (ON Line), LS Power incorporated a unique tower design that was lighter, required less expensive foundations, reduced ground disturbance, and decreased risks for threatened and endangered species compared to typical self-supporting lattice-style towers. This new, more cost-effective and innovative design helped LS Power secure a long-term transmission use agreement with NV Energy and a loan guarantee from the U.S. Department of Energy.
- LS Power Grid New York (LSPG NY) was awarded the largest competitive transmission project in the United States under FERC Order 1000, in part due to its innovative proposal of a double circuit design and the ability to increase transfer capacity by more than four times in certain segments. This provides a more cost-effective solution on a per MW of capacity basis and will better utilize the existing property while minimizing the impact on neighboring properties. In addition, these system upgrades will help relieve bottlenecks by supporting renewable generation, replacing aging infrastructure and improving grid reliability and resiliency.

Rise Light & Power: Helping New York Meet Its Clean Energy and Grid Reliability Goals

LS Power's New York-based Rise Light & Power platform is a shining example of our innovation and investment in energy. Through the development of new large-scale, clean energy infrastructure projects, Rise Light & Power is enabling New York State to meet its ambitious clean energy and reliability goals. The assets and initiatives from Rise Light & Power's platform include:

Ravenswood Generating Station, New York City's Largest Energy Provider

- 2,050 MW; provides 20% of NYC's generation capacity, and as much as 50% during critical reliability events such as 2012's Hurricane Sandy
- Long Island City, Queens 27-acre waterfront site can also serve as point of transmission interconnect for onshore renewable resources in upstate NY, as well as offshore wind
- Employs 100+ union workers from the greater NY metro region
- Improvements and community partnerships since 2017 under LS Power's ownership:
  - $200 million investment in modernization and resiliency initiatives
  - $135 million generated in property taxes to support city and state government services and local schools
  - $1.47 million in charitable contributions to neighboring community organizations, including over $600,000 in 2020 for COVID-19 Relief (recipient organizations included, but are not limited to: Carter Burden Network, City Harvest, Jacob A. Riis Neighborhood Settlement, Long Island City Partnership, Share For Life Foundation, and Urban Upbound)

Rise Power Storage

- Portfolio of utility-scale energy storage developments across downstate New York
- First battery storage project to secure Public Service Commission (PSC) approval
- Accepted in the New York Independent System Operator (NYISO) interconnection facility study process and well positioned to meet in-service requirements for New York's battery storage goals

Catskills Renewable Connector

- Proposed 1,200 MW 115-mile submarine and underground transmission project that will unlock the potential for new wind and solar energy from upstate New York to reach customers downstate
- At full output, the proposed line is expected to supply up to approximately 15% of New York City's electricity needs with clean, renewable, homegrown energy

In addition to furthering New York's clean energy goals, these projects (as well as others actively in development) will result in significant local job creation and billions of dollars for in-state investment.

Greening the Grid

LS Power's roots in developing cutting-edge technologies that displace legacy conventional generation dates back to the 1990s when we established ourselves as a leader in developing and operating efficient natural gas-fired combined cycle projects.

For many years, these projects took market share from higher cost, higher polluting coal plants. Today, flexible gas-fired projects complement the intermittent, often weather dependent nature of renewable generation, and provide reliable, low-cost electricity while emitting considerably less carbon dioxide and other pollutants than some other base-load electricity sources.

In 2008, when LS Power announced a dedicated team for renewable energy, we became **one of the first utility-scale private developers of solar generation**. Since then, we have developed, constructed and operated multiple solar projects across the United States with a combined total capital cost exceeding $1.8 billion. Those solar projects have generated over 6.2 million MWhs through 2020. Additionally, LS Power funds solar and distributed generation projects more broadly through its tax equity investment program, **committing support to over 20 projects since 2018**.

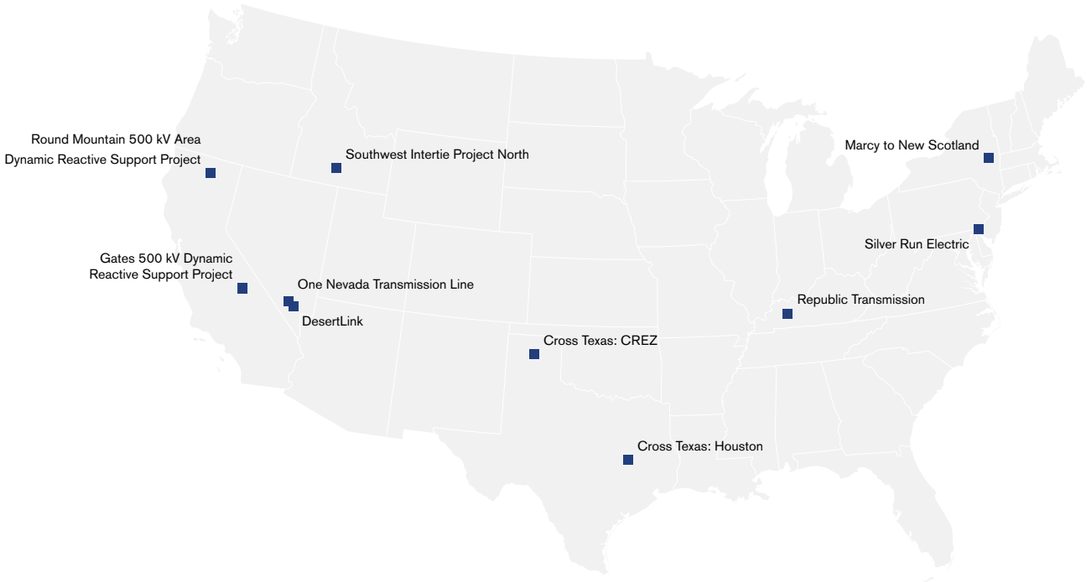
Beyond solar and distributed generation, LS Power owns and operates other forms of zero direct carbon emitting resources, including pumped storage hydro and wind projects. LS Power complements its development of renewable generation projects with battery energy storage, for which we own and operate 250 MW and 40 MW projects in California. These are part of over 4,000 MW of battery energy storage projects operating and in development. Furthermore, LS Power owns and operates large scale pumped storage hydro projects, the longest duration energy storage systems available.

To deliver these renewable resources to population centers and enhance grid reliability, LS Power has been active as one of the largest private developers of high voltage transmission infrastructure in the United States.

Across our collective efforts, LS Power is proud to facilitate new forms of clean energy and support the electrification of our economy, taking the necessary steps to ensure a healthier environment for future generations.

Transmission

LS Power's transmission projects strengthen the nation's power system and enable energy delivery to millions of people across the country. Our advocacy for competition and market transparency has led to our proposals being selected to build transmission projects for a majority of the nation's Independent System Operators (ISO), including the first competitive awards from both PJM Interconnection and Midcontinent Independent System Operator (MISO), as well as from California Independent System Operator (CAISO), Electric Reliability Council of Texas (ERCOT) and New York Independent System Operator (NYISO).



As a business rooted in competitive business models that are only successful with superior siting, design and cost planning, LS Power approaches each transmission project with flexibility and thoughtfulness, creating a tailored solution for each region's development needs. This approach is particularly critical in electric transmission where there is significant variance in load profiles and system requirements across the country, making a "one size fits all" approach sub-optimal.

As competition is still quite limited, LS Power remains a steadfast advocate for transparent and competitive transmission processes across the United States.

We believe in the importance of a reliable and efficient transmission grid and seek to deliver operational excellence to our stakeholders in the following ways:

- Our planning engineers identify the most effective solutions to electrical grid issues
- Our business, finance and legal teams ensure cost-effective, unique protections for consumers and flexible arrangements to meet the needs of our partners
- Our development, engineering and construction groups utilize best practices for project implementation
- Our operations and maintenance teams focus keenly on the reliability, safety, and efficiency of our facilities

Transmission Projects of Note


ONE NEVADA

One Nevada

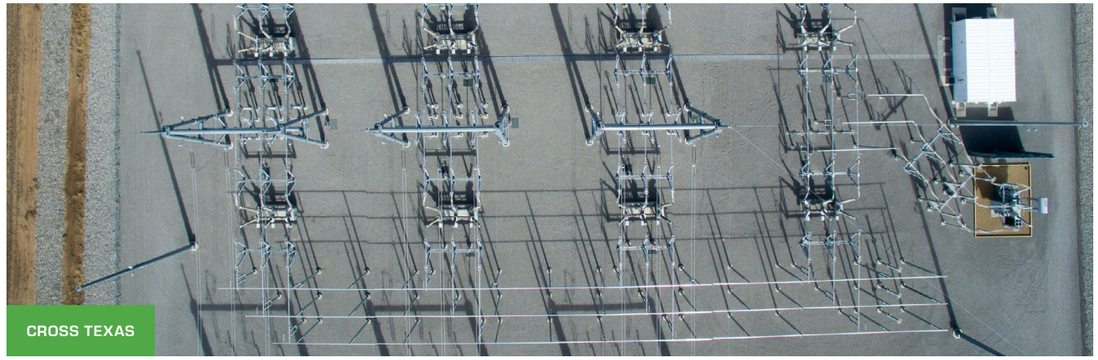
The One Nevada Transmission Line (ON Line) was the first-ever connection between NV Energy's northern (Sierra Pacific Power Company) and southern (Nevada Power Company in Las Vegas) load centers and is critical to ensuring the reliability and integrity of the Western grid.

Placed in service in 2014, ON Line supports renewable energy by allowing geothermal and wind power generation in northern Nevada to be delivered to southern Nevada, and solar power generation from southern Nevada to be delivered to northern Nevada.

Cross Texas

In 2009, the Texas Public Utility Commission selected LS Power's Cross Texas Transmission to build and operate a portion of new high voltage transmission lines to deliver renewable energy from the Competitive Renewable Energy Zones (CREZs). LS Power helped construct, operate, and maintain over 200 miles of double circuit 345 kilovolt (kV) facilities for high-voltage transmission infrastructure required to facilitate the build-out of wind power resources in Texas.

LS Power successfully helped unlock the renewable resources that were geographically isolated in the northern and western regions of Texas by creating and maintaining new electric pathways to deliver resources to population centers in central and eastern Texas while reducing energy congestion.


CROSS TEXAS

Silver Run Electric

The Silver Run Electric project is a high-voltage power transmission connection between Delaware and New Jersey that delivers power to surrounding homes and businesses through a more robust, secure and better-integrated grid network. Furthermore, this transmission system minimizes outages and increases recovery time by utilizing generators that are more efficient and environmentally friendly.

Republic Transmission

To meet consumer needs as identified by MISO, LS Power created Republic Transmission to partner with two electric cooperatives to build a high-voltage transmission line between the existing Duff substation in Southern Indiana and Coleman Extra High Voltage substation in Northern Kentucky. The 31-mile long project strengthens the 345 kV backbone in the Central Region.

LS Power Grid New York

The LSPG NY Marcy to New Scotland Project encompasses nearly 100 miles of double-circuit 345 kV transmission and two new gas insulated substations. LSPG NY's joint proposal with New York Power Authority was selected by the New York Independent System Operator as the most efficient and cost-effective solution to improve electric transmission facilities within existing utility corridors. Our plans of using existing rights-of-way across five New York counties will also **significantly reduce impacts on the community and environment while providing jobs and lowering electricity costs**.


SILVER RUN ELECTRIC


LS POWER GRID NEW YORK


REPUBLIC TRANSMISSION

Grid Operator Recognition

LS Power's ability to innovatively design and implement projects at lower costs while still delivering on a timely basis is recognized by ISO/RTO grid operators across the United States:

Project Highlights

Project	Selecting Entity	Outcome and Selection Factors
Cross Texas: Competitive Renewable Energy Zone	PUCT	▪ Lowest installed cost per mile ▪ Only entity that adhered to original budget
One Nevada Line	Incumbent Transmission Owner	▪ Worked with permitting agencies, regulators and stakeholders to advance development ahead of completing project ▪ Designed to provide significant environmental mitigation benefits at a lower overall cost
Cross Texas: Houston Import Project	ERCOT	▪ Commercial flexibility to partner with Garland Power & Light ▪ Significantly lower cost per mile than other participants
Republic	MISO	▪ "The highest degree of certainty and specificity, the lowest risk, and low cost" ▪ "Outstanding combination of high-quality design at competitive long-term costs, rigor throughout its proposal, and thoughtful choice to enhance value to ratepayers"[1]
DesertLink	CAISO	▪ Early need identification and first mover advantage ▪ "Reduced risk of schedule delays in completing the project" ▪ "Most robust cost cap and best mitigated risk of potential cost escalation"[2]
Silver Run	PJM	▪ "Greater cost certainty with fewer exclusions to its cost on commitment" ▪ "Greater flexibility and can mitigate some of the permitting risk"[3]
LS Power Grid NY: Marcy to New Scotland Upgrade	NYISO	▪ "The more efficient or cost-effective solution"[4]
LS Power Grid CA: Gates	CAISO	▪ "The more robust capital/construction cost, return on equity, and equity percentage caps that should result in lower costs and present less risk"[5]
LS Power Grid CA: Round Mountain	CAISO	▪ "Proposed the strongest binding cost containment"[6]

[1]MISO Selection Report Duff-Coleman EHV 345 kV Competitive Transmission Project.
[2]California ISO, Project Sponsor Selection Report.
[3]PJM Interconnection, L.L.C, Artificial Island Recommendation White Paper.
[4]AC Transmission Public Policy Transmission Plan.
[5]Gates 500 kV Dynamic Reactive Support Project Sponsor Selection Report.
[6]Round Mountain 500 kV Dynamic Reactive Support Project Sponsor Selection Report.

Energy Storage

Energy storage is another way we are greening the grid. The role of energy storage in the power system has gained prominence as the shift to renewable energy sources increases the need for grid balance and flexibility. Energy storage is now critical to managing load generation and peaking capacity while also integrating renewables to improve reliability and resiliency.

LS Power currently invests in and operates two types of energy storage: battery and pumped storage hydro.

Energy Storage Projects of Note

Battery Energy Storage Platform

Vista Energy Storage, a 40 MW battery located in San Diego County, California, was the highest capacity battery in the United States when it began operations in July 2018. In anticipation of greater energy needs in the future, we are in the process of increasing Vista's capacity to create an additional 10 MW of storage capacity.

4,000 MW
battery storage capacity
operating and in development

The 250 MW Gateway Energy Storage project, located in the East Otay Mesa community of San Diego County, California, became the largest battery energy storage project in the world when it was energized in August 2020.

LS Power has additional projects in development in both California and New York, including Diablo Energy Storage (200 MW) in Pittsburg, California; LeConte Energy Storage (125 MW) in Calexico, California; and Rise Power Storage (316 MW) in Queens, New York.

Select Battery Projects

	Gateway[1]	Vista[2]	Diablo[3]	LeConte[4]	Rise Power Storage[4]
Location	San Diego County, CA	Vista, CA	Pittsburg, CA	Calexico, CA	Queens, NY
Capacity	250 MW	40 MW	200 MW	125 MW	316 MW
Commercial Operating Date	Q4 2020	Q3 2018	Q3 2021	Q3 2022	TBD

[1]Further expansion Q3 2021
[2]Further expansion Q3 2022
[3]Under construction
[4]In development

LS Power's battery storage projects charge during solar production and off-peak hours and deliver energy to the grid during peak demand hours. These systems have a wide variety of applications and benefits, including integrating renewables into the grid, peak shaving, frequency regulation, and backup power. Our battery projects enhance grid reliability while reducing energy costs for consumers.

Pumped Hydro Storage Projects

	Bath	Seneca	Yards Creek
Location	Bath County, VA	Seneca, PA	Yards Creek, NJ
Capacity	716 MW[1]	484 MW	420 MW
Commercial Operating Date	1985	1970	1965
State RPS Mandate	30% by 2030 and 100% by 2050	18% by 2021	35% by 2025 and 50% by 2030

[1]Capacity listed for Bath represents LS Power's ownership equivalent of facility

1,620 MW
pumped storage hydro

PJM Pumped Storage Hydro Platform

LS Power's pumped storage hydro portfolio, comprised of a large share of the Bath County facility in Virginia, Seneca in Pennsylvania and Yards Creek in New Jersey, totals 1,620 MW and represents the largest unregulated (non-utility) renewable energy storage portfolio in PJM.

Unlike lithium-ion batteries, which are limited to 1 to 4 hour run times, **pumped storage hydro can run as long as 7 to 10 hours** and provide significant energy capability and dispatch flexibility.

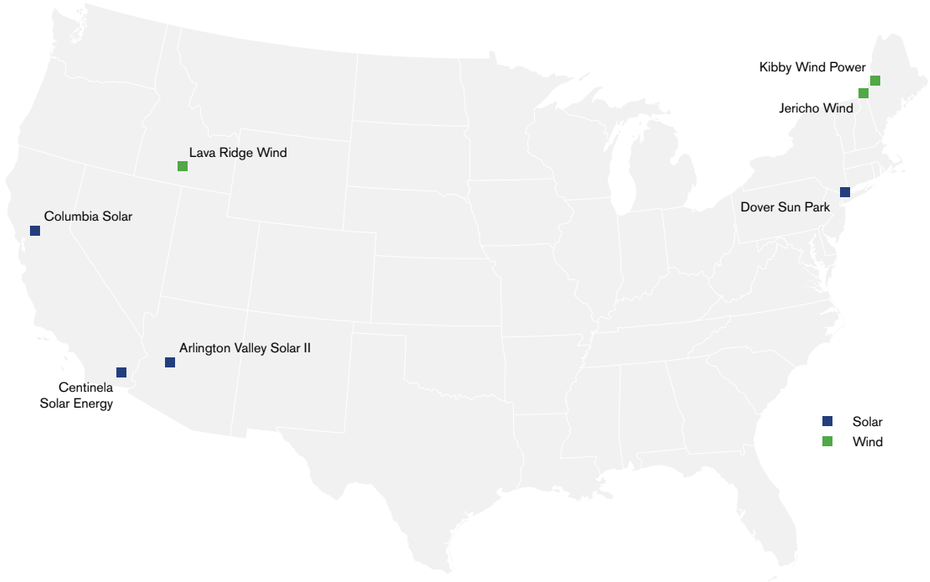
Benefits to the grid include energy-balancing, stability and ancillary grid services such as network frequency control and reserves since pumped storage hydro can respond to potentially sizeable electrical load changes within seconds.

As intermittent, weather dependent forms of renewables like wind and solar rise in prominence, the benefits of pumped storage hydro will continue to grow. The energy storage provided by these facilities are instrumental to meeting state mandated Renewable Portfolio Standards (RPS) for renewable energy.

DOVER SUN PARK

Renewables

As early as 2008, LS Power established a dedicated renewable energy business unit. As the developer of Arlington Valley Solar Energy II in Arizona, Centinela Solar Energy in California and Dover Sun Park in Delaware—with a combined size of 438 MW DC—LS Power proved itself to be ahead of the curve in successfully advancing utility-scale solar generation space.



Select Solar Projects

	Arlington Valley Solar Energy II	Centinela Solar Energy	Dover Sun Park
Location	Maricopa County, AZ	Imperial County, CA	Dover, DE
Technology	PV Solar Panels	PV Solar Panels	PV Solar Panels
Capacity	175 MW DC	252 MW DC	11 MW DC
Commercial Operating Date	Q4 2013	Q3 2014	Q3 2011

ARLINGTON VALLEY SOLAR II

LS Power has subsequently developed, constructed and operated solar projects across the country and funded numerous additional solar projects through our tax equity investment program.

From 2014, we further expanded our renewables footprint with hydro and wind investments. Our pumped storage portfolio consisting of Bath in Virginia with 716 MW (equivalent to LS Power's ownership percentage), Seneca in Pennsylvania with 484 MW, and Yards Creek in New Jersey with 420 MW, for a total of **1620 MW of renewable energy storage, represent the largest unregulated (non-utility) portfolio in the PJM**. In addition, our **Kibby Wind project in Maine with 132 MW is the third largest wind asset in the New England** region.

In 2017, years before battery storage became a mainstay in renewables, LS Power led the market with its development of the 40 MW Vista project. It remained the nation's highest capacity battery until LS Power energized the 250 MW Gateway project in August 2020, which became the world's largest battery.

Looking forward, LS Power is doubling down on its renewables efforts to decarbonize and combat climate change. By taking a different approach to how these types of projects are commercialized and financed, we are reimagining the legacy renewables development playbook.

Natural Gas

Our fleet of over 13,000 MW of fast-starting natural gas-fired plants provides an essential complement to intermittent wind and solar resources, keeping electricity flowing to our hospitals, homes and businesses. LS Power is a leader in developing and operating efficient, flexible natural gas-fired plants that complement and enable renewables, and provide cleaner, more reliable and lower-cost electricity.

Distributed Energy Resources

CPower and EVgo are examples of LS Power's continued expansion into distributed energy platforms that support our nation's clean energy needs.

Demand Side Management—CPower

CPower Energy Management (CPower), based in Baltimore, Maryland, is a national leader in demand side energy management solutions for over 1,700 commercial, industrial, educational, healthcare and government organizations at more than 11,000 sites. Through these efforts, CPower manages more than 4,000 MW of electrical load across North America's energy markets and utilities.

Besides helping organizations earn money through Demand Response and Energy Efficiency, CPower helps its customers create and monetize Distributed Energy Resources (DER) such as energy storage, solar PV, fuel cells, wind generation, combined heat and power and more. **CPower's services enhance the way grid operators balance energy demand and supply, and help commercial and industrial organizations offset their energy spending**.

With dedicated teams of energy experts in every deregulated energy market in the U.S. as well as in Ontario, Canada, CPower provides broad expertise to help organizations monetize their DER assets, regardless of how many markets they may operate in.

CPower demonstrates LS Power's commitment to critical and growing sectors in the energy market, and helps organizations reduce costs, earn revenue through energy curtailment, increase grid reliability and achieve sustainability goals.

11,000+

CPower sites

4,000 MW

electrical load managed across North America's energy markets and utilities

Electric Vehicle Charging Platform—EVgo

EVgo is the nation's largest public fast charging network for electric vehicles (EV) with more than 800 locations in 67 markets across 34 states serving more than 220,000 customers. EVgo is also the first EV charging network to be 100% powered by renewable energy.

In July 2020, EVgo announced a collaboration with General Motors which will triple the size of its network by adding 2,700 fast chargers over the next five years, beginning as early as 2021. These chargers will increase charging access to drivers at places they frequent, such as grocery stores, retail outlets, entertainment centers and other high-traffic locations.

In January 2021, as a result of the company's impressive growth and success to date, as well as broad public support to move towards green energy, EVgo entered into a business combination agreement with Climate Change Crisis Real Impact I Acquisition Corporation (CRIS) to be publicly listed. Upon closing, anticipated to occur in Q2 2021, the combined entity is expected to list under the ticker EVGO on the NASDAQ. LS Power and EVgo management will roll 100% of their equity in the transaction and continue as majority owners. Proceeds will be utilized to accelerate growth and fund EVgo's business plan, which includes scaling the network to over 15,000 fast chargers by 2027.

As with our other public-private partnerships, including those with government and utility programs, LS Power will continue working with EVgo and key stakeholders to utilize new and existing ways to drive the infrastructure that will support universal EV adoption.

The additional network capacity expansion will further **accelerate EVgo's contribution to decarbonizing the transportation sector, which is a critical component of transitioning to a low-carbon economy**.

EVgo underscores LS Power's continued commitment to clean energy and leading-edge infrastructure businesses that accelerate efforts to decarbonize the grid in the fight against climate change.

800+

EVgo locations

220,000+

customers

67

markets

34

states

Responsible Operations

LS Power's Environmental, Social and Governance (ESG) Policy provides the foundation for our Responsible Operations.

SEE OUR ESG POLICY

We recognize ESG issues can have a significant impact across our development and investment related activities and factor in potential ESG risks and opportunities when analyzing industry trends, selecting and managing assets and expanding or modernizing assets. We are committed to acting responsibly with regard to ESG issues and in a manner that is consistent with industry best practices while incorporating stakeholder interests.

Climate Change and Avoided Carbon (Greenhouse Gas Emissions)

Climate change is the defining issue of our time and we are now facing a pivotal moment. Shifting and intensifying weather patterns, rising sea levels and other global impacts are unprecedented in scope and scale. At the same time, population and load variability require energy infrastructure providers to meet existing and new demand. **LS Power is committed to helping meet these challenges while making critical investment decisions that advance all of us toward a greener grid**.

To better understand some of the short-term and long-term impacts of our investment decisions, particularly how the generation of lower and no-carbon electricity can tangibly contribute to decarbonization, we calculated the avoided greenhouse gas (GHG) emissions through December 2020. In one set of calculations, we looked at the avoided emissions related to our acquired and developed projects during our ownership while under our operational control. In another set of calculations, we looked at the avoided emissions related to our developed projects after divestment in order to illustrate the ongoing benefits of our original development decisions. As the analysis is intended to capture the impact of LS Power's efforts only, we limited the scope to the provision of electricity only. We excluded upstream, construction, other operational aspects, as well as end-of-life impact from the analysis.

All results of avoided GHG emissions are for informational purposes only. Specifically, we recognize that a subsequent buyer could account for GHG emissions avoided after our divestment. LS Power neither uses this information to make claims about its operations nor to establish any rights over the environmental attributes of the underlying power. Further, none of the results from this analysis are used to create tradeable certificates such as carbon offsets.

Net Avoided GHG Emissions While Under LS Power Operational Control[1]

	Conventional Generation	Pumped Storage Hydro	Solar	Wind	Battery Energy Storage
MT CO_2e[2]	68,500,000	9,860,000	3,100,000	492,000	16,300
Total					81,968,300

[1] *Acquired and developed*
[2] *Figures rounded to three significant digits*

Methodology and Results

In the transition to a low-carbon economy, industry leaders can play a crucial role in developing and promoting products and services that avoid emissions—either by enabling emission reductions or by providing a low-emission version of existing products such as lower or zero-carbon electricity. In general, the emissions avoided are the difference between emissions from the target project/asset and the emissions that would occur based on regional generation emission levels. However, estimating these avoided emissions is challenging as there is no globally accepted framework to ensure consistency of estimates.

To calculate and disclose information on avoided carbon from LS Power's portfolio, we derived high-level guidance from the World Resources Institute's (WRI) Working Paper on Estimating and Reporting the Comparative Emissions Impacts of Products (2019) and The GHG Protocol: Corporate Accounting and Reporting Standard (2004). We also derived specific calculation methodology from the GHG Accounting for Grid Connected Renewable Energy Projects by the International Financial Institutions (IFI) Technical Working Group on Greenhouse Gas Accounting.

Following the organizational boundary-setting guidance of the GHG Protocol, and selecting the operational control criterion, we accounted for 100% of avoided emissions from operations over which LS Power or one of its subsidiaries has/had operational control in the analysis. The scope included 62 acquired assets and 16 developed assets.

To calculate avoided emissions, we compared the emissions of an asset to a reference scenario that consists of the power generation facilities with the highest variable operating costs. In practice, this is where generation facilities supply electricity above the base-load of continuously operating, less expensive power plants. The reference scenario is the "non-base-load" or "variable" portion of the grid. We calculated avoided GHG emissions (including carbon dioxide, methane and nitrous oxide) by using EPA-published U.S. non-base-load emission factors for each U.S. grid region.

For battery or pumped hydro storage, we assumed that power was withdrawn from the grid operating at base-load (with the sources having the lowest operating costs) and discharged to the grid during non-base-load grid operation.

We provide aggregated totals of avoided carbon (rounded to three significant digits) for acquired and developed assets under LS Power operational control in the tables and figures below. These totals include avoided emissions from the acquisition date or commercial operation date of the asset (if developed) through December 2020, or the divestment date, if applicable.

While one of the developed assets—Sandy Creek Energy Station—is a coal power plant that does not qualify as being under LS Power's "operational control," we nonetheless calculated its GHG emissions for completeness and transparency. The impact of Sandy Creek from its commercial operation date through December 2020 was 16,100,000 metric tons of CO_2e, a net increase in emissions versus grid emissions.

After LS Power divested assets it previously developed, avoided GHG emissions continued under new ownership. These avoided GHG emissions are aggregated (and rounded to three significant digits) in the table and figures below.

Net Avoided GHG Avoided Emissions of Developed Assets After Divestment

	Conventional Generation[1]	Solar
MT CO_2e	75,400,000	69,900

[1] *Conventional generation is the general term applied to the production of electrical energy from coal, oil, or natural gas using the intermediary of steam.*

To provide perspective, the amount of GHG emissions avoided for assets held while under LS Power's operational control is equivalent to each of the following:

16,300,000
passenger vehicles taken off the road for one year

OR

12,800,000
homes' electricity use for a year

OR

175,000,000
barrels of oil not consumed

OR

25,600,000
tons of waste recycled instead of landfilled

OR

98,500,000
acres of forest sequestering carbon for a year

As a specific example for 2020, **CPower** customers curtailed their grid demand in nearly 20,000 events spread across six independent system operator (ISO) regions, totaling 11.5 GWh of load reduction. Based on an analysis by WattTime (CPower's non-profit partner), this corresponds to a total **emissions reduction of nearly 7,000 metric tons CO_2**. This is equivalent to eliminating GHG emissions associated with burning over 7 million pounds of coal.

Furthermore, CPower Energy Efficiency (EE) participants in the PJM region **reduced annual energy consumption by 3.4 million MWh and helped avoid more than 1.8 million metric tons of GHG emissions** through sustained load reductions during 2020. EE is very effective at reducing emissions because it is a permanent and continuous reduction in load. By reducing demand for electricity, EE avoids the need for fossil generation to service that additional demand. Continued investment in EE will result in further substantial emissions reductions.

In addition, **EVgo** powered 200,000 electric vehicle (EV) driving customers for nearly 50 million zero-emissions miles during 2020, displacing more than 2 million gallons of gasoline. As North America's first 100% renewable EV charging network, EVgo's network helped **avoid more than 19,000 metric tons of CO_2e** over the course of the year, the equivalent of taking more than **4,000 vehicles off the road**. As EVgo continues to deploy thousands more charging stations across the country, carbon-free transportation for individual drivers and fleets will become increasingly user friendly, leading to an incredible positive impact in greening our environment.

LS Power recognizes how we exercise operational control over assets that we develop or acquire can significantly impact the climate even after divestment. As such, we remain mindful of our impact on the world and continually endeavor to contribute positively towards the environment and the community.

Operational Environmental Impact

LS Power is committed to protecting human health and the environment while creating shared value for our stakeholders. We do this in four key ways:

- Developing, constructing, acquiring, and operating facilities in a manner that meets all applicable federal, state and local environmental regulatory standards
- Carefully monitoring our power generation and transmission operations, promptly taking appropriate steps to correct any non-compliance and mitigating any resulting impact
- Training and educating employees and project staff on the potential environmental impact associated with plant operations and the procedures for mitigating negative impact in accordance with all applicable federal, state and local environmental regulatory standards
- Evaluating and monitoring performance by periodically conducting self-assessments and third-party audits of our fleet operations

Air Quality

Compliance with all applicable regulatory requirements for air quality is a fundamental aspect of LS Power's business. Initial air permits and renewals are required for our combustion assets, and we limit our emissions of air pollutants in accordance with those permits.

We provide a summary of key air emissions for our current fleet of operating plants in the table below.

Key Air Emissions

	2019	2020
CO_2 (short tons)	23,395,000	20,262,000
SO_2 (short tons)	2,512	2,403
NO_x (short tons)	5,287	4,758
PM_{10} (short tons)	986	935
Lead (short tons)	0.0128	0.0120
Mercury (short tons)	0.0218	0.0192
Heat Input (MMBtu)	355,031,000	304,944,000

Waste Management

LS Power responsibly manages waste output as it relates to project planning, construction and operation.

The below table summarizes data for the Sandy Creek project in Texas where LS Power tracks coal ash and other process waste data.

Quantities of Waste (metric tons)

	2019	2020
Generated	119,593	149,524
Disposed	87,823	108,088
Recycled, Reused or Recovered	31,770	41,436

We also continually consider how we can affect change even when it is not related to our core focus of energy. For example, in 2020, we worked to organize and package emergency response materials for our Cross Texas Transmission line assets to facilitate an efficient system outage response. During this process we designed a more efficient way to package materials that allows them to be easily loaded, transported and staged at a field project site in the event of an unplanned outage. The optimized packaging design also reduced the material storage footprint while creating a better long-term solution by protecting these materials from environmental deterioration over time.

Water Management

LS Power actively monitors water usage at all our project locations and takes steps to reduce consumption where possible. Throughout our history of development, we have recognized the importance of potable water resources and have incorporated recycled water from wastewater treatment plants for processing water needs at several sites. At our acquired projects, we have looked for opportunities to ensure responsible usage of the water and have undertaken projects to reduce water needs. For example, at our Springdale project in Pennsylvania, a routine assessment resulted in removing 20 tons of dirt and sediment out of the cooling tower, significantly reducing our water consumption.

Biodiversity

Biodiversity is an essential consideration for our fleet management. As part of our development planning process—particularly when assessing transmission Right-of-Way impact—we conduct thorough inspections and implement remediation strategies as needed. If projects are adjacent to or inside a natural forest, we coordinate programs such as revegetation with native species in order to help the forest retain as much of its natural ecosystem as possible.

Workforce and Social Impact

Our people are our most valuable asset. We strive to provide a safe and inclusive work environment, opportunities for professional growth, and competitive compensation and benefits.

LS Power's investments in energy infrastructure across the country extend to our surrounding communities. We are committed to supporting the communities where we operate, stimulating local economies with tax revenues, job creation, local hiring and charitable contributions.

As good neighbors, our donations focus on improving economic growth, education, health, and social welfare outcomes. For 2020, we are proud to have contributed $1.8 million, primarily focused on COVID-19 relief in the form of health/emergency support and hunger relief programs.

Employee Health and Well-Being

The safety, health and well-being of our employees are paramount to our business. We actively promote and maintain the same standards of health and safety at both the corporate and project level.

Health and Safety

LS Power's ESG Policy and Employee Handbook govern how we manage health and safety.

Throughout our efforts, we are committed to promoting the health and safety of our employees, contractors, customers and communities of operation, and we continuously work to minimize risks to human health while maintaining a safe working environment at all of our workplaces. This includes a no-tolerance policy for workplace harassment and mandated compliance with all applicable laws and regulations related to health and safety.

LS Power aims to operate industry-leading facilities that protect health and safety—a core tenet that is communicated and supported across the company. We also encourage our current and potential suppliers and service providers to share these important values.

We advocate for health and safety in the following ways:

- Prioritizing health and safety in the operating practices and procedures of our facilities
- Educating and training employees to institutionalize health and safety values; each of our project staff employees completed an average of 282 hours of training in 2020 on topics such as safety, environmental, technical, and NERC compliance.
- Requiring contractors and employees to be accountable for understanding and incorporating industry-accepted health and safety practices in their daily work
- Requiring operations and management contractors (O&M Contractors) to implement health and safety procedures at each facility and regularly evaluating their track record in this effort
- Meeting or exceeding all applicable regulatory agency health, safety and reporting requirements, including Occupational Safety and Health Administration (OSHA) and other relevant agency requirements
- Fostering an open dialogue on health and safety issues with employees and encouraging their ongoing involvement in our continuous improvement of health and safety practices
- Establishing and monitoring objectives to improve employee health and safety
- Maintaining coordination with our facilities' host communities and local emergency services providers

LS Power empowers facility management as the primary point of responsibility for the implementation and oversight of health and safety matters. As such, facility management often engages third-party experts to assist in the ongoing maintenance and improvement of our health and safety programs.

We believe that when employees feel empowered to take safety into their own hands, they buy in to the importance of safe working practices and we all win. Not only is prioritizing health and safety the right thing to do, but the company also benefits from higher productivity and employee engagement, and realizes better outcomes when all our interests are aligned. To facilitate communication across our fleet, our project managers assemble as a group twice a year. These meetings focus on a number of important topics and offer opportunities to share best practices. Although we did not have these sessions in-person during 2020 due to the COVID-19 global pandemic, we did conduct video conference sessions in October and plan to resume our usual gatherings as conditions normalize.

COVID-19 Response

The impact of the COVID-19 global health pandemic has been felt around the world; we recognize our important responsibility as an employer to ensure our team feels safe and supported each and every day.

At the beginning of the pandemic, we worked diligently to care for our employees' physical and mental well-being. Our dedicated Human Resources (HR) team managed COVID-19 risk assessment (contact tracing), testing, employee travel tracking, and employee guidance as advised by the CDC. The team also hosted informative webinars such as reentry checklists, 'staycation' ideas, and a 'Safely Returning to the Workplace' presentation.

In addition, our HR team worked closely with senior leadership to develop a Roadmap to Reopening after COVID-19, which included work-from-home initiatives and planning for a safe and calculated reopening of our corporate offices. We developed and distributed the following applicable policies: Workplace Safety and Site-Specific Protection Plan, Company Travel Guidance, and COVID-19 Self-Check Questionnaire and Log. Our Administrative Services team enhanced existing cleaning protocols and health and safety measures, reconfigured our office spaces with protective barriers, and posted required signage across our corporate offices. And through our health provider, Cigna, we shared communications and benefits materials with our employees that are related to physical and mental well-being, including integrated wellness challenges, and our Employee Assistance Program (EAP).

We encouraged employees to work remotely when possible and provided the necessary technology support to ensure they could continue their work remotely. For employees who could not work remotely, we developed safety procedures at all impacted facilities so that they could maintain appropriate social distancing. We also implemented required temperature checks and constructed additional office space for staff that needed to remain onsite.

Despite the myriad challenges, we successfully completed a number of planned outages at our projects during the pandemic without disruption—a testament to the great work our employees do every day.

Benefits and Wellness

Though our initial 2020 Wellness program plans changed due to COVID-19, we continued our wellness challenges remotely with great success. We had high employee engagement companywide and completed four remote wellness events throughout the year: a Healthy Heart Challenge, a Yoga and Meditation Challenge, a Company Cookbook, and a Step-To-Lose walking challenge.

We conducted an employee survey around our Wellness program, and received positive feedback. As such, we plan to conduct additional challenges and more programming around wellness activities to increase participation in the coming year.

In 2020, we were able to enhance our employee benefits to provide our people with more well-rounded and inclusive offerings. These included:

- Expanded retiree benefits
- Two additional floating holidays
- Increased vacation benefits at point of hire and at the five-year anniversary
- 12 additional weeks of parental leave benefits
- Revised sick days to personal/wellness days for more flexible options

Talent Management

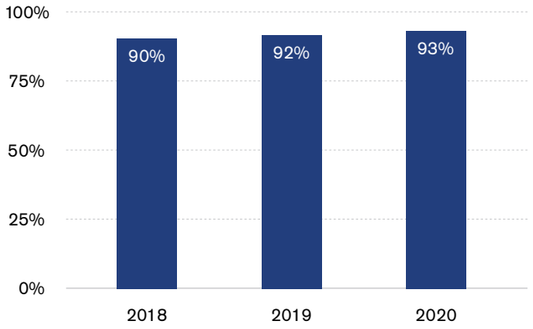
LS Power is thankful and proud to have employees who have been with the firm for multiple decades. We invite employees to take advantage of our competitive benefits, professional development and equal employment opportunity environment to build a long and fulfilling career with us.

Employee Engagement and Retention

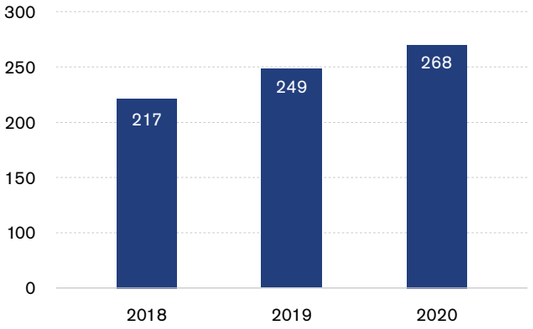
LS Power recognizes and appreciates that its success over time is a testament to the quality of its employees. As such, we have worked to develop and enhance formalized hiring plans including a focus on recruiting at the college level and seeking diverse talent. We develop our candidate pool proactively through internships and temporary employment. In addition, we are working with our third-party operators to promote diversity by allocating additional funds at the plant level to provide internships to women and other underrepresented populations.

We also introduced a new Careers page on our corporate website that provides potential employees direct access to our open positions and LinkedIn page.

Employee Retention Rate[1]

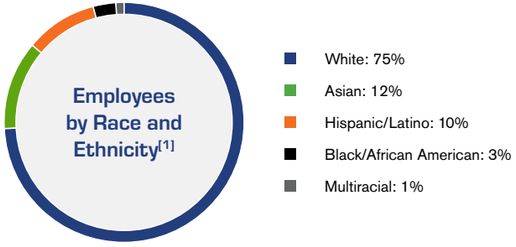


Total Headcount[1]



[1]All employee data in charts represents LS Power Corporate. Calculations for the data are guided by the Society for Human Resource Management (SHRM).

Through Powering Change, we embody the belief that diverse perspectives foster innovation, and in turn, the continued growth of LS Power.



[1]*All employee data in charts represents LS Power Corporate*

Diversity, Equity and Inclusion

We seek to position our employees for success with a stable and fulfilling career path through an enhanced focus on diversity, equity and inclusion (DE&I). More than being an equal opportunity employer, we are committed to hiring and developing diverse talent as part of our pledge to "Powering Change." Through Powering Change, we embody the belief that diverse perspectives foster innovation, and in turn, the continued growth of LS Power.

We are in the process of developing and refining a DE&I Roadmap for Powering Change that focuses on five priority areas: employee feedback, resources, recruitment, training, and engagement. The Roadmap includes a four-year roll-out plan with tangible objectives and goals, including operationalizing a DE&I Policy, instituting mandatory DE&I training and advancing engagement of our people in recruitment and community outreach.

In creating a culture of diversity awareness, we aim to promote diversity and inclusion in the workplace through benefits and policies such as more flexible working arrangements, expanded maternity leave, the establishment of women's resource groups and company events for wellness and philanthropy. We are also committed to regularly reviewing our Parental Leave Policy and Time Off Benefits Policy to ensure we are listening to our employees and remain competitive in the market.

Community Engagement and Support

A key component of our development process is incorporating local input into our projects that support the goals of our neighboring communities.

LS Power's development and expansion projects have created jobs, provided revenue to local schools and government and generated needed energy infrastructure and support for our surrounding communities.

Economic Development: Job Creation and Tax Revenues

In every community where LS Power operates, we actively work to minimize environmental impact, stimulate local economies through tax revenue, create job and training opportunities, and hire local talent.

We are proud to have supported our local communities by **creating more than 2,100 jobs**, often through unions, and provided $473 million in tax revenues since 2013 to support city and state government services and local schools, while also delivering renewable energy and increased grid reliability across the country. We are also dedicated to supporting our neighbors in need, for which LS Power has contributed **$4.79 million to charitable organizations** in our surrounding communities since 2012.

Our projects under development will continue to add jobs and other economic benefits to the communities we serve.

Community Engagement and Stewardship

LS Power is committed to strengthening the communities in which we operate. In addition to our contributions for Hunger Relief and Emergency Services, we support educational programs, such as the sponsorship of scholarship funds to encourage students to attend higher education institutions and pursue careers in STEM fields.

When developing new projects, LS Power partners with local communities to help mitigate construction impact and seek the best path toward project completion. We also employ a project-level physical security and cybersecurity audit program across our project footprint to ensure the integrity and reliability of our power and energy infrastructure.

Our awareness of national, regional and local environmental issues and regulatory frameworks enables us to customize our projects, including incorporating design features that promote water recycling/conservation or co-generation opportunities for neighboring industries. We continuously work to minimize our environmental footprint, comply with all applicable regulations and use the latest technology to find the best project solutions for the environment.

We believe that LS Power's passion for contributing time, talent and value to our communities of operation (current and future) sets us apart from our industry peers. As part of our ongoing commitment, all of our employees are encouraged to submit ideas for ways to give back to the communities around our project locations. Our charitable contributions and volunteer efforts occur throughout the year and are a source of pride for our employees and the firm.

Community Support

We are proud to support our neighbors through annual contributions to organizations and causes that focus on improving economic growth, education, health and social welfare.

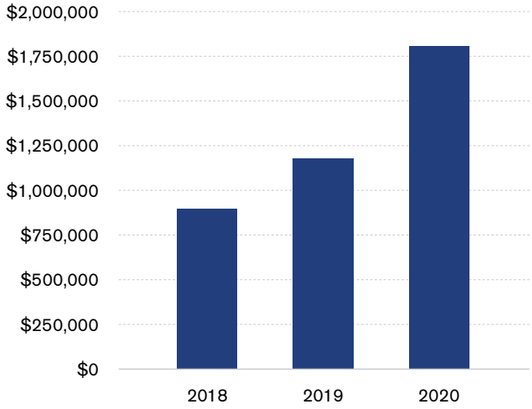
> Charitable contributions and local community support form an integral component of our approach.

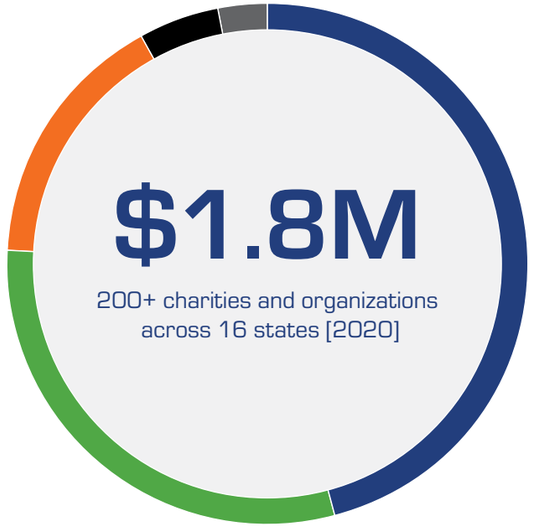
As part of this commitment, each of our projects has a budget that our managers are empowered to determine how best to allocate funds. Whether through supporting Habitat for Humanity, participating in a neighborhood clean-up effort or volunteering to teach reading to children, this brand of community support is what helps to define us.

$4.79M

charitable contributions since 2012

Total Charitable Contributions





- Health/Community Support: 46%
- Hunger Relief: 30%
- Education/Youth Programs: 16%
- Environmental/Infrastructure: 5%
- Economic Growth: 3%

COVID-19 Community Response

During the COVID-19 pandemic, we received many ideas from our employees on how to support our communities. We quickly mobilized and, over the course of 2020, contributed $1.8 million in aid to food banks, crisis centers, emergency response and health organizations and other critical community resources.

With great pride (again), here are just a few of the many community initiatives our team organized and participated in during the pandemic:

50

brand new laptops were donated to the students at Joseph E. Fisher School in Joliet, Illinois

50

families were provided with fully subsidized internet equipment and services at the Hanover School Foundation in Hanover, VA

$545,000

donated in hunger relief to support local food pantries, deliveries to homebound seniors, and supplies to families in need across 14 states

$12,000

in school supply boxes for students in the Chamberburg Area School District and the Marion Elementary School Disctrict in PA

$5,500

donated to the Elizabeth Yanni Science Program for Youth at the Springdale Free Public Library in PA


LS POWER
Innovation and Investment in Energy