



December 10, 2019

P3A T&D Transformation - Partnership Committee

Efran Paredes

Director of Planning & Environmental Protection, PREPA

José Ortiz

Executive Director, PREPA

Omar Marrero

Chief Executive Officer & President, AAFAF

Fermín Fontanés

Executive Director, Puerto Rico P3 Authority

Edison Avilés-Deliz

Chairman, PREB & PSRB

Ralph Kreil Rivera

President of the Board of Directors, PREPA

Francisco Parés-Alicea

Secretary of Puerto Rico Treasury Department

Ottmar J. Chávez Piñero

Executive Director, COR3

RE: Our Commitment to Puerto Rico – Presentation to the Partnership Committee

On behalf of the entire team at LUMA Energy, I would like to extend our deep and sincere gratitude for the opportunity to share our vision for Puerto Rico's energy future with you. We are deeply appreciative of your time, and for the thoughtful and insightful conversation that followed. We found it to be a very engaging session.

We recognize the significance of this decision for Puerto Rico. The renewal, modernization and operation of Puerto Rico's grid necessitates a commitment and approach that is carefully tailored to meet the needs of the island's people, communities and government. We believe that LUMA Energy is uniquely positioned to achieve these outcomes, and to create lasting prosperity for the island.





Since we began this process more than a year ago, our highly-skilled and dedicated teams have worked to advance this crucially important initiative. We have spent considerable time on the ground in Puerto Rico to understand the culture and people, as well as to refine our understanding of the needs, priorities and concerns of electricity customers. This effort has allowed us to develop a thorough and actionable strategy that will fuel economic opportunity across Puerto Rico, based upon the principles of safety, customer centricity, affordability, reliability, resilience and sustainability.

We believe that our values are completely aligned with yours, and we share your vision for a reliable, resilient, affordable and sustainable electricity system. We look forward to bringing our combined resources, expertise and proven track record of success to bear for the people of Puerto Rico – and to creating the affordable and modern grid they deserve.

We are at your disposal should there be any further information we can provide to support your decision.

Sincerely,

A handwritten signature in black ink, appearing to read "Wayne Stensby".

Wayne Stensby
President & Chief Executive Officer
LUMA Energy

Supported by:

A handwritten signature in black ink, appearing to read "Duke Austin".

Duke Austin
President & Chief Executive Officer
Quanta Services Inc.

A handwritten signature in black ink, appearing to read "S. W. Kiefer".

Siegfried Kiefer
President, ATCO Ltd.
Chief Executive Officer, Canadian Utilities Limited

A handwritten signature in black ink, appearing to read "Madhu Beriwal".

Madhu Beriwal
President & Chief Executive Officer
IEM

