

Appendix A – Bidder Response Form

Section 83E
Request for Proposal
Application Form

Applicant Information

Applicant: Green Bridge Energy LLC

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Instructions for Distribution Project Bid Packages

As described in Section **Error! Reference source not found.**, bidders may submit multiple Distribution Project proposals as part of a bid package that could include common aspects for each bid (e.g. bidder experience). Even though there may be common bid aspects, each project proposal shall be considered separately.

For these Distribution Project packages, bidders should submit one copy of Appendix A: Bidder Response Package that provides information for the common aspects of the bid package. These common aspects are described below, both as to the RFP and the Appendix A. Bidders should only provide multiple versions of specific Appendix A subsections, as required, for each individual project.

For example, if a bidder has one Transmission Project (Project A) and three distribution projects (Projects B, C, D), the Bidder should submit one complete Bidder Response Form for Project A, one Bidder Response Form with all Common Distribution responses for Project B, C, and D, and individual Bidder Response subsections for each Project B, C, and D.

Stage 1 - Eligibility, Threshold, and Other Minimum Requirements	Distribution Project versus Transmission Project
2.2.1.1 Eligible Project Size	Minimum bid size greater than 1MW; Bidders may submit multiple projects (i.e. a portfolio of projects) which must clearly define each project size; Bidders submitting multiple Distribution Projects can make any of their Distribution Projects contingent upon other proposals within this solicitation. Bidders may not submit proposals that are positively contingent on circumstances outside the acceptance of a proposal in this solicitation (e.g., proposals accepted in solicitations in other states). Bids cannot be contingent on prior approved long-term contracts.
2.2.1.2 Eligible Commercial Operation Date and Other Requirements	SMART projects are not eligible to participate in this solicitation; projects must enroll in the interconnecting Distribution Company's Wholesale Distribution Tariff; projects must enroll in the Operational Parameters for Energy Storage Systems Tariff; COD requirement same as Transmission

2.2.1.3 Pricing Requirements Conforming Forms of Pricing	See requirements for Environmental Attribute LTCs
2.2.1.4 Bidder Disclosure of Affiliations and Affiliate Relationships	Same requirements as Transmission projects
2.2.1.5 Contract Term	Same requirements as Transmission projects
2.2.1.6 Capacity Requirements	Distribution Projects must include a commitment to take the steps outlined in the ISO-NE tariff to screen for and, if applicable, establish equivalent Capacity Network Resource Capability.
2.1.1.7 Delivery Requirements	Same requirements as Transmission projects
2.2.1.8 Interconnection Requirements	Distribution Project proposals must include a commitment to take the necessary steps to qualify for equivalent Capacity Network Resource Capability, as defined by ISO-NE.
	I.3.9 approval needed or describe why approval is not necessary. All technical reports or system impact studies should approximate the ISO-NE interconnection process, including but not limited to clear documentation of study technical and cost assumptions, reasoning, and justification of such assumptions.
	Same requirements as Transmission projects as applicable
2.2.1.9 Proposal Completeness: Bidder Response Forms, Form LTCs, and Form MOU	Bidders of Distribution Projects will be provided a standard form long-term contract that will not be negotiable.
2.2.1.10 Bid Fees	Same requirements as Transmission projects
2.2.2.1 Facilitate Financing of Energy Storage Systems	Same requirements as Transmission projects

2.2.2.2 Site Control and Other Agreements	Same requirements as Transmission projects
2.2.2.3 Technical and Logistical Viability	Same requirements as Transmission projects
2.2.2.4 Ability to Finance the Proposed Project	Same requirements as Transmission projects
2.2.2.5 Bidder Experience	Same requirements as Transmission projects
2.2.2.6 Providing Enhanced Electricity Reliability within the Commonwealth	Same requirements as Transmission projects
2.2.2.7 Abandonment Costs	Same requirements as Transmission projects
2.2.2.8 Adequately Demonstrate Project Viability in a Commercially Reasonable Timeframe	Same requirements as Transmission projects
2.2.2.9 Contribution to Employment; Economic Development Benefits	Same requirements as Transmission projects
2.2.2.10 Utilizing an Appropriate Tracking System to Account and Enable for GWSA Goals	Same requirements as Transmission projects
2.2.2.11 Discussion of Safety Plan and Environmental Assessment	Same requirements as Transmission projects
2.2.2.12 Benefits to Environmental Justice Populations and Low-Income Ratepayers in the Commonwealth, and Transitioning Fossil Fuel Communities	Same requirements as Transmission projects
2.2.2.13 Diversity, Equity and Inclusion	Same requirements as Transmission projects
2.2.3 Security Requirements	Same requirements as Transmission projects
2.2.4 Unreasonable Balance Sheet Impacts	Same requirements as Transmission projects
2.2.5 Shifting of Risks in Long-Term Contracts	Distribution Projects will not be provided the opportunity to mark-up or negotiate the Long-Term Contracts

Section A-1: Certification, Project, and Pricing Data

The Certification, Project and Pricing Data ("CPPD") document is a Microsoft Excel workbook that is provided on the website at www.MACleanEnergy.com. Each Transmission Project and Distribution Project submitted by bidder must include a unique, accompanying CPPD document.

Section A-2: Executive Summary of the Proposal

The bidder is required to provide an executive summary of the project proposal that includes a complete description of the proposed Energy Storage System bid, the proposed contract term and pricing schedule, interconnection plan, the overall project schedule and other factors the bidder deems to be important. A table summarizing proposal(s) including details such as storage project location, interconnection location(s), capacity (MW), duration (hours), projected annual average CPECs or Environmental Attributes (if applicable), energy storage technology to be deployed, commercial operation date, pricing (e.g., \$/CPEC, \$/environmental attribute, \$/MWh), etc. is encouraged. Bidders submitting multiple Transmission Projects or Distribution Projects must provide an executive summary for each project.

Green Bridge Energy LLC proposes the GB Worcester BESS, a new standalone, front-of-meter, distribution-connected lithium-ion battery facility on an approximately 0.25-acre portion of 230 Brooks Street along Higgins Street in Worcester, Massachusetts.

The project is not co-located with solar, shares no point of interconnection with solar, and will not participate in SMART. The only site load is battery auxiliary load. Commercial operation is targeted for May 2028.

Contract pricing is proposed as \$55/CPEC through 2032 and \$30.25/CPEC from 2033 onward.

Please answer the following questions in Section A-3 for each Transmission Project and Distribution Project being bid. If developing the project in phases, please break out information for each phase.

[illegible]

See 02_Engineering/Project_Supporting_Plans.pdf and 02_Engineering/GB_Worcester_BESS_2012_Hourly_Operating

Model.xlsx. Operations will prioritize generation of Clean Peak Energy Credits by discharging during program hours. However, the facility can also perform energy arbitrage, capacity, reserves and regulation for additional revenues, subject to ISO-NE registration and National Grid operating limits. Export is capped at 4.998 MW; [REDACTED]

3.3 Describe the location of the Energy Storage System, in terms of:

i. The anticipated interconnection point

The anticipated PCC is [REDACTED] One bidirectional utility revenue meter measures all battery and auxiliary import/export.

ii. The value of the relative proximity of the system to large loads and/or any clean energy generation facility, including any decreased risk of curtailment and/or deferred investment for the generation facility

The site is distribution connected in an industrial park in Worcester, near several loads. There is no co-located clean-energy generator. [REDACTED]

iii. How the location of the Energy Storage System may impact the operation of fossil-fuel based generators (e.g. reduced ramping, peaker displacement, etc.)

Charging during high renewable-production periods and discharging during CPS peak periods can reduce net peak demand and marginal fossil generation from peaker plants. Quantified displacement has not been independently modeled and is not claimed.

iv. If the project location is in proximity to other Energy Storage Systems

[REDACTED] the Project is not located in close proximity to another utility-scale energy storage system.

v. How the location was strategically located to maximize grid benefits and align with transmission and distribution planning priorities, such as deferring or eliminating the need for costly transmission and distribution upgrades

The project uses an existing distribution feeder and a compact site near load. [REDACTED]

3.4 Describe the proposed technology and equipment manufacturer by name and model (include inverter characteristics if applicable).

[REDACTED]

3.5 Describe the viability and operational reliability of the proposed technology and track record of the manufacturer. Provide examples of similar applications of the same size and scope and evidence of meeting

operational delivery plans in other energy storage projects.

The GB Worcester BESS will use commercially available lithium iron phosphate (“LFP”) battery and power-conversion technologies designed for utility-scale, front-of-the-meter service.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Based on the manufacturers' experience, the demonstrated operation of comparable projects, the project team's experience with these vendors, the project's initial energy-capacity margin, and the foregoing project controls, Green Bridge considers the proposed technology commercially viable and capable of reliable operation over the proposed ten-year contract term.

3.6 Please provide an Environmental Attribute delivery plan and a charge/discharge profile for the proposed project, including supporting documentation. This documentation may be either an hourly storage use schedule or planned charge and discharge schedule. In your plan, please account for forecasted weather data and market assumptions over the life of the proposed contract. The energy production/delivery profile must provide the expected Generation to be delivered into the ISO-NE market settlement system by the Energy Storage System to allow the Evaluation Team to determine the reasonableness of your projections. Such information should be consistent with the charge/discharge profile provided above and also considering any and all constraints to physical delivery into ISO-NE. Describe the operation of the Energy Storage System, including whether the proposed Energy Storage System will be classified as a Binary Storage Facility or Continuous Storage Facility, the designation of the ISO-NE Markets that the Energy Storage System would participate in, and the plan to operate in multiple ISO-NE Markets.

GB Worcester BESS_2012 Hourly Operating Model.xlsx. The profile contains 8,760 hour-beginning intervals in

Eastern Time for representative year 2012, excluding February 29. On each eligible Business Day, the BESS charges first during wind-based charging hours from 00:00–06:00. In spring and fall, it charges at approximately 3.583 MW during those six hours, with no solar top-off required. In summer and winter, it charges at 2.600 MW from 00:00–06:00 and then tops off at the maximum available rate during solar-based charging hours: in summer, 2.600 MW from 07:00–09:00 and approximately 0.697 MW from 09:00–10:00; in winter, 2.600 MW from 10:00–12:00 and approximately 0.697 MW from 12:00–13:00. It discharges at 4.998 MW from 17:00–21:00 in spring and from 16:00–20:00 in summer, fall, and winter. The schedule requires approximately 21.497 MWh of grid charging to deliver 19.992 MWh during each four-hour discharge period at 93% round-trip efficiency. All charging occurs within applicable Clean Peak wind- or solar-based charging hours, [REDACTED] and within the seasonal facility import limits inclusive of station service.

The GB Worcester BESS will participate in ISO-NE capacity, energy, and ancillary services markets as a Continuous Storage Facility.

3.7 Please describe how, as a Qualified Energy Storage System as defined in 225 CMR 21.00 Clean Peak Energy Standard (CPS), the storage system will meet the CPS requirements to operate primarily to store and discharge renewable energy. Specifically, please describe any co-location or contractual pairing with an RPS qualified resource, describe/include plans for charging coincident with periods of typically high renewable energy production, or include an operational schedule in the Qualified Energy Storage System's Interconnection Service Agreement demonstrating that the Qualified Energy Storage System serves to resolve load flow or power quality concerns otherwise associated with intermittent renewable energy resources.

The primary use is storing renewable energy by charging during periods of high solar and wind production and discharging during applicable CPS peak periods, consistent with 225 CMR 21.00 and future Statement of Qualification/operational requirements. The representative profile is designed around this use; final dispatch will preserve the primary-use qualification.

3.8 Please list and describe all anticipated revenue streams associated with the Energy Storage System, including, but not limited to, the designation of the ISO-NE Markets that the Energy Storage System would participate in, the plan to operate in multiple ISO-NE Markets, and revenue streams from other third-party contracts/arrangements. For existing facilities, describe existing operations, revenues, and participation in ISO-NE Markets and describe any planned changes in operation, participation in ISO-NE Markets, and revenue streams.

The primary revenue sources will be contracted and/or merchant CPEC sales and the ISO-NE Forward Capacity Market. Secondary revenue sources will be energy arbitrage and ancillary services (including but not limited to frequency regulation and operating reserves). No other third-party contracts/arrangements are anticipated and no SMART revenue is assumed.

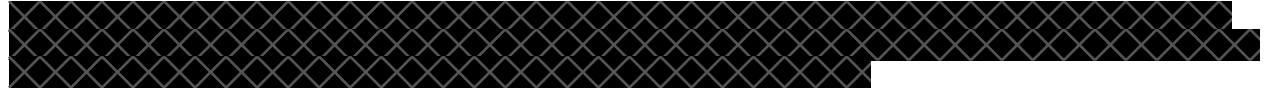
3.9 Maintenance Outage Requirements – Specify partial and complete planned outage requirements in weeks or days for all generation facilities and associated facilities required for the delivery of energy from the generation facilities to the delivery point. Also, list the number of months required for the cycle to repeat (e.g., list time interval of minor and major overhauls, and the duration of overhauls).

Planned maintenance will be coordinated during shoulder seasons, outside CPS peak windows where practicable. Planned outages are not expected to exceed a single, one-day outage in any given year during the contract term.

3.10 Operating Constraints – Specify all the expected operating constraints and operational restrictions for the project (e.g., limits on the number of hours a unit may be operated per year or unit of time or charge / discharge cycles per year).

3.11 Degradation mitigation plan – If applicable to the proposal's technology type, specify the anticipated degradation rate (absent any mitigation) and plan for mitigation of output degradation (e.g., augmentation schedules

or over build plans).



Section A-4: Environmental Attribute Delivery Plan

4.1 For each Transmission Project and Distribution Project being bid, please provide documentation and information demonstrating that the project will deliver into the Distribution Companies' NEPOOL GIS accounts, GIS Certificates representing CPECs and any other Environmental Attributes, as applicable associated with the energy storage project. Please describe whether transfer of all GIS Certificates is authorized under the current ISO-NE GIS rules and protocols, or if a rule or protocol change is required. To the extent such change is required, please provide details regarding the proposal and the process for implementing the change.

CPECs and any contracted Environmental Attributes will be created and transferred through NEPOOL GIS to the Buyers' designated accounts under the executed LTC. Meter data will come from the National Grid revenue meter at the PCC. The facility will seek a Massachusetts CPS Statement of Qualification and maintain operating/charging records required by DOER and NEPOOL GIS. Final account identifiers and transfer procedures will be completed before delivery.

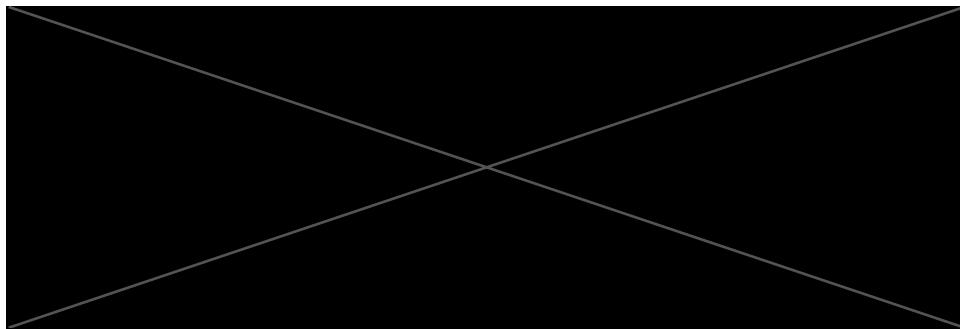
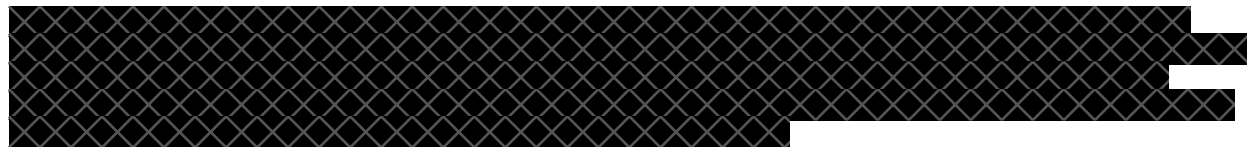
Section A-5: Financial and Legal

For all project-specific questions in Section A-5, if bidding in multiple Transmission Projects or Distribution Projects, please answer each question for each Transmission Project or Distribution Project being bid.

5.1 Except for existing Energy Storage Systems, which do not need to demonstrate that a long-term contract under Section 83E is necessary to facilitate financing, please submit information and documentation that demonstrates that long-term contracts resulting from this RFP Process would either permit the bidder to finance, or refinance, its proposal that would otherwise not be financeable or assist the bidder in obtaining financing of its proposal.

A long-term CPEC contract provides stable contracted revenue needed to support tax-equity and debt underwriting,

5.2 Please provide a description of the business entity structure of the bidder's organization from a financial and legal perspective, including all general and limited partners, officers, directors, managers, members and shareholders, involvement of any subsidiaries supporting the project, and the providers of equity and debt during project development. Provide an organization chart showing the relationship between the equity and debt participants and an explanation of the relationships. For jointly owned facilities, identify all owners and their respective interests, and document the Bidder's right to submit a binding proposal.



5.3 Please provide a description of the financing plan for the project, including construction and term financing. The financing plan should address the following:

- i. Who will finance the project (or are being considered to finance the project) and the related financing mechanism or mechanisms that will be used (i.e. convertible debenture, equity or other) including repayment schedules and conversion features
- ii. The project's existing initial financial structure and projected financial structure
- iii. Expected sources of debt and equity financing
- iv. Estimated construction and other costs to develop and operate the project
- v. The projected capital structure
- vi. Describe any agreements, both pre and post commercial operation date, entered into with respect to equity

ownership in the proposed project and any other financing arrangement.

- vii. In addition, the financing plan should address the status of the above activities as well as the financing of development and permitting costs. All bidders are required to provide this information.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

5.4 Please describe any financial commitments to enter into long-term contracts with businesses, nonprofit organizations, a municipality or group of municipalities, or other sources of long-term revenue.

5.5 Please describe the status of the commitments with any offtakers, including any executed agreements, provided that such agreements may be contingent on the project being selected for contracting under this RFP.

5.6 Provide documentation illustrating the experience of the bidder in securing financing for projects of similar size and technology. For each project previously financed provide the following information:

- i. Project name and location
- ii. Project type and size
- iii. Date of construction and permanent financing
- iv. Form of debt and equity financing
- v. Current status of the project

Project name	Location	Project type and size	Date of construction financing	Date of permanent financing	Form of debt and equity financing	Current status
Foxtrot BESS	Orchard, TX	Front-of-the-meter standalone BESS, 9,990 kWac	Oct. 2026		100% buyer equity. The project is contracted under an acquisition-services agreement with a developer-owner. No project-level debt at Green Bridge.	In Construction
Azle BESS	Azle, TX	Front-of-the-meter standalone BESS; 9,990 kWac	Oct. 2026		100% buyer equity. The project is contracted under a developer services agreement with a developer-owner. No project-level debt at Green Bridge.	In Construction
St. Matthias Church and School	Somerset, NJ	Solar PV, behind-the-meter PPA; 249 kWdc	Oct. 2021	Dec. 2022	100% family-office equity. The buyer acquired the project company under a turnkey membership-interest purchase agreement and paid in construction milestones. Green Bridge contracted and paid the installer from those proceeds. No debt.	Operating
Kyocera	Fairfield, NJ	Solar PV, behind-the-meter PPA; 802 kWdc	Apr. 2022	Mar. 2023	100% family-office equity. The buyer acquired the project company under a turnkey membership-interest purchase agreement and paid in construction milestones. Green Bridge contracted and paid the installer from those proceeds. No debt.	Operating
Falmouth Academy	Falmouth, MA	Solar PV, behind-the-	Feb. 2023	May 2024	100% family-office equity. The buyer acquired the project company under a	Operating

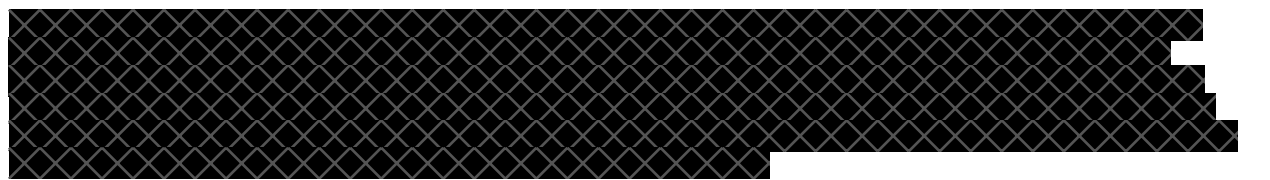


5.7 Please provide evidence that the bidder has the financial resources and financial strength to complete and operate the project as planned, including contingencies for project delays or cost overruns.

5.8 [REDACTED]



5.9 Describe the assumptions applied by Bidder regarding forecast changes in project costs during the contract term, interest rates over the development period, key input commodity prices, and the methodology used to establish the project contingency amount. Additionally, describe the assumptions made regarding forecasted revenue from other sources (including but not limited to energy arbitrage, capacity and ancillary services markets, or other contractual arrangements) as well as the measure of discount applied to the value of these other revenue streams. Bidder must explain why these assumptions are reasonable and describe and quantify how the project as proposed is designed to absorb sufficient risk to ensure the project can be successfully financed at the proposed price.



5.10 Provide complete copies of the most recent audited financial statement and annual report for each bidder for each of the past three years; including affiliates of the bidder (if audited statements are not available, reviewed or compiled statements are to be provided). Also, provide the credit ratings from Standard & Poor's and Moody's (the senior unsecured long term debt rating or if not available, the corporate rating) of the bidder and any affiliates and partners.



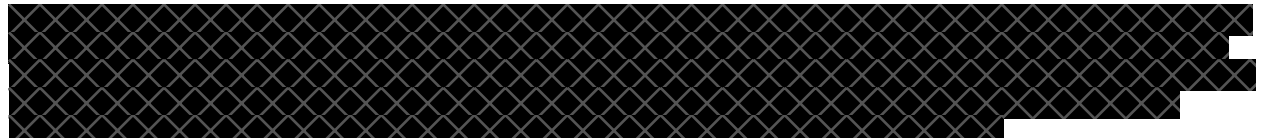
5.11 Please also include a list of the board of directors, officers and trustees for the past three years and any persons who the bidder knows will become officers, board members or trustees.



5.12 The bidder should demonstrate its ability (and/or the ability of its credit support provider) to provide the required security, including its plan for doing so.



5.13 Provide a description of any current or recent credit issues/ credit rating downgrade events regarding the bidder or affiliate entities raised by rating agencies, banks, or accounting firms.



5.14 Describe the role of the Federal Investment Tax Credit ("ITC"), and any other incentives or awards, on the

financing of the project. In your response, please describe (a) your plan to qualify for the ITC and the level of the ITC for which you plan to qualify, (b) the facilities, investment in which, the ITC is expected to apply, (c) your plan to utilize the tax credits and the relationship to your financing plan, and (d) how qualification for the ITC is reflected in your proposed pricing. Please also describe qualification plans, applicability and utilization of any other Federal incentives or awards.

Bidders must clearly state their assumptions regarding the availability of federal or state tax credits, subsidies, or grants or other incentives, including but not limited to those available under the Inflation Reduction Act of 2022 (IRA), the Infrastructure Investment and Jobs Act of 2022, and the One Big Beautiful Bill Act (the "OBBBA").

Bidders should describe any plans to meet federal domestic content and labor requirements in order to maximize federal tax credits available to the project under the IRA and the OBBBA. Bidders must also describe plans to pursue state funding available to energy storage projects.

As part of the provisions of the OBBBA, the Bidder must describe the credibility and status of compliance with "foreign entities of concern" (FEOC) and provide compliance documentation (e.g. preparation of non-FEOC reports, certifications, or existing safe harbor provisions). In addition to describing how bidder will qualify and demonstrate initial compliance with FEOC, bidder must also provide a description of bidder's plan to remain compliant throughout the life of the project, including but not limited to retaining effective control of the project throughout its lifecycle, to avoid any recapture of ITC.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

5.15 [REDACTED]

[REDACTED]

5.16 What is the expected operating life of the proposed project? What is the depreciation period for all substantial physical aspects of the bid, including generation facilities, delivery facilities to move power to the grid, and mandatory and voluntary transmission or distribution system upgrades?

[REDACTED]

5.17 Has the bidder already obtained financing, or a commitment of financing, for the project? If financing has not been obtained, explain how obtaining a long-term agreement as proposed will help you in obtaining financing for the proposed project, in obtaining more favorable terms for the financing of the proposed project, or in supporting the future capital investment.

[REDACTED]

5.18 State whether the bidder or its affiliates have executed agreements with respect to energy, CPECs and/or capacity for the proposed project (including any agreements that have been terminated) and provide information regarding the associated term and quantities, and whether bidder has been alleged to have defaulted under or breached any such agreement. State whether the bidder or its affiliates have submitted proposals to other buyers, the status of consideration of such proposals, and the impact of such proposal(s), if they result in an executed contract or contracts, on the proposal(s) submitted in response to this RFP.

[REDACTED]

5.19 List all of the Bidder's affiliated entities and joint ventures transacting business in the energy sector.

[REDACTED]

5.20

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

5.27 Identify all regulatory and other approvals needed by bidder to execute a binding sale agreement.

Green Bridge Energy, LLC ("Green Bridge") does not require any federal, state, or local regulatory approval to

execute the binding sale agreement contemplated by this solicitation.

[REDACTED]

Approval of the executed long-term contract by the Massachusetts Department of Public Utilities pursuant to G.L. c. 164, § 83E will be required following execution. That approval relates to the effectiveness and regulatory treatment of the contract and the applicable Distribution Company's performance and cost recovery; it is not an approval that Green Bridge must obtain before signing the agreement.

If GB Worcester BESS is selected, Green Bridge will also negotiate and execute the required Memorandum of Understanding with the Massachusetts Department of Energy Resources. Completion of that MOU will be coordinated with the contract process but does not affect Green Bridge's present corporate authority to execute the sale agreement.

Green Bridge therefore has the present legal and organizational authority to execute a binding sale agreement through its authorized signatory. No outstanding regulatory approval prevents Green Bridge from executing that agreement if the proposal is selected.

5.28 Describe how the project will conform to FERC's applicable regulatory requirements, including, but not limited to, FERC requirements relating to allocation of transmission capacity and open access, the justness and reasonableness of rates, the potential for undue preference or discrimination, and affiliate dealings, if any. Describe how your proposed approach is consistent with FERC precedent and ratemaking principles.

The project is distribution connected and will not have a transmission interconnection. [REDACTED]

5.29 Describe and document any and all direct and indirect affiliations and affiliate relationships, contractual, financial or otherwise in the past three years between the bidder and one or more of the Distribution Companies and their affiliates, including all relationships in which one of the Distribution Companies or their affiliates has a financial or voting interest (direct or indirect) in the bidder or the bidder's proposed project. These relationships include:

- i. Corporate or other joint arrangements, joint ventures, joint operations whether control exists or not;
- ii. Minority ownership (50% or less investee);
- iii. Joint development agreements;
- iv. Project agreements;
- v. Operating segments that are consolidated as part of the financial reporting process;
- vi. Related parties with common ownership;
- vii. Credit, debenture, and financing arrangements, whether a convertible equity feature is present or not;
- viii. Wholly owned subsidiaries; and
- ix. Commercial (including real property) relationships with any Distribution Company

Bidder has no such direct or indirect affiliations or affiliate relationships, contractual, financial or otherwise in the past three years between the bidder and one or more of the Distribution Companies and their affiliates, to disclose.

Section A-6: Interconnection, Deliverability, and Reliability

Please answer the following questions in Section A-6 for each Transmission Project and Distribution Project being bid:

6.1 Please provide documentation to show evidence of the interconnection request or application to ISO-NE or the applicable Distribution Company. For Transmission Projects, provide evidence of a commitment to interconnect to the ISO-NE PTF at a level equivalent to the Capacity Capability Interconnection Standard, or alternatively at the Network Resource Interconnection Standard under a Surplus Interconnection Service arrangement where the Original Interconnection Customer receives Capacity Network Resource Interconnection Service. For Distribution Projects, provide documentation describing the steps the project will take to screen for and, if applicable, establish equivalent Capacity Network Resource Capability (eCNRC) Please describe the status of any planned interconnection to the grid.

Green Bridge filed for interconnection in 2024 and has made significant progress through the interconnection process.

6.2 Provide studies that describe the Project's electrical system performance, its impact to the reliability of the New England Transmission system, how the project would satisfy ISO NE's I.3.9 requirements, and how the project, for Transmission Projects, will interconnect at an equivalent to the Capacity Capability Interconnection Standard or, for Distribution Projects, establish eCNRC. Projects that do not have I.3.9 approval from ISO-NE must include technical reports or system impact studies that approximate the ISO-NE interconnection process, including but not limited to clear documentation of study technical and cost assumptions, reasoning, and justification of such assumptions. All projects must also provide analysis that approximates the ISO-NE CCIS interconnection analysis as defined in the applicable ISO-NE Planning Procedure(s). Please also provide the status and expected completion date of any additional interconnection studies already underway with ISO-NE and/or the transmission owner. All studies must follow the current ISO-NE interconnection procedures and detail any assumptions regarding resources ahead of the Project in the ISO-NE interconnection process as defined in the ISO-NE tariff and/or Planning Procedure(s). All network upgrades identified in these studies must be clearly documented and included in the bid price. Provide a copy of an interconnection agreement, if any, executed by the bidder with respect to the proposed project. If an interconnection agreement has not been executed, please provide the steps that need to be completed before an interconnection agreement can be executed and the associated timeline.

- i. Copy of completed I.3.9 approval or I.3.9-equivalent study attached: ☐ If none, please explain:

☒

- ii. Copy of completed CCIS-equivalent study attached: ☐ If none, please explain:

[REDACTED]

- iii. Copy of Interconnection Agreement attached: ☐ If none, please explain:

[REDACTED]

- iv. Additionally, any other studies undertaken by ISO-NE, the Distribution Company(s), or the bidder must be provided

[REDACTED]

6.3 If multiple Transmission Project interconnection requests or Distribution Project interconnection applications have been made, please specify all such active requests which have not been superseded by subsequent requests and information regarding the status of each. Provide copies of any requests made and studies completed.

GB Worcester BESS has only one active interconnection application

[REDACTED]

6.4 Please provide cost estimates for any and all necessary network (transmission and/or distribution) upgrades identified in the studies identified in 6.2, or otherwise known to the bidder, and any payments that have been made towards those upgrades.

[REDACTED]

6.5 Provide the electrical models for both Transmission and Distribution Projects for transmission level power flow analysis of all energy resources supporting the proposed project in accordance with the filing requirements of the ISO-NE Tariff Schedule 22 and 23. Distribution Projects should indicate the substation bus (not feeder) at which injected power is expected. NOTE: Short-circuit, stability, and PSCAD models are not required.

- i. Power flow modeling data attached: ☐ If none, please explain:

[REDACTED]

6.6 Provide a copy of an electrical one-line diagram showing the interconnection facilities, the relevant facilities of the transmission and/or distribution provider, and any required network upgrades identified in the studies required in section 6.8 of this document

- i. Electrical one-line diagram attached: ☐ If none, please explain:

☒ [REDACTED]

6.7 Specify and describe the current or new interconnection facilities (lines, transformers, switching equipment, system protection and controls, etc.) that bidder owns or is intending to construct or have constructed in order to

deliver the proposed energy, to the extent presently known.

6.8 Please detail with supporting information and studies (as available) that the production/delivery profile contemplated in your proposal reflects constraints or curtailments, if any, after the upgrades that are expected to take place for a Transmission Project, pursuant to interconnection at an equivalent to the CCIS. For a Distribution Project, detail any transmission or distribution upgrades expected to take place to establish eCNRC, to the extent presently known. If you are planning to make voluntary upgrades beyond those associated with the CCIS-equivalent standard or the eCNRC, please describe the transmission and/or distribution network upgrades necessary, their estimated cost (for which the bidder would have cost responsibility), and the impact on the proposed generation schedule by reducing remaining constraints or curtailments.

Section A-7: Siting, Permitting and Community Support

Please answer the following questions in Section A-7 for each Transmission Project and Distribution Project being bid:

7.1 This section addresses permitting and other regulatory issues associated with project siting, development and operations for all phases of the project (including generation, delivery, storage, interconnection, etc.), and in all jurisdictions (state, local, federal). Provide a site plan (or plans) including a map (or maps) that clearly identifies the location of the proposed project site, energy storage project locations, the assumed right-of-way width, the total acreage for the Energy Storage System, the anticipated interconnection point (or, if applicable, multiple interconnection points), the related transmission and interconnection facilities, deployment facilities, and the relationship of the site to other local infrastructure, including transmission and distribution facilities, roadways, federal and state waters, and waterways. In addition to providing the required map(s), provide a site layout plan which illustrates the location of all major equipment and facilities described above

Plan included? **Yes** ☐ **No** ☐ If not, please explain:

7.2 Identify any real property rights (e.g., fee-owned parcels, rights-of-way, development rights or easements or leases, or options to purchase or lease) that provide the right to use the energy storage site any rights of way needed for interconnection.

- i. Does the project have a right to use the eligible facility site for the entire proposed term of the LTC (e.g., by virtue of ownership or land development rights obtained from the owner)? **Yes** ☐ **No** ☐ If not, please explain.

Yes

- ii. If so, please detail the bidder's rights to control the Energy Storage System site and interconnection locations.

Green Bridge Energy holds an assignable Option to Lease executed with Worcester Scale Co., Inc. on December 11, 2024. This instrument gives Green Bridge energy up to three years to activate our lease of the [REDACTED] project area within the 3.09-acre parcel of 228 Brooks Street, Worcester, MA. The Option to Lease Agreement specifies the terms of that lease, [REDACTED]

[REDACTED] No additional rights-of-way or easements are required.

The Option to Lease Agreement is provided under 04_Site_Control_and_Permitting/Executed_Option_to_Lease.pdf

- iii. Describe the status of acquisition of real property rights, any options in place for the exercise of these rights and describe the plan for securing the necessary real property rights, including the proposed timeline. Include these plans and the timeline in the overall project timeline.

The option was executed December 11, 2024 with a three-year option period. [REDACTED]

- iv. Identify any joint use of existing or proposed real property rights

- v. Provide a copy of each of the leases, agreements, including option agreements, easements, rights of way and related documents granting the right to use the energy storage system site and transmission and interconnection locations (and applicable letters of intent if formal agreements have not been executed)

See 04_Site_Control_and_Permitting/Executed_Option_to_Lease.pdf. The recorded Memorandum of this Option to Lease Agreement is provided under 04_Site_Control_and_Permitting/GB_Worcester Scale_OTL Recording.

7.3 Provide evidence that the Energy Storage System site and interconnection locations are properly zoned or permitted. If the Energy Storage System site and interconnection locations are not currently zoned or permitted properly, identify present and required zoning and/or land use designations and permits and provide a permitting plan and timeline to secure the necessary approvals.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

7.4 Permitting plan and timeline — [REDACTED]

7.5 Provide a description of the area surrounding the Energy Storage System site and interconnection locations, including a description of the local zoning, flood plain and aquifer information, existing land or waterway use, and

setting.

[REDACTED]

7.6 If the bidder does not have interconnection facilities site control describe the status of the plan to obtain that control.

Site control for the project footprint is established through the executed Option to Lease Agreement. [REDACTED]

[REDACTED]

7.7 Provide a list of all the permits, licenses, and environmental assessments and/or environmental impact statements required to construct and operate the project and progress towards each of them to date. Along with this list, identify the governmental agencies and municipalities that are responsible for issuing approval of all the permits, licenses, and environmental assessments and/or environmental impact statements. If a bidder has secured any permit or has applied for a permit, please indicate this in the response.

Green Bridge has begun the City of Worcester's review process and has completed substantial pre-application coordination. On July 23, 2026, Green Bridge presented the project to the City's Interdepartmental Review Team, including representatives from Planning and Regulatory Services, Inspectional Services, the Fire Department, the Conservation Commission, the Department of Public Works, and the Department of Transportation and Mobility.

[REDACTED]

[REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

■ [REDACTED]

[REDACTED]

The project schedule assumes receipt of the principal municipal approvals with sufficient time to support construction, testing, and commissioning before the guaranteed May 1, 2028 commercial operation date. [REDACTED]

[REDACTED]

7.8 Provide the anticipated timeline for seeking and receiving the required permits, licenses, and environmental assessments and/or environmental impact statements. Include a project approval assessment which describes, in narrative form, each segment of the process, the required permit or approval, the status of the request or application and the basis for projection of success by the milestone date. All requirements should be included in the project schedule in Section 10.

As described in the response to Question 7.7, Green Bridge has identified the principal zoning, site-plan, environmental, wetlands, stormwater, building, electrical, fire-safety, and interconnection approvals expected for the project. The following schedule summarizes the anticipated timing, current status, and basis for Green Bridge's projection that the approvals can be obtained before the guaranteed May 1, 2028 commercial operation date.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

7.9 Provide information (a) demonstrating past and current productive relationships with host communities, federally recognized and state acknowledged tribes, Environmental Justice communities and other stakeholders; and (b) demonstrating your track record of avoiding, minimizing, and mitigating environmental, tribal, and environmental justice impacts from energy storage projects similar to the proposed project.

Green Bridge seeks to establish productive relationships with host communities and other stakeholders through early engagement, transparent disclosure of project risks and design information, incorporation of stakeholder feedback, and continued coordination throughout development, construction, and operation.

For this project, Green Bridge began project-specific discussions with City of Worcester staff well before filing permit applications. Green Bridge participated in a City Interdepartmental Review Team meeting on July 23, 2026 with representatives from Planning and Regulatory Services, Inspectional Services, the Fire Department, the Conservation Commission, the Department of Public Works, the Department of Transportation and Mobility, and other City stakeholders. Green Bridge subsequently submitted a formal Zoning Determination Form and has continued responding to questions and design comments [REDACTED]

Green Bridge has not had any instances of adverse environmental, tribal, or environmental-justice impacts associated with its deployment of battery energy storage systems. Its approach is to identify potentially affected resources and communities early and apply an avoidance, minimization, and mitigation hierarchy throughout project development.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

7.10 Provide documentation identifying the level of public support for the project including letters from public officials, newspaper articles, etc. Include information on specific host community and localized support and/or opposition to the project of which the bidder is aware. Provide copies of any agreements with communities and other constituencies impacted by the project. Provide a stakeholder map and a plan for community engagement activities and targeted stakeholder outreach.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

• [REDACTED]

[REDACTED]

[REDACTED]

Section A-8: Safety Plan

Please answer the following questions in Section A-8 for each Transmission Project and Distribution Project being bid:

8.1 Please attach as detailed a safety plan as possible, given the stage of the project, which demonstrates compliance or intent to comply with all relevant federal, state, and local laws, codes, and standards. Safety plans must at a minimum comprise the following elements:

A preliminary project safety plan is provided as part of this submission under 07_Safety_Ops/Preliminary_Safety_and_Operations_Plan.pdf. In support of the RFP requirement that the Project demonstrate sufficient insurance coverage, including liability insurance, Green Bridge has included a signed Broker Evidence of Insurability Letter [REDACTED]

- i. Energy Storage System project drawings: Provide final, draft, or preliminary project drawings, including as much detail as known at the time of bid submission.

Current preliminary drawings WC-EE-7002 and WC-EE-7005 are attached. [REDACTED]

- ii. Fire protection datasheets: Provide final, draft, or proposed technology fire protection system datasheets for the project.

- iii. UL equipment listings and certifications: List plans to comply with the applicable UL equipment listings and certifications. Optionally, bidders may provide supplemental commentary related to UL equipment listings and certifications that they believe may be relevant or useful to the Evaluation Team for the purpose of evaluating the bid.

- iv. Hazard mitigation analysis: Provide a final, draft, or plans to develop a project site-specific Hazard Mitigation Analysis (HMA), addressing thermal runaway, mechanical failures, and other potential equipment failures.

- v. Emergency response plan: Provide a final, draft, or plans to develop a project site-specific Emergency Response Plan (ERP).

- vi. Safety training materials: Provide final, draft, or plans to develop project site-specific safety training materials.

- vii. Explosion control: Provide final, draft, or plans to develop project-specific explosion control designs, including plans to comply with the applicable UL test results standards and plans to comply with applicable NFPA requirements.

Final design will use UL 9540A-informed spacing, ventilation/off-gas detection and explosion-control approach consistent with NFPA 855 and code official requirements. Project-specific calculations/designs are pending.

8.2 Please include a discussion on incident preparedness and address all steps the project has taken to avoid potential safety issues, mitigate safety issues when they occur, and protect property, personnel, and the surrounding community.

See 07_Safety_Ops/Preliminary_Safety_and_Operations_Plan.pdf. Controls include listed equipment, BMS/EMS monitoring, protective relays, emergency stop/isolation, thermal management, alarms, restricted access, inspection/testing, responder pre-planning, drills, incident notification and post-event corrective action.

8.3 Please describe plans and measures to operate the facility safely, including but not limited to monitoring and maintenance procedures, mitigation features and potential failure modes.

See 07_Safety_Ops/Preliminary_Safety_and_Operations_Plan.pdf. Safe operation will use continuous cell/rack/system monitoring, temperature and voltage limits, HVAC supervision, fault isolation, SOC limits, preventive maintenance, vegetation/housekeeping controls, cybersecurity/access controls and OEM response protocols.

8.4

8.5 Please discuss intentions to continuously improve the safety practices while operating the facility, such as

plans for regular safety audits and feedback mechanisms.

See 07_Safety_Ops/Preliminary_Safety_and_Operations_Plan.pdf. Annual safety audit, preventive-maintenance review, alarm/near-miss trending, post-event root-cause process, responder exercise, code/OEM bulletin review and management-of-change procedure will be incorporated into O&M.

8.6 Please describe reporting protocols, both internally and externally.

[REDACTED]

8.7 Please describe bidder's experience employing safety plans for similar projects currently under construction or in operation, including bidder's approach to risk assessment, design standards, and coordination with local authorities and emergency responders. Please describe how bidder's safety protocols have evolved over time.

[REDACTED]

8.8 Have any of bidder's prior projects experienced fire incidents, thermal events, or related safety concerns? If so, please summarize the circumstances, response actions taken, and lessons learned for each relevant facility and location.

None of bidder's prior projects have experienced fire incidents, thermal events, or related safety concerns.

8.9 The project is encouraged to include testimonials and statements of support from local governments and first responder organizations to demonstrate robust stakeholder communication and participation in the project's safety plan. Please also provide evidence of community engagement towards acceptance of the facility, or a plan to work towards such engagement and acceptance.

[REDACTED]

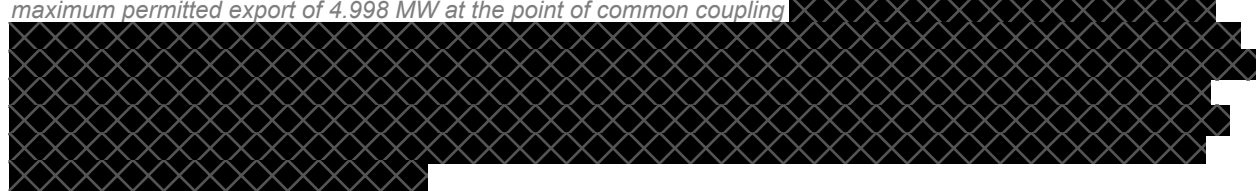
Section A-9: Engineering and Technology; Commercial Access to Equipment

This section includes questions pertinent to the engineering design and project technology. This section must be completed for all aspects of a project including but not limited to the Energy Storage System and associated operational plan and interconnection facilities. Bidders should provide information about the specific technology or equipment including the track record of the technology and equipment and other information as necessary to demonstrate that the technology is viable.

Please answer the following questions in Section A-9 for each Transmission Project and Distribution Project being bid:

- 9.1 Provide a reasonable but preliminary engineering plan which includes the following information:
- i. Type of energy storage technology (e.g., mechanical, chemical, thermal) and the specific details of the energy storage technology and how it works
 - ii. Major equipment to be used including the components of the energy storage technology itself and surrounding system (e.g., inverter, enclosures, HVAC, meters, electrical and communication equipment, fire suppression).
 - iii. Manufacturer of each of the equipment components listed above as well as the location of where each component will be manufactured.
 - iv. Status of acquisition of the equipment components, including whether orders are in place and/ or production slots secured
 - v. Whether the bidder has a contract for the equipment. If not, describe the bidder's plan for securing equipment and the status of any pertinent commercial arrangements
 - vi. Equipment vendors selected/considered
 - vii. Track record of equipment operations, including safety record
 - viii. Include all UL certifications and other relevant industry codes and standards for key equipment including but not limited to storage modules, power conversion system, and/or integrated product certifications
 - ix. Description of equipment warranties and guarantees, including terms and expiration
 - x. If the equipment manufacturer has not yet been selected, identify in the equipment procurement strategy the factors under consideration for selecting the preferred equipment

GB Worcester BESS is a front-of-meter lithium iron phosphate ("LFP") electrochemical energy storage facility with a maximum permitted export of 4.998 MW at the point of common coupling



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

9.2 If the bidder has not yet selected the major equipment for a project, please provide a list of the key equipment suppliers under consideration.

Major equipment is selected, as described above [REDACTED]

9.3 Please identify the same or similar equipment by the same manufacturer that are presently in commercial operation including the number installed, installed capacity and estimated generation for the past three years.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

9.4 For less mature technologies or equipment, provide evidence (including identifying specific applications) that the technology or equipment to be employed for energy production is ready for transfer to the design and construction phases. Also, address how the status of the technology or equipment is being considered in the financial and permitting plans for the project. Provide the status of testing/qualification for any equipment in development.

The equipment is technologically mature, commercially available utility-scale BESS/PCS technology.

9.5 Please indicate if the bidder has a full and complete list of equipment needed for all physical aspects of the bid, including the Energy Storage System and all equipment required for the System to fulfill its operational plan, and mandatory and voluntary transmission or distribution system upgrades. Include OEM-supplied data sheets for all equipment. If bidder does not have a full and complete list of equipment, identify the areas of uncertainty and when the full and complete list of equipment will be identified.

A preliminary major-equipment list is shown on the drawings, but the full bill of materials is not final. Protection, grounding, auxiliary, communications, fire/life-safety, civil and balance-of-plant details remain subject to final engineering [REDACTED]

9.6 Please indicate if the bidder has secured its equipment for all physical aspects of the bid, including the Energy Storage System and all equipment required for the System to fulfill its operational plan, and mandatory and voluntary transmission or distribution system upgrades. If not, identify the long-lead equipment and describe the timing for securing this equipment.

[REDACTED]

9.7 Does bidder intend to propose any technology (1) that it, its affiliates or parent companies have used in a prior project, (2) that has been involved in a fire or thermal event anywhere in the world and (3) that necessitated a root cause analysis? If yes, please submit the root cause analysis and related documentation as part of the bid

package. If no, please state that this question is not applicable.

Not applicable.

Section A-10: Project Schedule

A bidder must demonstrate that its proposal can be developed, permitted, financed, and constructed and be technically viable within a commercially reasonable timeframe. The bidder is required to provide sufficient information and documentation that shows that the bidder's resources, process and schedule are adequate for the acquisition of all rights, permits and approvals for all aspects of the project and for the financing of the project consistent with the proposed project milestone dates.

Bidders are required to provide a complete critical path schedule for the project from the notice of selection of the project for contract consideration to the start of commercial operations. For each project element, list the start and end date. The proposal must include a schedule with reasonable detail that demonstrates that the bidder has provided sufficient time for the application for, and receipt of, necessary permits, approvals, other commitments, project financing, completion of design work, and equipment procurement and construction in order to credibly complete the project reasonably consistent with the proposed Commercial Operation Date, meaning that the project is more likely than not to come online by the date that is projected within the proposal. If a bidder is developing the project in phases, it should include a schedule for each phase. For Transmission Projects, the bidder should include critical milestones in its markup to the Form LTC that are consistent with its proposal and are reasonably achievable.

Please answer the following questions in Section A-10 for each Transmission Project and Distribution Project being bid:

10.1 Identify the elements on the critical path. The schedule should include, at a minimum, preliminary engineering, financing, acquisition of real property rights, Federal, state and/or local permits, licenses, environmental assessments and/or environmental impact statements (including anticipated permit submittal and approval dates), completion of interconnection studies and approvals, procurement, facility contracts, start of construction, construction schedule, and any other requirements that could influence the project schedule and the commercial operation date.

See Project Supporting Plans critical-path table. Critical items are Phase II/remediation strategy, final civil/electrical/fire design, zoning/site approvals, National Grid change approval and ISA, long-lead procurement, financing close, construction, commissioning and CPS/market qualification.

10.2 Describe and demonstrate that the project is more likely than not to come online by the commercial operation date that is projected within the proposal, as evidenced by documents filed by the bidder showing the following:

- i. Commencement of permitting processes;
- ii. A plan for completing all permitting processes;
- iii. Environmental assessment;
- iv. Viable financing plans along with detailed information requested in Section 2.2.2.4;
- v. Viable installation and electrical interconnection plans;
- vi. Material progress towards the acquisition of all real property rights; and
- vii. Evidence of material vendor activity.

Green Bridge believes GB Worcester BESS has sufficient buffer to achieve its guaranteed May 1, 2028 commercial operation date. Permitting has commenced through a July 2026



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

10.3 Detail the status of all critical path items, such as receipt of all necessary siting, environmental, and ISO-NE or interconnecting Distribution Company approvals.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Section A-11: Construction and Logistics

This section of the proposal addresses necessary arrangements and processes for assembly, and deployment of major project components, including the Energy Storage System and all equipment required for the system to fulfill its operational plan, and other major components associated with delivery facilities.

Please provide a construction plan that captures the following objectives. If the project is being developed in phases, please break out the construction plan for each phase. Please answer the following questions in Section A-11 for each Transmission Project and Distribution Project being bid:

11.1 Please list the major tasks or steps associated with deployment of the proposed project and any necessary specialized equipment.

[Redacted]

[Redacted]

[Redacted]

11.2 Please describe the proposed approach for staging and deployment of major project components to the project site.

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

11.3 List the party (e.g. the bidder, or equipment/service providers under contract to the bidder) responsible for each deployment activity and describe the role of each party. Describe the status of bidder's contractual agreements with third-party equipment/service providers.

[REDACTED]

[REDACTED]

[REDACTED]

Section A-12: Operations and Maintenance

Projects that can demonstrate that the operation and maintenance ("O&M") plan, level of funding, and mechanism for funding will ensure reliable operations of all aspects of the project during the term of the contract are preferred.

Please answer the following questions in Section A-12 for each Transmission Project and Distribution Project being bid:

12.1 Provide an O&M plan for the project that demonstrates the long-term operational viability of the proposed project. The plan should include the location of the O&M base, a discussion of the staffing levels proposed for the project, the expected role of the project sponsor or equipment manufacturer/outside contractor, scheduling of major maintenance activity, and the plan for testing equipment.

See Preliminary Safety and Operations Plan. The facility will be remotely monitored 24/7 with local qualified-response capability, OEM preventive maintenance, alarm/event management, vegetation/site inspection, annual testing, spare-parts planning, compliance reporting and emergency coordination. [REDACTED]

12.2 Describe in detail the proposed O&M funding mechanism and funding levels to support planned and unplanned O&M requirements.

[REDACTED]

[REDACTED]

12.3 Describe the terms (or expected terms) of the warranties and/or guarantees on major equipment that the bidder is utilizing or proposing to utilize.

[REDACTED]

[REDACTED]

[REDACTED]

12.4 Describe the status of the project sponsor in securing any O&M agreements or contracts. Include a discussion of the sponsor's plan for securing a medium-term or long-term O&M contract, including the expected provider of O&M services.

[REDACTED]

12.5 Provide examples of the bidder's experience with O&M services for other similar projects.

[REDACTED]

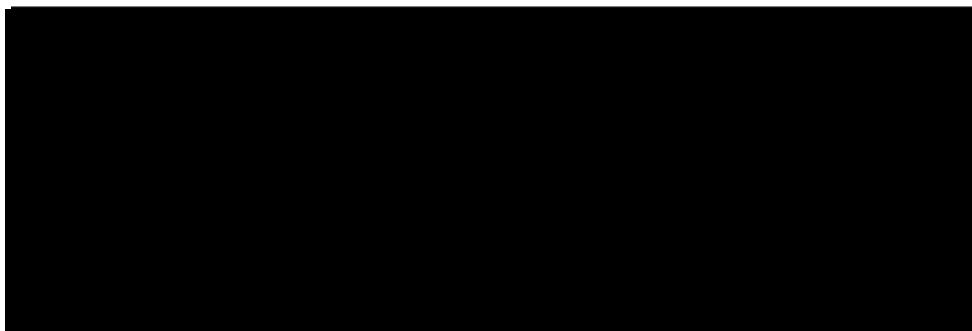
Section A-13: Project Management and Experience

Bidders are required to demonstrate project experience and management capability to successfully develop and operate all aspects of the project proposed. The Evaluation Team is particularly interested in project teams that have demonstrated success in projects of similar type, size and technology and can demonstrate an ability to work together effectively to bring the project to commercial operation in a timely fashion.

For all project-specific questions in Section A-13, if bidding in multiple Transmission Projects or Distribution Projects, please answer each question for each Transmission Project or Distribution Project being bid.

13.1 Provide an organizational chart for the project that lists the project participants and identifies the corporate

structure, including general and limited partners.



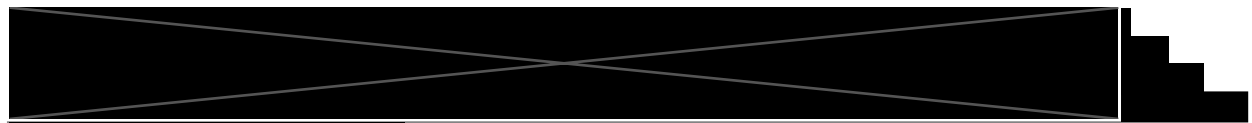
13.2 Provide statements that list the specific experience of the bidder and each of the project participants (including, when applicable, the bidder, partners, and proposed contractors), in developing, financing, owning, and operating generating and delivery facilities, other projects of similar type, size and technology, and any evidence that the project participants have worked jointly on other projects.

Green Bridge Energy LLC (“Green Bridge”) is the bidder and lead developer of GB Worcester BESS, a nominal 5 MW, four-hour, standalone, front-of-meter battery energy storage facility with a guaranteed commercial operation date of May 1, 2028. Green Bridge is responsible for project origination, site control, utility interconnection, permitting, market and financial analysis, commercial structuring, equipment and contractor coordination, and overall project management.

Green Bridge’s selected-project experience includes standalone and integrated battery energy storage projects in ISO-NE, ERCOT, PJM, and CAISO. The company has previously closed financing for 10MW of front-of-the-meter standalone BESS in Massachusetts and over 150MW of standalone BESS in other markets.

Green Bridge’s broader selected-project experience also includes ground-mounted and rooftop solar facilities in Massachusetts, Pennsylvania, Connecticut, and Maryland, as well as electric-vehicle charging deployments in Massachusetts. This experience has required the same core capabilities applicable to GB Worcester BESS: site identification and diligence, utility coordination, project modeling, commercial structuring, financing support, permitting, equipment and contractor management, compliance documentation, and operational-performance monitoring.

The Green Bridge management team brings substantial energy-development and financing experience. Byrne Huddleston, Green Bridge’s co-founder and Chief Executive Officer, previously spent 15 years at GE Capital in commercial and leadership positions focused on structured finance and equipment leasing for commercial and industrial customers. Justin Sullivan, co-founder and Chief Investment Officer, previously led development and financing activities for hybrid energy projects within GE Renewable Hybrids and held senior positions in GE Corporate Finance. Adam Brown has experience in utility-scale solar development, investment analysis, financial modeling, private-equity syndication, tax-advantaged investment structures, and renewable-energy partnership structuring. Austin Wruble, Green Bridge’s Chief Legal Officer, previously advised on renewable-energy and cleantech financings at Latham & Watkins and held legal and business positions at Apex Clean Energy. Josh Lehman, Green Bridge’s Hybrid Energy Lead, led product management at Stem, Inc. for 6 years, during which he managed the creation of Stem’s controls and operations platform for over 2GWh of operating BESS assets across the US.



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

13.3 Provide a management chart that lists the key personnel dedicated to this project and provide resumes of the key personnel. Key personnel of the bidder's development team having substantial project management responsibilities must have:

- i. Successfully developed and/or operated one or more projects of similar size or complexity or requiring similar skill sets; and
- ii. Experience in financing power generation projects (or have the financial means to finance the project on the bidder's balance sheet).

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

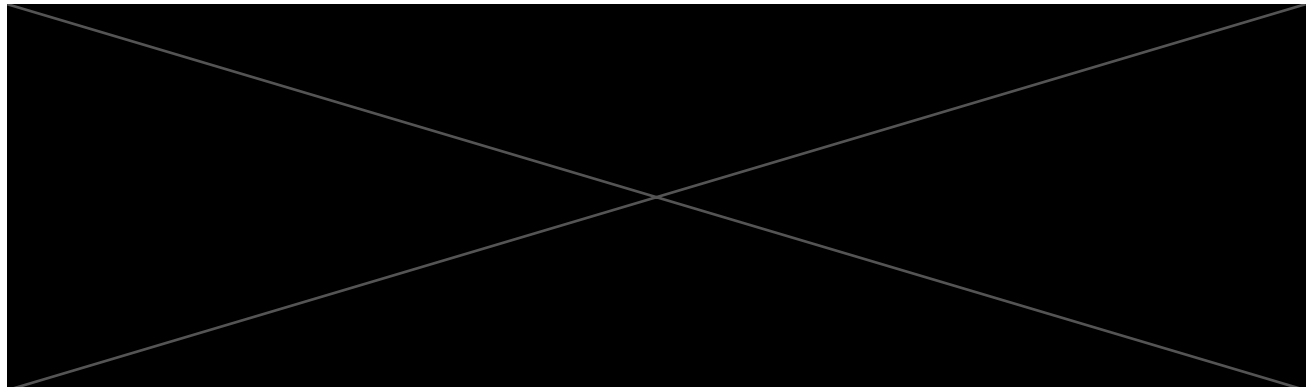
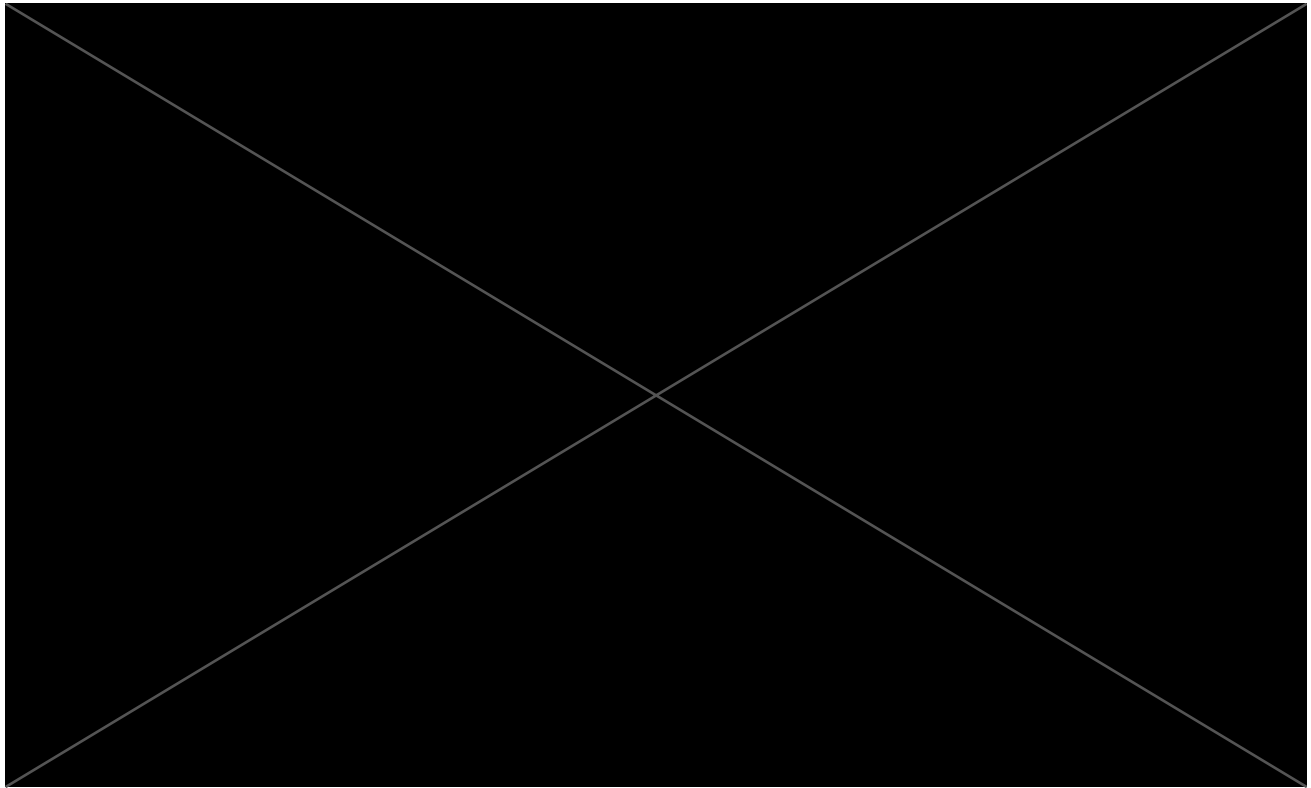
Josh Lehman will serve as the principal Green Bridge project manager. He will be supported on financing matters by Byrne Huddleston, Adam McBride, Austin Wruble, and [REDACTED]. This structure combines directly relevant battery-storage development and market experience with substantial project-finance, legal, technical, construction, and operating capabilities.

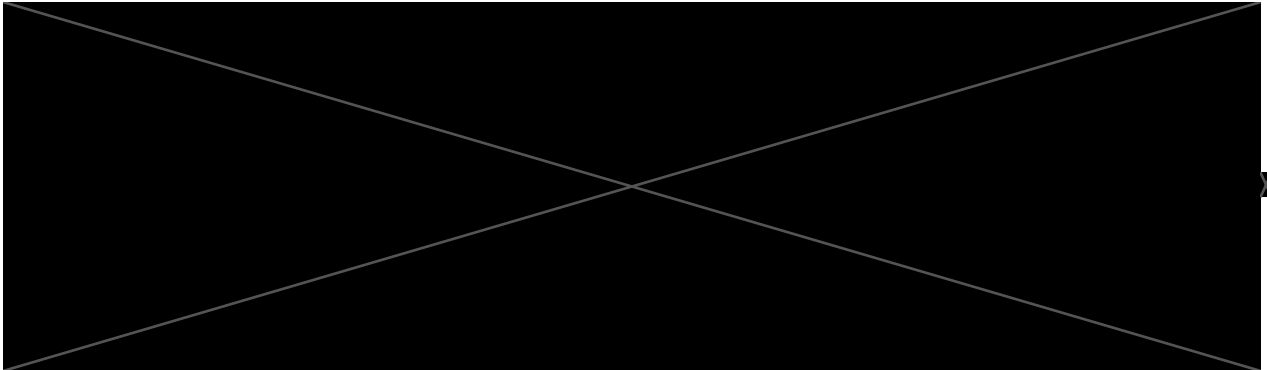
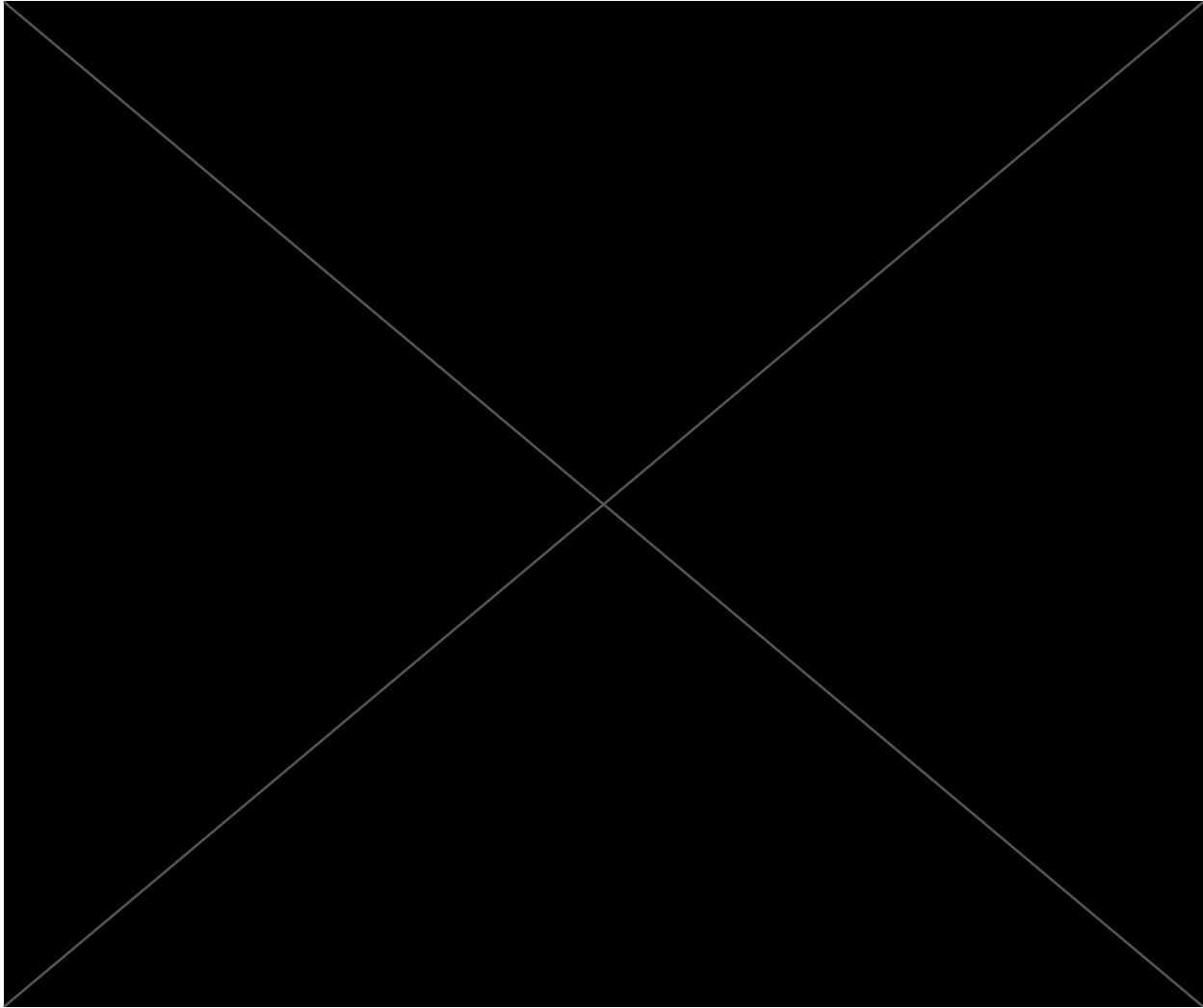
i. Name of the project

- ii. Location of the project
- iii. Project type, size and technology
- iv. Commercial operation date
- v. Availability factor of the project for the past three years
- vi. Safety record
- vii. References, including the names and current addresses and telephone numbers of individuals to contact for each reference.



e's successfully financed projects are summarized below.





If the bidder's previous project experience is primarily or entirely outside of Massachusetts and/or the Northeast, describe how the skills and perspectives of this non-local experience will be beneficial to successfully developing the bid(s) under this RFP.



13.5 With regard to the bidder's project team, identify and describe the entity responsible for the following, as applicable:

- i. Construction Period Lender
- ii. Operating Period Lender and/or Tax Equity Provider
- iii. Financial Advisor
- iv. Environmental Consultant
- v. Facility Operator and Manager
- vi. Owner's Engineer
- vii. Transmission/Delivery Consultant
- viii. Legal Counsel

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

13.6 Describe the experience and expertise of the bidder and project team needed to successfully develop, finance, construct, and operate and maintain its proposed eligible project on schedule and according to the bidder's commitments to a competitive procurement process. Describe the Bidder's continuity of corporate management through successful project development.

Green Bridge Energy, LLC ("Green Bridge") has assembled a project team with the development, financing, engineering, environmental, legal, construction, and operating capabilities required to deliver GB Worcester BESS by its guaranteed May 1, 2028 commercial operation date and operate it throughout the proposed ten-year contract term.

Development experience

Green Bridge will serve as the bidder and lead developer. Its responsibilities include site control, interconnection, permitting, environmental diligence, project design, commercial strategy, financial modeling, procurement coordination, bid compliance, and overall project management.

Green Bridge has financed and advanced renewable-energy projects ranging from approximately 86 kWdc to 9.99 MWdc in Massachusetts, Connecticut, New Jersey, Pennsylvania, Maryland, Maine, Texas, and California. Its completed portfolio includes behind-the-meter power-purchase agreements, net-metered projects, community-solar facilities, state-tariff projects, and front-of-meter facilities. Green Bridge has used family-office equity, institutional buyer equity, owner financing, milestone construction funding, and debt financing to advance these projects.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Austin Wruble, Green Bridge's Chief Legal Officer, will oversee project contracts, corporate governance, regulatory matters, financing support, and coordination with outside counsel. Mr. Wruble previously practiced renewable-energy and cleantech finance at Latham & Watkins LLP and held legal and business positions at Apex Clean Energy.

Continuity of corporate and project management

Green Bridge's management continuity is demonstrated by the continuing involvement of its founders and senior functional leaders across project origination, financing, contracting, execution, and operations. Byrne Huddleston, Justin Sullivan, and Adam Brown remain active in company leadership, while the company's legal, finance, technology, operations, and battery-market functions are led by established senior personnel.

Josh Lehman will remain the principal Green Bridge project manager for GB Worcester BESS through development and the transition to construction. Executive oversight will remain with Byrne Huddleston. [REDACTED]

13.7 Describe the Bidder's track record developing similar projects, including consideration of any project delays, amendments, defaults, and performance issues, including on prior long-term contracts. Describe any prior failures to achieve commercial operation dates under other contracts and provide a credible description of how the current proposed project will avoid similar project delays or development issues if applicable.

Green Bridge Energy, LLC ("Green Bridge") has not experienced a failure to achieve a contractual commercial operation date, a default under a long-term contract, or a material performance issue associated with a similar energy-storage project. The company has not entered into any material contractual amendment on a comparable project due to Green Bridge's failure to perform.

Green Bridge has established the following measures to protect the May 1, 2028 guaranteed COD for GB Worcester BESS:

1. **Defined project scope.** The bid is based on a clearly defined, standalone, distribution-connected battery facility rated at 4.998 MW with a four-hour delivery requirement. It does not depend on the construction or operation of a co-located solar facility, a transmission interconnection, SMART participation, or the addition of unrelated site load.

2. **Established interconnection path.** The project is proceeding through National Grid's distribution-interconnection process. [REDACTED]
3. **Current engineering basis.** The bid is based on the current single-line diagram and site layout. Green Bridge does not anticipate augmenting the system during the contract term and will instead use sufficient initial energy capacity to maintain the required four-hour performance after accounting for degradation.
4. **Site and environmental risk reduction.** The project footprint has been reduced to approximately one-quarter acre. [REDACTED]
5. **Experienced project leadership.** Josh Lehman will lead day-to-day development, supported by Green Bridge [REDACTED] personnel with experience in structured finance, project finance, renewable-energy law, technical diligence, civil engineering, supply-chain management, procurement, construction, ownership, and long-term operations.
6. **Formal coordination with the co-development, financing, and delivery partner.** [REDACTED]
7. **Documentation and compliance controls.** Green Bridge uses centralized diligence, compliance, and project-documentation processes to identify missing approvals, technical documents, contractual requirements, and financing conditions before they affect the critical path.
8. **Schedule contingency and early issue escalation.** The project schedule will maintain appropriate contingency for final permitting, equipment procurement, construction, commissioning, and utility authorization. Matters affecting the critical path will be elevated to Green Bridge [REDACTED] executive management for timely resolution.

Based on its project experience, defined project scope, established utility process, financing partnership, and project-specific risk controls, Green Bridge believes GB Worcester BESS can achieve its guaranteed COD of May 1, 2028 without the types of delays or development issues addressed by this question.

13.8 Describe the bidder's relevant experience supporting similar projects in a state or federal regulatory or judicial forum. This experience can be established with examples of one or more key member(s) of the development team advocating in favor of a similar project in a regulatory proceeding, before a court, or in another tribunal.

Green Bridge has relevant experience managing the regulatory and administrative matters that ordinarily arise during the development of distributed-energy and battery-storage projects. Its selected project experience spans ISO-NE, ERCOT, CAISO, and PJM and includes utility-interconnection processes, market and tariff analysis, permitting coordination, incentive-program compliance, commercial structuring, and project documentation.

The project team also includes personnel with complementary legal and regulatory experience. Austin Wruble, Green Bridge's Chief Legal Officer, previously practiced renewable-energy and cleantech finance at Latham & Watkins LLP and subsequently held legal and business positions at Apex Clean Energy. He leads Green Bridge's legal, corporate-governance, policy, and regulatory functions. Other members of the Green Bridge team have experience working with utilities, municipalities, financing institutions, engineering firms, and permitting authorities on renewable-energy and battery-storage projects.

[REDACTED]

13.9 If the bidder or any of its past or present affiliates has either (1) been involved with a complex development project that failed, was withdrawn, or otherwise did not proceed, or (2) defaulted under, or agreed to terminate a contract for a complex development project, then the bidder should provide relevant details.

Green Bridge has no failed, withdrawn or terminated complex projects and contracts.

Section A-14: Economic Development and Employment Benefits, Transitioning Fossil Fuel Communities, Benefits to Low Income Ratepayers and Environmental Justice Communities, and Other Benefits

For all project-specific questions in Section A-14, if bidding in multiple Transmission Projects or Distribution Projects, please answer each question for each Transmission Project or Distribution Project being bid:

14.1 Please provide an estimate of the number of jobs to be created directly during project development and construction, and during operations, and a general description of the types of jobs created, duration of employment, estimated annual compensation, the employer(s) for such jobs, and the location. Employment impacts should be broken out by state and the region as a whole and highlight any impacts in economically distressed areas, including former fossil fuel communities. Please treat the development, construction, and operation and maintenance periods separately in your response. All information provided must be measurable.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

14.2 Please describe employment opportunities for members of federally recognized and state acknowledged tribes in the Commonwealth, workers from low-income communities and certified minority-owned and women-owned small business enterprises in the Commonwealth, as well residents of any Environmental Justice neighborhoods impacted by the project.

Green Bridge will consider qualified local residents, low-income workers, tribal members, and minority- and women-owned businesses through its normal hiring and procurement processes, subject to availability, qualifications, safety, schedule, and commercial terms. No numerical participation target is proposed.

14.3 Please describe project support for workforce harmony and community benefits through Community Benefits Agreements and workforce agreements with appropriate labor organizations for construction, renovation, reconstruction, alteration, installation, demolition, expansion, maintenance and repair, if applicable.

The project's financial model assumes satisfaction of applicable federal prevailing-wage and apprenticeship requirements. No community benefits agreement, project labor agreement, or similar workforce agreement has been executed or is presently proposed.

14.4 Please describe the status of any contractual commitments with respect to direct job creation and provide any pertinent agreements that have been executed, if applicable.

No binding direct-job-creation commitments have been executed for GB Worcester BESS.

14.5 Please describe and quantify any other economic activity or development expected to result directly from the proposed project. Impacts should be broken out by state and the region as a whole and highlight any impacts in economically distressed areas or former fossil fuel communities. Direct economic activity/development will be evaluated based on scale relative to project size, credibility and firmness. Preference will be given to commitments that secure long-term benefits; begin to provide benefits during project development, construction, installation, and the first five years of operations; direct benefits to Environmental Justice populations and host communities.

The project is expected to generate economic activity through engineering, environmental work, permitting, construction, equipment delivery, commissioning, land payments, potential municipal revenue, and ongoing operations and maintenance. These benefits have not yet been quantified because final contracts and municipal arrangements remain under development.

14.6 Please demonstrate any benefits to low-income ratepayers in the Commonwealth and describe how the project minimizes and mitigates, to the extent feasible, ratepayer impacts. Benefits to low-income ratepayers may include, but are not limited to, projects that reduce the energy burden for low-income ratepayers through energy efficiency or renewable energy upgrades; direct funding of rate relief through grant programs, support of existing community programs or other funding opportunities. Describe the impact, if any, those benefits will have on the cost of the project.

GB Worcester BESS may benefit low-income ratepayers indirectly by providing competitively priced storage, supporting grid reliability, and reducing system costs. No separate low-income ratepayer funding program or quantified benefit is proposed.

14.7 Please describe benefits to transitioning fossil fuel communities, including how the community can be described as a fossil fuel community, including but not limited to hosting fossil fuel infrastructure such as fuel storage, delivery facilities, or fossil fuel generation facilities.

The project is located in Worcester County, which Green Bridge's current tax analysis treats as an energy community. Potential transition-related benefits include clean-energy investment, project spending, and municipal revenue; no separate fossil-fuel-community program is proposed.

14.8 Please provide a diversity, equity and inclusion plan that includes a Workforce Diversity Plan and the Supplier Diversity Program Plan as outlined in Section 2.2.2.13 of the RFP.

See the attached Workforce Diversity Plan and Supplier Diversity Program Plan. Any goals described in those plans are aspirational unless expressly identified as binding or required by applicable law or the Form MOU with DOER.

14.9 Please describe the strategy and mechanisms to track and report on any applicable commitments, including progress in achieving promised employment and economic benefits and the goals in the diversity, equity and inclusion plan, based on the template provided in the Form MOU with DOER and any other supplemental plans for tracking and reporting.



14.10 Please provide a marked version of the Form MOU with DOER for this solicitation showing any specific proposed changes to the Form MOU. Bidders are discouraged from proposing any material changes or conditions to the Form MOU and any such changes will be considered in the Stage Two Qualitative Evaluation.

Green Bridge proposes no changes to the Form MOU with DOER. A version reflecting no proposed changes is included with the bid under 01_Required_Forms/Appendix_H_Form_MOU_No_Changes.pdf

14.11 Please propose a strategy plan to track and report on the status of environmental justice impacts, and engagement and employment (training, recruitment and hiring goals) opportunities, based on the template provided in the Form MOU with DOER and any other supplemental plans for tracking and reporting.

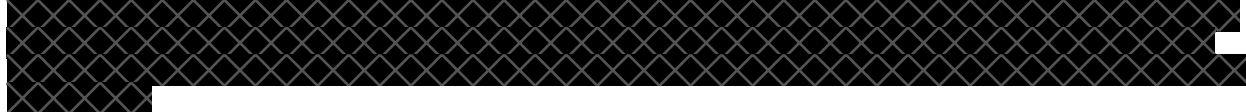
Green Bridge will use the Form MOU framework to track material environmental-justice impacts, stakeholder engagement, and any training, recruitment, hiring, or supplier-diversity measures actually undertaken. Records will include contacts, issues raised, responses, and applicable workforce and supplier data.

14.12 Please describe experience with stakeholder engagement showing demonstrated past and current productive relationships with environmental, commercial and residential stakeholders, federally recognized and state acknowledged tribes, Environmental Justice, and track record of avoiding, minimizing, and mitigating environmental, tribal, environmental justice, and onshore impacts from projects similar to the proposed project.

Green Bridge proactively engages with each community in which we develop a project. We have compiled a brief set of example interactions in 04_Site_Control_and_Permitting/Selected_AHJ_Correspondence_Battery_Energy_Storage.pdf.

In the context of the GB Worcester BESS, Green Bridge first engaged with the City of Worcester in 2024 and participated in a July 2026 City of Worcester Interdepartmental Review Team meeting involving Planning, Conservation, Inspections, Fire, Transportation, and other municipal stakeholders. Green Bridge has had no known instances of material adverse environmental, tribal, or environmental-justice impacts associated with its battery-storage development activities.

14.13 Please describe extent to which the project demonstrates that it avoids, minimizes, or mitigates, to the maximum extent practicable, environmental impacts. Preliminary characterization of the potential environmental impacts facility and other infrastructure from pre-construction through the duration of the project,



14.14 Please describe extent to which the project demonstrates that it avoids, minimizes, or mitigates, to the maximum extent practicable, negative impacts on Environmental Justice populations and host communities, and extent to which the project directs positive benefits from the project to those communities.

The project's compact footprint, environmental avoidance measures, fire-safety coordination, and planned noise, traffic, and construction controls will minimize impacts on the host community and nearby Environmental Justice populations. Potential benefits include temporary local economic activity, municipal revenue, and improved grid reliability; no separate binding community-benefits program is proposed.

Section A-15: Exception to Form Long-Term Contract

For Transmission Projects, please attach an explanation of any exceptions to the Form Long Term Contract set forth in Appendices B-1 and B-2. Comments to the proposed Form Long-Term Contract must include any specific alternative provisions in a redline format to the Form Long-Term Contract. If the bidder is proposing a phased project with each phase covered by a separate contract, the bidder should provide separate contracts for each phase with specific alternative provisions to the Form PPA in redline format.

Bidders are discouraged from proposing material changes to the Form Long-Term Contract. As provided in Section 2.2.5, the Distribution Companies reserve the right to reject certain mark-ups that add additional cost or risk. Selection of a project does not mean acceptance of the Bidder's mark-ups as bid.

Bidders of Distribution Projects may not change the Form Long-Term Contract.