

NAES Company Confidential Information			
Section	Document Pg. No.	PDF Pg. No.	Reason for Redaction and Confidentiality
NAES Proposal dated 12/22/21			
Cover Letter	8	9	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
Figure 1	16	20	NAES organizational strategy is sensitive and highly confidential information.
Figure 3	67	71	NAES organizational strategy is sensitive and highly confidential information.
Figure 4	91	95	"Plant Name" removed from the Sample Schedule due to Client Confidentiality.
Figure 5	98	102	NAES organizational strategy is sensitive and highly confidential information.
9.1.1 Operational Proposal Sub-sections: a, b, c, d, and e	129	133	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.1.2 Financial Proposal Sub-section a.	129	133	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.1.2 Financial Proposal Sub-sections: a, b, c, and d	130	134	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.1.2 Financial Proposal Sub-section d	131	135	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.1.2 Financial Proposal Sub-sections d and e	132	136	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.1.2 Financial Proposal Sub-section f and g	133	137	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.1.2 Financial Proposal Sub-sections h and i	134	138	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.1.2 Financial Proposal Sub-sections: l, j and k	135	139	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.

NAES Company Confidential Information

Section	Document Pg. No.	PDF Pg. No.	Reason for Redaction and Confidentiality
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9.1.2 Financial Proposal Sub-sections: k and l	136	140	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.1.2 Financial Proposal Sub-sections: m, n, o and p	137	141	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.2.1 Operational Proposal Sub-sections: a, b, c, d, and e	139	143	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.2.2 Financial Proposal Sub-section a.	139	143	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.2.2 Financial Proposal Sub-sections: a, b, c, d	140	144	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.2.2 Financial Proposal Sub-section d	141	145	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.2.2 Financial Proposal Sub-sections: d and e	142	146	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.2.2 Financial Proposal Sub-sections: e, f and g	143	147	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.2.2 Financial Proposal Sub-sections: h and i	144	148	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.2.2 Financial Proposal Sub-sections: l, j and k	145	149	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES's brand and business.

NAES Company Confidential Information

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9.2.2 Financial Proposal Sub-sections: k, l and m	146	150	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.2.2 Financial Proposal Sub-sections: n, o and p	147	151	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.3.1 Operational Proposal Sub-sections: a, b, c, d, and e	149	153	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.3.2 Financial Proposal Sub-section a	149	153	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.3.2 Financial Proposal Sub-sections: a, b, c and d	150	154	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.3.2 Financial Proposal Sub-section d	151	155	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.3.2 Financial Proposal Sub-section d	152	156	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.3.2 Financial Proposal Sub-sections: d, E and f	153	157	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.3.2 Financial Proposal Sub-sections: g and h	154	158	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.3.2 Financial Proposal Sub-sections: i and j	155	159	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.

NAES Company Confidential Information			
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9.3.2 Financial Proposal Sub-sections: k	156	160	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.3.2 Financial Proposal Sub-sections: l and m	157	161	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES's brand and business.
9.3.2 Financial Proposal Sub-sections: m, n and o	158	162	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES's brand and business.
Appendix B: Sample Monthly Report	180	223 to 265	NAES previously redacted "Client Privileged Information" from this report to protect our Client's confidential information.
Appendix C: PMP 201 Project Management Plan			NAES programs and corporate policies are NAES's "intellectual property" and NAES limits via its customer and vendor contracts how its intellectual property may be used. Disclosing these programs to the public would allow infringement of NAES's intellectual property and would adversely affect our business.
Appendix D: TMP-I NAES Training Program	182	322 to 351	NAES programs and corporate policies are NAES's "intellectual property" and NAES limits via its customer and vendor contracts how its intellectual property may be used. Disclosing these programs to the public would allow infringement of NAES's intellectual property and would adversely affect our business.
Appendix E: SMP-1 NAES Environmental Health and Safety Management Program	183	352 to 384	NAES programs and corporate policies are NAES's "intellectual property" and NAES limits via its customer and vendor contracts how its intellectual property may be used. Disclosing these programs to the public would allow infringement of NAES's intellectual property and would adversely affect our business.
Appendix F: MMP-12 NAES Quality Assurance/Quality Control Program	184	385 to 395	NAES programs and corporate policies are NAES's "intellectual property" and NAES limits via its customer and vendor contracts how its intellectual property may be used. Disclosing these programs to the public would allow infringement of NAES's intellectual property and would adversely affect our business.
Appendix G: AMP 501 NAES Procurement	185	396 to 428	NAES programs and corporate policies are NAES's "intellectual property" and NAES limits via its customer and vendor contracts how its intellectual property may be used. Disclosing these programs to the public would allow infringement of NAES's intellectual property and would adversely affect our business.

NAES Company Confidential Information			
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Appendix H: AMP-103 NAES Community Relations	186	429 to 434	NAES programs and corporate policies are NAES's "intellectual property" and NAES limits via its customer and vendor contracts how its intellectual property may be used. Disclosing these programs to the public would allow infringement of NAES's intellectual property and would adversely affect our business.
Appendix I: SMP-19 Chemical Handling Procedure	186	435 to 466	NAES programs and corporate policies are NAES's "intellectual property" and NAES limits via its customer and vendor contracts how its intellectual property may be used. Disclosing these programs to the public would allow infringement of NAES's intellectual property and would adversely affect our business.
Appendix J: NAES U.S. Employee Handbook	188	467 to 553	NAES programs and corporate policies are NAES's "intellectual property" and NAES limits via its customer and vendor contracts how its intellectual property may be used. Disclosing these programs to the public would allow infringement of NAES's intellectual property and would adversely affect our business.
Appendix K – NAES comments to OMA	189	554 to 769	NAES programs and corporate policies are NAES's "intellectual property" and NAES limits via its customer and vendor contracts how its intellectual property may be used. Disclosing these programs to the public would allow infringement of NAES's intellectual property and would adversely affect our business.
Appendix L: NAES Home Office Personnel Hourly Rates	190	770	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES's brand and business.

NAES Company Confidential Information			
Section	Document Pg. No.	PDF Pg. No.	Reason for Redaction and Confidentiality
NAES Financial Statement			
NAES Qualifications Statement Dated 9-15-20 Appendix D: Financial Statement 2018 to 2020	N/A	158 to 188	As previously noted, NAES's Financial Statements contain competitively sensitive information.
NAES Joint PREPA Presentation 1/17/22			
NAES Puerto Rico	23 and 24	23 and 24	NAES organizational strategy is sensitive and highly confidential information.

NAES Company Confidential Information			
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Legacy Assets” Current Fuel Procurement Strategy	29	29	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Fuel Procurement: Fuel Savings Recommendations	30	30	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Fuel Procurement: Fuel Savings Recommendations	31	31	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Fuel Procurement: Improved Ops & Technology	32	32	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Fuel Procurement: Upside Opportunities	33	33	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Commercial Offering	34	34	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES’s brand and business.
NAES Post Bid Responses 1/7/22			
Question 1 – Section 9.1.1(b)	1	2	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Question 2 – Section 9.1.1(d)	1	2	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Question 3 – Section 9.1.1	1	2	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Question 4 – Section 9.1.2(a)	1	2	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Question 5 – Section 9.1.2(c)	1	2	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES’s brand and business.

NAES Company Confidential Information			
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Question 6 – Section 9.1.2(d)	1	2	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Question 7 – Section 9.1.2(d)	2	3	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Question 7 – Section 9.2.1(d)	2 and 3	3 and 4	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Question 7 – Section 9.2.2(d)	4 and 5	5 and 6	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Question 7 – Section 9.3.2(d)	6 and 7	7 and 8	
Question 9 – Section 9.1.2(e)	8	9	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Question 11 – Section 9.1.2(m)	8	9	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Question 12 – Section 9.1.2(n)	8	9	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Question 13 – Section 9.1.2(o)	8	9	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES’s brand and business.
NAES Post Bid Responses – Technical Questions 1/20/22			
Questions 2	1 to 3	2 to 4	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive. Publicly disclosing our pricing would adversely affect NAES’s brand and business.
Question 7	4 to 6	5 to 7	NAES strategic offerings are considered sensitive and highly confidential information.
Question 8	6	7	NAES schedules are confidential information.
Question 15	9 and 10	10 and 11	Names of plants NAES manages for other clients is confidential information.
Question 18 (RCA Figure 1)	12	13	NAES programs and corporate policies are NAES’s “intellectual property” and NAES limits via its customer and vendor contracts how its intellectual property may be used. Disclosing these

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			programs to the public would allow infringement of NAES's intellectual property and would adversely affect our business.
Question 24	15	16	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business..
NAES Post Bid Responses 2/11/22			
Question 1: Budget	1	2	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
Question 2: Budget	2	3	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
Question 3: Budget	3 and 4	4 and 5	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
Question 5: Fees	5	6	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
Question 7:Fuel Management	5 to 14	6 to 15	NAES fuel pricing strategy is sensitive and highly confidential information.
Question 8:Fuel Management	14	15	NAES fuel pricing strategy is sensitive and highly confidential information.
Question 12:Transition	16	17	NAES pricing (fees and rates, together with the nature and quality of service provided) is competitively sensitive Publicly disclosing our pricing would adversely affect NAES's brand and business.
Question 14:Labor Force and Management (Figure 1)	17	18	NAES organizational strategy is sensitive and highly confidential information.
Question 20:Administrative	19	20	NAES considers this sensitive information.