

#### **United States: One Country, Many Markets**







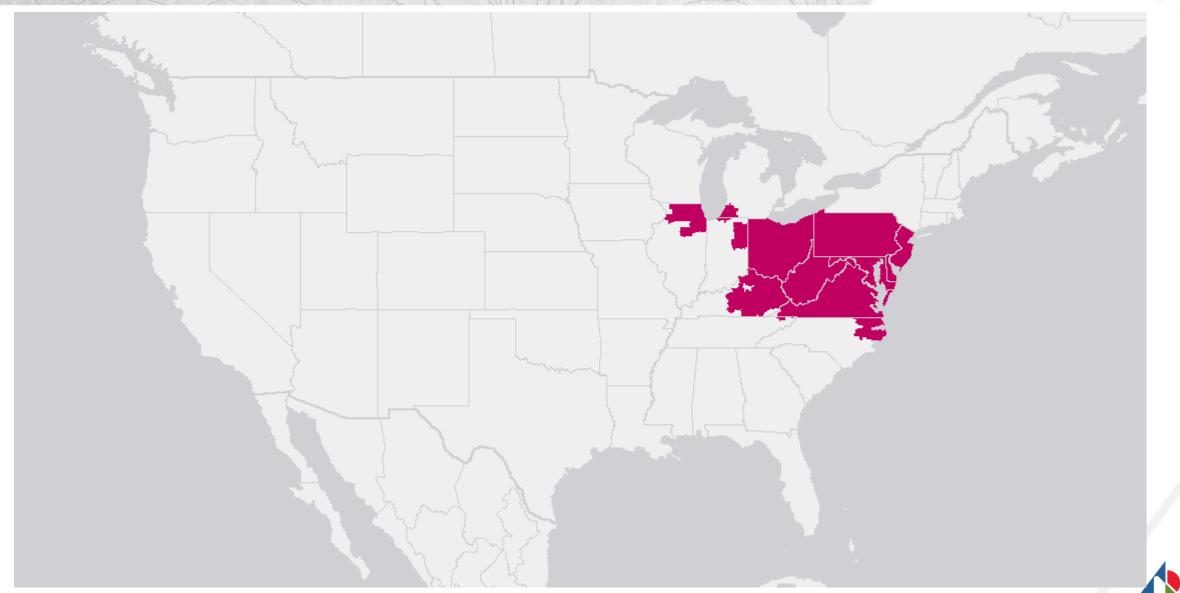
# **CAISO: First Mover Advantage**





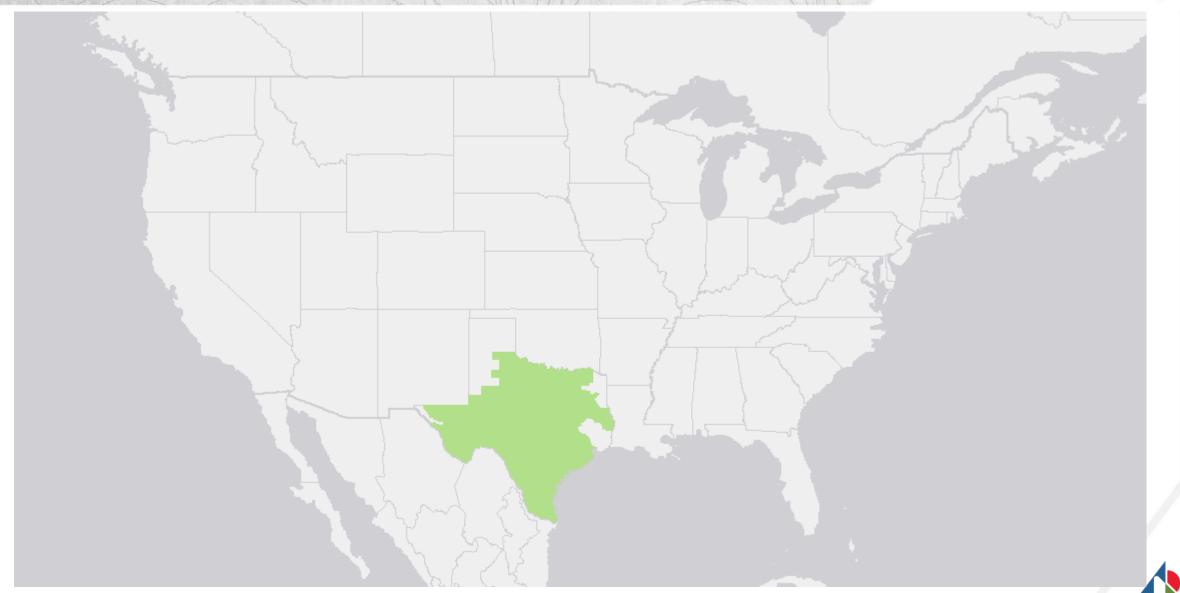
## PJM: The Value of Ancillary Services





### **ERCOT: The Free Market**





### The Northeast: Driving Growth Through Policy





## Regulated Utilities Seeing the Value of BESS



