

EXHIBIT A: PROJECT SCOPE AND SCHEDULE

The Project consists of the activities and delivery dates identified in this Exhibit A, implemented in accordance with the Agreement. The Parties have included a schedule for the Implementation Date to coordinate their efforts required for completion of the Project on a milestone track.

The Parties understand that input received from stakeholders during the course of implementing the Project, conditions imposed or questions raised in the regulatory approval process, and the activities of the Parties in implementing the Project may cause the Parties to determine that changes in the Project are necessary or desirable. Accordingly, this Exhibit A may be modified in accordance with Section 3(c) of the Agreement.

Each Party is responsible for performing a variety of tasks necessary to achieve the milestones on the scheduled dates specified in the table below (“Project Delivery Dates”) and shall plan accordingly. The Parties shall communicate and coordinate as provided in the Agreement to support the planning and execution to complete the Project.

Project Scope and Milestones	Project Delivery Dates supporting June 16, 2021
<p>Detailed Project Management Plan – The Parties will develop and initiate a final project management plan that describes specific project tasks each Party must perform, delivery dates, project team members, meeting requirements, and a process for approving changes to support completion of the Project. This phase will include a detailed IT system review to assist NWE in development of a detailed metering plan, bid-to-bill system, and coordination with NWE EMS upgrade. Work will be initiated on the NWE staff training program using the foundational and detailed system computer-based training module, as well as on the resource data templates needed during Milestone 2.</p>	November 2018- March 2019
<ul style="list-style-type: none"> • Milestone 1 – This milestone is completed when the Agreement has been made effective in accordance with Section 1 of the Agreement . 	April 2019

<p>Full Network Model Expansion – Full Network Model expansion for NWE and EMS/SCADA, including, proof of concept of export/import of EMS data; complete model into the ISO test environment; complete validation for all SCADA points from NWE; testing of the new market model; and validation of the Outage and State Estimator applications.</p>	<p>November 2019</p>
<ul style="list-style-type: none"> • Milestone 2 - This milestone is completed upon modeling NWE into the ISO Full Network Model through the EMS which will be deployed into a non-production test environment using the ISO's network and resource modeling process. 	<p>July 2020</p>
<p>System Implementation and Connectivity Testing – System requirements and software design, the execution of necessary software vendor contracts, development of Market network model including NWE, allow NWE to connect to a non-production test system.</p>	<p>August 2020</p>
<ul style="list-style-type: none"> • Milestone 3 - ISO to promote market network model including NWE area to non-production system, and allow NWE to connect and exchange data in advance of Market Simulation. 	<p>September 2020</p>
<p>Construction, Testing and Training in Preparation for Market Simulation - This task includes IT infrastructure upgrades, security testing, training, Day-in-life simulation, and functional testing.</p>	<p>September 2020</p>
<ul style="list-style-type: none"> • Milestone 4a – Start of Joint Integration Testing with ISO, Interface testing with minimum data requirements and functional integration testing. ISO will make the test environment available for NWE connectivity testing prior to the delivery date assuming NWE has provided all requisite data and non-production system availability does not conflict with ISO production system Spring Release schedule. 	<p>September 2020</p>
<ul style="list-style-type: none"> • Milestone 4b –Begin ‘Day in the Life’ scenario testing 	<p>November 2020</p>
<ul style="list-style-type: none"> • Milestone 4c – Begin Structured Market simulation <p>(Milestone 4 payment due at this point)</p>	<p>December 2020</p>
<p>Activate Parallel Operations – During January 2021, the ISO will</p>	<p>January 2021</p>

<p>activate a parallel operation environment to practice production grade systems integration as well as market processes and operating procedures in anticipation of the impending NWE activation as an EIM Entity and to confirm compliance with the EIM readiness criteria set forth in the ISO tariff.</p>	
<ul style="list-style-type: none"> • Milestone 5 – Start of parallel operations 	<p>February 2021</p>
<p>System Deployment and Go Live – Implementing the Project and going live will include resource registration, operating procedures and updates, execution of service agreements, completion of the NWE tariff process, applicable board approvals, the filing and acceptance of service agreements and tariff changes with FERC, and completion and filing of a readiness criteria certification in accordance with the ISO tariff.</p>	<p>May 2021</p>
<ul style="list-style-type: none"> • Milestone 6 – This milestone is complete upon the first production NWE energy imbalance market trade date. 	<p>June 16, 2021</p>