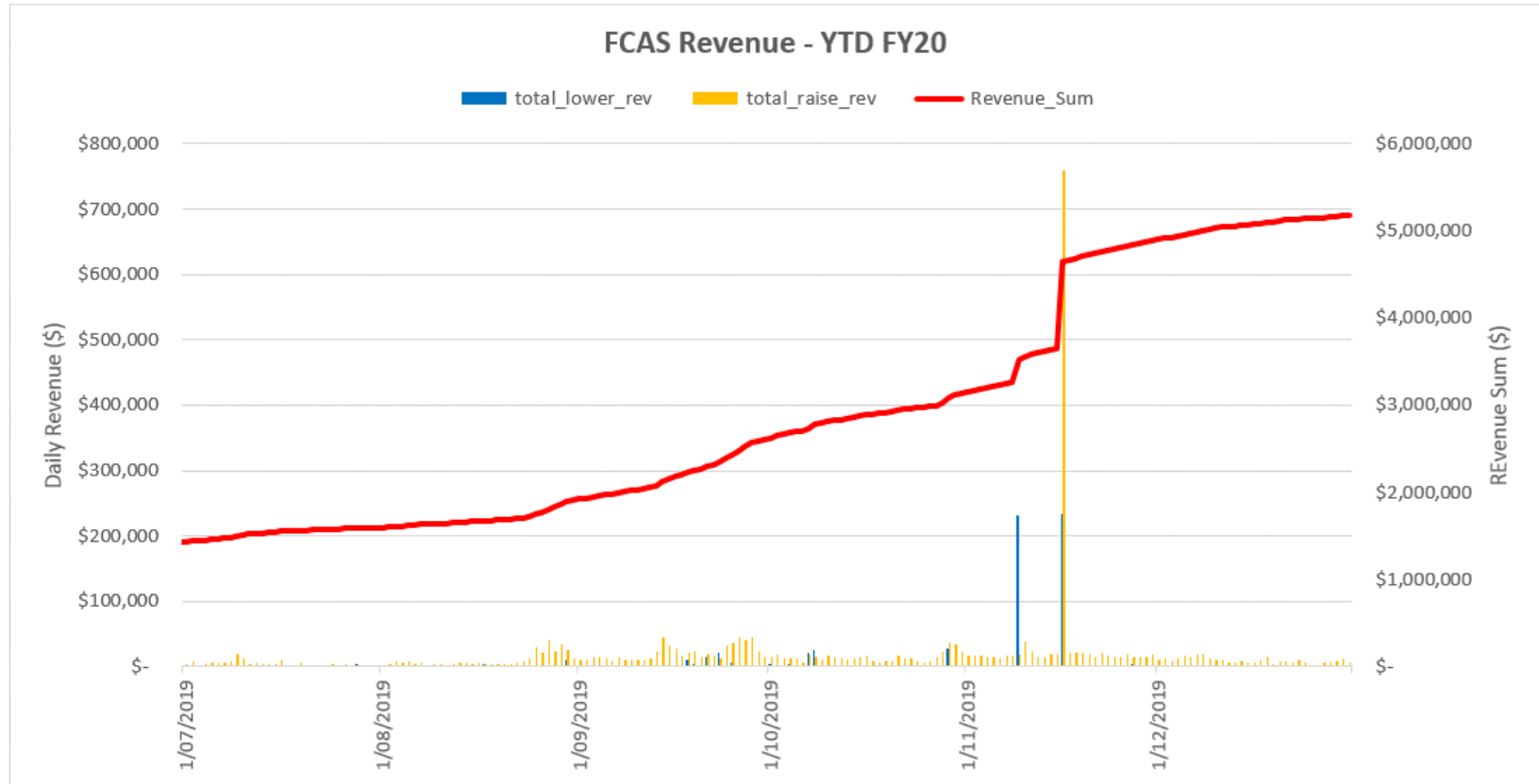


ESCRI-SA KNOWLEDGE SHARING REFERENCE GROUP

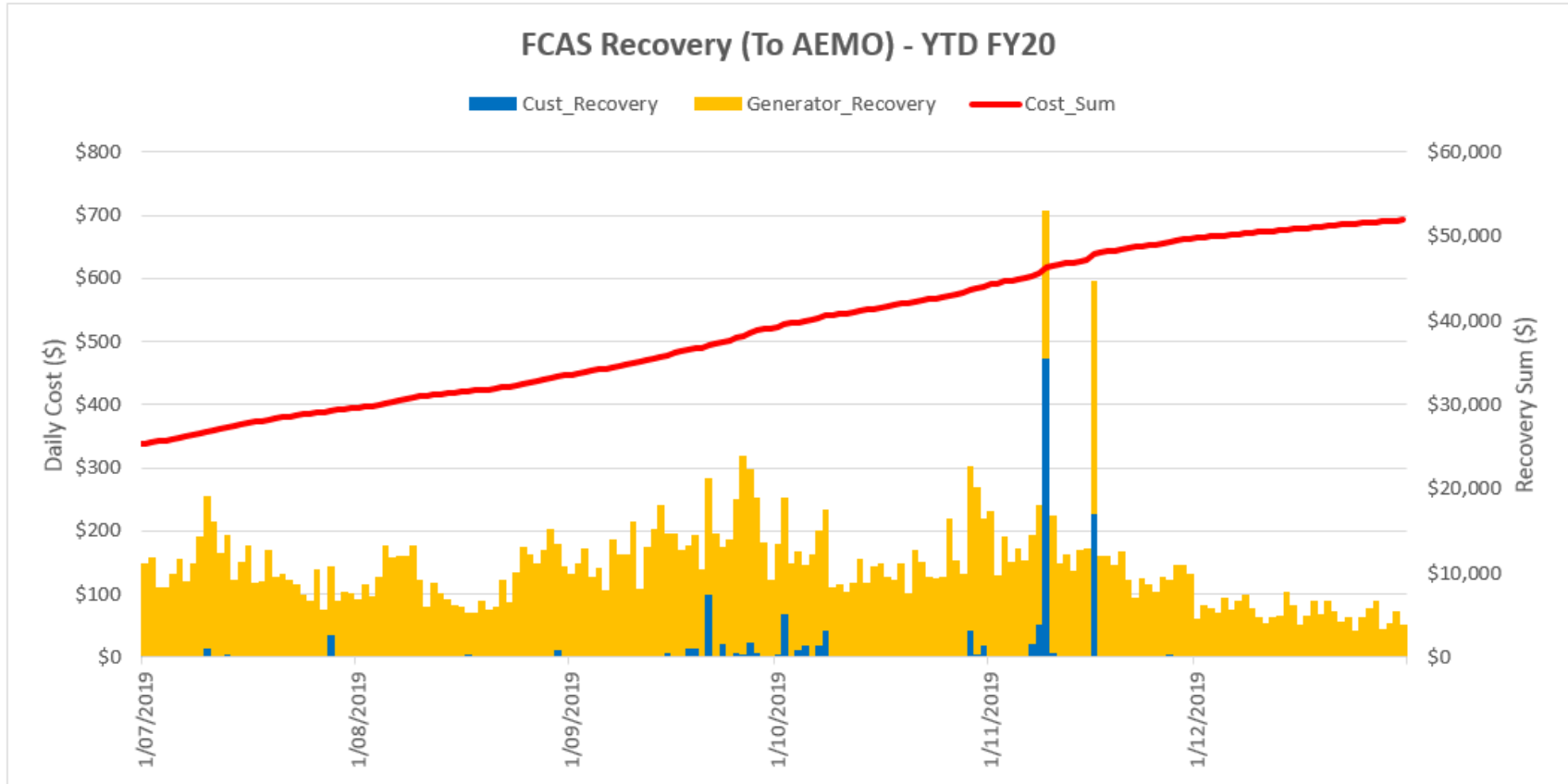


March 3 2020

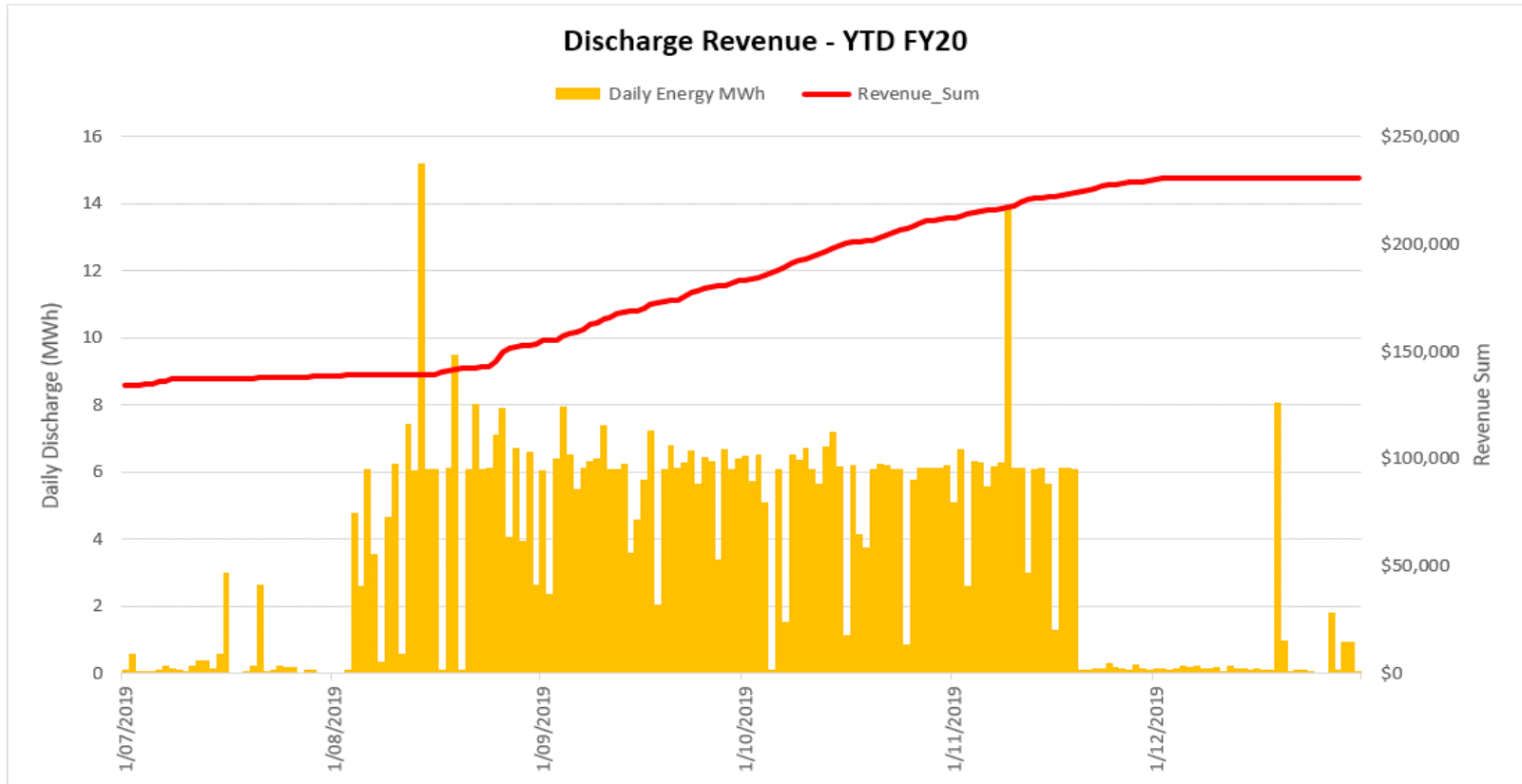
1. FCAS REVENUE



2. FCAS RECOVERY



3. Discharge Revenue



4. Charging Cost

