

July 15, 2019

Ontario Energy Board
2300 Young Street
27th Floor
Toronto, Ontario M4P 1E4

Attention: John Pickernell & Irina Kuznetsova

**Re: Link Energy Supply Inc.
Application for an Electricity Retailer License/OEB #: EB-2019-0153
Application for a Gas Marketer License/OEB #: EB-2019-0148**

Dear Mr. Pickernell, Ms. Kuznetsova,

In answer to your letter of May 30th, 2019, and on behalf of Mr. Parent, please find below Link Energy's answers to your questions as follows:

1. Has Link Energy conducted any market research?

Link Energy has not conducted any formal market research. It is however keeping close tabs on the Ontario natural gas and electricity markets as a whole so that Link will be ready to enter the market should the value proposition dynamics change. Having experienced players in the energy industry acting for the company, Link Energy regularly intervenes with other industry leaders in order to provide contributions to its continued analysis of the Ontario market.

Link Energy would strongly prefer to keep its Ontario licenses active in order to facilitate a rapid market entry as soon as it can and in accordance with its intended 2020 planned entry.

2. Please describe Link Energy's intended approach to customer acquisition.

Link Energy intends to use telesales, internet marketing and retail marketing events to approach customer acquisition. It is to be noted that Link Energy has had great success with these channels marketing electricity and natural gas to both residential and Commercial customers in Alberta and to small commercial natural gas customers in Quebec.

3. Compliance with Regulatory Obligations

a) Annual Self-Certification



Link Energy hired the undersigned, Tessa Roy-Hébert, as Legal and Regulatory Manager in December 2018 in order to prevent such statements from being overlooked. As such, the self-certification statements will be filed imminently and will continue to be done in a timely matter under my supervision.

b) Please describe Link Energy's plan to ensure compliance with its legal and regulatory obligations in Ontario. In your response describe the staff, policies, processes and procedure in place or to be put in place to ensure compliance.

As above-mentioned, I was hired to bring organization, oversight and compliance to Link Energy in order to assist with legal and regulatory compliance in every jurisdiction in which Link Energy is currently licensed, including the province of Ontario.

Since joining, I have created a "Regulatory Calendar" which outlines all of Link Energy's obligations and the deadlines by which they must be submitted, including this present renewal. I've also ensured there are 90, 60 and 30-day reminders shared with both the legal department and operations departments to ensure that Link Energy always remains compliant on a going-forward basis.

Darryl Parent, the EVP, Operations of Link Energy also brings significant Ontario industry experience. Darryl has worked in the Ontario deregulated energy space for over 30 years having worked in Operations, Procurement/Risk Management Portfolios with a number of Ontario retailers including Direct Energy, Universal Energy and most recently with Planet Energy.

We hope the foregoing is to your satisfaction.

Should you require any other information, please do not hesitate to contact myself as I am assisting Mr. Parent in this matter. We would also respectfully request not copying Mr. Eisenberg from this process where possible.

Yours truly,

LINK ENERGY SUPPLY INC.



Per: Tessa Roy-Hébert
Legal and Regulatory Director, Link Energy Supply Inc.
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