



# Investor Presentation

March 2024

NYSE: AVA

[www.avistacorp.com](http://www.avistacorp.com)

# Disclaimer

*Except as expressly noted, the information in this presentation is current as of February 21, 2024, and should not be relied upon as being current as of any subsequent date. Avista undertakes no duty to update this presentation, except as may be required by law.*

*All forward-looking statements in this presentation are based on underlying assumptions (many of which are based, in turn, upon further assumptions). These statements are subject to a variety of risks, uncertainties and other factors. Most of these factors are beyond our control and may have a significant effect on our operations, results of operations, financial condition or cash flows, which could cause actual results to differ materially from those anticipated in our statements.*

*Such risks, uncertainties and other factors include, among others, those included in the appendix herein and in our most recent Annual Report on Form 10-K, or Quarterly Report on Form 10-Q, filed with the Securities and Exchange Commission. Those reports are also available on our website at <https://investor.avistacorp.com>.*

# Responsible Growth at an Affordable Price

## Constructive regulatory outcomes

- Regulatory mechanisms and fixed charges secure 92% of revenue
- Regulatory outcomes demonstrate Commission support and alignment with strategic priorities
- Timely recovery of capital in Washington

## Improving regulatory returns

- Utility earnings growth from 2022-2023 of 35 percent
- Long-term earnings growth in line with rate base growth of 4-6% from a 2025 base year, assuming constructive regulatory outcome in Washington

## Exploring investments to meet clean energy goals

- Serve customers with 100% clean electricity by 2045
- Carbon neutral in our natural gas operations by 2045

## Grid modernization

- Modernizing our electric grid, leveraging research and development
- Advancing the integration of renewables and distributed generation

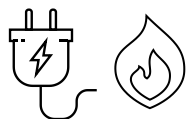
## Wildfire resiliency

- Wildfire Resiliency Plan outlines more than \$430 million in capital and O&M over ten years (\$124 million spent through 2023)
- Plan updated every two years

## Focused on excellence and efficiency

- Continued focus on efficient business operations
- Committed to safe, reliable, high-quality service
- Among the lowest electric rates of an investor-owned utility in the U.S.

# Avista at a Glance



Primarily a regulated electric and gas utility

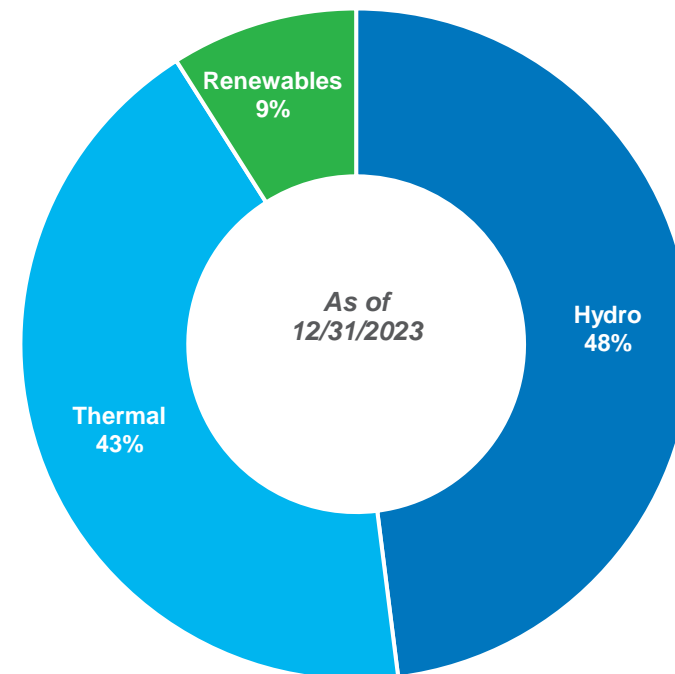


**Already** one of the lowest carbon-emitting electric utilities in the U.S.\*



Incorporated in the territory of Washington in 1889

Generation portfolio  
57% renewable



## FINANCIALS AT A GLANCE

\$ 1.7 billion

2023 OPERATING REVENUE

\$ 171.1 million

2023 NET INCOME ATTRIBUTABLE TO AVISTA CORP SHAREHOLDERS

\$ 2.24

2023 DILUTED EARNINGS PER SHARE

\$ 1.90

2024 ANNUALIZED DIVIDEND PER SHARE

\$ 2.5 billion

AVISTA CORPORATION SHAREHOLDERS' EQUITY AS OF 12/31/2023



1% CUSTOMER GROWTH IN 2023

# Consolidated Earnings Bridge

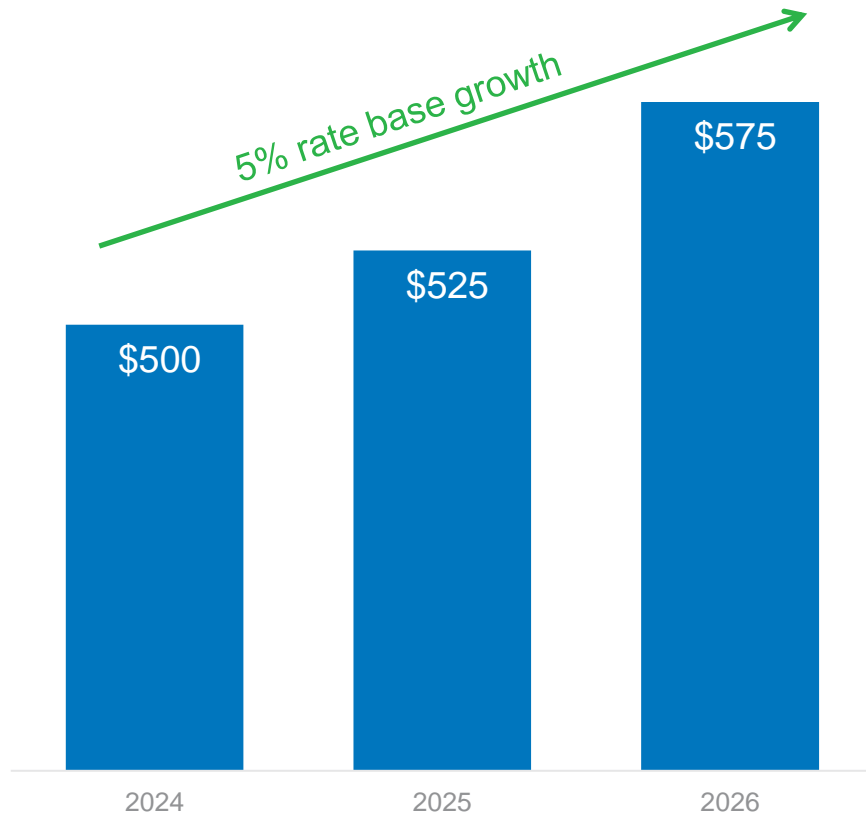


\* Including intracompany.

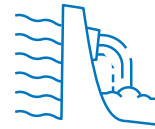
The chart above includes electric and gas utility margin, which are considered non-GAAP financial measures. Refer to the Appendix for a reconciliation of these non-GAAP measures.

# Investing in the Utility of the Future

Avista Utilities Expected Capital Spend 2024-2026  
(\$ in millions)



- Approximately **half of capital plan allocated to transmission and distribution**



- Upgrading generation and **evaluating opportunities for expansion**



- Addressing resiliency, enabling distributed generation, and **advancing the integration of renewables**

# Driving Effective Regulatory Outcomes

## Washington



- General rate cases (multiyear rate plans) for electric and gas filed January 2024 for new rates to be effective December 2024.
- Proposed electric revenue increase of \$77.1M (13%) in year 1, and \$53.7M (11.7%) in year 2.
- Proposed base gas revenue increase of \$17.3M (13.6%) in year 1, and \$4.6M (3.2%) in year 2.
- Proposed overall rate of return of 7.61% (proposed 48.5% equity ratio, proposed ROE of 10.4%).
- Proposed update to ERM construct to reflect a 95% customer / 5% company sharing of power supply cost above or below authorized.

## Idaho



- Multiparty settlement approved and new rates effective 9/2023 in two-year GRCs for electric and gas.
- Base electric revenue increase of \$22.1M (8%) in year 1, and \$4.3M (1.4%) in year 2.
- Base gas revenue increase of \$1.3M (2.7%) in year 1, and \$0.003M (0.01%) in year 2.
- Overall rate of return 7.19% (9.4% ROE and 50% equity ratio).

## Oregon



- New rates effective 1/2024.
- Base revenue increase of \$7.2M (4.7%).
- ROE increase to 9.5%, for an overall rate of return of 7.24%.

## Alaska



- Rate order received August 2023.
- Rate increase of 6.0% approved.
- ROE of 11.45% and 60.7% equity ratio.

# Earnings Guidance

	2024
Avista Utilities	\$2.23 - \$2.39
AEL&P	\$0.09 - \$0.11
Other	\$0.04 - \$0.06
<b>Consolidated</b>	<b>\$2.36 - \$2.56</b>

*as of Feb. 21, 2024*

## Guidance Assumptions

- Our guidance does not include the effect of unusual or non-recurring items until the effects are known and certain. Various factors could cause actual results to differ materially from our expectations, including our earnings guidance. Please refer to our 10-K for 2023, and the cautionary statements shared later in this presentation, for a full discussion of these factors.
- The midpoint of our guidance range does not include any expense or benefit under the ERM. We expect the impact of the ERM to be negative in Q1 2024, in the 50% customer / 50% company sharing band. For the full year, we expect the ERM to be neutral to earnings with a positive impact in the latter part of the year which will offset the negative impact in the first quarter.
- Our guidance for Avista Utilities includes unrecovered structural costs estimated to reduce the return on equity by 70 basis points. We expect 60 basis points of regulatory timing lag in 2024, resulting in an expected return on equity at Avista Utilities of 8.1% in 2024.
- We expect the distribution of earnings in 2024 to more closely align with results prior to 2023, with the first and fourth quarters representing the largest contributions to our annual earnings.



## COMPANY CONTACT

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# Appendix

# About Avista

Corporate responsibility

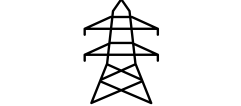
# Solid, Stable Utility Foundation

Avista Utilities' service territory covers 30,000 square miles with a population of 1.7 million



  
8 HYDRO FACILITIES

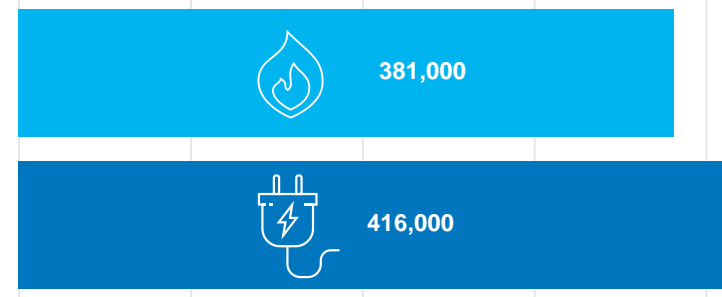
  
7 THERMAL PLANTS

  
2,800 MILES OF TRANSMISSION LINE

  
19,700 MILES OF DISTRIBUTION LINE

  
8,200 MILES GAS DISTRIBUTION MAIN

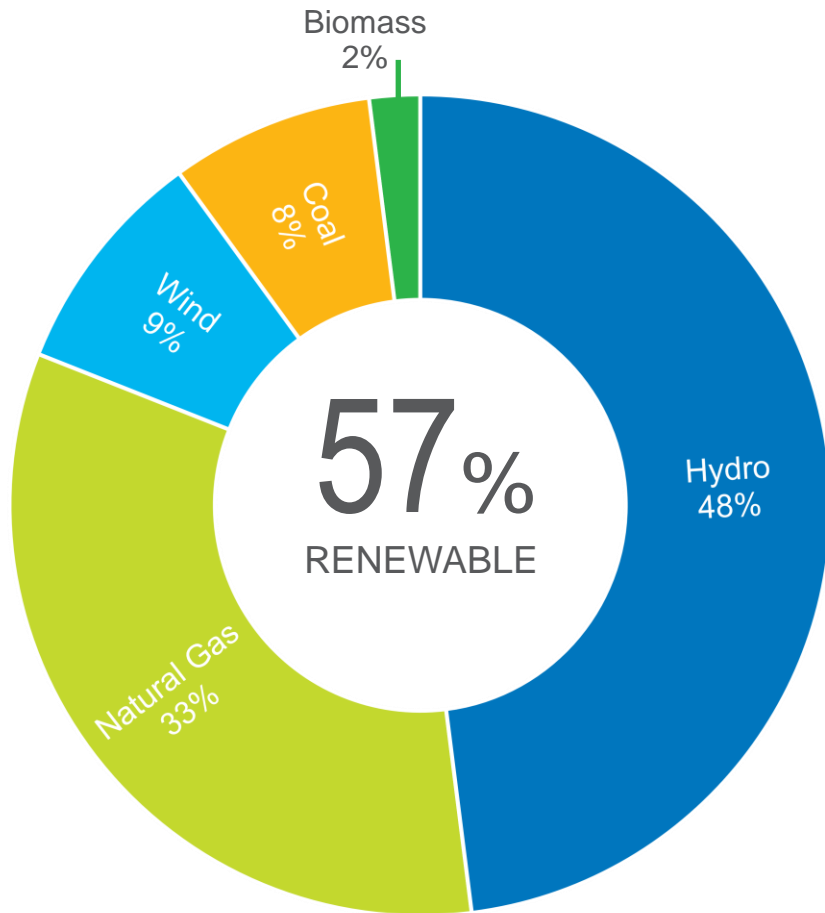
## Customers



As of 12/31/2023

**135**  
YEARS  
providing **safe and reliable** service

# Founded on Clean, Renewable Hydropower in 1889

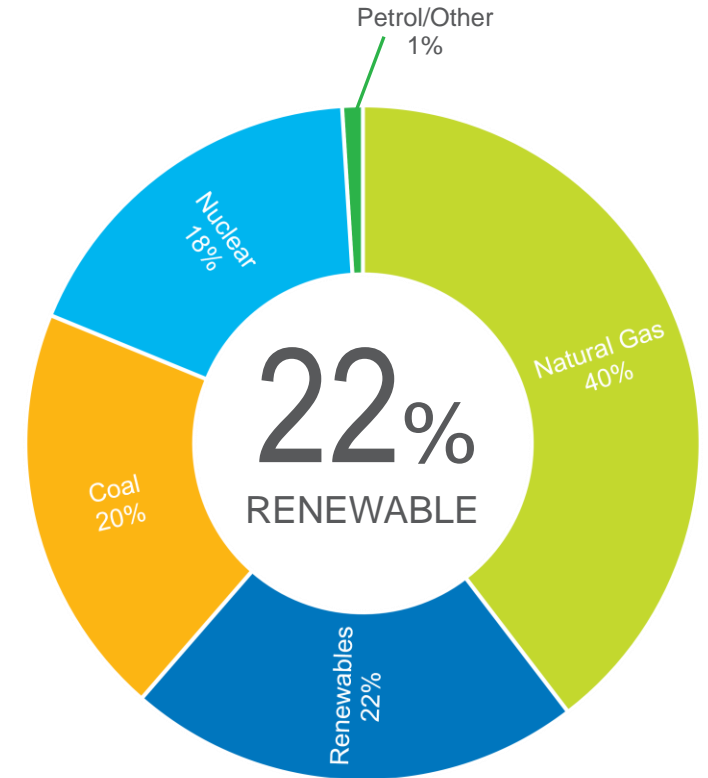


Avista's Generation Portfolio

As of 12/31/2022

Only 4 of the 100 largest electric power producers in the U.S. have lower emissions than Avista












More than 70% of Avista's peak generating capability will be from renewable sources by 2026



U.S. Electric Industry

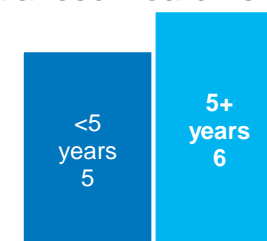
Per U.S. Energy Information Administration

# A Skilled and Diverse Board

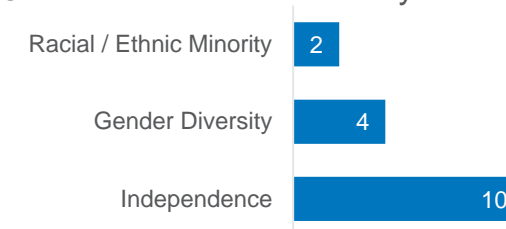
Director	Age	Tenure	Committee Membership
 <b>Julie A. Bentz</b> <i>Independent</i>	58	1 year	<ul style="list-style-type: none"> <li>Environmental</li> <li>Finance</li> </ul>
 <b>Donald C. Burke</b> <i>Independent</i>	62	11 years	<ul style="list-style-type: none"> <li>Board Vice Chair</li> <li>Audit (Chair)</li> <li>Governance</li> </ul>
 <b>Kevin B. Jacobsen</b> <i>Independent</i>	56	0 years	<ul style="list-style-type: none"> <li>Audit</li> <li>Environmental</li> </ul>
 <b>Rebecca A. Klein</b> <i>Independent</i>	58	13 years	<ul style="list-style-type: none"> <li>Compensation</li> <li>Environmental (Chair)</li> </ul>
 <b>Sena Kwawu</b> <i>Independent</i>	54	2 years	<ul style="list-style-type: none"> <li>Environmental</li> <li>Finance</li> </ul>
 <b>Scott H. Maw</b> <i>Independent</i>	55	6 years	<ul style="list-style-type: none"> <li>Compensation (Chair)</li> <li>Governance</li> </ul>
 <b>Scott L. Morris*</b> <i>Independent</i>	65	16 years	<ul style="list-style-type: none"> <li>Chairman of the Board</li> <li>Executive (Chair)</li> <li>Finance</li> </ul>
 <b>Jeffry L. Philipps</b> <i>Independent</i>	67	3 years	<ul style="list-style-type: none"> <li>Environmental</li> <li>Finance</li> </ul>
 <b>Heidi B. Stanley</b> <i>Independent</i>	66	17 years	<ul style="list-style-type: none"> <li>Environmental</li> <li>Finance</li> </ul>
 <b>Dennis P. Vermillion</b> <i>Chief Executive Officer</i>	61	5 years	<ul style="list-style-type: none"> <li>Environmental</li> <li>Finance</li> </ul>
 <b>Janet D. Widmann</b> <i>Independent</i>	56	9 years	<ul style="list-style-type: none"> <li>Environmental</li> <li>Finance</li> </ul>

\* Mr. Morris retired as an executive officer of Avista Corp. on October 1, 2019, and now meets NYSE independence requirements. The Company continues to maintain an independent Vice Chair.

## Balanced Board Tenure



## Board Diversity



## Summary of Board Competencies



# Regulatory Landscape

Rates, regulation, and resource planning

# Avista Utilities Rate Base

Jurisdiction and Service	Estimated Rate Base as of Dec. 31, 2023 <sup>(1)</sup> (\$ in millions)	Authorized Overall Rate of Return	Authorized Return on Equity	Authorized Common Equity Ratio
Washington electric	\$2,167	7.03%	9.4% <sup>(2)</sup>	48.5% <sup>(2)</sup>
Washington natural gas	549	7.03%	9.4% <sup>(2)</sup>	48.5% <sup>(2)</sup>
Idaho electric	1,064	7.19%	9.4%	50%
Idaho natural gas	216	7.19%	9.4%	50%
Oregon natural gas	349	7.05%	9.5%	50%
<b>Total</b>	<b>\$4,345</b>			

(1) Based on average-of-monthly averages for the prior 13-month period.

(2) Per hypothetical reconciliation.



# Avista Utilities Regulatory Mechanisms

Jurisdiction and Service	Supply Costs	Decoupling / FCA (1)	Wildfire Resiliency	Insurance (2)	Decarbonization Plans (2)
Washington electric	ERM (3)	Yes	Yes	Yes	Clean Energy Implementation Plan (CEIP)
Washington natural gas	PGA (4)	Yes	N/A	Yes	Climate Commitment Act (CCA)
Idaho electric	PCA (5)	Yes	Yes	Yes	N/A
Idaho natural gas	PGA (4)	Yes	N/A	Yes	N/A
Oregon natural gas	PGA (4)	Yes	N/A	N/A	Climate Protection Plan (CPP) ( <i>new rules expected</i> )

- (1) Decoupling (also known as the Fixed Cost Adjustment (FCA) in Idaho) is a mechanism designed to sever the link between a utility's revenues and consumers' energy usage. The difference between revenues based on the number of customers and "normal" sales and revenues based on actual usage is deferred and either surcharged or rebated to customers beginning in the following year. Only residential and certain commercial customer classes are included in our decoupling mechanisms.
- (2) The respective regulatory authorities will determine the appropriateness and prudence of any deferred expenses when the Company seeks recovery.
- (3) The Energy Recovery Mechanism (ERM) is an accounting method used to track certain differences between actual power supply costs, net of wholesale sales and sales of fuel, and the amount included in base retail rates for our Washington customers.
- (4) Purchased Gas Adjustments (PGAs) are designed to pass through changes in natural gas costs to customers with no change in utility margin (operating revenues less resource costs) or net income.
- (5) Under the Power Cost Adjustment (PCA) mechanism, we defer 90 percent of the difference between certain actual net power supply expenses and the amount included in base retail rates for our Idaho customers.

# Recent Climate Legislation

## Washington passes the **Clean Energy Transformation Act (CETA)**

2019

- Eliminates coal from use to serve Washington customers by the end of 2025
- All retail sales of electricity to Washington customers must be carbon-neutral by 1/1/2030
- Requires development and filing of Clean Energy Implementation Plans (CEIP)

## Oregon passes the **Climate Protection Plan (CPP)**

2020

- Outlines greenhouse gas emissions reductions of 50% by 2035 and 90% by 2050 from a 1990 baseline
- After challenge, judicial review declared the CPP invalid
- New regulations are expected

## Washington passes the **Climate Commitment Act (CCA)**

2021

- Establishes a cap and trade program to reduce greenhouse gas emissions
- Act has been challenged in the courts; legislature contemplating amendments

## Washington State **building codes** altered

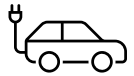
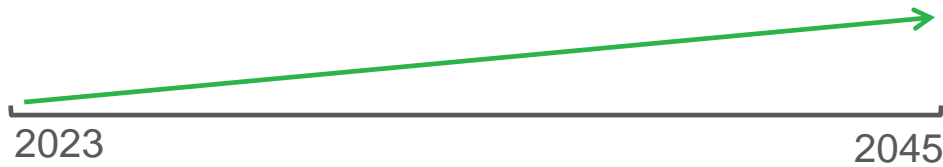
2022

- Requires most new construction to install all-electric space heating
- Lawsuits pending

# Electric Integrated Resource Plan

Estimated annual increase in customer load

**+0.86%**



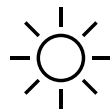
*Electric vehicle adoption expected to grow at an average of 23% over the IRP time horizon*

Estimated annual increase in peak demand



**+1.16%**

**WINTER PEAK**



**+1.24%**

**SUMMER PEAK**

Resources secured since the 2021 IRP will meet our expected energy and capacity needs through the mid-2030s:



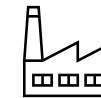
30-year Montana wind PPA (100 MW) beginning in 2026



Rocky Reach/Rock Island Hydro PPAs (176 MW) beginning in 2024/2026

Columbia Basin Irrigation Hydro (146 MW) beginning in 2024

Post Falls Hydro Upgrade (6 MW) beginning in 2028



Lancaster CCCT PPA (283 MW) continuing through 2041

Next electric IRP expected Spring 2025

# Mitigating our Wildfire Risk

## Wildfire Resiliency Plan



- Comprehensive summary of wildfire mitigation activities completed and planned from 2020 through 2029
- **\$430 million** investment in both capital and O&M planned (**\$124 million** spent since 2020)
- Updates filed every two years
- Four main components



**Grid hardening**



**Vegetation management**



**Situational awareness**



**Emergency response and operations**

## Proactive Operations



- Leading-edge **fire weather dashboard** enables prediction of wildfire risk at a feeder-level granularity
- **Fire Safety Mode** utilizes a risk-informed approach to operating our system and employs higher sensitivities
- **Public safety power shutoffs (PSPS)** when conditions warrant

## Regulatory Support



- Deferral treatment for **wildfire resiliency** costs beyond amounts authorized in rates
- Deferral treatment for **insurance costs** beyond amounts authorized in rates

## Legislative Action



- Partnering with our neighboring utilities and EEI to seek **Federal support** for wildfire risk
- Partnering utilities in our service territories to seek **state-level support** for wildfire risk

# Alaska Electric Light & Power Company

# Alaska Electric Light & Power Company

## Oldest regulated electric utility in Alaska, founded in 1893

- Serves 17,000 electric customers in the City and Borough of Juneau, meeting nearly all of its energy needs with hydropower
- One of the lowest-cost electric utilities in the state
- Approved capital structure of 60.7% equity ratio and an authorized return on equity of 11.45%



Juneau, Alaska



# Strategic Investments

Growth outside core utility, developing platforms for future growth

# Creating New Growth Platforms

## Energy Impact Partners

- Private equity fund
- Invests in emerging technologies, services, and business models throughout the energy supply chain with a collaborative, strategic investment approach
- Opportunity to learn from invested companies to leverage technologies to innovate within Avista's own operations

## South University District Development

- Joint venture real estate development
- Zero-energy, zero-carbon cross-laminated timber building and an energy innovation center coordinating utility grid operations with tenant and building operations
- Grid simulation lab

## Energy Capital Ventures

- Venture fund
- Diversified investment risk in emerging energy sector companies
- Focused on decarbonization of the energy value chain
- Collaboration with industry-leading utilities on innovations of interest to LDCs

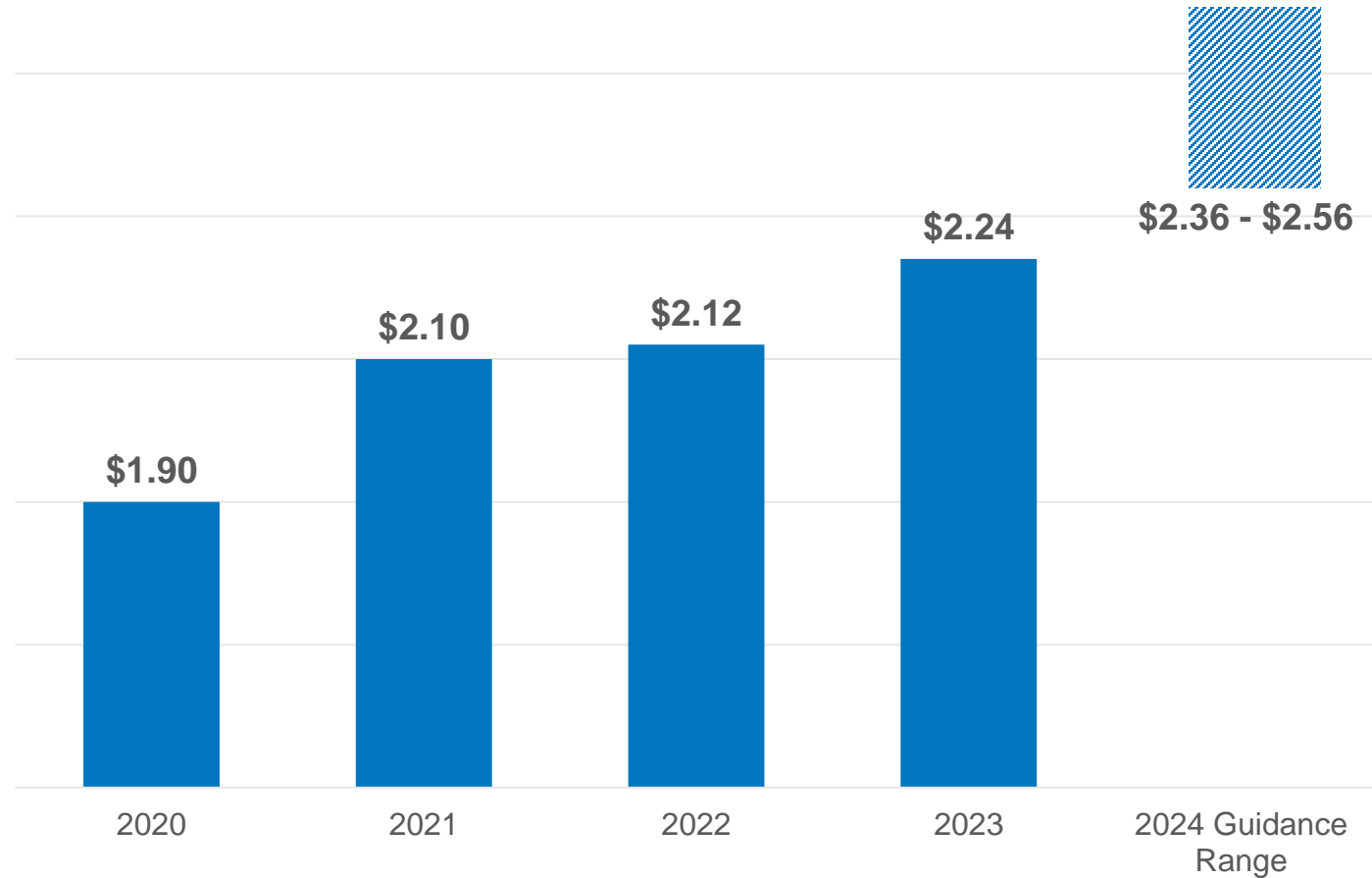
Plan to invest \$22 million in 2024, \$17 million in 2025, and \$14 million in 2026



# Financial Performance Metrics

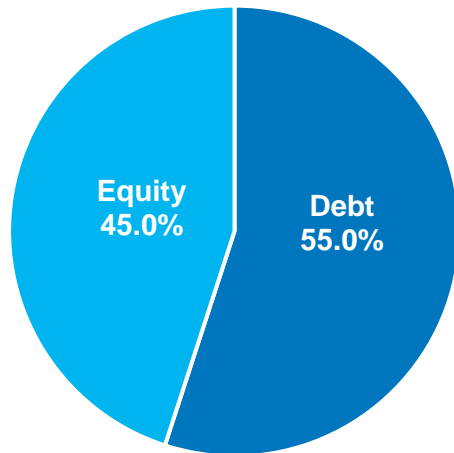
# Earnings per Diluted Share

Total Earnings per Diluted Share Attributable to Avista Corporation



# Prudent Balance Sheet and Liquidity

Consolidated capital structure  
December 31, 2023



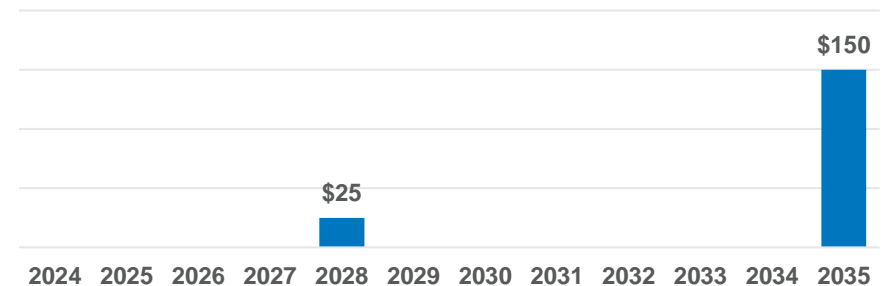
Liquidity  
December 31, 2023  
(\$ in millions)



Expected Financing in 2024



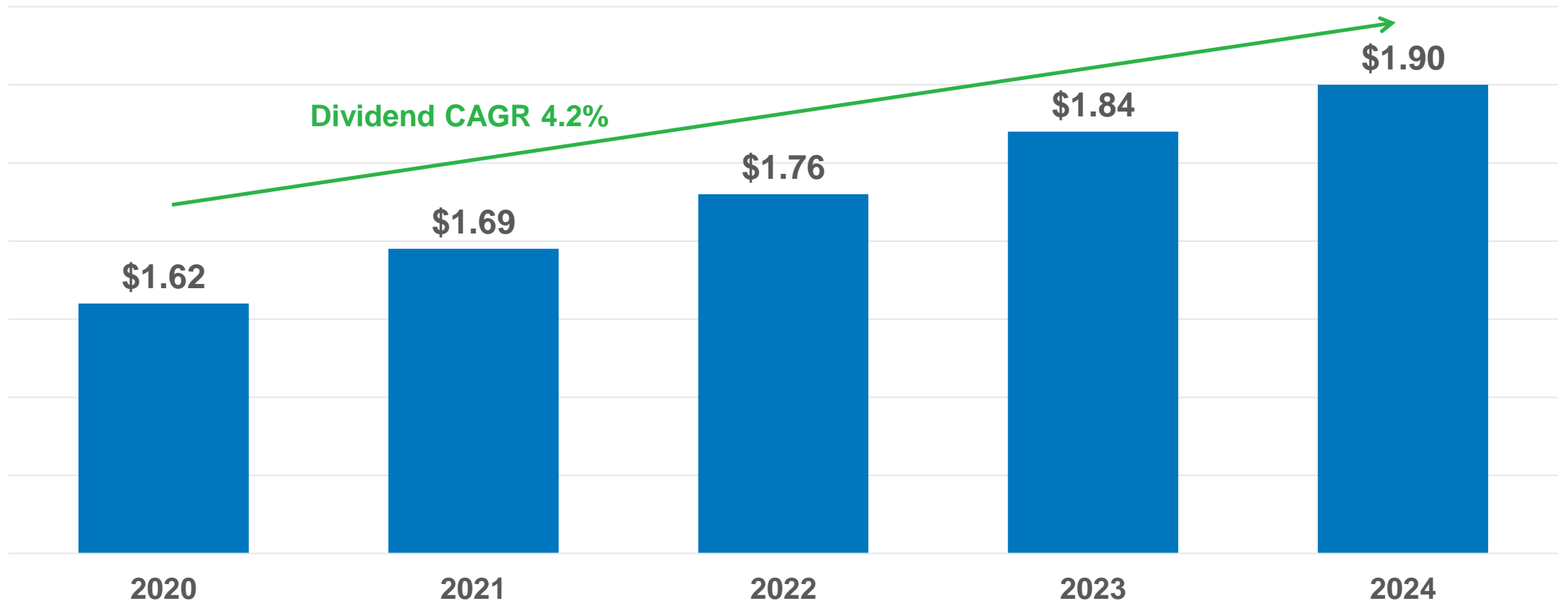
Upcoming debt maturities  
(\$ in millions)



Maturities beyond 2035 not shown.

Excludes \$15 million of AERC debt maturing in 2024.

# Competitive Dividends



# Reconciliation of Non-GAAP Measures

	Operating Revenues	Resource Costs	Utility Margin (Pre-Tax)	Income Taxes (a)	Utility Margin (Net of Tax)
<b>For the three months ended Dec. 31, 2023:</b>					
Electric	\$ 322,716	\$ 122,514	\$ 200,202	\$ 42,042	\$ 158,160
Natural Gas	192,348	107,711	84,637	17,774	66,863
Less: Intracompany	(10,626)	(10,626)	-	-	-
Total	<u>\$ 504,438</u>	<u>\$ 219,599</u>	<u>\$ 284,839</u>	<u>\$ 59,816</u>	<u>\$ 225,023</u>
<b>For the three months ended Dec. 31, 2022:</b>					
Electric	\$ 296,262	\$ 124,424	\$ 171,838	\$ 36,086	\$ 135,752
Natural Gas	219,501	137,835	81,666	17,150	64,516
Less: Intracompany	(18,990)	(18,990)	-	-	-
Total	<u>\$ 496,773</u>	<u>\$ 243,269</u>	<u>\$ 253,504</u>	<u>\$ 53,236</u>	<u>\$ 200,268</u>
<b>For the year ended Dec. 31, 2023:</b>					
Electric	\$ 1,172,170	\$ 424,278	\$ 747,892	\$ 157,057	\$ 590,835
Natural Gas	570,590	314,171	256,419	53,848	202,571
Less: Intracompany	(39,903)	(39,903)	-	-	-
Total	<u>\$ 1,702,857</u>	<u>\$ 698,546</u>	<u>\$ 1,004,311</u>	<u>\$ 210,905</u>	<u>\$ 793,406</u>
<b>For the year ended Dec. 31, 2022:</b>					
Electric	\$ 1,146,823	\$ 458,905	\$ 687,918	\$ 144,463	\$ 543,455
Natural Gas	583,485	339,886	243,599	51,156	192,443
Less: Intracompany	(66,493)	(66,493)	-	-	-
Total	<u>\$ 1,663,815</u>	<u>\$ 732,298</u>	<u>\$ 931,517</u>	<u>\$ 195,619</u>	<u>\$ 735,898</u>

(a) Income taxes for 2023 and 2022 were calculated using Avista Corp.'s federal statutory tax rate of 21 percent.

# Risks, Uncertainties and Other Factors That Could Affect Future Results

Forward-looking statements are subject to a variety of risks, uncertainties and other factors, most of which are beyond our control and many of which could have significant impact on our operations, results of operations, financial condition or cash flows and could cause actual results to differ materially from those anticipated in such statements. The following are among the important factors that could cause actual results to differ materially from the forward-looking statements:

## **Utility Regulatory Risk**

state and federal regulatory decisions or related judicial decisions that affect our ability to recover costs and earn a reasonable return including, but not limited to, disallowance or delay in the recovery of capital investments, operating costs, commodity costs, the ordering of refunds to customers and discretion over allowed return on investment; the loss of regulatory accounting treatment, which could require the write-off of regulatory assets and the loss of regulatory deferral and recovery mechanisms;

## **Operational Risk**

weather conditions, which affect both energy demand and electric generating capability, including the impact of precipitation and temperature on hydroelectric resources, the impact of wind patterns on wind-generated power, weather-sensitive customer demand, and similar impacts on supply and demand in the wholesale energy markets; wildfires ignited, or allegedly ignited, by our equipment or facilities could cause significant loss of life and property or result in liability for resulting fire suppression costs and/or damages, thereby causing serious operational and financial harm; severe weather or natural disasters, including, but not limited to, avalanches, wind storms, wildfires, earthquakes, extreme temperature events, snow and ice storms that could disrupt energy generation, transmission and distribution, as well as the availability and costs of fuel, materials, equipment, supplies and support services; political unrest and/or conflicts between foreign nation-states, which could disrupt the global, national and local economy, result in increases in operating and capital costs, impact energy commodity prices or our ability to access energy resources, create disruption in supply chains, disrupt, weaken or create volatility in capital markets, and increase cyber and physical security risks. In addition, any of these factors could negatively impact our liquidity and limit our access to capital, among other implications; explosions, fires, accidents, mechanical breakdowns or other incidents that could impair assets and may disrupt operations of our generation facilities, transmission, and electric and natural gas distribution systems or other operations and may require us to purchase replacement power or incur costs to repair our facilities; interruptions in the delivery of natural gas by our suppliers, including physical problems with pipelines themselves, can disrupt our service of natural gas to our customers and/or impair our ability to operate gas-fired electric generating facilities; explosions, fires, accidents or other incidents arising from or allegedly arising from our operations that could cause injuries to the public or property damage; blackouts or disruptions of interconnected transmission systems (the regional power grid); terrorist attacks, cyberattacks or other malicious acts that could disrupt or cause damage to our utility assets or to the national or regional economy in general, including effects of terrorism, cyberattacks, ransomware, or vandalism that damage or disrupt information technology systems; pandemics, which could disrupt our business, as well as the global, national and local economy, resulting in a decline in customer demand, deterioration in the creditworthiness of our customers, increases in operating and capital costs, workforce shortages, losses or disruptions in our workforce due to vaccine mandates, delays in capital projects, disruption in supply chains, and disruption, weakness and volatility in capital markets. In addition, any of these factors could negatively impact our liquidity and limit our access to capital, among other implications; work-force issues, including changes in collective bargaining unit agreements, strikes, work stoppages, the loss of key executives, availability of workers in a variety of skill areas, and our ability to recruit and retain employees; changes in the availability and price of purchased power, fuel and natural gas, as well as transmission capacity; increasing costs of insurance, more restrictive coverage terms and our ability to obtain insurance; delays or changes in construction costs, and/or our ability to obtain required permits and materials for present or prospective facilities; increasing health care costs and cost of health insurance provided to our employees and retirees; increasing operating costs, including effects of inflationary pressures; third party construction of buildings, billboard signs, towers or other structures within our rights of way, or placement of fuel containers within close proximity to our transformers or other equipment, including overbuilding atop natural gas distribution lines; the loss of key suppliers for materials or services or other disruptions to the supply chain; adverse impacts to our Alaska electric utility (AEL&P) that could result from an extended outage of its hydroelectric generating resources or their inability to deliver energy, due to their lack of interconnectivity to other electrical grids and the availability or cost of replacement power (diesel); changing river or reservoir regulation or operations at hydroelectric facilities not owned by us, which could impact our hydroelectric facilities downstream;

## **Climate Change Risk**

increasing frequency and intensity of severe weather or natural disasters resulting from climate change, that could disrupt energy generation, transmission and distribution, as well as the availability and costs of fuel, materials, equipment, supplies and support services; change in the use, availability or abundance of water resources and/or rights needed for operation of our hydroelectric facilities, including impacts resulting from climate change; changes in the long-term climate and weather could materially affect, among other things, customer demand, the volume and timing of streamflows required for hydroelectric generation, costs of generation, transmission and distribution. Increased or new risks may arise from severe weather or natural disasters, including wildfires as well as their increased occurrence and intensity related to changes in climate;

## **Cybersecurity Risk**

cyberattacks on the operating systems used in the operation of our electric generation, transmission and distribution facilities and our natural gas distribution facilities, and cyberattacks on such systems of other energy companies with which we are interconnected, which could damage or destroy facilities or systems or disrupt operations for extended periods of time and result in the incurrence of liabilities and costs; cyberattacks on the administrative systems used in the administration of our business, including customer billing and customer service, accounting, communications, compliance and other administrative functions, and cyberattacks on such systems of our vendors and other companies with which we do business, resulting in the disruption of business operations, the release of private information and the incurrence of liabilities and costs;

# Risks, Uncertainties and Other Factors That Could Affect Future Results

## **Technology Risk**

changes in costs that impede our ability to implement new information technology systems or to operate and maintain current production technology; changes in technologies, possibly making some of the current technology we utilize obsolete or introducing new cyber security risks and other new risks inherent in the use, by either us or our counterparties, of new technologies in the developmental stage including, without limitation, generative artificial intelligence; changes in the use, perception, or regulation of generative artificial intelligence technologies, which could limit our ability to utilize such technology, create risk of enhanced regulatory scrutiny, generate uncertainty around intellectual property ownership, licensing or use, or which could otherwise result in risk of damage to our business, reputation or financial results; insufficient technology skills, which could lead to the inability to develop, modify or maintain our information systems;

## **Strategic Risk**

growth or decline of our customer base due to new uses for our services or decline in existing services, including, but not limited to, the effect of the trend toward distributed generation at customer sites; the potential effects of negative publicity regarding our business practices, whether true or not, which could hurt our reputation and result in litigation or a decline in our common stock price; changes in our strategic business plans, which could be affected by any or all of the foregoing, including the entry into new businesses and/or the exit from existing businesses and the extent of our business development efforts where potential future business is uncertain; wholesale and retail competition including alternative energy sources, growth in customer-owned power resource technologies that displace utility-supplied energy or may be sold back to the utility, and alternative energy suppliers and delivery arrangements; non-regulated activities may increase earnings volatility and result in investment losses; the risk of municipalization or other forms of service territory reduction;

## **External Mandates Risk**

changes in environmental laws, regulations, decisions and policies, including, but not limited to, regulatory responses to concerns regarding climate change, efforts to restore anadromous fish in areas currently blocked by dams, more stringent requirements related to air quality, water quality and waste management, present and potential environmental remediation costs and our compliance with these matters; the potential effects of initiatives, legislation or administrative rulemaking at the federal, state or local levels, including possible effects on our generating resources, prohibitions or restrictions on new or existing services, or restrictions on greenhouse gas emissions to mitigate concerns over climate changes, including future limitations on the usage and distribution of natural gas; political pressures or regulatory practices that could constrain or place additional cost burdens on our distribution systems through accelerated adoption of distributed generation or electric-powered transportation or on our energy supply sources, such as campaigns to halt fossil fuel-fired power generation and opposition to other thermal generation, wind turbines or hydroelectric facilities; failure to identify changes in legislation, taxation and regulatory issues that could be detrimental or beneficial to our overall business; policy and/or legislative changes in various regulated areas, including, but not limited to, environmental regulation, healthcare regulations and import/export regulations;

## **Financial Risk**

our ability to obtain financing through the issuance of debt and/or equity securities and access to our funds held with financial institutions, which could be affected by various factors including our credit ratings, interest rates, other capital market conditions and global economic conditions; changes in interest rates that affect borrowing costs, variable interest rate borrowing and the extent to which we recover interest costs through retail rates collected from customers; volatility in energy commodity markets that affect our ability to effectively hedge energy commodity risks, including cash flow impacts and requirements for collateral; volatility in the carbon emissions allowances market that could result in increased compliance costs; changes in actuarial assumptions, interest rates and the actual return on plan assets for our pension and other postretirement benefit plans, which could affect future funding obligations, pension and other postretirement benefit expense and the related liabilities; the outcome of legal proceedings and other contingencies; economic conditions in our service areas, including the economy's effects on customer demand for utility services; economic conditions nationally may affect the valuation of our unregulated portfolio companies; declining electricity demand related to customer energy efficiency, conservation measures and/or increased distributed generation and declining natural gas demand related to customer energy efficiency, conservation measures and/or increased electrification; industry and geographic concentrations which could increase our exposure to credit risks due to counterparties, suppliers and customers being similarly affected by changing conditions; deterioration in the creditworthiness of our customers; activist shareholders may result in additional costs and resources required in response to activist actions;

## **Energy Commodity Risk**

volatility and illiquidity in wholesale energy markets, including exchanges, the availability of willing buyers and sellers, changes in wholesale energy prices that could affect operating income, cash requirements to purchase electricity and natural gas, value received for wholesale sales, collateral required of us by individual counterparties and/or exchanges in wholesale energy transactions and credit risk from such transactions, and the market value of derivative assets and liabilities; default or nonperformance on the part of parties from whom we purchase and/or sell capacity or energy; potential environmental regulations or lawsuits affecting our ability to utilize or resulting in the obsolescence of our power supply resources; explosions, fires, accidents, pipeline ruptures or other incidents that could limit energy supply to our facilities or our surrounding territory, which could result in a shortage of commodities in the market that could increase the cost of replacement commodities from other sources;

## **Compliance Risk**

changes in laws, regulations, decisions and policies at the federal, state or local levels, which could materially impact both our electric and gas operations and costs of operations; and the ability to comply with the terms of the licenses and permits for our hydroelectric or thermal generating facilities at cost-effective levels.