Times of Crisis and Transformation

Maria Pope
President and CEO, PGE
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Learning and transforming through crisis

40-YEAR ICE EVENT
RIVERSIDE AND OTHER WILDFIRES
GLOBAL PANDEMIC

SOCIAL UNREST
HEAT DOME
Crisis guiding principles

1. Communities and customers first
2. Respect our role as being an essential service provider
3. Accelerate performance and customer experience through business and digital transformation
4. Early operational and financial actions in recognition of changed economic reality
5. Lead with intention and grow capabilities
COVID response: leaning in together

Serving customers

Customer bill assistance and continuity of service

Operational efficiency gains
2020 Labor Day fires and 2021 heat dome

Before

After
2021 40-year ice event

Impact to communities:
- Over 420,000 customers impacted
- ~325,000 customers out at peak
- $225,000 in community grants provided by the PGE Foundation to local nonprofits to support those severely impacted by event

Restoration totals:
- 760,000 customers restored*
- 256 feeders restored
- 20 substations restored
- 401 miles of transmission line restored
- 13,000 wire downs restored

*some customers restored more than once
Responding to social call to action

PGE’s five DEI Commitment Areas:

1. Recruitment and Development
2. Leadership Diversity
3. Awareness, Education and Training
4. Partners and Suppliers
5. Customer and Community Leadership
Leaderships learnings

- Crisis guiding principles are enduring and an important “north star”
- Partnerships matter: unity of mission and unity of message
- Together we are better ~ THANK YOU
Q&A
Facilitated by Scott Derickson
Clean energy future

Maria Pope
President and CEO

Kristen Sheeran
Director, Sustainability & Resource Planning
PGE climate goals

Percent reduction in greenhouse gas (GHG) emissions

Accelerating the shift to clean energy

<table>
<thead>
<tr>
<th>Year</th>
<th>Goal</th>
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<tr>
<td>2030</td>
<td>80%</td>
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<tr>
<td>2035</td>
<td>90%</td>
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<tr>
<td>2040</td>
<td>100%</td>
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How do we get to 2030

1. Clean Energy
   - Clean energy acquisition and access to Distributed energy resources

2. Flexible Load and Clean Capacity
   - Demand-side participation and optimization of electricity generation

3. Regional Market Evolution
   - Leverage a larger geographic footprint taking advantage of distant and local renewable energy

4. Enabling Technologies

5. Regional Partnerships
   - New clean energy and capacity sources through partnerships

PGE’s Integrated Operations Center and advanced communication systems
# PGE’s 2030 clean energy targets

## What we are already doing
- Boardman Closure (-518 MW)
- 2021 RFP (+375-500 MW)
- Green Future Impact (+750 MW)
- Douglas PPA (+160 MW)
- Hydro Renewals (+224 MW)
- Energy Efficiency (+220 MW)
- Existing thermal generation supporting the transition

## What we are planning
- Renewable need
- Capacity need
- Virtual Power Plant (VPP) – community renewables, resiliency, and flex load
- Transmission investment
- Distribution system investment
- Colstrip exit

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**Baseline Emissions**

**Known Actions**

**Planned Actions**

**2030 Emissions Target**

**Reduction of 80% by 2030**

- **Boardman Closure**: (-518 MW)
- **2021 RFP**: (+375-500 MW)
- **Green Future Impact**: (+750 MW)
- **Douglas PPA**: (+160 MW)
- **Hydro Renewals**: (+224 MW)
- **Energy Efficiency**: (+220 MW)
- **Existing thermal generation supporting the transition**

**2021 emissions - 6.26 MMTCO2e**

**2030** Emissions Target - 1.62 MMTCO2e
Delivering an essential service

Today, we are focused on building one of the cleanest energy portfolios in the country. While accelerating the addition of renewable resources, we cannot trade-off affordability and reliability.

PGE’s grid of the future is increasingly smart and adaptive, ensuring that the electric service our customers depend on remains reliable even under uncertain and extreme conditions.

Our focus on affordability drives us to continuously innovate, deploying new technologies, simplifying processes, reducing costs and delivering exceptional customer experiences.
Let’s meet the future together.