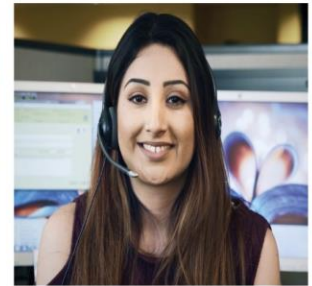


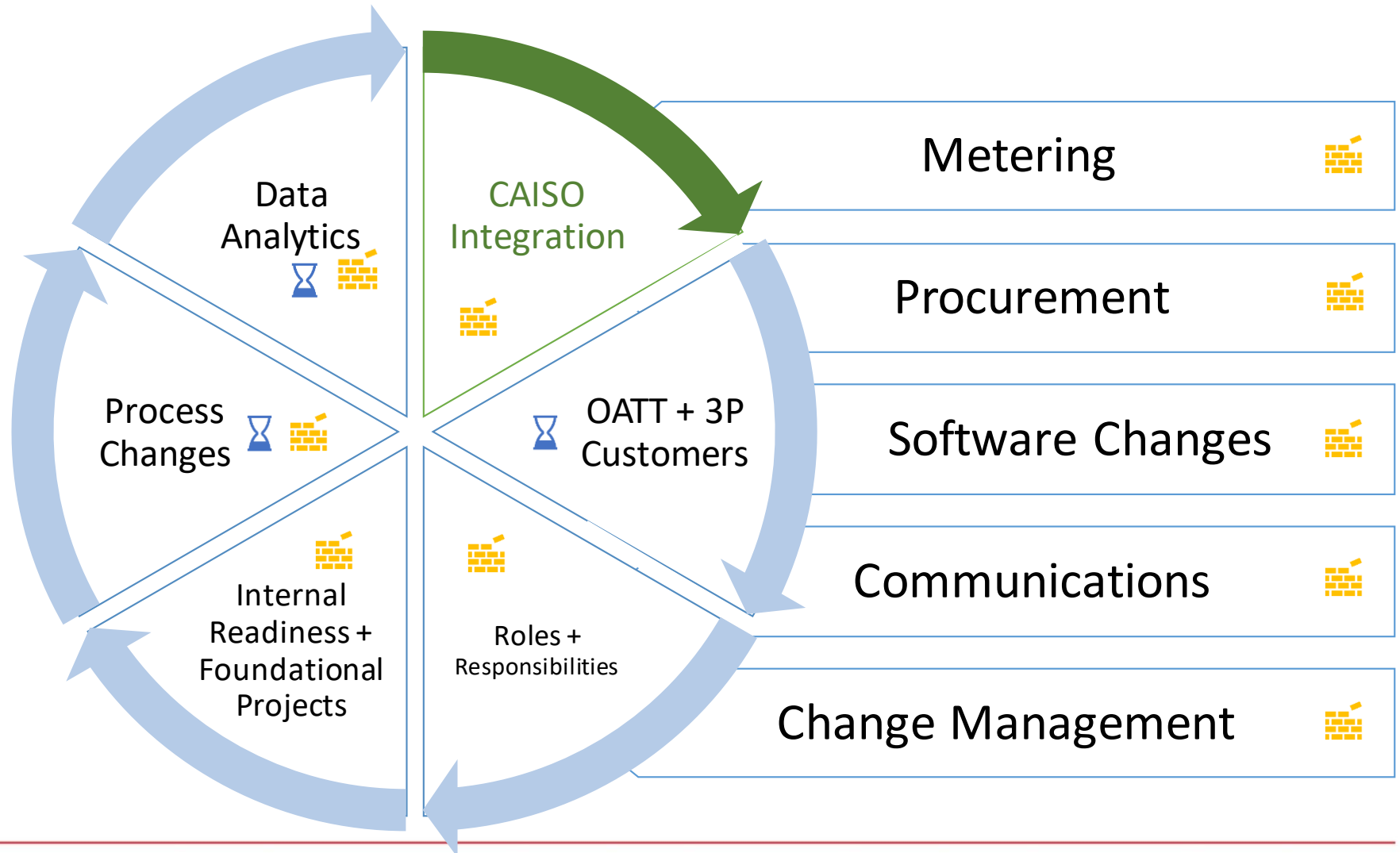
Implementation Update



Implementation Approach and Philosophy

- Combine Upgrades with Future Proofing
 - Holistic approach to system and process upgrades
 - Leverage technology
 - Build bench
- Leverage Cooperation and Partnerships
 - Internal
 - CAISO
 - Technology Partners
 - BANC

Overall Project Status



Insights and Observations to Date

- First mover role requires
 - Joint development and problem-solving mentality
 - Navigating differences between policy design and implementation mentalities / perspectives
 - Finding ways to make progress despite unknowns
- Entity effort likely related to WEIM join date
- Navigating internal organizations around complex topics requires creative approaches

A young boy with a backpack and arms raised in front of wind turbines. The boy is wearing a plaid shirt and light-colored pants. He has a purple backpack. The background shows several wind turbines against a clear blue sky. The boy is looking up and to the right with a slight smile. His arms are raised high, and he appears to be holding something small in his right hand. The wind turbines are out of focus, creating a sense of depth. The overall mood is positive and hopeful, suggesting a connection to clean energy and a bright future.

Thank you

Kerstin Rock

kerstin.rock@pacificorp.com

503-813-6744