Board of directors
September 26, 2019
Mission, vision and values

Alyssa Clemsen Roberts
Proposed changes

• Change the order
  • Mission, vision and values
  • Vision, mission and values
• Eliminated as much passive voice as possible
• Simplified language and shortened statements
• Edited mission to reflect language in resource diversification policy
Vision

Current vision
As a respected leader and responsible energy partner, improve the quality of life for the citizens served by our owner communities.

Proposed vision
To be a respected leader and responsible power provider improving the region’s quality of life through a more efficient and sustainable energy future.
Mission

Current mission
Provide safe, reliable, environmentally responsible and competitively priced energy and services.

Proposed mission
While driving utility innovation, Platte River will safely provide reliable, environmentally responsible and financially sustainable energy and services to the owner communities of Estes Park, Fort Collins, Longmont and Loveland.
Values

Safety

Current
Working safely to protect the public, our employees, contractors and the assets we manage.

Proposed
Without compromise, we will safeguard the public, our employees, contractors and assets we manage while fulfilling our mission.
Values

Integrity

Current
Being ethical and holding ourselves and contractors accountable to conduct business in a fair, honest, transparent, compliant, and environmentally responsible manner.

Proposed
We will conduct business equitably, transparently and ethically while complying fully with all regulatory requirements.
Values

Service

Current
Providing quality service at a competitive price while being responsive to our owners’ needs.

Proposed
As a respected leader and responsible energy partner, we will empower our employees to deliver energy and superior services to our owner communities.
Values

Respect

Current

Encouraging constructive dialogue that promotes a culture of inclusiveness, recognizes our differences, and accepts differing viewpoints.

Proposed

We will embrace diversity and a culture of inclusion among employees, stakeholders and the public.
Values

Operational excellence

Current
Engaging employees and contractors to strive for excellence and continuous improvement.

Proposed
We will strive for continuous improvement and superior performance in all we do.
Values

Sustainability

Current
Maintaining financial integrity, minimizing our environmental impact, and supporting responsible economic development in our owner communities.

Proposed
We will help our owner communities thrive while working to protect the environment we all share.
Values

Innovation

Current
Striving to be creative, pioneering and the best in class at solving tough challenges with resourcefulness and non-traditional approaches.

Proposed
We will proactively deliver creative solutions to generate best-in-class products, services and practices.
Questions
Wholesale rate strategy and design
Board of directors meeting
September 26, 2019
Wholesale rate strategy and design

Purpose

• Platte River is restructuring wholesale rates to provide an enhanced customer experience and to create a rates framework to improve transparency, flexibility and system benefits

• Critical first step to enable owner communities to meet customer needs and wants through flexible service offerings

Collaborative process

Platte River

Owner community staff

Retail utility directors

NewGen

Board of directors
Process summary

- Rates background information and board engagement
- Rate strategy and rate design study
  - Phase 1: Rate setting philosophy
  - Phase 2: Cost of service study and rate design
- Board approval and implementation of rate design

- 2020: Pending board approval, effective Jan. 1, 2020
- 2019: Proposed rate design and charges
- 2018: Rate strategy and rate design study
  - Rate setting policy adopted
- 2017: Rate tariff reference document
  - Rates board work session
- 2016: Rates background information
Rate setting philosophy

Board adopted rate setting policy goals

• Improve value added of Platte River in support of owner communities
• Offer a desirable portfolio of services and rates that meet owner communities’ needs
• Better align wholesale pricing signals with cost of service and owner community retail pricing signals
• Send pricing signals that result in system benefits

Rate setting guidelines

• Maintain financial strength
• Fixed cost recovery
• Fair, equitable, defensible
• Sound economic principles
• Long-term stability
• Flexible offerings
• High value to owners
• Effectively manage generation risk
• Improve pricing signals to owners and their customers
The tariff proposal consolidates six current tariffs to four.

<table>
<thead>
<tr>
<th>Proposed</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Firm Power Service (Tariff FP-20)</td>
<td>Tariff—Schedule 1: Firm Resale Power Service</td>
</tr>
<tr>
<td></td>
<td>Tariff—Schedule 7: Renewable Energy Service</td>
</tr>
<tr>
<td></td>
<td>Tariff—Schedule 8: Standby Service</td>
</tr>
<tr>
<td>Wholesale Transmission Service (Tariff WT-20)</td>
<td>Tariff—Schedule 4: Wholesale Transmission Service</td>
</tr>
<tr>
<td>Large Customer Service (Tariff LC-20)</td>
<td>Tariff—Schedule 9: Large User Service</td>
</tr>
</tbody>
</table>
# Proposed firm power service charges

<table>
<thead>
<tr>
<th>Monthly charge</th>
<th>Recovery method</th>
<th>Period</th>
<th>Charge</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Owner community charge</strong></td>
<td>Per month per owner community allocation</td>
<td>Year-round</td>
<td>$9,979</td>
</tr>
<tr>
<td><strong>Demand charges</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transmission</td>
<td>Per kW of non-coincident billing demand</td>
<td>Year-round</td>
<td>$5.74</td>
</tr>
<tr>
<td>Generation</td>
<td>Per kW of coincident billing demand</td>
<td>Summer</td>
<td>$6.24</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-summer</td>
<td>$4.34</td>
</tr>
<tr>
<td><strong>Energy charges</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed cost</td>
<td>Per kWh for all energy supplied</td>
<td>Year-round</td>
<td>$0.01544</td>
</tr>
<tr>
<td>Dispatchable variable cost</td>
<td>Per kWh for all dispatchable energy supplied, as well as</td>
<td>Year-round</td>
<td>$0.01779</td>
</tr>
<tr>
<td></td>
<td>the Roundhouse apportionment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intermittent</td>
<td>Per kWh for owner community’s allocated share of</td>
<td>Year-round</td>
<td>$0.04122</td>
</tr>
<tr>
<td></td>
<td>intermittent energy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Premium intermittent</td>
<td>Per kWh for owner community’s allocated share of</td>
<td>Year-round</td>
<td>$0.04279</td>
</tr>
<tr>
<td></td>
<td>premium intermittent energy</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2020 energy allocation adjustments

Events since development of 2020 rates
- Roundhouse anticipated to begin producing energy in mid 2020
- Platte River has agreed to sell Spring Canyon (60 MW) energy to a third party upon contract execution
  - Roundhouse capacity increased 60 MW to 225 MW

For 2020 rate consistency
- An apportionment of Roundhouse equal to the Spring Canyon third party kWh sale priced at the intermittent energy charge
- All remaining Roundhouse kWh (Roundhouse apportionment) priced at the dispatchable variable cost energy charge
## 2020 intermittent energy allocations

<table>
<thead>
<tr>
<th>Energy charge</th>
<th>Intermittent energy allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dispatchable variable cost</td>
<td>Roundhouse kWh less equivalent Spring Canyon kWh sold to third party</td>
</tr>
<tr>
<td>Premium intermittent</td>
<td>Previous Tariff 7 requests</td>
</tr>
<tr>
<td>Intermittent</td>
<td>All remaining intermittent energy allocated monthly based on each owner community’s pro rate share of the total kWh sold to all owner communities</td>
</tr>
</tbody>
</table>

![Owner community energy sales](diagram)

- Dispatchable kWh: 80%
- Intermittent kWh: 20%
- Dispatchable variable cost energy charge: 9%
- Premium intermittent energy charge*: 3%
- Intermittent energy charge: 8%

*2020 intermittent energy allocation. All 2021 intermittent kWh will be charged at the intermittent energy charge
Platte River next steps

Platte River is available to support wholesale rate communications to stakeholders as requested by the owner communities.

- **May 2019**: Proposed rate structure and 2020 charges
- **Jun-Sep 2019**: Tariff language revisions
- **Oct 2019**: Board adoption of the 2020 proposed rate structure and charges
- **Jan 2020**: Pending board approval, effective Jan. 1, 2020
Questions
Board of directors

September 26, 2019
Energy efficiency update and distributed energy resource strategy
Efficiency Works overview

- A collaboration of common efficiency programs between Platte River Power Authority and its owner communities
- Efficiency Works was established in 2014
- Common programs existed since 2001 as separately branded initiatives
- A single brand provides consistency, mutual standards and greater customer recognition

Efficiency Works™

Estes Park Power & Communications
Fort Collins Utilities
Longmont Power & Communications
Loveland Water and Power
Platte River Power Authority
Efficiency Works programs

- Business: assessments, advising, specialized services, “direct installation” of select efficiency improvements and rebates
- Homes: assessments, advising, direct installation, rebates and income qualified programs
- Marketplace: Efficiency Works store, rebates and refrigerator/freezer pickup and recycling
Efficiency program energy savings

Historical energy savings in four owner communities

Platte River wholesale energy to owner communities is approximately 3,230,000 MWh/year
Platte River 2018 operating revenue is $222 million and owner community retail revenue is $280 million.
Intergovernmental agreement

Intergovernmental agreement (IGA) for demand side management (DSM) and distributed generation (DER)
• Executed 2014, updated 2016

Updating IGA to:
• Include “non-electric sustainability services” if requested by and funded by the owner communities and accepted by Platte River
• Remove unused, obsolete language
What do we do next?

Begin developing an integrated DER strategy
DER scope: what is included?

- Energy efficiency
- Demand response
- Distributed generation
- Distributed energy storage
- Beneficial electrification (vehicles, heat)
Why a DER strategy now?

- Policies and goals for renewables and noncarbon generation
- Customer interest
- Magnitude of DER opportunity
- DER has impact across our electric systems and utility functional areas, integration is key to success
- A DER strategy will lead to better integration of DER
What do we want to achieve?

• A vision for DER initiatives
• A holistic and integrated approach to evaluating benefits and costs of DER across the electric system
• Rate and incentive program designs that support DER in an equitable and sustainable manner
• Coordination on measurement, verification, monitoring and control required for DER reliability
• Coordinated approach to securing customer and system data
Timeline / next steps

- **September**: Steering committee formed
- **October**: Draft scope of work and identify consultants
- **January**: Consultant selection and contract execution
- **2020-2021**: Develop strategy
Questions
2020 proposed strategic budget work session
Agenda

• Budget
  • Schedule
  • Process
  • Budget document
  • Trends
  • 2020 overview
• Capital 5-year forecast
## Budget schedule

<table>
<thead>
<tr>
<th>Month</th>
<th>Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>September</td>
<td>• Board work session</td>
</tr>
</tbody>
</table>
| October | • Updates and budget discussion  
• Model prices and resource updates (22 MW solar)  
• Wheeling and ancillary services rate adjustments  
• Medical expense decrease  
• Capital investments, depreciation and asset retirement obligations (HQ campus, Energy Engagement Center, other projects)  
• Other changes  
• Public hearing |
| December | • Board adoption  
• File with the State of Colorado |
Budget process

2020 budget

- Project planning
- Review and refinement
- O&M expenses
- Strategic initiatives and core operations activities
- Production cost model
- Reporting improvements

Proposed budget
Budget document

Enhancement: Division/department descriptions with 2020 objectives

- 2020 strategic budget summary
- Financial review and budget schedules
- Budget process
- Financial governance
Trends

Revenues

• Low owner community load growth

• Lower and unpredictable short-term surplus sales market but improving

Expenses

• Infrastructure advancements – increased capital requirements

• Resource diversification – noncarbon additions, distributed energy resources strategy

• Increased customer solutions and products – energy efficiency, demand response, electric vehicles

• Expanded communications and community outreach – trusted energy partner

• Focus on managing controllable expenses

• Lower surplus sales volumes at higher market prices – selling during peak when wind is not available

• Increasing contract sales to accommodate noncarbon resources

• Higher purchase power volumes at lower prices – joint dispatch agreement

• Increasing noncarbon resource purchases

• Increasing baseload flexibility

• Lower baseload capacity factor needed to serve owner community load growth
## Trends

<table>
<thead>
<tr>
<th>Category</th>
<th>Five-year change (2015 – 2019*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenues</td>
<td>16%</td>
</tr>
<tr>
<td>Owner communities revenue</td>
<td>11%</td>
</tr>
<tr>
<td>Owner communities peak</td>
<td>3.6%</td>
</tr>
<tr>
<td>Owner communities energy</td>
<td>(0.8%)</td>
</tr>
<tr>
<td>Sales for resale revenue</td>
<td>42%</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>11%</strong></td>
</tr>
<tr>
<td>Purchased power</td>
<td>14%</td>
</tr>
<tr>
<td>Fuel</td>
<td>6%</td>
</tr>
<tr>
<td>Production and transmission</td>
<td>1%</td>
</tr>
<tr>
<td>Administrative and general</td>
<td>60%</td>
</tr>
<tr>
<td>Demand-side management</td>
<td>209%</td>
</tr>
</tbody>
</table>

* 2019 estimate
## Revenue trends

<table>
<thead>
<tr>
<th>Owner communities revenue</th>
<th>2020 budget vs. trend*</th>
</tr>
</thead>
<tbody>
<tr>
<td>$189.6</td>
<td>$196.4</td>
</tr>
<tr>
<td>2.4%</td>
<td>Flat loads</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Peak (MW)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>661</td>
<td>688</td>
</tr>
<tr>
<td>0.0%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Energy (MWh)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3,188,619</td>
<td>3,228,540</td>
</tr>
<tr>
<td>0.7%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sales for resale</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$23.7</td>
<td>$25.7</td>
</tr>
<tr>
<td>64%</td>
<td>Increasing contract sales to accommodate noncarbon resources</td>
</tr>
</tbody>
</table>

* Trend represents three-year average of 2017 and 2018 actuals and 2019 estimate.
## Expense trends

<table>
<thead>
<tr>
<th></th>
<th>$ millions</th>
<th>2020 budget vs. trend*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purchased power</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017 actual</td>
<td>$35.4</td>
<td>20%</td>
</tr>
<tr>
<td>2018 actual</td>
<td>$41.1</td>
<td></td>
</tr>
<tr>
<td>2019 estimate</td>
<td>$37.2</td>
<td></td>
</tr>
<tr>
<td>2020 budget</td>
<td>$45.5</td>
<td></td>
</tr>
<tr>
<td><strong>Fuel</strong></td>
<td></td>
<td>5%</td>
</tr>
<tr>
<td>2017 actual</td>
<td>$47.7</td>
<td></td>
</tr>
<tr>
<td>2018 actual</td>
<td>$42.3</td>
<td></td>
</tr>
<tr>
<td>2019 estimate</td>
<td>$49.2</td>
<td></td>
</tr>
<tr>
<td>2020 budget</td>
<td>$48.8</td>
<td></td>
</tr>
<tr>
<td><strong>Production and transmission</strong></td>
<td></td>
<td>8%</td>
</tr>
<tr>
<td>2017 actual</td>
<td>$63.8</td>
<td></td>
</tr>
<tr>
<td>2018 actual</td>
<td>$56.5</td>
<td></td>
</tr>
<tr>
<td>2019 estimate</td>
<td>$63.4</td>
<td></td>
</tr>
<tr>
<td>2020 budget</td>
<td>$66.1</td>
<td></td>
</tr>
<tr>
<td><strong>Administrative and general</strong></td>
<td></td>
<td>30%</td>
</tr>
<tr>
<td>2017 actual</td>
<td>$15.4</td>
<td></td>
</tr>
<tr>
<td>2018 actual</td>
<td>$17.1</td>
<td></td>
</tr>
<tr>
<td>2019 estimate</td>
<td>$20.1</td>
<td></td>
</tr>
<tr>
<td>2020 budget</td>
<td>$22.7</td>
<td></td>
</tr>
<tr>
<td><strong>Demand-side management</strong></td>
<td></td>
<td>51%</td>
</tr>
<tr>
<td>2017 actual</td>
<td>$6.1</td>
<td></td>
</tr>
<tr>
<td>2018 actual</td>
<td>$7.9</td>
<td></td>
</tr>
<tr>
<td>2019 estimate</td>
<td>$9.6</td>
<td></td>
</tr>
<tr>
<td>2020 budget</td>
<td>$11.8</td>
<td></td>
</tr>
</tbody>
</table>

* Trend represents three-year average of 2017 and 2018 actuals and 2019 estimate.

**Noncarbon resource investments**

**Higher purchase power volumes at lower prices – joint dispatch agreement**

**Investments in:**
- Staffing and benefits
- Information technology
- Resource planning

**Continued investment in:**
- Energy efficiency programs
- Demand response programs
- Distributed energy resources

Proposed budget
2020 strategic budget focus

Core operations, 72%
Strategic initiatives, 28%

2020 strategic budget focus

Operating expenses & capital additions: $258.9 million

Proposed budget
2020 strategic budget focus

Operating and capital: $258.9 million

Strategic initiatives, 28%

**Enhanced customer experience, $12.9 million, 5%**
- Energy efficiency business & consumer product expansion
- Distributed energy resources – electric vehicles
- Demand response continuation
- Wholesale rate redesign implementation

**Communications and community outreach, $2 million, 1%**
- Public engagement and government affairs
- Effective communications – electronic tools, public & stakeholder materials, outreach, internal communications, and employee activities & recognition

**Resource diversification and alignment, $32.1 million, 12%**
- Distributed energy resource strategy – system integration
- Resource planning – IRP
- Noncarbon generation – 225 MW wind & 20 MW solar projects with battery storage & sales contracts to accommodate, also potential additional solar
- Energy imbalance market – continue to pursue broader market

**Infrastructure advancement and technology development, $26 million, 10%**
- Headquarters campus & Energy Engagement Center – meet growing and changing needs of workforce, technologies and facilities and promote public engagement, which includes a solar and battery system
- Windy Gap Firming Project – increase water resource reliability (debt financing)
- Physical security, cybersecurity, fiber and transmission projects, enterprise resource planning software

Revenues $248.2M

- **Owner communities** – no rate increase, new rate structure
- **Sales for resale** – improvement in market prices and long-term contracts to accommodate additional noncarbon resources

Core operations, 72%

**Rawhide Energy Station**
- Predictive maintenance:
  - Rawhide Unit 1 outage (9 days)
  - Combustion turbine outages
- Rotary car dumper variable frequency drives
- Monofill upgrades (proactive environmental compliance)
- Fire protection – combustion turbines
- Operational flexibility monitoring

**Craig Station**
- Craig Unit 2 outage (2 weeks)

**Transmission**
- Generator step up/unit auxiliary transformers
- SONET equipment upgrade
- Oil breaker replacements

**Other expenses**
- Four new positions
- Benefits – comprehensive evaluation
- IT investments – upgrades, training, asset mgmt
# Financial results

## Strategic financial plan indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Target minimums</th>
<th>2019 budget</th>
<th>2020 budget</th>
<th>Increase (decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income ($ millions)</td>
<td>3% of projected operating expenses*</td>
<td>$23.0</td>
<td>$21.3</td>
<td>(7.4%)</td>
</tr>
<tr>
<td>Fixed obligation charge coverage ratio</td>
<td>1.50x</td>
<td>2.60x</td>
<td>2.31x</td>
<td>(11.2%)</td>
</tr>
<tr>
<td>Debt ratio</td>
<td>&lt; 50%</td>
<td>36%</td>
<td>34%</td>
<td>(5.6%)</td>
</tr>
<tr>
<td>Unrestricted days cash on hand</td>
<td>200</td>
<td>313</td>
<td>255</td>
<td>(18.5%)</td>
</tr>
</tbody>
</table>

* 3% of projected operating expenses for 2019 and 2020 is $5.4M and $5.8M, respectively.

## Budget results

<table>
<thead>
<tr>
<th>Category</th>
<th>2019 budget</th>
<th>2020 budget</th>
<th>Increase (decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenues ($ millions)</td>
<td>$231.3</td>
<td>$248.2</td>
<td>7.3%</td>
</tr>
<tr>
<td>Total expenditures ($ millions)</td>
<td>$254.8</td>
<td>$282.0</td>
<td>10.7%</td>
</tr>
<tr>
<td>Board contingency ($ millions)</td>
<td>$23.0**</td>
<td>$26.0</td>
<td>13.0%</td>
</tr>
</tbody>
</table>

** Contingency transfer required for 2019 capital additions. Amount to be determined later in the year.
Budget contingency  *(reserved to the board)*

- **$26 million contingency**
  - Allowable under state budget law and reduces need for amendments
  - Requires board approval prior to use
  - Unforeseen expenses (forced outages, gas usage, changes in capital additions, business opportunities, etc.)
  - No impact on rates in budget
  - Based on approximately 10% of operating expenses and capital additions

Proposed budget
Revenues and expenditures

2020 expenditures in excess of revenues: $33.8M
# 2020 Revenues

<table>
<thead>
<tr>
<th>Variance</th>
<th>Description</th>
</tr>
</thead>
</table>
| Owner communities sales   | • Loads developed on 10-year load forecast and energy changes from energy efficiency  
• New rate structure, no rate increase  
• Energy deliveries decrease 0.3%  
• Coincident demand decrease 1.5% |
| Sales for resale          | • Energy and market prices – hourly model  
• Contracts  
• Wheeling revenues  
• 2020 variance due to long-term contract sales and increase in average price |
| Interest and other income | • Interest income and other miscellaneous revenue                                                                                                                                                |

**2020 Revenues**

- **Owner communities sales**: ($1.9M)
- **Sales for resale**: $18.9M
- **Interest and other income**: ($0.1M)

**Total Revenue**: $248.2 million | variance from 2019 budget: $16.9M

Proposed budget
2020 expenditures

<table>
<thead>
<tr>
<th>Variance</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating</td>
<td>$14.3M</td>
</tr>
<tr>
<td>Capital</td>
<td>$9.2M</td>
</tr>
<tr>
<td>Debt</td>
<td>$3.7M</td>
</tr>
</tbody>
</table>

Purchased power
- Long-term contracts
- Other purchases (price/qty) – hourly model

Fuel
- Generation – hourly model
- Prices based on long-term contracts

Production
- O&M – Rawhide, Craig, CTs, power ops
- Planned maintenance outages

Transmission
- O&M – lines, substations, SCADA, fiber, telecom

Administrative and general
- Support groups
- O&M – HQ facilities

Demand-side management
- Energy efficiency
- Distributed energy resources and strategy
- Demand response

$282 million | variance from 2019 budget: $27.2M

Proposed budget
Salaries and benefits

**Salaries**
- Regular wages increase $1.8M
- 3.2% salary adjustment $0.9M
- Four new positions $0.7M
- Step increases $0.4M
- Other adjustments ($0.2M)
- Overtime increase $0.2M
  - Scheduled maintenance outage

**Benefits**
- Increase of $1.7M from:
  - Defined benefit $1.3M
  - Defined contribution $0.2M
  - Medical/dental $0.2M
Operating expenses and capital additions

- Generation, 30%
- Fuel, 19%
- Transmission, 16%
- Contract renewables and hydropower, 15%
- General business, 9%
- Facilities, 5%
- Demand-side management, 5%
- Market purchases, 3%

$258.9 million | variance from 2020 budget: $23.5M
Operating expenses

Core generation and transmission expenses have been controlled through continued preventive and predictive maintenance strategies and proactive capital investments.

$195 million | variance from 2019 budget: $14.3M

Proposed budget
2020 capital additions
$63.9 million

Core projects:
- Monofill (proactive environmental compliance)
- Rotary car dumper variable frequency drives
- Fire protection – combustion turbines
- SONET equipment
- Oil breakers
- Generator step up/unit auxiliary transformers

Strategic projects:
- Generator outlet transmission line
- Windy Gap Firming Project
- HQ campus and Energy Engagement Center
- Controls system
- Combustion upgrade
- Variable frequency drive - Rawhide Unit 1
- LED lighting
- Airflow spoilers
- Circuit switchers
- Security - substations
- Fiber optics
- IT cybersecurity projects
- Enterprise resource planning software (TBD)
2020 capital additions

$63.9 million | variance from 2019 budget: $9.2M

Excludes estimated 2019 capital carryovers of $3.1 million

- Generator outlet transmission line*, 31%
- Windy Gap Firming Project*, 24%
- HQ campus & Energy Engagement Center*, 12%
- Rawhide outages, 11%
- Compliance (monofill), 9%
- Strategic*, 8%
- Craig units 1 and 2, 2%
- Asset management and maintenance, 2%
- Purchases, 1%

* Strategic projects
Capital five-year forecast
Years 2020-2024
$216 million

Includes estimated 2019 capital carryovers of $3.1 million

- Windy Gap Firming Project, 48%
- Transmission and substations, 13%
- Generator outlet transmission line, 10%
- Rawhide, 8%
- Rawhide outages, 8%
- HQ campus & Energy Engagement Center, 4%
- Asset management and maintenance, 3%
- Craig units 1 and 2, 3%
- Compliance (monofill), 3%
Capital five-year forecast
Production additions: $143.3 million

- Windy Gap Firming Project, 2001-2024, $109.2M
- Craig units 1 and 2 projects, $6.9M
- Raw water storage - Rawhide, $4.3M (under evaluation)
- Rawhide 2021 outage (VFD, combustion and dust collector upgrades), $12.1M
- Fire protection system upgrades – CTs, $1.6M
- Monofill upgrade, $6.9M
- Rotary car dumper to VFD, $2.4M
- Soldier Canyon 10” ductile replacement, $3.7M
- Rawhide 2024 outage (dust collection systems), $2.8M

Represents 88% of total

Amounts represent total project cost. May have had costs prior to 2020 or extend past 2024.
Capital five-year forecast
Transmission additions: $58.9 million

$ millions

- Security walls – Loveland Substations, $3.1M
- Circuit switchers, breakers, relays, 2020-2025, $1.8M
- Transmission line vault upgrades, $0.7M
- Transformer replacements – generator step up/unit auxiliary - Rawhide, $11.7M
- Airflow spoilers, $1.9M
- Transformer T1 replacement – Loveland East, $1.2M
- Substation – Loveland Southeast, 2023-2025, $4.6M, net of reimbursement
- Transformers & metering unit – reserve auxiliary and station service – Rawhide, $4.2M
- Generator outlet transmission line, $20.1M
- Wind Bay Rawhide Sub, $1.9M
- Transformer T1 & switchgear addition – Horseshoe Sub, $1.4M
- Oil breaker replacements, $1.3M
- Transformer T1 replacement – Loveland East, $1.2M
- Transformer T1 & switchgear replacement – Airport Sub, $1.1M
- Transformer T3 addition – Valley Sub, $0.7M, net of reimbursement
- Transformer T3 replacement – Timberline Sub, $3.1M
- Substation – Fort Collins Northeast, $3.0M net of reimbursement

100% reimbursable projects
Represents 69% of total

Amounts represent total project cost. May have had costs prior to 2020 or extend past 2024.
Capital five-year forecast
General additions: $13.8 million

<table>
<thead>
<tr>
<th>Year</th>
<th>Project Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>Enterprise resource planning software, budget &amp; timing TBD</td>
<td>$0.00</td>
</tr>
<tr>
<td>2021</td>
<td>Information technology software and equipment, $2.4M</td>
<td>$2.4M</td>
</tr>
<tr>
<td>2022</td>
<td>Vehicle replacements, $1.5M</td>
<td>$1.5M</td>
</tr>
<tr>
<td>2023</td>
<td>Security – Loveland substations walls, $0.6M, net of reimbursement</td>
<td>$0.6M</td>
</tr>
<tr>
<td>2024</td>
<td>SCADA equipment, $0.4M</td>
<td>$0.4M</td>
</tr>
<tr>
<td></td>
<td>SONET communication system replacement, $1.3M</td>
<td>$1.3M</td>
</tr>
<tr>
<td></td>
<td>Fiber optics, $0.4M</td>
<td>$0.4M</td>
</tr>
<tr>
<td></td>
<td>Headquarters campus, 2016-2020, $50.4M</td>
<td>$50.4M</td>
</tr>
<tr>
<td></td>
<td>Energy Engagement Center, $5.4M</td>
<td>$5.4M</td>
</tr>
<tr>
<td></td>
<td>Smart keys &amp; key mgmt, $0.1M</td>
<td>$0.1M</td>
</tr>
</tbody>
</table>

General additions include:
- Facilities upgrades
- Information technology equipment
- Communication equipment
- Vehicles

Represents 54% of total

Amounts represent total project cost. May have had costs prior to 2020 or extend past 2024.
Highlights – 2020 strategic budget

Operating expenses and capital additions: $258.9 million

- DSM (EE, DR, DER)
- Public engagement & communications
- Resource planning (new resources and DER strategy)
- Infrastructure advancement (debt financing)
- Headquarters campus and Energy Engagement Center

- Baseload and peaking generation, transmission
- PPAs for existing renewable resources & hydropower
- Predictive maintenance
- Proactive capital investments

New rate structure, no rate increase, new long-term contract sales

2020 budget: $308M
Questions
Budget details for your information

Not presented

Small differences may exist in the following tables compared to the budget document due to rounding.
## Owner communities sales

<table>
<thead>
<tr>
<th></th>
<th>2019 budget</th>
<th>2020 budget</th>
<th>Increase (decrease)</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Owner communities revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owner community charge</td>
<td>$ -</td>
<td>$ 12.0</td>
<td>$ 12.0</td>
<td>New rate structure 2020, no rate increase</td>
</tr>
<tr>
<td>Demand</td>
<td>61.0</td>
<td>71.2</td>
<td>10.2</td>
<td></td>
</tr>
<tr>
<td>Energy</td>
<td>139.6</td>
<td>115.6</td>
<td>(24.0)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$200.6</td>
<td>$198.8</td>
<td>$ (1.8)</td>
<td></td>
</tr>
</tbody>
</table>

**MW**

### Peak load

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MW</strong></td>
<td>661</td>
<td>688</td>
<td>674</td>
<td>662</td>
<td>670</td>
</tr>
</tbody>
</table>
## Sales for resale and wheeling

<table>
<thead>
<tr>
<th>($ millions)</th>
<th>2019 budget</th>
<th>2020 budget</th>
<th>Increase (decrease)</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales for resale and wheeling</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract</td>
<td>$ 0.7</td>
<td>$ 14.4</td>
<td>$ 13.7</td>
<td>Long-term sales contracts to accommodate additional wind &amp; solar</td>
</tr>
<tr>
<td>Short-term</td>
<td>20.3</td>
<td>25.0</td>
<td>4.7</td>
<td>Price increase 24% due to sales made from the combustion turbines and market data</td>
</tr>
<tr>
<td>Wheeling</td>
<td>5.4</td>
<td>5.9</td>
<td>0.5</td>
<td>Increase in tariff rate and third-party customer loads</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 26.4</strong></td>
<td><strong>$ 45.3</strong></td>
<td><strong>$ 18.9</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Graph

Sales for resale average prices

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual 2017</th>
<th>Actual 2018</th>
<th>Budget 2019</th>
<th>Estimate 2019</th>
<th>Budget 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$/MWh</td>
<td>$21.70</td>
<td>$26.37</td>
<td>$22.34</td>
<td>$27.40</td>
<td>$26.44</td>
</tr>
</tbody>
</table>

* Pricing was strong during the first half of 2019 due to short-term contract sales, higher temperatures and selling energy from the combustion turbines.
## Other revenues

<table>
<thead>
<tr>
<th>($ millions)</th>
<th>2019 budget</th>
<th>2020 budget</th>
<th>Increase (decrease)</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest income</td>
<td>$ 4.2</td>
<td>$ 4.1</td>
<td>$ (0.1)</td>
<td>Projected decrease in cash balances</td>
</tr>
<tr>
<td>Other income</td>
<td>0.1</td>
<td>0.1</td>
<td>-</td>
<td>Includes miscellaneous leases</td>
</tr>
<tr>
<td>Total</td>
<td>$ 4.3</td>
<td>$ 4.2</td>
<td>$ (0.1)</td>
<td></td>
</tr>
</tbody>
</table>

### Graph

- **Y-axis**: $ millions
- **X-axis**: Years (2017 actual, 2018 actual, 2019 budget, 2019 estimate, 2020 budget)
- **Legend**:
  - Interest income
  - Other income

**Proposed budget**
## Purchased power

<table>
<thead>
<tr>
<th>($ millions)</th>
<th>2019 budget</th>
<th>2020 budget</th>
<th>Increase (decrease)</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purchased power</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hydropower</td>
<td>$16.9</td>
<td>$16.9</td>
<td>$-</td>
<td></td>
</tr>
<tr>
<td>Wind and RECs</td>
<td>10.7</td>
<td><strong>16.2</strong></td>
<td><strong>5.5</strong></td>
<td>Additional wind resource (partial year) and contract rate escalations</td>
</tr>
<tr>
<td>Solar and battery storage</td>
<td>3.4</td>
<td><strong>4.7</strong></td>
<td><strong>1.3</strong></td>
<td>Additional solar resource (partial year)</td>
</tr>
<tr>
<td>Other purchases</td>
<td>5.4</td>
<td><strong>6.5</strong></td>
<td><strong>1.1</strong></td>
<td>Lower market prices and lower reserve purchases</td>
</tr>
<tr>
<td>Outage accrual</td>
<td>0.5</td>
<td><strong>1.2</strong></td>
<td><strong>0.7</strong></td>
<td>2021 replacement power during Rawhide Unit 1 outage increased due to available resources</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$36.9</strong></td>
<td><strong>$45.5</strong></td>
<td><strong>$8.6</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>$ millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017 actual</td>
</tr>
<tr>
<td>2018 actual</td>
</tr>
<tr>
<td>2019 budget</td>
</tr>
<tr>
<td>2019 estimate</td>
</tr>
<tr>
<td>2020 budget</td>
</tr>
</tbody>
</table>

- Hydropower
- Wind & REC
- Other purchases
- Solar and battery storage
- Outage accrual

*Proposed budget*
## Fuel expense

<table>
<thead>
<tr>
<th></th>
<th>2019 budget</th>
<th>2020 budget</th>
<th>Increase (decrease)</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fuel expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rawhide Unit 1</td>
<td>$ 31.4</td>
<td>$ 30.4</td>
<td>$ (1.0)</td>
<td>Capacity factor of 89.3% due to generation decrease of 5% (minor outage and displaced by wind and solar), average delivered coal cost increase of 2% (price based on market)</td>
</tr>
<tr>
<td>Craig units 1 and 2</td>
<td>15.5</td>
<td>15.9</td>
<td>0.4</td>
<td>Capacity factor of 60.9% due to generation increase of 9% (2020 contract sales) partially offset by an average delivered coal cost decrease of 6%</td>
</tr>
<tr>
<td>Combustion turbines</td>
<td>1.1</td>
<td>2.5</td>
<td>1.4</td>
<td>Generation increase 139% (model projections &amp; plan to make sales), natural gas price increase of 2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 48.0</td>
<td>$ 48.8</td>
<td>$ 0.8</td>
<td></td>
</tr>
</tbody>
</table>

### Chart

- **$ millions**
  - **2017 actual**: $47.7
  - **2018 actual**: $42.3
  - **2019 budget**: $48.0
  - **2019 estimate**: $49.2
  - **2020 budget**: $48.8

**Legend**
- **Rawhide Unit 1**
- **Craig units 1 & 2**
- **Combustion turbines**

**Proposed budget**
Fuel expense

### Fuel unit cost per million Btu

**2020 $/MBtu**
- Rawhide: $1.35
- Craig: $1.88
- CTs: $2.81

#### $2.78/MBtu
YTD 2019

- **Rawhide Unit 1**
- **Craig units 1&2**
- **Combustion turbines**

---

Proposed budget
## Production expenses

<table>
<thead>
<tr>
<th>($ millions)</th>
<th>2019 budget</th>
<th>2020 budget</th>
<th>Increase (decrease)</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rawhide</td>
<td>$ 32.8</td>
<td>$ 33.7</td>
<td>$ 0.9</td>
<td>Increases in personnel expenses (benefits), minor outage, outage accrual, offset by decreases in nonroutine, chemicals and screen outage expenses</td>
</tr>
<tr>
<td>Craig units 1 and 2</td>
<td>10.5</td>
<td>9.9</td>
<td>(0.6)</td>
<td>Decreased due to review of expenses partially offset by Craig Unit 2 outage expenses</td>
</tr>
<tr>
<td>Combustion turbines</td>
<td>2.2</td>
<td>2.1</td>
<td>(0.1)</td>
<td></td>
</tr>
<tr>
<td>Power operations</td>
<td>2.6</td>
<td>2.9</td>
<td>0.3</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 48.1</strong></td>
<td><strong>$ 48.6</strong></td>
<td><strong>$ 0.5</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Chart

- **$ 49.6** (2017 actual)
- **$ 41.1 net** (2018 actual)
- **$ 48.1** (2019 budget)
- **$ 46.9** (2019 estimate)
- **$ 48.6** (2020 budget)

- **Rawhide Unit 1**
- **Craig units 1 & 2**
- **Outage accrual**
- **Power operations**
- **Combustion turbines**
- **Rawhide Unit 1 outage**

Proposed budget
## Transmission expenses

<table>
<thead>
<tr>
<th></th>
<th>2019 budget</th>
<th>2020 budget</th>
<th>Increase (decrease)</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transmission expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transmission</td>
<td>$12.9</td>
<td>$13.7</td>
<td>$0.8</td>
<td>Increases in personnel expenses for new position and benefits, (personnel also fluctuates with capital projects), an increase in joint facilities vegetation management partially offset by a decrease in nonroutine expenses</td>
</tr>
<tr>
<td>Wheeling</td>
<td>$3.8</td>
<td>$3.8</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$16.7</td>
<td>$17.5</td>
<td>$0.8</td>
<td></td>
</tr>
</tbody>
</table>

### Graph

- **2017 actual**: $14.2
- **2018 actual**: $15.4
- **2019 budget**: $16.7
- **2019 estimate**: $16.5
- **2020 budget**: $17.5

- **Transmission O&M**: Blue
- **Wheeling expense**: Dark blue

**New position:**
Power system operator trainee
## A&G expenses

<table>
<thead>
<tr>
<th>($ millions)</th>
<th>2019 budget</th>
<th>2020 budget</th>
<th>Increase (decrease)</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative and general</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>$ 17.8</td>
<td>$ 19.4</td>
<td>$ 1.6</td>
<td>Personnel expenses for new positions and benefits, IT investments and cybersecurity insurance</td>
</tr>
<tr>
<td>Maintenance</td>
<td>2.9</td>
<td>3.3</td>
<td>0.4</td>
<td>IT investments</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 20.7</strong></td>
<td><strong>$ 22.7</strong></td>
<td><strong>$ 2.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

- **Proposed budget**: $15.4, $17.1, $20.7, $20.1, $22.7

New positions in areas of:
- **Information technology (2)**
- **Communications and marketing**

![Bar chart showing A&G expenses across years](chart.png)

- **A&G operations**
- **A&G maintenance**
## Demand-side management

<table>
<thead>
<tr>
<th>($ millions)</th>
<th>2019 budget</th>
<th>2020 budget</th>
<th>Increase (decrease)</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand-side management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel expenses</td>
<td>$0.9</td>
<td>$1.3</td>
<td>$0.4 (increase)</td>
<td>Reallocation of staff, salary adjustments and benefits</td>
</tr>
<tr>
<td>Distributed energy resources strategy</td>
<td>-</td>
<td>$0.3</td>
<td>$0.3 (increase)</td>
<td>Collaboration with the owner communities</td>
</tr>
<tr>
<td>Energy efficiency</td>
<td>8.9</td>
<td>9.5</td>
<td>$0.6 (increase)</td>
<td>Expansion of business and consumer product offerings</td>
</tr>
<tr>
<td>Distributed energy resources</td>
<td>0.4</td>
<td>0.7</td>
<td>$0.3 (increase)</td>
<td>Electric vehicles and smart thermostat programs</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$10.2</td>
<td>$11.8</td>
<td>$1.6 (increase)</td>
<td></td>
</tr>
</tbody>
</table>

### Chart

- **Energy efficiency**
- **Personnel expenses**
- **Distributed energy resources**
- **Distributed energy resources strategy**

- **2017 actual**
  - $6.1
- **2018 actual**
  - $7.9
- **2019 budget**
  - $10.2
- **2019 estimate**
  - $9.6
- **2020 budget**
  - $11.8

Proposed budget
## Capital additions

<table>
<thead>
<tr>
<th>Projects</th>
<th>2019 budget ($ millions)</th>
<th>2020 budget ($ millions)</th>
<th>Increase (decrease)</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capital additions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Production</td>
<td>$ 17.1</td>
<td>$ 30.1</td>
<td>$ 13.0</td>
<td>Windy Gap Firming Project, Rawhide outage projects, monofill upgrades,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>fire protection on combustion turbines, controls upgrade, Craig units 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>and 2 projects</td>
</tr>
<tr>
<td>Transmission</td>
<td>2.7</td>
<td>24.4</td>
<td>21.7</td>
<td>Generator outlet transmission line, circuit switchers, airflow spoilers,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>oil breaker replacements, generator step up and unit auxiliary transformers</td>
</tr>
<tr>
<td>General</td>
<td>34.9</td>
<td>9.4</td>
<td>(25.5)</td>
<td>Headquarters campus, Energy Engagement Center, SONET equipment replacement,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>IT cybersecurity projects, fiber, vehicle and equipment replacements</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 54.7</td>
<td>$ 63.9</td>
<td>$ 9.2</td>
<td></td>
</tr>
</tbody>
</table>

**Proposed budget**

- **2017 actual**: $38.3
- **2018 actual**: $64.4
- **2019 budget**: $54.7
- **2019 estimate**: $53.8
- **2020 budget**: $63.9

![Graph showing capital additions over years](Proposed budget)
Debt service expenditures

<table>
<thead>
<tr>
<th>($ millions)</th>
<th>2019 budget</th>
<th>2020 budget</th>
<th>Increase (decrease)</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt service expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Principal</td>
<td>$10.4</td>
<td>$11.7</td>
<td>$1.3</td>
<td>Series KK debt issuance planned for $100 million to fund the Windy Gap Firming Project</td>
</tr>
<tr>
<td>Interest</td>
<td>$9.1</td>
<td>$11.4</td>
<td>$2.3</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$19.5</td>
<td>$23.1</td>
<td>$3.6</td>
<td>Based on scheduled debt service payments and Series KK (new) included for $4.9M</td>
</tr>
</tbody>
</table>

$ millions

- $27.9 (2017 actual)
- $20.8 (2018 actual)
- $19.5 (2019 budget)
- $18.5 (2019 estimate)
- $23.1 (2020 budget)
Board of directors

September 26, 2019
## Financial summary

<table>
<thead>
<tr>
<th>Category</th>
<th>August variance from budget ($ in millions)</th>
<th>Year to date variance from budget ($ in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income</td>
<td>$1.4</td>
<td>$9.7</td>
</tr>
<tr>
<td>Fixed obligation charge coverage</td>
<td>.71x</td>
<td>.67x</td>
</tr>
<tr>
<td>Revenues</td>
<td>$0.9</td>
<td>$0.3</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>$0.1</td>
<td>$7.6</td>
</tr>
<tr>
<td>Capital additions</td>
<td>$0.1</td>
<td>$7.7</td>
</tr>
</tbody>
</table>

> 2% ● Favorable  | 2% to -2% ◆ At or near budget  | < -2% ■ Unfavorable
## August operational results

<table>
<thead>
<tr>
<th>Category</th>
<th>August variance</th>
<th>YTD variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal demand</td>
<td>1.0%</td>
<td>(4.1%)</td>
</tr>
<tr>
<td>Municipal energy</td>
<td>4.1%</td>
<td>(2.1%)</td>
</tr>
<tr>
<td>Baseload generation</td>
<td>(8.7%)</td>
<td>(10.0%)</td>
</tr>
<tr>
<td>Wind generation</td>
<td>(6.4%)</td>
<td>(9.5%)</td>
</tr>
<tr>
<td>Solar generation</td>
<td>10.7%</td>
<td>(7.2%)</td>
</tr>
<tr>
<td>Surplus sales volume</td>
<td>(23.2%)</td>
<td>(9.3%)</td>
</tr>
<tr>
<td>Surplus sales price</td>
<td>47.3%</td>
<td>34.4%</td>
</tr>
<tr>
<td>Dispatch cost</td>
<td>2.9%</td>
<td>(0.3%)</td>
</tr>
</tbody>
</table>

**Variance key:** Favorable: ● >2%  | Near budget: ◆ +/- 2%  | Unfavorable: ■ <-2%