



# Executive Integration Strategy Alignment

January 12 and 13, 2026

# Introduction



## Purpose & Objectives

*What success looks like coming out of the meeting*



Align SteerCo on **Wave 1 Culture survey results**, leadership perspective, and **how culture informs integration strategy**



Begin discussions on **NewCo enterprise strategy**



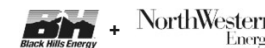
Align on **Customer, reliability, and operational effectiveness priorities and focus areas**



Confirm **key takeaways, decision guardrails, and next steps** from the Integration Strategy phase to finalize inputs ahead of the IMO Launch



Provide clear guidance to **enable a strong IMO Launch**



# Today's Agenda

**Participants:** Bleau LaFave, Bobbi Schroepel, Brian Bird, Crystal Lail, Darren Nakata, Don Redden, Jason Merkel, Jeanne Vold, Kimberly Nooney, Linn Evans, Madeline Macapugay, Marne Jones, Sarah Wiltse, Shannon Heim, PwC

Day	Time (CT)	Topic	Objectives
Jan 12	1:00 – 1:10pm	Introduction	<ul style="list-style-type: none"> <li>• Session Objectives</li> <li>• Key Program Updates</li> </ul>
	1:10 – 1:35 pm	Team Building Activity	<ul style="list-style-type: none"> <li>• Leverage exercises to build energy and trust amongst SteerCo Members</li> </ul>
	1:35 – 2:30 pm	Culture Survey Read Out	<ul style="list-style-type: none"> <li>• Preliminary analysis on results from Wave 1 Culture Thumbprint</li> <li>• Implications for integration planning and ways of working</li> </ul>
	2:30 – 3:30 pm	Enterprise Strategy	<ul style="list-style-type: none"> <li>• Discuss what SteerCo members understand enterprise strategy to be and questions to be solved</li> <li>• Compare NWE/BHE strategy documents. Align where strategies align vs. gaps exist</li> </ul>
	3:30 – 3:45 pm	Operating Model	<ul style="list-style-type: none"> <li>• Discuss operating model status and open items</li> </ul>
	3:45 – 4:30 pm	Integration Strategy	<ul style="list-style-type: none"> <li>• Finalize guidance on Day 1 and Target strategy for functional teams</li> </ul>
	4:30 – 5:15 pm	Decision-making Guardrails	<ul style="list-style-type: none"> <li>• Discuss decision-making approach at all levels</li> <li>• Align ways of collaborating</li> </ul>
	5:15 – 6:00 pm	Break	
	6:00 – 9:00 pm	Team & Trust Building Activity + Dinner	<ul style="list-style-type: none"> <li>• Pickleball at Lucky Shots</li> </ul>
Jan 13	7:00 – 8:00 am	Value Creation	<ul style="list-style-type: none"> <li>• Established baselines for BHE and NWE (using TTM 3Q25)</li> <li>• Identified preliminary opportunity areas based on benchmarking</li> <li>• Review next steps in January, including select stakeholder interviews</li> </ul>
	8:00 – 9:00 am	Technology	<ul style="list-style-type: none"> <li>• Discuss approach to platform-first approach to integration</li> <li>• Discuss tenant migration approach (Greenfield vs hybrid)</li> </ul>
	9:00 – 10:00 am	IMO Launch Plan Review & Wrap Up	<ul style="list-style-type: none"> <li>• Review agenda and tactical logistics for IMO Launch workshop 1/20 &amp; 1/21</li> <li>• Q&amp;A and Next Steps</li> </ul>



## Culture Survey Readout

Culture Content developed separately

A photograph of a dam with water cascading over it, with a blue text box overlaid in the center. The dam is a concrete structure with a staircase on the left side. The water is flowing over the dam in a series of small cascades. The foreground shows a rocky shoreline with some green grass. The sky is a mix of blue and orange, suggesting a sunset or sunrise.

# Enterprise Strategy

Enterprise strategy development in progress

# Operating Model



## Objectives and Agenda



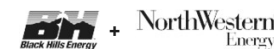
### Objectives

- Understand key Operating Model decisions that will need to inform NewCo functional planning



### Discussion Topics

1. What are the Operating Model decisions that will inform integration planning and what are our current hypotheses?



## Operating Model – Key Questions

*There are several operating model questions that need to help inform integration strategy*

		Illustrative
Key Questions	Hypothesis	Status
<b>When do we expect Deal close?</b>	Planning Assumption is early Q4 2026 for integration planning purposes	Hypothesis
<b>What will the legal entity structure be?</b>	Jurisdiction specific legal entities, HoldCo investor facing Legal Entity, Ops Shared Service Legal Entity (Shared Services Model)	Hypothesis
<b>What functions will be centralized vs. decentralized?</b>	Enterprise Functions (Technology, HR, Finance & Accounting) will be fully centralized to realize value  Ops Shared Services – Fleet, Warehouse, Sourcing, Engineering, Asset Mgmt., Control Center etc. to be centralized	Hypothesis
<b>How will the business be managed?</b>	The combined business will not be managed along commodities (Gas & Electric). The operations will be managed along regions	Hypothesis
<b>How will systems be integrated?</b>	Systems are planned to be unified in Target State. The cutover will be conducted in waves by platform instead of a big bang approach	Hypothesis
<b>What is the Headquarter of the combined company?</b>	Rapid City, South Dakota	Confirmed

# Integration Strategy



## Objectives and Agenda



### Objectives

- Align on guidance to be given to functional teams on integration depth and timing



### Discussion Topics





1. What dimensions do we need to give guidance on (degree of centralization, policy harmonization, process & systems integration and geographic location)?
2. What are current hypotheses for each of these areas for Day 1 and Target state across the functions?



# Integration Planning: Day 1 & Target State





## Day 1

### Maintain Operational Continuity

 <h4>Centralization</h4> <ul style="list-style-type: none"><li>• Centralize leadership reporting</li><li>• Field Operations to stay regional</li></ul>	 <h4>Policy</h4> <ul style="list-style-type: none"><li>• Harmonize enterprise function policies</li><li>• Standardize critical Ops &amp; Customer policies (e.g., KPIs, response times)</li></ul>	 <h4>Process &amp; Systems</h4> <ul style="list-style-type: none"><li>• Maintain dual systems</li><li>• Develop interim processes &amp; integrations</li><li>• Ensure Operational Continuity</li></ul>	 <h4>Geographic Location</h4> <ul style="list-style-type: none"><li>• No Day 1 location changes</li></ul>
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## Target State

### Fully Integrated Enterprise

 <h4>Centralization</h4> <ul style="list-style-type: none"><li>• Fully centralized enterprise functions</li><li>• Centralized Ops Support &amp; Customer functions</li><li>• Field Operations to stay regional</li></ul>	 <h4>Policy</h4> <ul style="list-style-type: none"><li>• Fully harmonized policies, with regional specifications as required</li></ul>	 <h4>Process &amp; Systems</h4> <ul style="list-style-type: none"><li>• Optimized &amp; integrated end-to-end processes</li><li>• Single systems for core enterprise functions (e.g., ERP, HRIS). Sequenced cutovers rather than 'big bang'</li></ul>	 <h4>Geographic Location</h4> <ul style="list-style-type: none"><li>• No forced relocation</li><li>• Hiring to happen across key NewCo hubs</li></ul>
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# Illustrative Timeline for Integration

*Illustrative - Based on prior transactions*

Integration Roadmap					Exemplary Considerations
Functional areas	Day 1	Year 1	Year 2	Year 3+	
HR					<ul style="list-style-type: none"> <li>• <b>Day 1:</b> Have a path to harmonize benefits for non-represented employees by Day 1</li> <li>• <b>Year 1:</b> Aligned company cultures</li> </ul>
Finance					<ul style="list-style-type: none"> <li>• <b>Day 1:</b> Interim finance processes established</li> <li>• <b>Year 1+:</b> ERP systems integrated by modules with roadmap to full integration</li> </ul>
Technology					<ul style="list-style-type: none"> <li>• <b>Day 1:</b> Access enabled to support business activities</li> <li>• <b>Year 1+:</b> Application platforms integrated in sequence</li> </ul>
Business Support (e.g., Legal, Regulatory)					<ul style="list-style-type: none"> <li>• <b>Day 1:</b> Interim processes established for business continuity</li> <li>• <b>Year 1:</b> Interim processes fully integrated</li> </ul>
Field Ops & Operational Shared Services					<ul style="list-style-type: none"> <li>• <b>Day 1:</b> Critical metrics (e.g., 911 response) harmonized</li> <li>• <b>Year 1:</b> Shared services consolidated, leveraging scale</li> <li>• <b>Year 3+:</b> Core operations and field standards integrated</li> </ul>
Customer					<ul style="list-style-type: none"> <li>• <b>Day 1:</b> Corporate brand and identity established</li> <li>• <b>Year 1:</b> Regional brands updated</li> <li>• <b>Year 2+:</b> Customer experience (incl. CIS) fully integrated</li> </ul>

Higher integration effort     
 Full Integration Period

# Next Steps

Category	Item	Owner	Due Date
Integration Strategy	Finalize guidance to Functional Leads on Integration Strategy	SteerCo	1/16/26

# Decision-making & Guardrails



## Objectives and Agenda



### Objectives

- Align on decision-making guardrails and guidance to provide to the functional teams on issue escalation



### Discussion Topics

1. What guiding principles should functional teams use to inform Day 1 planning?
2. What decision-making authority resides at each level of integration planning?
3. Which topics or prerogatives should be owned by the CEO and SteerCo?
4. How will Risks, Assumptions, Issues, Decisions, Dependencies (RAIDD) be tracked and logged?

## Integration Guiding Principles to share with functional teams



**Make all decisions with business continuity as the North Star** to ensure little to no disruption to customers



**Effectively and timely communicate with** all employees and key stakeholders



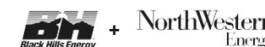
This transaction unlocks a “**1+1 > 2**” **opportunity to accelerate our transformation** faster than either organization could alone.



**Plan to integrate on Day 1** where possible to be financially accretive 12 months after Day 1, while considering level of risk, effort and feasibility



**Ask Questions!** The IMO is here to support and answer any questions



# Decision Guardrails

Illustrative - Not Exhaustive

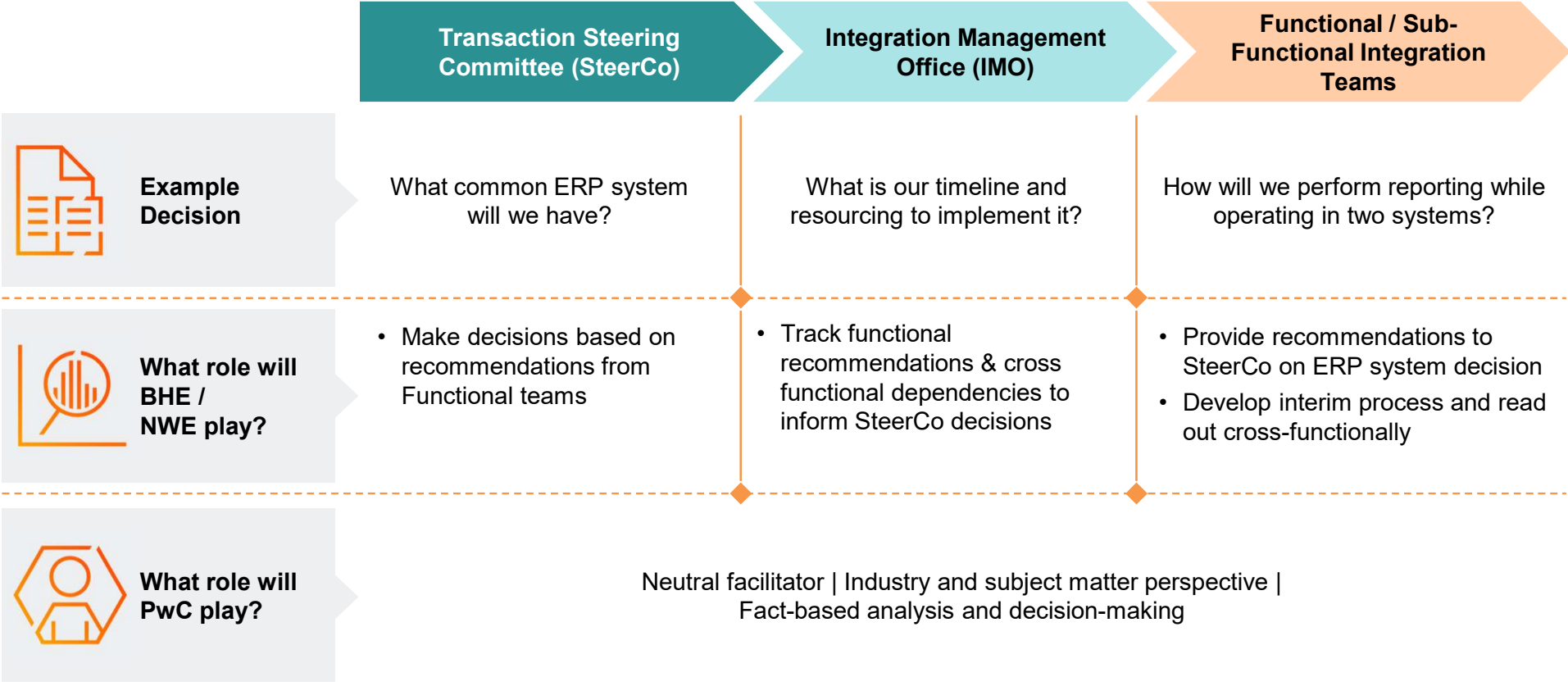
Decision Area	Board	SteerCo / NewCo CEO	Cross-Functional / Functional	Sub Functional
<i>General Role</i>	<i>Inform &amp; Advise</i>	<i>Decision-maker / provide recommendation to Board</i>	<i>Provide recommendations as subject matter experts to SteerCo</i>	<i>Execute on tactical actions to achieve integration</i>
<b>People</b>	<ul style="list-style-type: none"> <li>C-Suite Leadership Appointments</li> <li>Organizational Structure</li> <li>Operating Model</li> <li>Talent Retention Strategy</li> </ul>	<ul style="list-style-type: none"> <li>C-suite / Direct report appointments</li> <li>Timing and process for org structure</li> <li>Org Structure of their own teams</li> <li>Cost associated with talent (Comp, retention, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Aware of people decisions</li> <li>Recommend critical subject matter experts to SteerCo</li> </ul>	<ul style="list-style-type: none"> <li>Provide Functional Leads point of view on critical roles</li> </ul>
<b>Process &amp; Systems</b>	<ul style="list-style-type: none"> <li>Integration Process Plans (Interim and Target)</li> <li>Branding strategy</li> </ul>	<ul style="list-style-type: none"> <li>Ensure cross-functional coordination</li> <li>Resolve RAIDD items at functional / sub functional level</li> <li>Select systems for target state (ERP, HRIS, etc.)</li> <li>Approve system process interim &amp; future state</li> </ul>	<ul style="list-style-type: none"> <li>Achieve tactical execution of process &amp; system integration (how functions will operate)</li> <li>Document Day 1 and Target Plans</li> <li>Make functional system recommendations</li> <li>Current state analysis of process &amp; systems</li> <li>Identify RAIDD items at functional level</li> </ul>	<ul style="list-style-type: none"> <li>Achieve tactical process &amp; system integration (how sub functions will operate)</li> </ul>
<b>Policy</b>	<ul style="list-style-type: none"> <li>High Priority Policies On Board Agendas today, e.g., Wildfire, PSPS, Emergency Response, Cybersecurity, Business continuity, Data Protection / Retention, Labor Relations</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for handbook &amp; policy harmonization</li> </ul>	<ul style="list-style-type: none"> <li>Provides recommendation to SteerCo on function policies</li> <li>Execute policy harmonization &amp; rebrand</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with Function leads to provide recommendation on policy harmonization</li> </ul>
<b>Timing Of Integration</b>	<ul style="list-style-type: none"> <li>Project Targets &amp; Timelines</li> </ul>	<ul style="list-style-type: none"> <li>Provides timing guardrails</li> <li>Reviews and approves project plans from functional teams</li> <li>Coordinates plans with in flight projects &amp; enterprise strategy</li> </ul>	<ul style="list-style-type: none"> <li>Develops Functional project workplans and timelines</li> </ul>	<ul style="list-style-type: none"> <li>Works with Functional leads as SMEs to develop functional workplans</li> </ul>

**What might be CEO/SteerCo prerogatives for decisions we want to own?**

Note: RAIDD - Risks, Assumptions, Issues, Decisions, & Dependencies

# Example Decision Escalation Process / Responsibilities

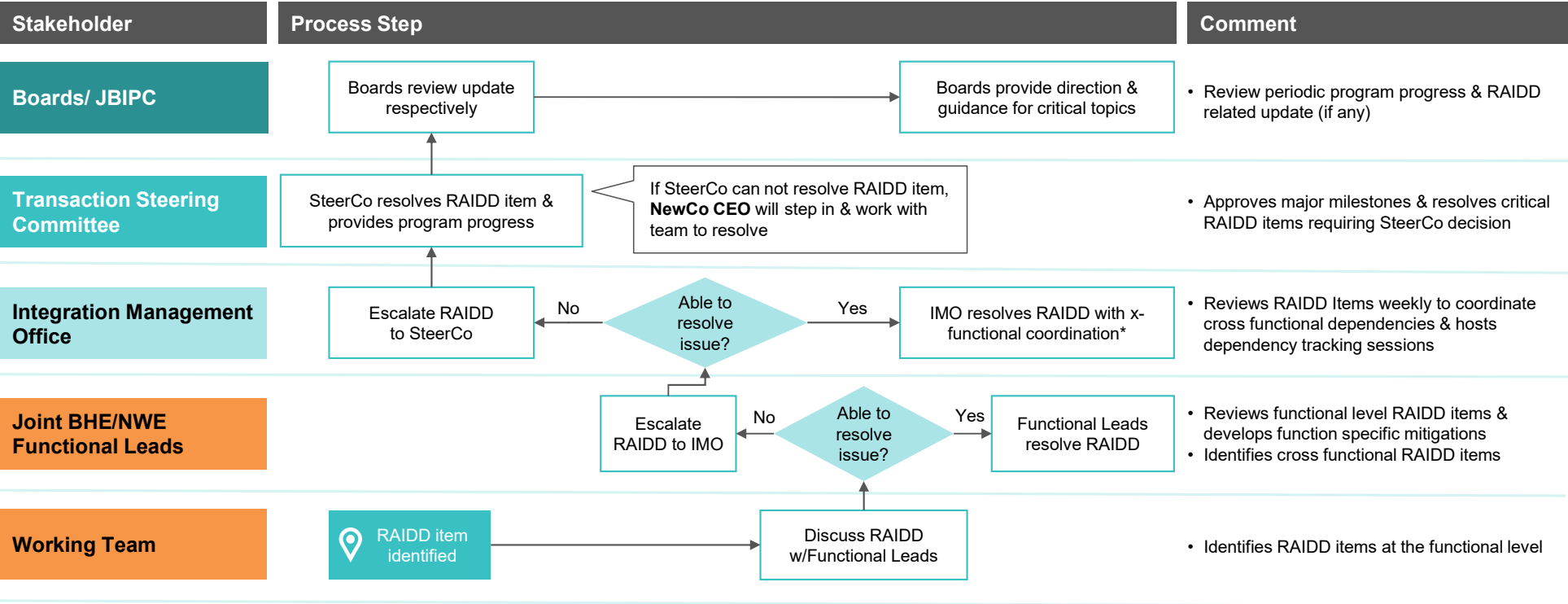
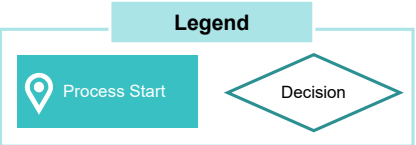
Defining clear roles SteerCo, IMO, and Functional / Sub-Functional teams will have in the decision-making process

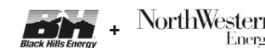


# RAIDD Escalation Process

## RAIDD Log Purpose & Governance

- Ensure consistent tracking, escalation, & ownership of **Risks, Assumptions, Issues, Decisions, & Dependencies (RAIDD)** across all functions.
- Provide visibility to leadership & enable timely mitigation for cross functional risks/issues





## Top Team Rules of Engagement (Proposed for Discussion)

Topic	Details
<b>Dialogue &amp; debate</b>	<ul style="list-style-type: none"> <li>• All - assume positive intent</li> <li>• All - use plain speak, so what you mean. AND... explain the why behind your question or comment, what is driving you to ask it? what do you really mean? conversely, if you're wondering this about someone, invite them to share/elaborate on the thinking underlying the question/comment</li> <li>• BH - speak up / share opinions even if not asked</li> <li>• NW - create space / invite people to share opinions</li> </ul>
<b>Decision-making</b>	<ul style="list-style-type: none"> <li>• All - align on the decisions that need to be made and how who will make them; e.g., CEO, steerco, integration team</li> <li>• NW - verbally flag when presenting information.... is this a done deal or open for discussion? are we asking for input? who will make the final decision?</li> <li>• BH - bring/share sample decision-making structures and processes that apply across decision-categories to clarify intent</li> </ul>
<b>Alignment &amp; mutual accountability</b>	<ul style="list-style-type: none"> <li>• Remain unified outside of the room</li> </ul>
<b>Experiment with different "modes" of teaming..</b>	<ul style="list-style-type: none"> <li>• Hub and spoke - leader collects input from each team member 1:1 and then decides                             <ul style="list-style-type: none"> <li>• Pro: 1:1 builds relationship and trust between leader and team members</li> <li>• Con: lacks transparency; can be misperceived / misunderstood as an "end run" when individuals influence leader directly</li> </ul> </li> <li>• Collective problem-solving - group works together to get all the relevant information into the room and follow a structured process to get to the right answer; all voices are equal and the final decision is in the room                             <ul style="list-style-type: none"> <li>• Pro: people support what they create, strong alignment across all team members</li> <li>• Con: messy, takes more time to do well</li> </ul> </li> </ul>

# Illustrative: RAIDD Log & Dependency Tracker Instruction and Guideline

## Objectives

- Ensure consistent tracking, escalation, & ownership of **Risks, Assumptions, Issues, Decisions, & Dependencies (RAIDD)** across all functions.
- Provide visibility to leadership & enable timely mitigation for cross functional risks/issues

RAIDD	Definition
<b>Risk</b>	Events that may occur over the course of project that could have adverse or detrimental effects on its overall success - they do not become issues if mitigated properly
<b>Assumption</b>	Items that form the basis of a decision / path forward where not all the information is known at the time but revisiting the assumption may cause significant rework
<b>Issue</b>	An event or problem that is currently happening- must be attended to avoid project disruption
<b>Decision</b>	Key decision required or made
<b>Dependency</b>	Any tasks that must be completed before starting another step.

Fields	Guideline
<b>RAIDD Item Type</b>	Identify if this item is a Risk, Assumption, Issue, Dependency, or Decision
<b>Function &amp; Subfunction</b>	Function & Sub Function who owns / raised RAIDD item
<b>Description</b>	<ul style="list-style-type: none"> <li>• Risk: Describe the risk that could impact the project</li> <li>• Issue: Describe the issue that is currently happening</li> <li>• Assumption: Describe the assumption that has been made</li> <li>• Dependency: Describe what the dependency is for this item</li> <li>• Decision: Describe decision required</li> </ul>
<b>Impact</b>	Potential impact of the RAIDD item to program delivery
<b>Mitigation (Issues and Risks ONLY)</b>	Clear plan for pathway to resolution of the RAIDD Item
<b>Dependent On (Dependencies ONLY)</b>	Function Dependency is Dependent on This function will be notified of the dependency & must acknowledge it / assign an owner
<b>Assigned To</b>	Name of the person accountable for addressing the RAIDD item
<b>Date Raised</b>	Date item was first raised
<b>Owner(s)</b>	Who is the responsible owner for advancing resolution
<b>Criticality</b>	<ul style="list-style-type: none"> <li>• Critical: RAIDD item will impact customers, core operations, regulatory compliance, or overall project success.</li> <li>• High: RAIDD item will significantly impact project scope, timeline, cost, or key deliverables if not addressed.</li> <li>• Medium: RAIDD item may impact efficiency, quality, or a specific workstream but does not threaten overall project success.</li> <li>• Low: RAIDD item has Minimal impact</li> </ul>
<b>Day 1 Critical? (Y/N)</b>	Indicate if RAIDD item is critical for Day 1
<b>Status</b>	<ul style="list-style-type: none"> <li>• Open: Item is identified and in progress</li> <li>• At Risk: Item is at risk for not being closed out in time</li> <li>• Delayed: Item is past due</li> <li>• Closed: Item is closed &amp; has been mitigated</li> </ul> Additional Status for Risks & Issues: <ul style="list-style-type: none"> <li>• Mitigation Identified: Mitigation has been identified, and project is not at risk or delayed</li> <li>• Mitigation In Progress: Mitigation implementation is in progress and on track</li> <li>• Mitigation In Place: Mitigation is in place- item is on its way to closure</li> </ul>
<b>Due Date</b>	Date resolution or closure is needed.
<b>Raised by</b>	Name of person who raised the item.
<b>Resolved Date</b>	Date item is Resolved or Closed
<b>Escalated to Functional Lead? (Y, N, N/A)</b>	Indicate if escalation to functional lead has been completed (All RAIDD items should be escalated to functional lead)
<b>Escalated to IMO? (Y, N, N/A)</b>	Indicate if escalation to IMO has been completed / if it is required (All Risks, Issues, and Dependencies should be escalated to IMO) IMO will review RAIDD logs at the functional level
<b>Escalated to SteerCo? (Y, N, N/A)</b>	Indicate if escalation to SteerCo has been completed / If it is required (High / Critical RAIDD items should be escalated to SteerCo)
<b>Comments/Notes</b>	Any additional comments to the specific item that are not captured in other fields

# Value Creation

Value Creation Content developed separately



← FUEL GAS

# Technology



# Objectives and Agenda



## Objectives

- Review technology core team and overarching integration approach
- Discuss technology policy & procedure roadmap to integration
- Align on key principles for platform strategy
- Review preliminary Day 1 requirements



## Agenda

1. Overall Integration Strategy & Core Technology Team
2. Policy & Procedure Strategy
3. Platform Approach
4. Technology Day 1 Priorities

# Technology Integration Strategy and Core Team

*Technology integration strategy will be refined through blueprinting of current, interim and future-state, leveraging “North-Star” vision and guiding principles to accelerate decisions*

## Technology Integration Mission:

Create a **unified Day 1 company experience** by **anchoring technology on platform-centric**, clean-core model that scales through standardization, leverages out-of-the-box capabilities, minimizes technical debt, and re-engineer processes before customizing technology will leverage integration activity as a catalyst for AI adoption.

## Technology Guiding Principles:

1. **Platform-first** to enable scale and **enterprise commonality**
2. **Favor Out-of-the-box** before build to **minimize technical debt** and enable future AI capabilities
3. **Favor process re-engineering** over **systems customization**

## Two-in-a-Box Core Technology Team Leadership

(Sub) Function	BHE SteerCo Member	BHE Functional / Sub-Functional Lead	NWE SteerCo Member	NWE Functional/ Sub-Functional Lead
Technology Function Lead	Don Redden	Chad Knapp	Jeanne Vold	Scott Hansen
Applications		Eric Leebens		Matt Kees
OT		Mike Siemek		Mark Maroney
Cyber / Security		John Jorgensen		Sean Cleverly
Infrastructure		Barrett Wendt		Sean Cleverly
IT Operating Model & Execution		Chad Knapp		Brodie Kelly
Data, Analytics, & AI		Derek Johansen		Steve Kludt

# Technology Policy (hard & soft)\* & Procedure Strategy

Align technology policies and procedures through a regulator-friendly, platform-enabled approach



## Establish Governance & Regulatory Guardrails

Form a joint technology policy integration governance with representation from technology, cybersecurity, compliance, legal, regulatory affairs and operations. Non-negotiables to be defined and guide policy and procedure harmonization efforts. Identify BHE/NWE two-in-a-box leads for policy & procedure work.

## Perform Gap & Risk Analysis

Identify gaps between current-state policies and target standards, Assess:

- Compliance risk
- Operational risk
- Cyber and reliability risk

Develop prioritization methods for policy updates and establish Day 1 vs integration priorities.

## Harmonize Policies & Procedures Post-Close

Rationalize policies into a single enterprise set. Standardize procedures using platform-native workflows and shared ITSM/GRC tooling. Initiate retirement of legacy policies and reduce custom procedures tied to legacy systems.

## Train, Communicate & Enforce

Leverage target-state technology operating model for dissemination of key changes and new workflows/notification channels. Address additional gaps and strengthen policies as needed. Embed policies into:

- System access rules
- Workflow approvals
- Performance & compliance monitoring

## Design Day 1 Interim Controls

Implement interim policies and procedures at close.

Priority areas:

- Identify and access management
- Change management controls
- Incident response escalation
- Data access

## Validate Through Testing, Audits & Simulations

Conduct internal compliance testing, tabletop exercises and operational incident simulations.

## Monitor, Report & Continuously Improve

Establish ongoing monitoring for policy adherence, control effectiveness and regulatory changes. Periodically review policies and adjust as platforms mature and legacy systems are retired.

## Inventory & Classify Existing Technology Policies & Procedures

Establish a structured inventory across Blackhills and Northwestern of policies and procedures from Cybersecurity, Data governance & privacy, IT service management (ITSM), Change, release and incident management, and OT/IT interfaces; classify by regulatory-critical, operationally-critical and enterprise standard/discretionary.

## Define Target Policy Framework

Select target policy backbone to align policies to:

- Regulatory requirements (e.g., NERC CIP, ISO27001, SOX)
- Platform approach & capabilities (ERP, IAM, ITSM, etc.)
- Clean-core principles

Define temporary Day 1 coexistence rules where full harmonization is not feasible/practical

\* Hard technology policies refer to those with physical/systematic stop-gaps. Soft technology policies are guidelines to be followed by the impacted user

# Technology is recommending a platform-based integration strategy

*A platform-based technology strategy requires careful alignment with leaders across business functions as platforms are selected and implementation decisions are finalized*

## A platform strategy is an enterprise decision, not a single system choice

- Platform selection determines **where we standardize vs. differentiate** post-close
- Decisions create **architectural stability**—downstream tools, data models, controls, and operating model decisions follow
- Many outcomes become **implicit and difficult to reverse**, even if not explicitly debated

## Platform selection is a process, not an event

- Starts with **non-negotiables** (regulatory, close integrity, scale, security)
- Evaluates platforms by **business capability**, not vendor brand
- Requires explicit understanding of **what is locked in** by the decision

## Executive ownership is required

- These are **enterprise risk and value decisions**, not Technology preferences
- Business leaders are co-owners of outcomes, tradeoffs, and consequences

## Platform Selection Guiding Principles

### Business Strategy Alignment

- Platform decisions and consolidation aligned with business strategy and in a competitive bidding process
- Platforms may be existing or new depending upon the business problem to be solved

### Clean Core

- Minimization of technical debt
- Improved agility through standardized applications landscape
- Stability and performance
- Improved data quality
- Process standardization over customization of applications

### Enterprise Ecosystem

- Integrate/consolidate common platforms where feasible
- Shared services enablement
- Streamline service desk (tech support) operations
- Improve efficiency while maintaining regulatory compliance and service standards
- Uniformity across joint enterprise
- Utilize an “out of the box” methodology for integration activities
- Leverage larger contracts within platform selections for potentially higher volume discounts

# Platform Selection Process

*How platforms are selected, and what platform choices imply*

## Why Platform Selection is cross-functional

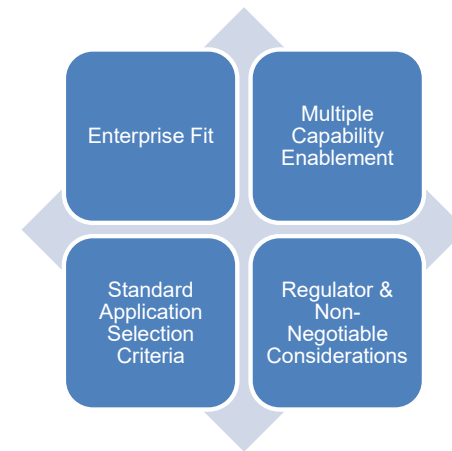
- Selecting a platform implicitly selects:
  - **Upstream/downstream** tools selected and De Facto solutions for platforms with multiple business capability enablement
  - **Data models and integration patterns**
  - **Control frameworks and audit workflows**
  - **Skill sets and operating model**
- These implications must be **surfaced and accepted upfront**

## Governance & participation

- **Exec Steering:** owns platform, irreversibility decisions and exceptions
- **Business functions:** define must-haves and accept operational impacts.

Workshops will be setup by functional groups to determine platform choices, across:

- Customer Operations & Experience
- Operations & Operational Support
- HR
- Technology
- Finance & Accounting
- Supply Chain, Fleet & Facilities
- **Technology & Security:** validate scalability, resilience, and risk









## Expected Outcomes

<b>Accelerate Integration</b> Platform decisions accelerate integration when deliberate	<b>Strategic Decisions</b> Selection process is a strategic business choice first, technical choice second	
<b>Governance</b> Clear ownership, implication awareness and business participation are non-negotiable	<b>AI Enablement</b> Platform and clean-core model are strategic processes to enable use of current and future AI	<b>Structure</b> Enable enterprise architecture, promote scalability and stability, ease manageability of technology landscape and lower TCO

# Technology Day 1 Priorities

*Typical Technology Day 1 requirements, based on previous transaction experiences*

 <p>OT</p>	<ul style="list-style-type: none"> <li>• <b>Maintain safe, reliable, and uninterrupted operations</b></li> <li>• <b>Preserve regulatory compliance</b> (e.g., NERC CIP)</li> <li>• <b>Avoid introducing cyber or operational risk</b></li> <li>• <b>Ensure clear accountability and escalation paths</b></li> </ul>	 <p>Cyber/ Security</p>	<ul style="list-style-type: none"> <li>• Execute consolidated <b>cyber incident monitoring</b> and response plan</li> <li>• Continue protection of consolidated <b>critical data and assets</b></li> <li>• <b>Operationalize day 1 cybersecurity</b> and technology compliance governance structure</li> <li>• Ensure that desktops, and <b>endpoints have comparable security</b></li> </ul>
 <p>Infrastructure</p>	<ul style="list-style-type: none"> <li>• Establish <b>network connectivity</b> for Day 1</li> <li>• Execute <b>cross-company collaboration</b> strategy</li> <li>• <b>Execute Identity Management Strategy</b></li> <li>• Enable <b>cross-company service desk (tech support)</b> support to all employees</li> <li>• Enable updated company Intranet for employee experience</li> </ul>	 <p>Applications</p>	<ul style="list-style-type: none"> <li>• Ensure aggregation of data for financial and regulatory activities</li> <li>• <b>Minimize changes to core ERP</b> applications and ensure <b>business continuity</b> for Day 1</li> <li>• Enable <b>system access</b> and availability needs across both BHE and NWE</li> <li>• Undertake <b>branding changes on web-sites</b></li> <li>• Execute <b>Enterprise Service Bus</b> strategy</li> </ul>
 <p>Data, Analytics &amp; AI (Built)</p>	<ul style="list-style-type: none"> <li>• Ensure <b>continuity of critical data</b>, reports, and analytics <b>to support business operations and regulatory obligations without disruption</b></li> <li>• Maintain existing data access, classifications, and controls to avoid compliance, privacy, or security gaps</li> <li>• Enable <b>system access and collaboration</b> needs across both BHE and NWE</li> </ul>	 <p>IT Operating Model &amp; Execution</p>	<ul style="list-style-type: none"> <li>• <b>Implement Day 1 operating model</b> to limit business impact and <b>maintain hierarchy structure</b></li> <li>• Mobilize technology resources (including outsourcing partners) that will be required to <b>support the integration efforts Day 1</b></li> </ul>

# IMO Launch Plan Review & Conclusion



## Objectives and Agenda



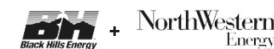
### Objectives

- Align on agenda and outcomes for IMO Launch
- Provide an overview of the activities leading up to the IMO Launch
- Discuss the plan for the integration planning phase



### Discussion Topics

1. What are we looking to achieve during the IMO Launch?
2. What does the path to IMO Launch look like?
3. What is the plan after the IMO Launch?



## IMO Launch - Agenda Day 1 (Golden, CO - 1/20)

Time (MT)	Session Topic	Session Objectives	Attendees
2:00pm – 4:00pm	<b>Introducing the IMO, IMO Governance &amp; Integration Roadmap</b>	<ul style="list-style-type: none"> <li>• Introduce combined team (BHE, NWE, PwC) and align on meeting objectives</li> <li>• Provide merger overview and strategic rationale</li> <li>• Review guiding integration principles, early decisions, antitrust requirements, and regulatory timeline</li> <li>• Align on purpose, structure, and cadence of the Integration Management Office (IMO)</li> <li>• Define IMO roles, responsibilities, decision rights, and RAIDD escalation path</li> <li>• Walk through integration timeline, milestones, and core tools / templates / expected deliverables</li> </ul>	<i>SteerCo, IMO Leads, Cross Functional Leads, Functional Leads, Sub-Functional Leads (Virtual)</i>
4:00pm – 4:45pm	<b>Culture Survey Overview</b>	<ul style="list-style-type: none"> <li>• Conduct activity and begin review of Wave 1 Culture Survey Results</li> </ul>	
4:45pm – 6:00pm	<b>Culture Survey Validation Session</b>	<ul style="list-style-type: none"> <li>• Focus group (10-15 people) to discuss culture survey results &amp; gain additional insights into useful recommendations for integration team</li> </ul>	<i>Sub Group of individuals who took Culture Survey</i>
4:45pm – 6:00pm	<b>Free Time</b>	<ul style="list-style-type: none"> <li>• Free time for attendees not participating in focus group</li> </ul>	Attendees not participating in Culture Survey Validation Session
6:00pm	<b>Team Event</b>	<ul style="list-style-type: none"> <li>• Team event &amp; networking</li> </ul>	SteerCo, IMO Leads, Cross Functional Leads, Functional Leads

## IMO Launch - Agenda Day 2 (Golden, CO - 1/21)

Time (MT)	Session Topic	Session Objectives	Attendees
9:00am – 1:00pm	Functional Working Sessions	<ul style="list-style-type: none"> <li>Review current state assessments</li> <li>Develop team charters</li> <li>Begin Day 1 Requirements planning</li> </ul>	IMO Leads, Functional Leads, Sub-Functional Leads (Virtual)
1:00pm – 2:30pm	Lunch	Potential working lunch if required	
2:30 – 4:00pm	Read Out	<ul style="list-style-type: none"> <li>Review result of functional breakout sessions</li> </ul>	SteerCo, IMO Leads, Cross Functional Leads, Functional Leads, Sub-Functional Leads (Virtual)
4:00pm – 4:45pm	Culture Working Session	<ul style="list-style-type: none"> <li>Report out on validation session work to the big group</li> <li>Working session for all participants provide input and contribute</li> </ul>	
4:45pm – 5:00pm	Conclusion & Next Steps	<ul style="list-style-type: none"> <li>Recap key decisions, action items, and owners</li> <li>Confirm immediate next steps, timelines, and communication plan</li> <li>Address final questions and ensure alignment before closing</li> </ul>	

*Details on next page*



# Proposed Functional Working Sessions

*PwC will facilitate the discussion to review current state overview that the teams populated prior to the session, develop joint team charters during the session, and begin Day 1 Requirements planning*

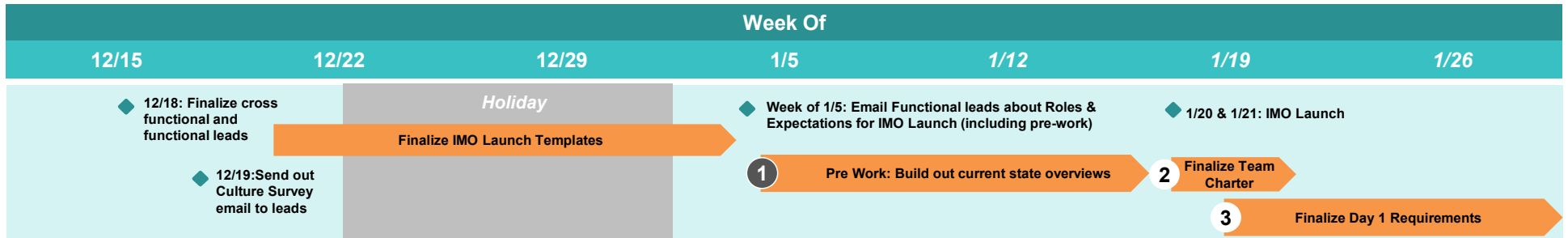
Functional Working Session	Function	BHE Functional Lead <sup>1</sup>	NWE Functional Lead <sup>1</sup>
Operations and Operational Support	Electric Operations	Mike Pogany	Nicole Bengé
	Gas Operations	Joey Msall	Tyler Muzzana
	Nebraska Gas Operations	Kevin Jarosz	Brad Wenande
	Electric Supply & Generation	Mark Lux	Joe Stimatz
	Gas Supply & Transportation	Brian Weber, Jodi Culp	Luke Hansen
	Engineering, Technical Services & Asset Management	Brian Weber, Nick Gardner, Steven Dunn	John Carmody
	Environmental Safety		Derek Silbaugh (Virtual)
		Jeff Halstead (Virtual)	Carolyn Loos
Supply Chain, Fleet & Facilities	Supply Chain, Fleet & Facilities	Brian Weber, Michele Hurley	Danny Kaluza
Customer Operations & Experience	Customer Operations & Experience	Katie Fleming	Lori St. Aubin
HR	HR	Darcy Sales	Judy Stulken, Chris Forbeck
Technology	Technology	Chad Knapp	Scott Hansen
Finance & Accounting	Finance & Accounting	Donna Genora	Jeff Berzina
Legal, Compliance & Regulatory Affairs	Legal / Compliance	Cathy Sabers	Mike Green
	Regulatory Affairs	Nick Wagner	Charlie Lane

Note: (1) Sub-functional leads to dial in virtually, as needed

# Plan to IMO Launch

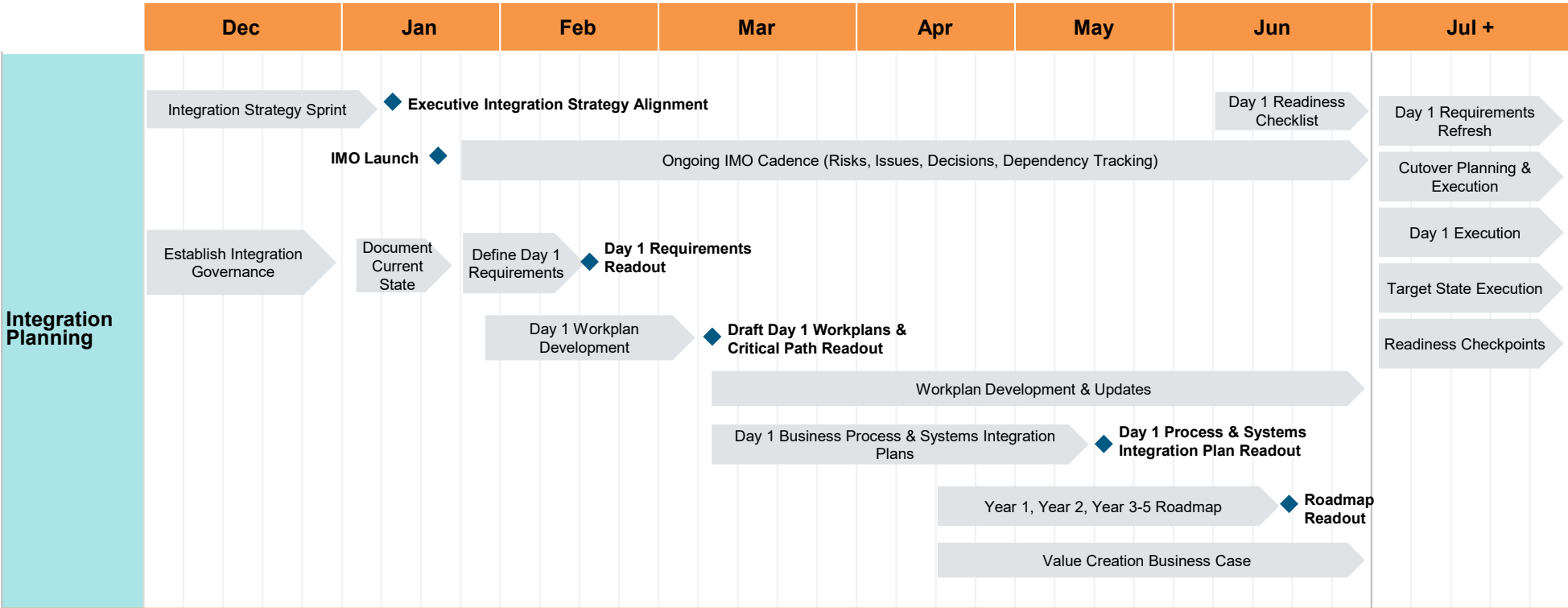
## What we want to achieve coming out of the IMO Launch

- Communicate deal background and team expectations
- Motivate and mobilize teams
- Encourage active participation across functional teams and provide opportunities for the team to build relationships
- Introduce ways of working and share tools / templates



Tool	Description	Illustrative Templates	Timing
<b>1</b> Current State Overview	<ul style="list-style-type: none"> <li>• Identify Current state <b>Organization, Processes, Systems/technology, 3<sup>rd</sup> party Vendors, and geographic location</b></li> </ul>		Prior to IMO Launch
<b>2</b> Team Charter	<ul style="list-style-type: none"> <li>• Identify core <b>team members &amp; Project Scope</b></li> <li>• <b>Coordinate cross functionally</b> to document dependencies</li> <li>• <b>Document issues, risks, assumptions &amp; decisions</b> and assign owners and due dates where applicable</li> <li>• Document <b>Immediate Next steps</b> sub-functionally</li> </ul>		During IMO Launch
<b>3</b> Day One Requirements	<ul style="list-style-type: none"> <li>• Define <b>Day 1 requirements around People/Org, Process, Systems, Vendors, and Location</b></li> <li>• Identify <b>sub-functional Day 1 requirements</b> for successful deal close</li> <li>• Indicate <b>estimated timing, owner, and priority</b> of Day 1 Requirement</li> </ul>		Complete by early Feb and readout session targeted in mid Feb

# Estimated Integration Planning Roadmap

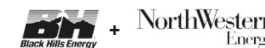


Integration Planning

The teams are expected to reconvene in person at least every 4-6 weeks for key workshops and milestones to ensure alignment on progress and next steps.





# Appendix- Day 1 & Target Integration Strategy– Guidance to Functions









# Enterprise Functions: Day 1 and Target State Hypotheses

*Illustrative examples - Based on prior transactions*

	Day One	Target State
 <b>Organizational Structure &amp; Degree of Centralization</b>	<ul style="list-style-type: none"> <li>Maintain unified reporting structure for each enterprise function</li> <li>Retain legacy-company team structures where needed for continuity</li> <li>Establish interim coordination forums and Day 1 decision rights</li> </ul>	<ul style="list-style-type: none"> <li>Fully integrated functional orgs operating under a single structure</li> <li>Clear enterprise-wide governance, decision rights, and performance management</li> <li>Consolidated leadership teams with harmonized spans &amp; layers</li> </ul>
 <b>Geographic Location</b>	<ul style="list-style-type: none"> <li>Continue operating within existing geographic footprints</li> <li>Retain dual hubs where critical talent resides</li> </ul>	<ul style="list-style-type: none"> <li>Identify strategic centers of gravity for each function</li> <li>Optimize location strategy for talent, cost, and service delivery</li> </ul>
 <b>Process Standardization &amp; Policy Harmonization</b>	<ul style="list-style-type: none"> <li>Align critical priority processes (close calendar, HR cycles, audit cadence, regulatory filings)</li> <li>Define interim workflows to manage dual processes, approvals, and systems</li> <li>Establish interim policy alignment to ensure consistent governance across legacy organizations.</li> </ul>	<ul style="list-style-type: none"> <li>Harmonized enterprise processes with standard SLAs and KPIs</li> <li>Adoption of integrated practices and workflow redesign</li> <li>Fully harmonized enterprise policies (HR, finance, regulatory, Technology, legal) with unified approval and enforcement processes</li> </ul>
 <b>Systems &amp; Technology</b>	<ul style="list-style-type: none"> <li>Continue operating on existing separate systems</li> <li>Build required interfaces/integration layers to enable cross-company operations</li> </ul>	<ul style="list-style-type: none"> <li>Unified system architecture and platform roadmap</li> <li>Consolidated ERP, HRIS, ITSM, and legal/compliance systems</li> <li>Modernized digital and AI-enabled technology environment built on a unified data platform and clean-core architecture.</li> </ul>

# HR: Day 1 and Target State Hypotheses

*Illustrative examples - Based on prior transactions*

	Day One	Target State
 <p><b>Organizational Structure &amp; Degree of Centralization</b></p>	<ul style="list-style-type: none"> <li>• Maintain separate BHE and NWE HR operating teams with unified HR executive reporting</li> <li>• Preserve legacy HR team structures (HRBPs, Total Rewards, Talent, Payroll, Labor Relations) to ensure workforce continuity</li> <li>• Stand up an Interim HR Integration Governance (HR LT, HR Ops, Labor/ER, Payroll, HRIS)</li> <li>• Define Day 1 HR decision rights (employee relations, hiring approvals, labor actions, policy exceptions)</li> </ul>	<ul style="list-style-type: none"> <li>• Fully integrated HR org operating under a single HR operating model</li> <li>• Clear enterprise HR governance, decision rights, and escalation paths</li> <li>• Consolidated HR leadership team with harmonized spans &amp; layers</li> <li>• Standardized HR service delivery model (HRBPs, COEs, Shared Services)</li> </ul>
 <p><b>Geographic Location</b></p>	<ul style="list-style-type: none"> <li>• Continue operating within existing geographic footprints</li> <li>• Retain dual hubs where critical talent resides</li> <li>• Preserve local HR presence to support union represented workforces and regulatory requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Identify strategic HR centers of gravity</li> <li>• Optimize HR location strategy balancing talent availability, labor relations, and cost</li> <li>• Maintain localized HR support where required for union, regulatory, or field workforce needs</li> </ul>
 <p><b>Process Standardization &amp; Policy Harmonization</b></p>	<ul style="list-style-type: none"> <li>• Align critical HR policies &amp; processes</li> <li>• Harmonize Payroll &amp; Benefits policies &amp; processes</li> <li>• Maintain all CBAs</li> <li>• Define interim workflows to manage cross-company processes (hiring, promotions, disciplinary actions)</li> <li>• Establish interim HR policy alignment principles to ensure consistent governance</li> <li>• Establish interim processes to keep employee master data current &amp; flowing to downstream applications</li> </ul>	<ul style="list-style-type: none"> <li>• Fully integrated HR cycles (compensation, performance, engagement, etc.)</li> <li>• Harmonized HR policies &amp; processes with enterprise SLAs and KPIs</li> <li>• Integrated HR lifecycle processes (hire-to-retain) across all employee populations</li> <li>• Unified approval, compliance, and enforcement mechanisms</li> </ul>
 <p><b>Systems &amp; Technology</b></p>	<ul style="list-style-type: none"> <li>• Continue operating on other existing BHE and NWE HR systems (HRIS, etc.)</li> <li>• Build required interim interfaces to keep employee master data current in all downstream applications</li> <li>• Enable necessary data sharing to support enterprise workforce analytics and oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Single HR system architecture with a consolidated HRIS and payroll platform</li> <li>• Unified HR data model enabling advanced analytics and workforce planning</li> <li>• Modernized digital HR experience (self-service, manager tools, AI-enabled insights)</li> <li>• Clean-core architecture aligned with broader enterprise ERP roadmap</li> </ul>





# HR: Integration Timing Detail

*Illustrative examples - Based on prior transactions*

Function	Time Required to Integrate					Rationale
	Day 1	Day 1	Day 1	Day 1	Target State	
	Fully Integrated on Day 1	Integrated as a priority after Day 1	Integrated mid way between Day 1 and Target State	Integrated slightly before Target State	Fully Integrated with Target State	
Compensation	●			●	●	Align compensation programs following performance management cycle integration to minimize disruption and ensure consistent reward outcomes
Benefits	●	●			●	Harmonize benefits as close to Day 1 as feasible to ensure employee continuity and compliance
Payroll & Time	●	●			●	Integrate payroll and timekeeping early to ensure accurate pay, compliance, and centralized HRIS processing
Employee Relations	●		●		●	Employee relations integration aligned to HRBP and HR operating model design
Labor Relations	●			●	●	Maintain existing labor agreements; limit integration to governance and oversight alignment
HR Operations (HRIS Landscape)	●	●			●	Prioritize HRIS and employee master data integration, dependent on ERP and infrastructure readiness
Policies & Compliance	●		●		●	Phased policy alignment to address regulatory, labor, and company standards
Talent Management & L&D	●		●		●	Integrate performance management after the current performance cycle to avoid mid-cycle disruption; align rating scales, goal frameworks, and calibration approach ahead of the next cycle. L&D integrated as a lower-risk, later initiative
Talent Acquisition	●	●			●	Standardize recruiting approach early to support workforce planning and minimize hiring disruption
Onboarding	●			●	●	Integrate onboarding following policy, system, and safety standard alignment

# Technology: Day 1 and Target State Hypotheses

*Illustrative examples - Based on prior transactions*

	Day One	Target State
 <p><b>Organizational Structure &amp; Degree of Centralization</b></p>	<ul style="list-style-type: none"> <li>Maintain <b>separate BHE and NWE IT operating teams</b> with <b>clear executive alignment</b> under a single Technology leadership structure</li> <li>Stand up an <b>Interim IT Integration Governance</b> (Enterprise IT, Cyber, Infrastructure, Apps, OT, Data) with defined escalation paths</li> <li>Preserve <b>OT and operational technology teams</b> within existing operating companies to ensure safety, reliability, and regulatory compliance</li> <li>Establish <b>clear Day 1 decision rights</b> (cyber incidents, access provisioning, vendor approvals, infrastructure changes)</li> </ul>	<ul style="list-style-type: none"> <li><b>Single, integrated IT operating model</b> supporting the combined enterprise</li> <li>Clear separation of <b>Enterprise IT, OT, and Cybersecurity</b> with defined interfaces and governance</li> <li>Consolidated IT leadership with harmonized spans, layers, and accountabilities</li> <li>Standardized IT service delivery model (Infrastructure, Apps, Data, Cyber, OT support)</li> </ul>
 <p><b>Geographic Location</b></p>	<ul style="list-style-type: none"> <li>Maintain existing IT footprints and on-site support aligned to current operations</li> <li>Preserve <b>local IT and OT presence</b> where required for field operations, control centers, and regulatory obligations</li> <li>Leverage existing data centers, network operations, and service desks without disruption</li> </ul>	<ul style="list-style-type: none"> <li>Rationalized IT location strategy balancing <b>resilience, talent availability, cost, and operational risk</b></li> <li>Defined <b>enterprise IT hubs</b> (e.g., infrastructure, cybersecurity operations, data &amp; analytics)</li> <li>Continued <b>localized OT and field technology support</b> where safety, reliability, or regulatory needs require</li> </ul>
 <p><b>Process Standardization &amp; Policy Harmonization</b></p>	<ul style="list-style-type: none"> <li>Maintain existing IT policies and procedures with <b>interim alignment principles</b></li> <li>Define interim processes for:                             <ul style="list-style-type: none"> <li>Identity &amp; access management</li> <li>Incident response and cybersecurity escalation</li> <li>Vendor and contract approvals</li> <li>Change management for critical systems</li> </ul> </li> <li>Establish <b>integration guardrails</b> to prevent uncoordinated system changes</li> </ul>	<ul style="list-style-type: none"> <li>Harmonized enterprise IT policies, standards, and controls</li> <li>Standardized IT governance, architecture review, and investment prioritization</li> <li>Unified cybersecurity, risk, and compliance frameworks aligned with regulatory expectations</li> <li>Consistent change, release, and incident management across the enterprise</li> </ul>
 <p><b>Systems &amp; Technology</b></p>	<ul style="list-style-type: none"> <li>Continue operating <b>existing ERP, CIS, EAM, HRIS, and OT systems</b> independently</li> <li>Establish <b>secure network connectivity</b> and identity federation (where appropriate)</li> <li>Prioritize <b>cybersecurity baseline alignment</b> and threat monitoring coordination</li> <li>Enable limited, controlled data sharing to support:                             <ul style="list-style-type: none"> <li>Executive reporting</li> <li>Integration planning</li> <li>Regulatory and compliance needs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Rationalized enterprise system architecture</b> aligned to long-term operating model</li> <li>Single ERP platform and integrated boundary systems (CIS, EAM, HRIS)</li> <li>Unified identity, cybersecurity, and infrastructure platforms</li> <li>Modern data platform enabling:                             <ul style="list-style-type: none"> <li>Enterprise reporting and analytics</li> <li>Asset performance management</li> <li>Workforce and capital planning</li> </ul> </li> <li>Clean-core architecture aligned with broader digital and ERP roadmap</li> </ul>





# Technology: Integration Timing Detail

*Illustrative examples - Based on prior transactions*

Function	Time Required to Integrate					Rationale
	Day 1		Target State			
	Fully Integrated on Day 1	Integrated as a priority after Day 1	Integrated mid way between Day 1 and Target State	Integrated slightly before Target State	Fully Integrated with Target State	
ERP & Boundary Applications	●			●	●	ERP and boundary application integration aligned to long-term target state, typically 2–3 years post-close
Customer Tech/CIS	●		●		●	Phase customer-facing system integration to protect Day 1 service continuity and regulatory obligations
OT	●			●	●	Integrate operational technology selectively to maintain safety, reliability, and operational continuity
Cybersecurity	●	●	●	●	●	Prioritize cybersecurity integration post-close to mitigate operational and regulatory risk
Infrastructure	●	●	●	●	●	Establish core infrastructure and identity management early to enable secure integration
Non-ERP Applications	●	●	●	●	●	Phased Integration approach (waves of integration based on complexity of application landscape/integrations, criticality of application, and ERP dependency)
Data	●	●	●	●	●	Data standardization and integration to support reporting, analytics, and future digital initiatives/AI transformation

# Finance & Accounting: Day 1 and Target State Hypotheses

*Illustrative examples - Based on prior transactions*

	Day One	Target State
 <b>Organizational Structure &amp; Degree of Centralization</b>	<ul style="list-style-type: none"> <li>• Maintain separate BHE and NWE Finance &amp; Accounting operating teams with fully centralized enterprise reporting</li> <li>• Retain legacy team structures where required to ensure close, regulatory filings, and audit continuity</li> <li>• Establish interim Finance governance, decision rights, and escalation paths (close, reporting, payments)</li> <li>• Stand up interim coordination forums across FP&amp;A, Accounting, Tax, and Treasury</li> </ul>	<ul style="list-style-type: none"> <li>• Fully integrated Finance &amp; Accounting organization operating under a single enterprise structure</li> <li>• Clear enterprise-wide governance, decision rights, and performance management</li> <li>• Consolidated leadership teams with harmonized spans and layers</li> <li>• Centralized back-office Finance functions (e.g., accounting, FP&amp;A, reporting)</li> </ul>
 <b>Geographic Location</b>	<ul style="list-style-type: none"> <li>• Continue operating within existing geographic footprints</li> <li>• Retain dual hubs where critical Finance talent resides</li> <li>• Preserve localized support where required for regulatory, audit, or operational needs</li> </ul>	<ul style="list-style-type: none"> <li>• Identify strategic centers of gravity for Finance &amp; Accounting (e.g., HQ / back-office hubs)</li> <li>• Optimize location strategy balancing talent availability, cost, and service delivery</li> <li>• Reduce duplication while maintaining required regulatory and audit support</li> </ul>
 <b>Process Standardization &amp; Policy Harmonization</b>	<ul style="list-style-type: none"> <li>• Align critical priority processes (close calendar, regulatory filings, audit cadence)</li> <li>• Define interim workflows to manage dual processes, approvals, and systems</li> <li>• Establish critical policy alignment to ensure consistent governance across legacy organizations</li> <li>• Maintain separate accounting policies where required for compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Harmonized enterprise Finance processes with standard SLAs and KPIs</li> <li>• Fully harmonized accounting, FP&amp;A, tax, and treasury policies</li> <li>• Unified approval, compliance, and enforcement mechanisms</li> <li>• Standardized enterprise close, planning, and reporting cycles</li> </ul>
 <b>Systems &amp; Technology</b>	<ul style="list-style-type: none"> <li>• Continue operating on existing, separate Finance systems (ERP, sub-ledgers, reporting tools)</li> <li>• Build limited interim interfaces / data extracts to support consolidated reporting and oversight</li> <li>• Maintain system stability; no Day 1 system consolidation</li> </ul>	<ul style="list-style-type: none"> <li>• Unified ERP and Finance systems architecture aligned to enterprise roadmap</li> <li>• Consolidated ERP, reporting, and regulatory systems</li> <li>• Standardized data architecture enabling advanced analytics and forecasting</li> <li>• Modernized digital Finance environment built on clean-core principles</li> </ul>





# Finance & Accounting: Integration Timing Detail

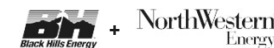
*Illustrative examples - Based on prior transactions*

Function	Time Required to Integrate					Rationale
	Day 1		Target State			
	Fully Integrated on Day 1	Integrated as a priority after Day 1	Integrated mid way between Day 1 and Target State	Integrated slightly before Target State	Fully Integrated with Target State	
<b>Treasury</b> <i>(cash management, liquidity, debt, hedging)</i>	● ●				●	Liquidity management, debt covenant compliance, and credit rating considerations require immediate centralized control
<b>Accounting &amp; Close</b> <i>(GL, journal entries, consolidation)</i>	● ●		●		●	FERC-compliant books must be maintained and critical policy aligned at Day 1; full consolidation, accounting policy alignment, and close calendar harmonization occur over time
<b>FERC/Regulatory Reporting</b> <i>(FERC Form 1, Form 3-Q, Form 60, rate reporting)</i>	●	●			●	Early alignment critical to ensure consistent regulatory filings; entity-level books may remain separate initially
<b>Financial Reporting</b> <i>(management, external reporting)</i>	●	●			●	Leadership, lenders, and regulators require early, consistent financial visibility even if systems remain decentralized
<b>FP&amp;A</b> <i>(budgeting, forecasting, rate case support)</i>	●	●			●	Enables early visibility into cost trends, capex planning, and rate impacts; supports regulatory filings and value creation tracking
<b>Tax</b> <i>(income, deferred, property, indirect)</i>	●		●		●	Day 1 compliance required, but normalization of deferred taxes, regulatory assets/liabilities, and filing structures evolves over time
<b>Accounts Payable</b> <i>(vendor payments, disbursements)</i>	●				●	Vendor continuity is critical; FERC account mapping can occur in parallel with process integration
<b>Accounts Receivable/Customer Billing</b> <i>(regulated customer billing, collections)</i>	●				●	High customer and regulatory risk; billing systems and tariff structures typically migrate later
<b>Fixed Assets/Plant Accounting</b> <i>(capitalization, depreciation, CWIP)</i>	●		●		●	Heavily scrutinized in rate cases; asset records, depreciation lives, and FERC account alignment require careful validation
<b>Internal Controls &amp; SOX</b> <i>(controls design, testing)</i>	●	●			●	Early stabilization needed to manage audit risk and regulatory scrutiny
<b>Finance Systems</b> <i>(ERP, FERC sub-ledgers, reporting tools)</i>	●				●	ERP and regulatory reporting tools typically converge after operating model, data, and compliance requirements are finalized
<b>ESG Policy</b>	●		●		●	Reporting frameworks align early; program harmonization requires regulatory and community input.

# Legal: Day 1 and Target State Hypotheses

*Illustrative examples - Based on prior transactions*

	Day One	Target State
 <p><b>Organizational Structure &amp; Degree of Centralization</b></p>	<ul style="list-style-type: none"> <li>Maintain existing legal team structures aligned to legacy entities to ensure continuity of legal advice and privilege</li> <li>Establish interim Legal governance, including Day 1 decision rights for material matters (litigation, regulatory filings, M&amp;A, contracts)</li> <li>Stand up an interim Legal Integration Committee (GC-led) for escalation and coordination</li> </ul>	<ul style="list-style-type: none"> <li>Fully integrated Legal function operating under a single enterprise legal structure</li> <li>Clear enterprise-wide Legal governance, decision rights, and escalation model</li> <li>Consolidated leadership team with harmonized spans &amp; layers (e.g., centralized CoEs with embedded business support)</li> </ul>
 <p><b>Geographic Location</b></p>	<ul style="list-style-type: none"> <li>Continue operating within existing geographic footprints to preserve local regulatory and jurisdictional coverage</li> <li>Retain dual hubs where critical Legal expertise or regulatory presence resides</li> </ul>	<ul style="list-style-type: none"> <li>Defined strategic Legal hubs and centers of excellence (e.g., Regulatory, Litigation, Corporate, IP)</li> <li>Optimized location strategy balancing regulatory proximity, cost efficiency, and service delivery</li> </ul>
 <p><b>Process Standardization &amp; Policy Harmonization</b></p>	<ul style="list-style-type: none"> <li>Align critical Legal priority processes (regulatory filings, litigation management, board/governance support, contract approvals)</li> <li>Define interim workflows to manage dual processes, approval authorities, and outside counsel engagement</li> <li>Establish interim Legal policy alignment (e.g., authority matrices, litigation holds, regulatory response protocols)</li> </ul>	<ul style="list-style-type: none"> <li>Harmonized enterprise Legal processes with standard SLAs and KPIs (e.g., contract cycle time, matter outcomes, outside counsel spend)</li> <li>Redesigned, integrated Legal workflows aligned with enterprise operating model</li> <li>Fully harmonized Legal policies (governance, regulatory, contracting, compliance, records retention) with unified approval and enforcement mechanisms</li> </ul>
 <p><b>Systems &amp; Technology</b></p>	<ul style="list-style-type: none"> <li>Continue operating on existing Legal systems (matter management, CLM, e-billing, document management)</li> <li>Implement required interfaces or manual workarounds to support cross-company Legal operations and reporting</li> </ul>	<ul style="list-style-type: none"> <li>Unified Legal technology architecture and roadmap</li> <li>Consolidated matter management, CLM, e-billing, and document/records management platforms</li> <li>Modernized, data-driven Legal function leveraging analytics and AI on a unified data platform with clean-core architecture</li> </ul>



# Legal: Integration Timing Detail

*Illustrative examples - Based on prior transactions*

Function	Time Required to Integrate					Rationale
	Day 1	Day 1	Day 1	Day 1	Target State	
	<i>Fully Integrated on Day 1</i>	<i>Integrated as a priority after Day 1</i>	<i>Integrated mid way between Day 1 and Target State</i>	<i>Integrated slightly before Target State</i>	<i>Fully Integrated with Target State</i>	
<b>Corporate Governance &amp; Transactions</b>	●			●	●	Governance structures, board processes, and transaction authorities should remain stable through close and early operations to ensure continuity and risk control; integration is best sequenced after core operating models and leadership structures are confirmed.
<b>Commercial &amp; Operations Contracts</b>	●	●			●	Early alignment enables consistent contract standards, delegation of authority, and risk management while avoiding disruption to critical vendor, construction, and operational agreements immediately post-close.
<b>Infrastructure, Real Estate &amp; Land Rights</b>	●	●			●	Property rights, easements, and land agreements are operationally critical but highly localized; integration should focus first on visibility and control, with full harmonization sequenced after business continuity is ensured.
<b>Litigation, Claims &amp; Dispute Resolution</b>	●		●		●	Active litigation and claims require continuity and jurisdiction-specific handling; integration should occur once matters are inventoried, outside counsel strategies are aligned, and risk tolerance is agreed.
<b>Employment, Labor &amp; Workforce Legal</b>	●			●	●	Labor agreements and employment frameworks should remain unchanged early to minimize workforce disruption; integration should focus initially on governance and oversight, with deeper alignment following labor strategy and HR model stabilization.
<b>Policies &amp; Compliance</b>	●		●		●	Phased policy alignment reduces disruption while ensuring legal, ethics, and compliance standards converge once operating processes, systems, and accountability models are clearer.

# Regulatory: Day 1 and Target State Hypotheses

*Illustrative examples - Based on prior transactions*

	Day One	Target State
<b>Organizational Structure &amp; Degree of Centralization</b>	<ul style="list-style-type: none"> <li>Maintain existing Regulatory Affairs team structures aligned to legacy entities to ensure uninterrupted regulatory oversight and accountability</li> <li>Establish interim regulatory governance and Day 1 decision rights for submissions, agency interactions, commitments, and issue escalation</li> <li>Stand up an interim Regulatory Integration Forum to coordinate positions and manage regulatory risk</li> </ul>	<ul style="list-style-type: none"> <li>Fully integrated Regulatory Affairs organization operating under a single enterprise structure</li> <li>Clear enterprise-wide regulatory governance, decision rights, and accountability model</li> <li>Consolidated leadership with harmonized spans &amp; layers and defined global, regional, and local roles</li> </ul>
<b>Geographic Location</b>	<ul style="list-style-type: none"> <li>Continue operating within existing geographic and jurisdictional footprints to maintain country- and agency-specific coverage</li> <li>Retain dual hubs where critical regulatory expertise or agency relationships reside</li> </ul>	<ul style="list-style-type: none"> <li>Defined strategic regulatory hubs and centers of excellence (e.g., global policy, submissions, regulatory intelligence)</li> <li>Optimized location strategy balancing regulatory proximity, talent availability, and cost efficiency</li> </ul>
<b>Process Standardization &amp; Policy Harmonization</b>	<ul style="list-style-type: none"> <li>Align critical priority regulatory processes (regulatory submissions, change control, inspections, agency correspondence, commitments tracking)</li> <li>Define interim workflows to manage dual processes, approvals, and escalation paths</li> <li>Establish interim alignment on regulatory policies and standards to ensure consistent compliance and risk management</li> </ul>	<ul style="list-style-type: none"> <li>Harmonized enterprise regulatory processes with standard SLAs and KPIs (e.g., submission cycle times, inspection outcomes, compliance metrics)</li> <li>Adoption of integrated regulatory practices and redesigned end-to-end workflows</li> <li>Fully harmonized regulatory policies, standards, and procedures with unified governance and enforcement</li> </ul>
<b>Systems &amp; Technology</b>	<ul style="list-style-type: none"> <li>Continue operating on existing regulatory systems and tools (submissions management, regulatory information management, commitments tracking)</li> <li>Implement required interfaces or manual controls to enable cross-company regulatory visibility and reporting</li> </ul>	<ul style="list-style-type: none"> <li>Unified regulatory system architecture and platform roadmap</li> <li>Consolidated Regulatory Information Management (RIM), submissions, and commitments management systems</li> <li>Modernized, data-enabled Regulatory Affairs function leveraging analytics and AI on a unified data platform with clean-core architecture</li> </ul>

# Regulatory: Integration Timing Detail

*Illustrative examples - Based on prior transactions*

Function	Time Required to Integrate					Rationale
	Day 1	Day 1	Day 1	Day 1	Target State	
	<i>Fully Integrated on Day 1</i>	<i>Integrated as a priority after Day 1</i>	<i>Integrated mid way between Day 1 and Target State</i>	<i>Integrated slightly before Target State</i>	<i>Fully Integrated with Target State</i>	
<b>Rate Case &amp; Revenue Requirement Management</b>	●			●	●	Active rate cases and revenue recovery mechanisms should remain stable through close to avoid regulatory risk; integration is best sequenced once financial forecasts, cost structures, and long-term regulatory strategy are aligned.
<b>Regulatory Compliance &amp; Reporting</b>	●	●			●	Early integration supports consistent compliance tracking, reporting standards, and issue escalation while ensuring uninterrupted fulfillment of commission and regulatory obligations.
<b>Tariffs, Rules &amp; Filings Management</b>	●		●		●	Tariffs and regulatory rules are jurisdiction-specific and customer-impacting; integration should follow stabilization of operations and billing processes to reduce execution and customer risk.
<b>Regulatory Strategy &amp; Case Planning</b>	●			●	●	Long-term regulatory positioning, investment recovery strategy, and capital planning alignment should occur after leadership, finance, and operating models are defined to present a coherent narrative to regulators.
<b>Regulatory Analytics, Forecasting &amp; Testimony Support</b>	●		●		●	Alignment of models, assumptions, and data sources requires stable financial systems and operational inputs; phased integration reduces disruption to active proceedings while enabling future consistency.
<b>Regulatory Stakeholder Coordination (Internal)</b>	●	●			●	Early clarity on roles, decision rights, and internal coordination with Finance, Operations, and Legal reduces execution risk and ensures consistent regulatory messaging during the transition period.

# Field Operations: Day 1 and Target State Hypotheses

*Illustrative examples - Based on prior transactions*

	Day One	Target State
<p><b>Organizational Structure &amp; Degree of Centralization</b></p>	<ul style="list-style-type: none"> <li>• Preserve regional field leadership and legacy operating districts</li> <li>• Establish coordination method across state ops teams</li> <li>• Nebraska Gas operations to be consolidated as much as possible Day 1</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated regional operating model with consistent roles and accountability</li> <li>• Centralized performance oversight with standardized metrics</li> <li>• Unified emergency response governance and resource-sharing playbooks</li> </ul>
<p><b>Geographic Location</b></p>	<ul style="list-style-type: none"> <li>• Continue operating from current service centers and regional hubs</li> <li>• Maintain existing storm-response and on-call territories</li> </ul>	<ul style="list-style-type: none"> <li>• Optimize service center footprint based on load, workforce, and future growth.</li> <li>• Maintain regional model structure with enhanced cross-state coordination.</li> </ul>
<p><b>Process Standardization &amp; Policy Harmonization</b></p>	<ul style="list-style-type: none"> <li>• Standardize Nebraska processes as much as possible Day 1</li> <li>• Maintain all existing electric and gas operational processes (outage response, switching, safety, leak response) with no changes</li> <li>• Put in place interim processes to coordinate work across dual systems while legacy workflows remain unchanged.</li> <li>• Minimal to no change of existing policies to keep localization &amp; operations consistent</li> </ul>	<ul style="list-style-type: none"> <li>• Fully standardized field operations playbooks and maintenance programs</li> <li>• Unified work management processes with common prioritization logic</li> <li>• Harmonized field operations policy suite (safety, reliability, maintenance, emergency response, workforce practices).</li> </ul>
<p><b>Systems &amp; Technology</b></p>	<ul style="list-style-type: none"> <li>• Continue using separate OMS, GIS, WMS systems</li> <li>• Enable data-sharing necessary for storm and mutual aid coordination</li> <li>• Build required interfaces/integration between BHE and NWE systems where applicable</li> </ul>	<ul style="list-style-type: none"> <li>• Unified OMS/WMS/GIS suite</li> <li>• Standardized mobile workforce tools and asset data models</li> <li>• Expanded automation and predictive maintenance tools</li> </ul>

# Field Operations: Integration Timing Detail

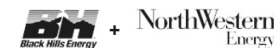
*Illustrative examples - Based on prior transactions*

Function	Time Required to Integrate					Rationale
	Day 1	Day 1	Day 1	Day 1	Target State	
	Fully Integrated on Day 1	Integrated as a priority after Day 1	Integrated mid way between Day 1 and Target State	Integrated slightly before Target State	Fully Integrated with Target State	
Electric Distribution Operations	●		●		●	Maintain local operating practices and reliability standards initially; integrate operating models and performance oversight over time
Gas Distribution Operations	●		●		●	Preserve localized procedures and regulatory compliance; phase integration to align safety, maintenance, and work practices
Electric Transmission Operations	●			●	●	Transmission operations are safety- and reliability-critical and subject to strict regulatory oversight; integration requires careful alignment of control, planning, and outage coordination
Storm Response & Service Restoration	●	●			●	Early coordination enables mutual aid, resource sharing, and consistent emergency response while preserving local command structures
Construction & Maintenance (Field)	●		●		●	Standardize work practices, prioritization, and scheduling over time without disrupting active programs
Work Management & Scheduling	●		●		●	Interim coordination needed across legacy systems; full integration dependent on process and system alignment
Local Engineering (Field Engineering Support)	●			●	●	Engineering standards, design authority, and specifications require phased alignment tied to long-term operating model
Damage Prevention	●	●			●	Early alignment reduces safety and regulatory risk while allowing localized execution
Metering (Field Operations)	●		●		●	Metering processes and field execution integrate after system and data standards are defined
Union Workforce Management (Field)	●			●	●	Maintain existing labor agreements; integrate governance, escalation, and coordination ahead of full target state
Nebraska Gas Operations	●	●			●	Integrate Kearney key processes (Dispatch, emergency response, construction planning, etc.) Day 1 or soon after

# Operational Shared Services: Day 1 and Target State Hypotheses

*Illustrative examples - Based on prior transactions*

	Day One	Target State
<p><b>Organizational Structure &amp; Degree of Centralization</b></p>	<ul style="list-style-type: none"> <li>Maintain existing functional structures with shared leadership oversight.</li> <li>Establish an interim coordination model for shared services span-of-control</li> </ul>	<ul style="list-style-type: none"> <li>Fully integrated shared services org with enterprise standards</li> <li>Centralized engineering, fleet, and supply chain governance</li> <li>Common operating rhythms and unified service delivery model</li> </ul>
<p><b>Geographic Location</b></p>	<ul style="list-style-type: none"> <li>Retain current engineering, fleet, and warehouse locations</li> <li>Preserve local field support for critical operations and outage response</li> </ul>	<ul style="list-style-type: none"> <li>Consolidated engineering centers based on capability and demand</li> <li>Optimized warehouse and fleet footprint to support regional operations</li> </ul>
<p><b>Process Standardization &amp; Policy Harmonization</b></p>	<ul style="list-style-type: none"> <li>Maintain all existing engineering and fleet processes with no changes.</li> <li>Develop interim processes to consolidate procurement contracts (including fleet procurement)</li> <li>Document differences in engineering review procedures, fleet practices, and procurement workflows to support future-state design.</li> <li>Establish additional interim coordination steps where cross-company work interaction is required.</li> <li>Document baseline policies (safety, engineering standards, procurement rules, fleet operations, gas supply procedures, EHS) to prepare for future harmonization. Identify minimum standards that can already be aligned on Day 1</li> <li>Consolidate processes in Nebraska for applicable ops shared services</li> </ul>	<ul style="list-style-type: none"> <li>Harmonized engineering, gas supply, procurement, asset management, fleet, and safety processes across the enterprise.</li> <li>Enterprise playbooks defining consistent asset planning, design, maintenance, and replacement practices.</li> <li>Harmonized enterprise policy suite covering engineering standards, procurement rules, fleet operations, and EHS compliance.</li> </ul>
<p><b>Systems &amp; Technology</b></p>	<ul style="list-style-type: none"> <li>Continue using separate engineering, fleet, and supply chain systems.</li> <li>Build necessary data-sharing interfaces for visibility where applicable.</li> <li>Maintain all legacy system-driven workflows with no integration until Target State.</li> </ul>	<ul style="list-style-type: none"> <li>Unified engineering design tools, gas control platforms, fleet management systems, and ERP-supported supply chain.</li> <li>Integrated asset data architecture enabling advanced analytics and long-term planning.</li> <li>Standardized mobile workforce tools across engineering, fleet, and supply chain teams.</li> </ul>



# Operational Shared Services: Integration Timing Detail

*Illustrative examples - Based on prior transactions*

Function	Time Required to Integrate					Rationale
	Day 1	Day 1	Day 1	Day 1	Target State	
	Fully Integrated on Day 1	Integrated as a priority after Day 1	Integrated mid way between Day 1 and Target State	Integrated slightly before Target State	Fully Integrated with Target State	
<b>Generation and Electric Supply</b> <i>(power generation, environmental, generation dispatch and marketing)</i>	●		●		●	Complex asset-based function; requires regulatory approvals and reliability modeling
<b>Strategic Sourcing</b> <i>(supply chain purchasing, warehousing, facilities)</i>	●	●			●	Fastest lever; early procurement value creation (vendor consolidation, category strategy); low regulatory friction. Interim processes to consolidate procurement vendors to be put in place on Day 1.
<b>Safety</b> <i>(employee safety)</i>	●	●			●	EH&S Systems will be integrated 1 Year after close; Work procedures may take longer
<b>Engineering</b> <i>(EU/NGU design engineering &amp; standards, meters, reliability center, gas control, BA)</i>	●				●	Long integration timeline; standards, design authority, and system planning require multi-year alignment and regulatory coordination.
<b>Resource Planning</b> <i>(work management)</i>	●		●		●	Work/resource planning may be integrated before market planning
<b>Gas Supply</b> <i>(forecasting, purchasing, transportation services, capacity management)</i>	●		●		●	Should align with Electric Supply
<b>Asset Management</b> <i>(wildfire, land, pipeline safety, asset programs)</i>	●			●	●	Safety-critical and heavily regulated; requires engineering alignment; systems & asset strategies converge near target state

# Supply Chain, Fleet & Facilities: Day 1 and Target State Hypotheses

*Illustrative examples - Based on prior transactions*

	Day One	Target State
<p><b>Organizational Structure &amp; Degree of Centralization</b></p>	<ul style="list-style-type: none"> <li>Maintain existing Supply Chain, Fleet, and Facilities functional structures with coordinated leadership oversight</li> <li>Establish interim coordination and decision forums across procurement, inventory, fleet, and facilities</li> <li>Preserve legacy operating models where required to support field operations, outage response, and safety</li> <li>Clearly define Day 1 decision rights for sourcing, inventory release, fleet readiness, and facilities management</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Supply Chain, Fleet, and Facilities organization operating under enterprise standards</li> <li>Centralized governance for strategic sourcing, inventory planning, fleet strategy, and facilities management</li> <li>Common operating rhythms, performance metrics, and accountability across functions</li> </ul>
<p><b>Geographic Location</b></p>	<ul style="list-style-type: none"> <li>Retain current warehouse locations, fleet yards, and facilities</li> <li>Preserve local field and facilities support for critical operations and emergency response</li> <li>No Day 1 changes to physical footprint or location strategy</li> </ul>	<ul style="list-style-type: none"> <li>Consolidated engineering, supply chain, and fleet hubs based on capability, demand, and service needs</li> <li>Optimized warehouse and fleet footprint to support regional operations</li> <li>Facilities strategy aligned to workforce distribution and operational requirements</li> </ul>
<p><b>Process Standardization &amp; Policy Harmonization</b></p>	<ul style="list-style-type: none"> <li>Maintain all existing procurement, inventory, fleet, and facilities processes with no operational disruption</li> <li>Establish interim procurement coordination processes to aggregate demand and align sourcing decisions</li> <li>Document differences in procurement rules, inventory controls, fleet maintenance, safety practices and facilities management to support future-state design</li> <li>Identify minimum standards (safety, EHS, critical sourcing rules) that can be aligned on Day 1</li> </ul>	<ul style="list-style-type: none"> <li>Harmonized enterprise processes across strategic sourcing &amp; procurement, inventory &amp; warehouse management, fleet operations, facilities and property services</li> <li>Enterprise playbooks defining asset planning, maintenance, replacement, and sourcing practices</li> <li>Unified policies covering procurement rules, fleet operations, facilities standards, and EHS compliance</li> </ul>
<p><b>Systems &amp; Technology</b></p>	<ul style="list-style-type: none"> <li>Continue operating separate procurement, inventory, fleet, and facilities systems</li> <li>Build limited data-sharing interfaces where visibility is required</li> <li>Maintain existing system-driven workflows with no Day 1 system integration</li> </ul>	<ul style="list-style-type: none"> <li>Unified engineering design tools, fleet management systems, and ERP-supported supply chain processes</li> <li>Integrated asset data architecture enabling advanced analytics and long-term planning</li> <li>Standardized mobile workforce tools across these teams</li> </ul>

# Supply Chain, Fleet & Facilities: Integration Timing Detail

*Illustrative examples - Based on prior transactions*

Function	Time Required to Integrate					Rationale
	Day 1	Day 1	Day 1	Day 1	Target State	
	<i>Fully Integrated on Day 1</i>	<i>Integrated as a priority after Day 1</i>	<i>Integrated mid way between Day 1 and Target State</i>	<i>Integrated slightly before Target State</i>	<i>Fully Integrated with Target State</i>	
<b>Strategic Sourcing &amp; Procurement</b>	●	●			●	Fastest lever for early value through demand aggregation and category strategy; low regulatory friction; interim coordination feasible on Day 1
<b>Inventory &amp; Warehouse Management</b>	●	●			●	Early coordination improves material availability and outage response; integration can begin quickly through visibility, classification alignment, and interim planning without disrupting field operations
<b>Fleet</b>	●			●	●	Critical for safety and operations; requires alignment of maintenance standards, systems, and asset strategies
<b>Facilities</b>	●			●	●	Dependent on workforce location strategy, lease terms, and capital planning

# Customer Experience: Day 1 and Target State Hypotheses

*Illustrative examples - Based on prior transactions*

	Day One	Target State
<b>Organizational Structure &amp; Degree of Centralization</b>	<ul style="list-style-type: none"> <li>• Maintain existing customer operations structures for stability</li> <li>• Stand up cross-company Customer Operations Leadership Team</li> <li>• Align key customer metrics and reporting for consistent visibility.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated Customer organization with consistent roles and spans</li> <li>• Centralized customer strategy, analytics, and experience design</li> <li>• Align customer field ops (e.g., meter &amp; billing) and Large Account Management teams as needed. Call center and billing to remain centralized.</li> </ul>
<b>Geographic Location</b>	<ul style="list-style-type: none"> <li>• Retain both companies' call centers and field customer support locations</li> <li>• Leverage current staffing levels to maintain service continuity</li> </ul>	<ul style="list-style-type: none"> <li>• Rationalize call center footprint based on volume, geography, and labor markets</li> <li>• Establish a unified customer operations hub model with overflow/resiliency capacity</li> </ul>
<b>Process Standardization &amp; Policy Harmonization</b>	<ul style="list-style-type: none"> <li>• Manage to current customer experience to avoid disruptions</li> <li>• Align definitions of core customer KPIs to support consistent leadership visibility</li> <li>• Establish interim coordination processes where cross-company alignment is needed</li> <li>• Begin baseline policy alignment without modifying existing customer service policies</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent CX and journeys for B2C and B2B customers</li> <li>• Fully harmonized customer lifecycle processes from starting service to meter-to-cash to non-commodity products and services, to stopping service</li> <li>• Consistent CX standards, service levels, and digital engagement journeys</li> <li>• Implement a single, unified customer policy framework across all states, covering service standards and escalation pathways.</li> </ul>
<b>Systems &amp; Technology</b>	<ul style="list-style-type: none"> <li>• Continue using existing CIS, CRM, Digital Solutions, Contact Center Technology and Outage Solutions with no integration changes</li> <li>• Enable limited data sharing to support combined reporting and oversight</li> <li>• Build required interfaces/integration layers to enable cross-company customer operations where applicable</li> </ul>	<ul style="list-style-type: none"> <li>• Converged CRM platform</li> <li>• Converged Call Center Technology platform</li> <li>• Converged Customer Back-Office Work Management solution</li> <li>• Unified digital experience (app, web/portal, chat, notifications)</li> <li>• Coordinated outage management solution</li> <li>• Non-Integrated CIS (evaluate based on need and growth)</li> </ul>

*Note: Branding decisions and timeline will impact process, policy, system and technology implementation requirements*

# Customer Experience: Integration Timing Detail

*Illustrative examples - Based on prior transactions*

Function	Time Required to Integrate					Rationale
	Day 1				Target State	
	Fully Integrated on Day 1	Integrated as a priority after Day 1	Integrated mid way between Day 1 and Target State	Integrated slightly before Target State	Fully Integrated with Target State	
Call Centers/Customer Contact Operations	●				●	Preserve service continuity Day 1; avoid disruption to call routing, outage response, and SLAs; align fully post-CRM
Billing Operations	●				●	Highly regulated and state-specific; avoid rework ahead of CIS decision; integrate, as required for Target State
Payment Processing	●			●	●	Back-office efficiencies possible, but system-dependent; full technical integration aligned with billing/CIS decision
Credit & Collections	●			●	●	Policy and regulatory variability by state; system-dependent; full technical integration aligned with billing/CIS decision
B2B Account Management	●	●			●	Integrate full customer lifecycle to meet growth goals
Products and Service Management	●		●		●	Enable early alignment on offerings for scalability, but maintain valuable state-specific options through transition
Marketing, Communications CX Management	●		●		●	Integrate customer journey communications to scale experience, maintain state-specific eligibility and adhere to guidance based on branding decisions
Customer Sales & Solutions	●		●		●	Enable early alignment of messaging and offers; defer full integration due to tariff and state variability
Energy Efficiency Programs	●				●	State-mandated programs and funding structures limit early consolidation; align with Target State approvals
Community Affairs/Outreach	●		●		●	Messaging and governance can align early; local presence must be preserved during regulatory review
Energy Assistance	●		●		●	Communications and intake can align early; maintain state-specific eligibility and rules through transition