

## **Consolidated Edison, Inc.**

Investor Update March 25 – 28, 2024





#### **Investor Relations**

#### **Available Information**

On February 15, 2024, Consolidated Edison, Inc. issued a press release reporting its 2023 earnings and filed with the Securities and Exchange Commission the company's 2023 Form 10-K. This presentation should be read together with, and is qualified in its entirety by reference to, the earnings press release and the Form 10-K. Copies of the earnings press release and the Form 10-K are available at: <u>www.conedison.com/en/</u>. (Select "For Investors" and then select "Press Releases" and "SEC Filings," respectively.)

#### **Forward-Looking Statements**

This presentation contains forward-looking statements that are intended to qualify for the safe-harbor provisions of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Forward-looking statements are statements of future expectations and not facts. Words such as "forecasts," "expects," "estimates," "anticipates," "intends," "believes," "ellaws," "will," "target," "guidance," "potential," "consider" and similar expressions identify forward-looking statements. The forward-looking statements reflect information available and assumptions at the time the statements are made, and accordingly speak only as of that time. Actual results or developments might differ materially from those included in the forward-looking statements because of various factors such as those identified in reports Con Edison has filed with the Securities and Exchange Commission, including that Con Edison's subsidiaries are extensively regulated and are subject to substantial penalties; its utility subsidiaries' rate plans may not provide a reasonable return; it may be adversely affect by changes to the utility subsidiaries' rate plans; the failure of, or damage to, its subsidiaries' facilities could adversely affect it; a cyber-attack could adversely affect it; the failure of processes and systems, the failure to retain and attract employees and contractors, and their negative performance could adversely affect it; it is exposed to risks from the environmental consequences of its subsidiaries' operations, including increased costs related to climate change; its ability to pay dividends or interest depends on dividends from its subsidiaries; changes to tax laws could adversely affect it; it faces risks related to health epidemics and other outbreaks; its strategies may not be effective to address changes in the external business environment; it faces risks related to supply chain disruptions and inflation; and it also faces other risks that are beyond its control. Con Edison

#### **Non-GAAP Financial Measures**

This presentation also contains financial measures, adjusted earnings and adjusted earnings per share (adjusted EPS), that are not determined in accordance with generally accepted accounting principles in the United States of America (GAAP). These non-GAAP financial measures should not be considered as an alternative to net income for common stock or net income per share, respectively, each of which is an indicator of financial performance determined in accordance with GAAP. Adjusted earnings and adjusted earnings per share exclude from net income for common stock and net income per share, respectively, certain items that Con Edison does not consider indicative of its ongoing financial performance such as the gain and other impacts related to the sale of the Clean Energy Businesses, the impairment loss related to Con Edison's investment in the Mountain Valley Pipeline, the effects of HLBV accounting for tax equity investments and mark-to-market accounting and the related tax impact on the parent company. Management uses these non-GAAP financial measures to facilitate the analysis of Con Edison's financial performance as compared to its internal budgets and previous financial results and to communicate to investors to facilitate their analysis of Con Edison's expectations regarding its future earnings and dividends on its common stock. Management believes that these non-GAAP financial measures are also useful and meaningful to investors to facilitate their analysis of Con Edison's financial performance.

#### For more information, contact:

Jan Childress, Director, Investor Relations Tel: 212-460-6611 Email: <u>childressj@coned.com</u> Caroline Elsasser, Sr. Financial Analyst Investor Relations Tel: 212-460-4431 Email: elsasserc@coned.com Allison Duignan, Senior Analyst, Investor Relations Tel: 212-460-6912 Email: <u>duignana@coned.com</u>







# **Organizational Structure of Regulated Transmission and Distribution**



- a. As of December 31, 2023.
- b. Senior unsecured ratings and outlook shown in order of Moody's / S&P Global Ratings (S&P) / Fitch. Ratings are not a recommendation to buy, sell or hold securities and may be subject to revision or withdrawal at any time.
- c. Other includes the parent company, Con Edison's tax equity investments, the deferred project held for sale and consolidation adjustments.

#### ConEdison, inc.





# We Deliver Electricity, Gas and Steam

- CECONY delivers electricity to 3.7 million customers, gas to 1.1 million customers and steam to 1,530 customers.
- O&R delivers **electricity** to 0.3 million customers and **gas** to 0.2 million customers.
- CECONY operates the largest steam system in the U.S.
- Con Edison Transmission brings clean energy to customers in the Northeast.





#### **Con Edison Operates the Most Reliable Electric System in the U.S.**

Our customers have significantly fewer service interruptions:

- CECONY's electric delivery systems are nine times more reliable than the national average.
- That world-class reliability is critical. Maintaining it is crucial as we move to electrifying transportation and heating.



\*National and New York State numbers from 2022







## **What We Value**

- **Safety** of our employees and our customers
- Operational excellence throughout our systems
- Delivering the best possible customer experience
- Supporting **diversity**, **equity**, **and inclusion** to build a workforce that reflects our region
- Providing value to our shareholders and customers



# **Financial Highlights**





#### **Con Edison: Reduced Risk Across Key Areas**

# A regulated business model and one of the simplest balance sheets in the utility sector

- Transition to pure-play regulated business:
  - Completed nearly all non-core asset sales
  - Revenue predictability for all New York energy services
- Strong projected regulated rate base growth:
  - 6.4% annual rate base growth forecasted through 2028
  - Investments support safety, reliability, and transition to clean energy by 2050
- Simplified balance sheet through sale of Clean Energy Businesses:
  - Paid off all parent-level long-term debt in 2023, simplifying group's capital structure
  - Completed \$1 billion share repurchase
- Significant completion of customer facing systems:
  - Replaced customer billing and information system
  - Completed smart meter installations in 2023





# **Region's Clean Energy Vision**

Con Edison is an essential partner for achieving regional clean energy goals.



- New York State: 6 GW of solar
  - New York City: 500 MW of energy storage



- New York State: 40% reduction in greenhouse gas emissions (from 1990 levels)
  - New York State: 70% of Electricity from Renewable Generation
  - New York State: 6 GW of energy storage
  - New York State: 10 GW of solar
  - New Jersey: Install zero-carbonemission space heating and cooling systems in 400,000 homes and 20,000 commercial properties



- 2035
- New York State: 9 GW off-shore wind
- New York City: City-owned nonemergency vehicles to be electric
- New York State/New Jersey: All new passenger vehicles will need to be zero-emission
- New Jersey: 100% Clean Energy



 New York State: 100% Zero Emissions electricity



ED

NYSE

New York State: 85% reduction in greenhouse gas emissions (from 1990 levels)



## **Climate Change, Unchecked**

#### Our climate change studies reveal significant implications for our electric delivery systems

- CECONY and O&R each released a climate change vulnerability study using the latest science-based climate projections from New York State Energy Research and Development Authority (NYSERDA) and Columbia University.
- This was the first study for O&R; CECONY updated its 2019 study.

CECONY			O&R				
Climate variables	Historical Baseline*	2030 projections	2050 projections	Climate variables	Historical Baseline*	2030 projections	2050 projections
Days per year over 95°F	4	17	32	Days per year over 95°F	4	18	35
Sea level rise (Inches)	-	9	16	Sea level rise (Inches)	-	9	16

\*Historical Baseline for 1) Days per year over 95°F is 1981-2010 (30 year); for 2) Sea level rise is 1995 - 2014

Sources:

<u>CECONY Climate Change Vulnerability Study – September 2023</u>, and CECONY <u>Climate Change Resilience Plan</u> O&R Climate Change Vulnerability Study – September 2023, and O&R <u>Climate Change Resilience Plan</u>





# **Utility Resilience Plan Filing Follows Climate Study**

#### The NYSPSC is expected to act on resilience plan proposals by October 2024

# First five years (2025 – 2029) of climate-data-driven investments of \$1.3 billion submitted for approval

- **Prevent**: Harden energy infrastructure and assets against projected climate conditions to prevent outages.
- **Mitigate**: Modify system design and flexibility to mitigate disruptions to customer service.
- **Respond**: Improve operations to reduce recovery timeframe in response to extreme weather

#### Longer-term resilience plans for 2030 – 2044

- Based on climate projections
- Accelerating resilience spend (e.g., sea level rise standard moves from FEMA\*+3 to FEMA+5)
- Projects related to heat impacts
- Pilot programs/new designs for resilience
- Directional view; scope and estimated schedule of investments to be determined

\*FEMA (Federal Emergency Management Agency) - FEMA 1% annual chance flood, also known as the base flood elevation. The Company has updated its flood design standard for new sites, adding the sea level rise projections and freeboard to FEMA's 1% annual chance base flood elevation (Climate Change Resilience Plan, page 26)



Subject to NYSPSC approval, over the first five years (2025–2029) of the resilience plan, CECONY expects to invest approximately \$903 million (\$884 million CapEx; \$19 million O&M expense); O&R expects to invest approximately \$411 million (\$380 million CapEx; \$31 million O&M expense) Source: CECONY Climate Change Resilience Plan and O&R Climate Change Resilience Plan





#### **No Single Solution Exists to Address All Sources of Greenhouse Gas Emissions**

Each of our commodity services has a role in achieving these goals:

	Electric	Gas	Steam
End-Use Sales in 2050	Increases by more than 40%	Decreases by 60% or more	Decreases by 20%-40%
Role of Energy System	Backbone of clean energy transition	Pipeline infrastructure delivers low-to- zero carbon gaseous fuels	Decarbonized generation plants

#### Potential Implications of Pathways on Our Systems





# **Developing a Long-term Gas Strategy**

Enable a cost-effective clean energy transition by reducing sales volumes and supporting low-carbon fuels.

- Prepare customers for clean energy transition
- Drive growth in energy efficiency and heating electrification
- Phase out new customer gas connections
- Support low-carbon energy to difficult-to-electrify buildings
- Facilitate supply transformation
  - Advocate for low-carbon fuels
  - Transmit low-carbon fuels to balance electric generation
  - Reduce methane emissions with responsibly sourced supply

- Focus on economic viability
  - Leverage non-pipeline alternatives
  - Reduce rate-base growth
  - Seek timely recovery of investments

- Maintain safety, reliability and resilience of existing system
  - Replace and retire aging pipe
  - Implement methane capture in normal operations





# **Utility Thermal Energy Network Pilots**

Unlock opportunities to use thermal energy resources to cost effectively electrify buildings at scale.









#### Maintaining Safety & Reliability Focus Through the Clean Energy Transition

We envision investing \$29 billion in our systems from 2024 to 2028.





# Working to Achieve New York Clean Energy Law (CLCPA)\*

Investments position us to integrate offshore wind and other renewables into the grid.

- Reliable Clean Cities transmission projects
- Brooklyn Clean Energy Hub
- Expanding points of interconnection to offshore wind and other renewables
- Sparkill battery storage project in Rockland County, NY



\* New York State Climate Leadership & Community Protection Act





# **Preparing for Future Electric Peak Demand Growth**

From 2023 to 2043 we anticipate CECONY's peak demand to increase 93%; the degree depends on the timing and extent of technology, policy, and customer adoption.

- Customer decisions to electrify building heating and acquire clean transportation is expected to increase electricity use.
- Demand on CECONY and O&R's electric system ٠ is expected to begin to peak in the winter by 2040 due to electric space and water heating needs and electric transportation.
- In addition to the cost of meeting increased peak ٠ demand, the electric system will require additional investment to maintain grid reliability, increase grid flexibility, and balance intermittent renewables and storage systems (e.g., batteries).

#### **CECONY and O&R 2043 Projections:**

Vehicles on the road are expected to transform from more than 97% fossilfueled vehicles to 60-85% EVs and 1-5% low-to-zero carbon gaseous-fueled (fuel cell) vehicles.



75% clean electricity-fueled and

or clean steam.



**Energy efficiency** is expected to significantly increase annually from 2 TBtu to 4-8 TBtu incremental savings.



Source: CECONY, O&R Gas Long Term Plan Update - November 2023 (NYSPSC docket number 23-G-0147)





#### Maintaining World Class Reliability: New York City Network Design Capacity

CECONY's 10-year forecasting process identifies capacity constraints due to net growth in customer demand; we can then develop and vet solutions in regulatory processes.







# **Meeting Growing Demand**

New Distribution Substations and Transmission Stations Planned (CECONY)

#### **Distribution Substations**

- 1. Brooklyn, Gateway Park, 2028
- 2. Queens, Idlewild Area Station, 2028

#### **Transmission Stations**

- 1. Brooklyn, Vinegar Hill + Plymouth St., 2025
- 2. Brooklyn, Brooklyn Clean Energy Hub, 2027
- 3. Queens, Eastern Queens, 2028



Projects are reflected in CECONY's five-year capital investment forecasts







#### Con Edison Transmission Pursuing Regional Clean Energy Opportunities

# Focused on electric transmission development to bring clean energy to customers in the Northeast.

- NY Transco Partnership
  - In 2023, New York Energy Solution completed construction of 67 miles of new electric transmission and 4 new substations to connect upstate renewable energy to downstate customers.
- Propel NY Energy (NY Transco and NYPA)
  - NYISO selected this project to bring offshore wind energy from Long Island to NYC and north, and to improve the bulk power grid on Long Island.

#### Future Opportunities

- Transmission partnerships in support of offshore wind in New York,
  New Jersey and New England
- Advocacy for development of offshore wind transmission corridors and mesh grid





# Attracting and Retaining a Skilled Workforce

- 1,677 employees were hired in
  2023 highest in 50 years
- More than 9,000 employees attended leadership career development training in 2023
- Over 680,000 hours of instructor-led skill-based and leadership training in 2023
- 11 active employee resource groups engage more than 3,000 members

- **54%** of employees are people of color
- 23% of employees are women
- **38%** of executives\* are women
- **38%** of executives\* are people of color

\*Includes general managers, directors and above.





# **Committed to Environmental Justice**

Working towards every New Yorker sharing in the benefits of a cleaner, more sustainable grid

- We're working with environmental justice advocates to build bridges within disadvantaged communities.
- We're enhancing our efforts to provide equitable distribution of benefits when designing programs and implementing projects.
- We're investing in workforce development and training for green jobs.







# Con Edison: Poised for a Strong, Clean Energy Future for New York

#### Clean energy commitment encompasses all business units

- Committed to building an electric grid that is capable of delivering 100% clean energy by 2040
- Science-based climate vulnerability studies inform our utilities' resiliency plans

#### Foundation of financial discipline

- 50 consecutive years of dividend growth
- Simplified balance sheet with zero long-term parent-level debt

#### • Skilled, diverse, engaged Board and workforce

- Dedicated Learning Center focused on career development
- Diversity and inclusion ingrained in culture

#### Core principles form solid ethical foundation

- Provide safe and reliable service
- Enhance the customer experience
- Achieve operational excellence and cost optimization
- Create value for shareholders and customers









# 

#### **Consolidated Edison, Inc.**

Investor Update March 25 – 28, 2024





# Appendix





# **Composition of Average Rate Base**<sup>(a)</sup>

(as of December 31, 2023)

CECONY		(\$ in millions)
Electric	New York	\$26,680
Gas	New York	9,692
Steam	New York	1,820
Total CECONY		\$38,192

O&R		(\$ in millions)
O&R Electric	New York	\$1,083
O&R Gas	New York	626
RECO	New Jersey	340
Total O&R		\$2,049



Total Rate Base

\$40,241

a. Average rate base for 12 months ended December 31, 2023.







a. Amounts reflect O&R's request for new electric and gas rates, effective January 2025. The proposal is subject to approval by the NYSPSC.

b. Amounts reflect the company's five-year forecast presented to the Board of Directors on January 18, 2024.



## **Capital Investments**



- a. Amounts reflect the company's five-year forecast as of January 2024.
- b. Amounts reflect O&R's request for new electric and gas rates, effective January 2025. The proposal is subject to approval by the NYSPSC.
- c. 2023 Form 10-K, page 28.





#### **Utilities' Capital Investments**



	Annual CECONY Capital Investments				Annual O8	R Capital I	nvestments
	Electric	Gas	Steam	Depreciation	Electric	Gas	Depreciation
2019	1,851	1,078	91	1,373	142	61	84
2020	2,080	1,044	122	1,598	159	61	90
2021	2,189	1,126	103	1,705	147	70	95
2022	2,522	1,128	108	1,778	167	76	98
2023	2,909	1,046	128	1,942	211	85	105
2024E	3,277	1,152	104	2,126	209	80	119
2025E	3,554	1,116	107	2,267	350	85	123
2026E	4,171	1,126	110	2,414	380	92	127
2027E	4,128	1,156	138	2,557	367	85	138
2028E	4,115	1,177	142	2,705	353	80	148

a. Amounts reflect the company's five-year forecast as of January 2024.

b. Amounts reflect O&R's request for new electric and gas rates, effective January 2025. The proposal is subject to approval by the NYSPSC.

c. 2023 Form 10-K, page 28.



#### **CET and CECONY Capital Investments Outside of Rate Plan**

CECONY has over \$2 billion of capital investment opportunities that are not part of the electric and gas rate plan

(\$ in millions)

Capital Projects Outside of Rate Plan	Capital Cost	In Service Date	Regulatory Approval	In forecasted 5-year Rate Base & adjusted EPS (non-GAAP)?
Brooklyn Clean Energy Hub (Docket number <u>20-E-0197</u> )	\$810	Dec 2027	NYSPSC - Approved	$\checkmark$
Eastern Queens/Idlewild (Docket number <u>22-E-0064</u> )	1,200	May 2028	NYSPSC - Approved	$\checkmark$
Climate Change Vulnerability Study - Resiliency Filing (Docket number <u>22-E-0222</u> )	900 <sup>(1)</sup>	2025 - 2029	Filed with NYSPSC Nov 21, 2023	~
Capital Project	Capital Cost	In Service Date	Regulatory Approval	In forecasted 5- year adjusted EPS (non- GAAP)?
Propel NY (CET) (FERC Docket number <u>ER24-232</u> )	\$3,260 <sup>(2)</sup>	May 2030	Filed with FERC Oct 27, 2023 FERC - Conditionally Approved Dec 26, 2023	

<sup>(1)</sup> In addition, O&R expects to invest approximately \$411 million over 2025-2029, which is also subject to NYSPSC approval of 2024 O&R rate case filing.

<sup>(2)</sup> NY Transco's share of the project cost is expected to be approximately \$2,200 million, excluding the cost of projects expected to be built by local transmission owners, including CECONY, and interconnection costs. CET has a 41.7 percent equity interest in NY Transco's share of Propel NY Energy project.





#### Major CECONY Projected Regulatory Assets Outside of Electric and Gas Rate Plan

**CECONY** has approximately \$4 billion of major regulatory assets planned for 2024-2028

(\$ in millions)

Project Outside of Rate Plan	Projected Reg Asset (2024 – 2028)	Funding Status through NYSPSC	In forecasted 5- Year Rate Base & adjusted EPS (non-GAAP)?
Energy Efficiency (Docket number <u>18-M-0084</u> )	\$2,000	Partially approved <sup>(1)</sup>	$\checkmark$
Transportation Electrification: (Docket number <u>18-E-0138</u> )			
Power Ready	823	Approved	*
Managed Charging	432	Partially approved <sup>(2)</sup>	*
Medium Duty/Heavy Duty Order	228	Proceeding in progress	Χ*
Utility Thermal Networks (Docket number <u>22-M-0429</u> )	255	Partially approved <sup>(3)</sup>	<b>X</b> *

<sup>(1)</sup> \$1 billion approved in base rates through current electric and gas rate cases.

<sup>(2)</sup> \$99 million approved through 2025. Remainder is pending approval of commercial managed charging and demand charge rebate programs.

<sup>(3)</sup> \$17 million approved for design.

\*Surcharge





#### Major O&R Projected Regulatory Assets Outside of Rate Plan

#### O&R has over \$500 million of major regulatory assets planned for 2024-2028 outside of rate plan

(\$ in millions)

Project Outside of Rate Plan	Projected Reg Asset (2024-2028) <sup>(1)</sup>	Funding Status through Regulator <sup>(2)</sup>	In forecasted 5- Year Rate Base & adjusted EPS (non-GAAP)?
Electric Vehicles - New York	\$236.1	Partially approved <sup>(3)</sup>	Partially <sup>(4)</sup>
Electric Vehicles - New Jersey	58.8	Partially approved <sup>(3)</sup>	Partially <sup>(4)</sup>
Energy Efficiency - New York	92.6	Partially approved <sup>(3)</sup>	×
Energy Efficiency - New Jersey	85.9	Partially approved <sup>(3)</sup>	×
Utility Thermal Networks - New York	46.2	Pending approval <sup>(5)</sup>	×

<sup>(1)</sup> This is the total program cost, which is primarily regulatory asset but also includes some capital, O&M, and cash-funding.

<sup>(2)</sup> Funding status for New York is through New York Public Service Commission and funding status for New Jersey is through the New Jersey Board of Public Utilities.

<sup>(3)</sup> Portfolio of programs approved with different time horizons; additional filings for future funding have been made for new programs and expansion of existing programs.

<sup>(4)</sup> Programs include performance based criteria for inclusion in rate base.

<sup>(5)</sup> November 2023, O&R filed a UTEN pilot project proposal (docket 22-M-0429).





#### **Adopting Governance Best Practices**

Our Board has a strong blend of diversity, tenure, and skills







#### **Electric Generation Fuel Mix as Approved by NYISO**



<sup>(1)</sup> NYISO 2023 Power Trends Report

(2) CECONY and O&R do not control their fuel mix, which is allocated by the New York Independent System Operator

<sup>(3)</sup> Fuel Mix is based on Form EIA 923 2022 data which was released in Q4 2023





# **Con Edison Environmental, Social & Governance Resources**

- Policy Statement on Environmental Justice
- CECONY Climate Change Vulnerability Study and Climate Change Resilience and Adaptation Plan
- O&R Climate Change Vulnerability Study and Climate Change Resilience and Adaptation Plan
- <u>Diversity and Inclusion Report</u> examines Con Edison's diverse and inclusive culture
- 2023 Proxy Statement
- Highlighting how the Company supports our communities through <u>Community Partnerships</u>
- Our Standards of Business Conduct guide our <u>Political Engagement</u>
- Con Edison's <u>Clean Energy Vision</u> looking toward a clean energy future
- <u>Sustainability Report</u> Con Edison's Sustainability report
- 2023 Consolidated Edison Clean Energy Webinar

Our ESG reporting standards:

- Global Reporting Initiative Content Index
- Edison Electric Institute / American Gas Association ESG templates Industry reporting standards
- Sustainability Accounting Standards Board (SASB) Broad ESG reporting standard
- <u>Task Force on Climate-Related Financial Disclosures (TCFD)</u> Broad ESG reporting standard
- Equal Employment Opportunity Component 1 Report (EEO-1) Federal employer information report
- Our environmental impacts including carbon emissions disclosures are filed with the Carbon Disclosure Project (CDP)

 $Link \ to \ more \ ESG \ resources: \ \underline{https://conedison.gcs-web.com/environmental-social-and-governance-esg-resources}$ 

