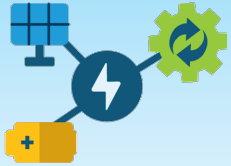
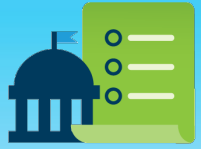




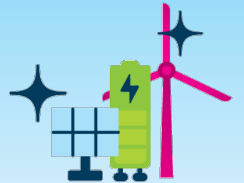
# 2025 PJM Five Year Strategy Refresh

PJM Members Committee  
May 12, 2025

Stu Bresler  
EVP Markets and Strategy



# 22 Trends



**CO<sub>2</sub>  
Policies**

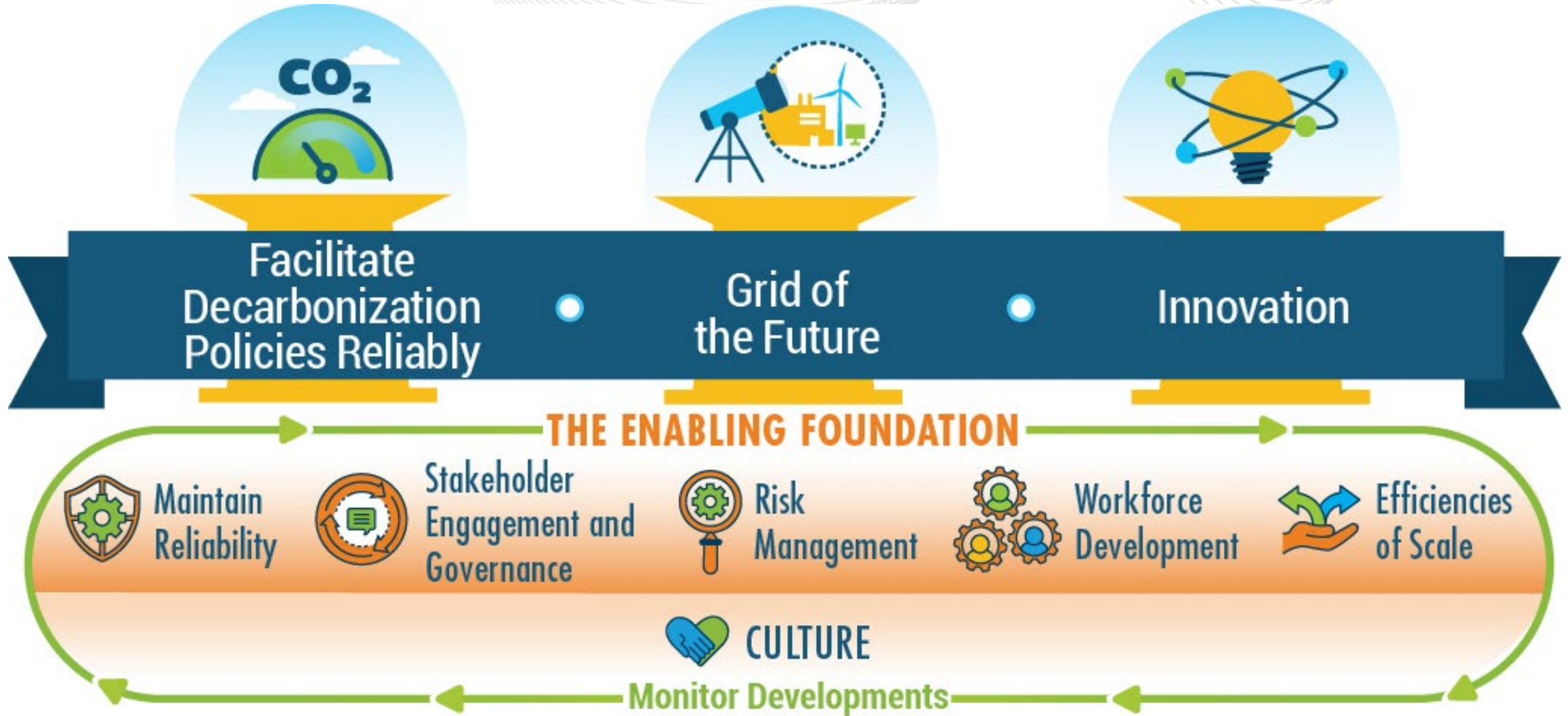
**Increasing  
Renewables**

**DER  
Growth**

**Aging  
Infrastructure**

**Tech/Business  
Innovations**

**Stakeholder  
Expectations**



2021

2022

2023

2024

## Decarbonization/Grid of the Future

Completed Critical Issue Fast Path on the Minimum Offer Price Rule and established the RASTF

Issued report summarizing requirements for efficient grid of the future

Forecasting enhancements and stakeholder endorsement of renewable dispatch improvements

Implemented capacity market reforms for the 2025/2026 BRA

Executed on Reform the Interconnection Process

## Innovation

Developed a risk data mart and began executing on data and analytics road map

Implemented foundational data engineering and governance capabilities

Created an enterprise-wide innovation framework and developed two, high value opportunities

Delivered analytics production environment and expanded data required for key business outcomes

## Enabling Foundation

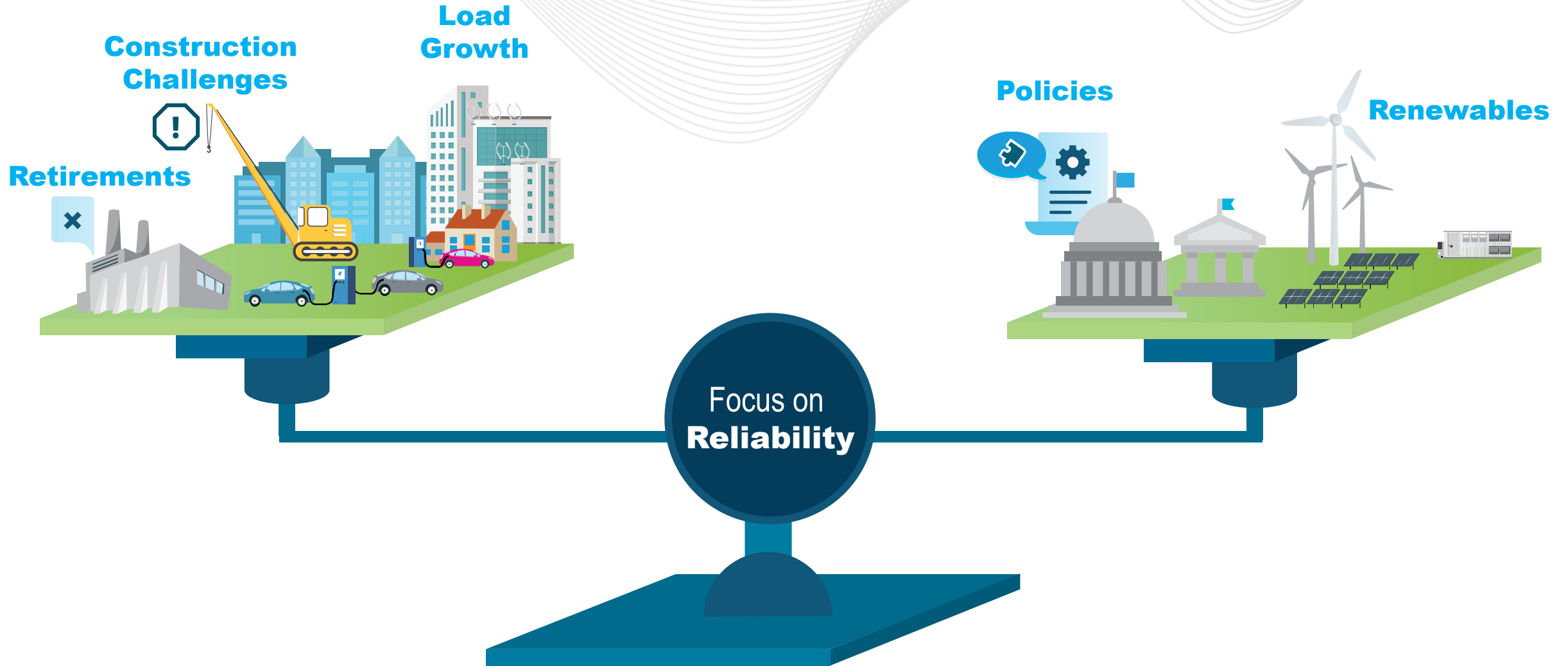
**Stakeholder Process**  
Reforms Stemming From 2020 Interviews

**Risk Management**  
Implemented best practices for identifying and managing risks

**Workforce Development**  
Implemented multi-year plan to fill knowledge gaps and advance skills needed for the future

**Maintain Reliability**  
Issued research papers on demand flexibility and reserve certainty

# Maintaining Reliability in a Challenging Landscape



### Strategy Refresh Development Road Map





# Proposed Timeline for Stakeholder Engagement

## Visioning & Scoping

- Hold staff interviews
- Conduct external interviews (focus is entities not typically engaged in PJM's stakeholder process)
- Develop draft vision and future scenarios

## Strategy Introduction at Annual Meeting

- Provide update on current strategy and note changes from 2020 to 2025
- Share plan/timeline for strategy refresh and stakeholder engagement

## Stakeholder Outreach

Contact sector whips and others to identify representatives to meet with consultant

## Board Feedback

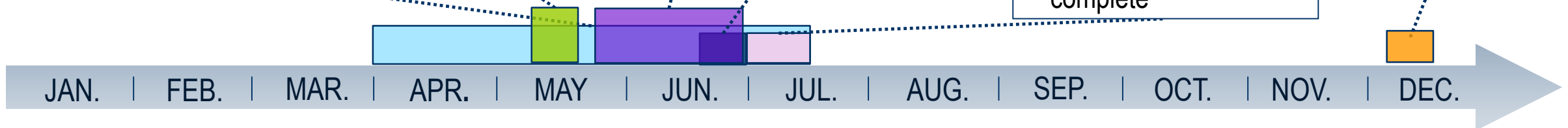
Solicit feedback on vision and scenarios

## Stakeholder Feedback

- Share vision and scenarios with stakeholders for feedback/validation/refinement
- Consultant meets with sector representatives to solicit feedback via targeted questions
- Post survey with targeted questions for any interested stakeholders to complete

## Strategy Presentation at MC

- Provide overview of updated strategy
- Include road map for key action items (note associated priority levels and deadlines)



*Additional opportunities for stakeholder engagement may be added between July and December as needed.*