

**PJM Finance Committee
Financial Review,
Reporting and Communications Protocol**

The purpose of the PJM Finance Committee is: (a) to review PJM LLC and its subsidiaries' financial statements, budgeted and actual capital costs, operating budgets and expenses, and cost management initiatives; and (b) to make recommendations to the PJM Board on matters pertaining to the appropriate level of PJM's rates, proposed major new investments and allocation and disposition of funds consistent with PJM's duties and responsibilities as specified in Section 7.7 of the Operating Agreement. Those duties and responsibilities are to provide for: (i) the safe and reliable operation of the Interconnection; (ii) the creation and operation of a robust, competitive, and non-discriminatory electric power market in the PJM Control Area, and (iii) the principle that a Member or group of Members shall not have undue influence over the operation of the Interconnection.

This protocol outlines and describes the procedures and processes under which the Finance Committee and PJM implement section 7.5 of the PJM Operating Agreement.

1. This Committee shall serve in an advisory capacity to the PJM Board and shall not be responsible for the financial decisions of PJM.
2. The PJM Finance Committee is comprised of 13 persons, as follows:
 - a. Two Board Members, other than the President, selected by the PJM Board ("Board Representatives");
 - b. One representative of the Office of the Interconnection selected by the President ("PJM Representative");
 - c. Two representatives shall be elected from each sector of the Members Committee as defined in section 8.1 ("Member Representatives").
 - i. Member Representatives are expected to serve 3 year terms, attend meetings regularly and effectively represent their sector's interest.
 - ii. In order to provide effective and continuous Member representation and to leverage Finance Committee experience, each sector's Member Representatives are expected to serve staggered terms on the Finance Committee.
3. The PJM Representative shall be the Chair of the PJM Finance Committee. Neither the PJM Representative nor the Board Representatives shall vote on the Member Representatives' recommendations to the PJM Board and Members Committee. Recommendations shall be based upon a vote of a majority of the Member Representatives. Member Representatives that do not support the majority vote may provide a written minority report to the PJM Board in conjunction with the majority recommendation.
4. A PJM representative will provide periodic status reports to the Members Committee (at least once every six months) on Finance Committee activities.
5. The Member Representatives shall in accordance with sections 7.7 and 11.1 of the Operating Agreement avoid (1) undue influence by any Member or group of Members on the operation of PJM and (2) Member management of the business of PJM.

6. The Finance Committee shall meet at least quarterly. An agenda and conference call information for Finance Committee meetings shall be posted on the PJM web site and the Finance Committee meetings shall be open to participation by all Members. Such postings shall occur at least one week prior to such Finance Committee meetings, unless a meeting is scheduled with less than one week notice, in which case such notice shall be provided as is reasonably practicable. Additional meetings may be called by either the PJM Representative or any four Member Representatives. A quorum will consist of one PJM Board member and representation from at least four of the five sectors. Committee members are expected to participate in meetings in person. Committee minutes will be prepared and posted to the PJM web site. Further, PJM will present financial information at the PJM Members Committee Informational Webinar on a quarterly basis articulating PJM's current financial status, including a comparison of PJM's year-to-date actual expenditures to PJM's year-to-date budgeted expenditures.
7. Amendments to this Financial Review, Reporting and Communications Protocol shall be determined by vote of a majority of the total Committee representatives, which majority shall include at least one PJM Board Representative.
8. Quarterly Finance Committee meetings will have as an agenda, at a minimum, to review and discuss the following:
 - a. PJM's unaudited quarterly financial statements and management's discussion and analysis thereof; and
 - b. Any intercompany charges or credits between PJM's non-FERC regulated subsidiaries and the FERC-regulated RTO shall be identified in these reviews and discussions.

For the following items c. through g., PJM will review the indicated information for the FERC-regulated company:

- c. Net operating expense and capital budget vs. actual results;
- d. Net operating expense and capital forecast vs. actual results;
- e. Summary of trends from the previous quarterly statements;
- f. Status update on open major projects; and
- g. Forecast of net operating expenses and capital for the full fiscal year.

Material variances in net operating expenses shall be reviewed on a total FERC-regulated company basis in each of PJM's major cost element categories, such as compensation, non-employee labor, technology, depreciation and interest, other operating expenses, and income taxes. Material variances in capital shall be reviewed on a total FERC-regulated company basis and shall include discussion of any material variances of the projects included in the annual capital budget. Material variances shall be reviewed in sufficient detail so that the Finance Committee members understand the nature and the cause of the material variance.

9. On an annual basis, the Finance Committee will review and discuss the following items relative to PJM's FERC-regulated activities:
 - a. PJM's total annual and 5-year projected revenues and expenses (by Tariff schedules and service categories, including integration and all subsidiaries' expenses included therein)

- b. PJM's Annual and 5-year projected operating budget and expenses (by Tariff schedules and service categories, including integration and all subsidiaries' expenses included therein), such as
 - i. Total labor expenses (compensation and benefits)
 - 1. Current FTEs (headcount and associated expenses) and contractor expenses
 - 2. Projected FTEs and contractor expenses for the periods in the projections under review
 - ii. Depreciation expenses and interest expense
 - iii. Technology expense
- c. Projected rates for 5-year period for Schedules 9-1 through 9-4 & 9-PSI
- d. Any intercompany charges or credits between PJM's non-FERC regulated subsidiaries and the FERC-regulated RTO shall be identified in these annual and 5-year projections.
- e. Budget variance reports showing major areas of differences in operating budget/expenses vs. actual results. Such differences shall be reviewed on a total FERC-regulated company basis in PJM's major cost element categories, such as compensation, non-employee labor, technology, depreciation and interest, other operating expenses, and income taxes. Material variances shall be reviewed in sufficient detail so that the Finance Committee members understand the nature and the cause of the material variance.
- f. PJM annual and 5-year projected capital spending
 - i. Total Spending
 - ii. Identified Projects: PJM shall review with the Finance Committee the list of active and projected capital projects in the primary project categories, such as reliability services, risk management, new products, technology upgrades.
 - iii. Identify cost assignment of budgeted capital expenditures.
 - iiii. Major Projects: Unless the PJM Board directs otherwise, before making capital expenditures with regard to major projects, and in conjunction with the annual budget process thereafter, PJM shall review with the Finance Committee each major new investment with anticipated total capital expenditures of \$25 million or more. Such review shall include the project description, business purpose, development and post-development cost projections, and risk analysis, including alternatives considered and dismissed, if applicable. The Member Representatives, in an advisory capacity, may provide recommendations to the PJM Board regarding these projects. In the case of an emergency requiring immediate action, PJM shall not be required to consult with the Finance Committee in advance of making capital expenditures for major projects but shall provide notice as promptly as is practicable in the circumstances.
- f. Actual capital spending
- g. Financial Results - Annual review and discussion of actual financial results. The goal of this annual review is to provide the Finance Committee a broad

and comprehensive review and understanding of the financial position of PJM and its subsidiaries.

- h. Annual review of past and present year financial performance relative to PJM's Board-approved goals and objectives.
 - i. Review and discussion of actual financial results, including actual capital spending, operating budget and expenses
 - j. Review of projected sources and uses of funds consistent with PJM's purposes included in section 7 of the PJM Operating Agreement and Other Activity Protocol.
 - k. Recommendations to the PJM Board of any changes in budgets or sources and uses of funds based on the Finance Committee review of items (a) through (l).
 - l. Review and discussion of PJM's independent, audited annual financial statements.
11. For major projects arising at times that do not coincide with PJM's annual budget process, unless the PJM Board directs otherwise, before making capital expenditures with regard to major projects, and in conjunction with the annual budget process thereafter, PJM shall review with the Finance Committee each major new investment with anticipated total capital expenditures of \$25 million or more. Such review shall include the project description, business purpose, development and post-development cost projections, and risk analysis, including alternatives considered and dismissed, if applicable. The Member Representatives, in an advisory capacity, may provide recommendations to the PJM Board regarding these projects. In the case of an emergency requiring immediate action, PJM shall not be required to consult with the Finance Committee in advance of making capital expenditures for major projects but shall provide notice as promptly as is practicable in the circumstances.
12. The Finance Committee and/or any PJM Member may request from PJM additional data as may be reasonable and consistent with this protocol to assist the Member Representatives in their reviews and engagement in the Finance Committee process. PJM shall respond, in reasonable detail (taking account of the nature of the request), to such requests within 21 calendar days, absent an explanation by PJM why, in good faith, it requires additional time to respond to a particular request or requests and the amount of additional time that PJM will require. The Member Representatives may request the PJM Board to direct PJM to address any concerns of the Member Representatives concerning the quality and detail of information provided by PJM to the Finance Committee and/or to requesting Members.
13. PJM shall give the Finance Committee advance notice of proposed regulatory filings to modify PJM's administrative rate structure and/or material changes to services provided by PJM to the membership so as to permit the Committee to review and provide comment on the proposed modifications. The Finance Committee, in an advisory capacity, shall provide recommendations to the PJM Board regarding such proposed changes to PJM's administrative rates. In emergency situations, PJM shall provide such notice as feasible to the Finance Committee and the Finance Committee shall provide such recommendations as feasible under the circumstances.

14. PJM will conduct a cost of service study to examine the assignments of PJM's costs amongst Schedule 9-1 through 9-5 and 9-PSI every 5 years commencing in 2027.
15. The Finance Committee may engage consultants to assist in the Finance Committee's review of PJM's proposed annual budget, major projects and any changes proposed by PJM to its administrative rates. Consultants engaged by the Finance Committee shall have access to the same information provided to the Finance Committee under this protocol. The costs of such consultants shall be managed by the Finance Committee and, if approved by PJM Members, PJM shall recover such consulting costs from PJM Members through a separate Tariff schedule other than Schedules 9-1 through 9-4.
16. On an annual basis, no later than the end of the third quarter of PJM's fiscal year, PJM shall submit its annual budget to the Finance Committee for review and comment. To the extent feasible, PJM shall also submit to the Finance Committee any proposed changes to Tariff Schedules 9-1 through 9-4 and 9-PSI. The Member Representatives shall share their comments and any concerns relative to the budget or proposed Tariff changes with PJM through the Finance Committee process, and PJM shall respond to the Member Representatives' comments and concerns. Subsequent to these communications, the Member Representatives shall make their written recommendations to the Board pursuant to sections 10 (k) or 13 hereof. If the Member Representatives' recommendations to the PJM Board differ from those of PJM management, the PJM Board representatives on the Finance Committee shall meet and review with the Member Representatives the reasons for such differences in order to assure that the Member Representatives' concerns and recommendations are accurately communicated to the PJM Board before it acts on the annual budget or proposed Tariff changes. The PJM Board Representatives shall ensure that the Member Representatives' recommendations are provided and explained to the PJM Board. The PJM Board will consider the Member Representatives' recommendations in their deliberations on PJM's annual budget, major projects, and revisions to Tariff Schedules 9-1 through 9-4 and 9-PSI, consistent with this protocol. In the event that the PJM Board approves an annual budget or change to Tariff Schedules 9-1 through 9-4 and/or 9-PSI that is not consistent with recommendations provided by the Member Representatives to the PJM Board, the reasons why the PJM Board did not adopt the Member Representatives' recommendations shall be presented in writing and discussed with the Finance Committee by the PJM Board's representatives thereon. Further, PJM will present budget information at the PJM Members Committee Informational Webinar during the third quarter of a calendar year articulating PJM's budget for the following calendar year.
17. Nothing contained in this protocol shall be construed as affecting in any way PJM's rights unilaterally to make application to the FERC for a change in rates under section 205 of the Federal Power Act and pursuant to the Commission's Rules and Regulations promulgated thereunder, and nothing in this protocol shall be construed as affecting in any way any entity's rights that they otherwise may have to make filings under sections 205 or 206 of the Federal Power Act.