



NORTHWESTERN ENERGY
Corporate Risk Appetite Statement
 Board Approved April 2022



NorthWestern Energy's (NWE) strategy recognizes that it is, at its core, a regulated electric and gas distribution, transmission and supply, investor-owned public utility, with a mission of working together to deliver safe, reliable, and innovative energy solutions that create value for customers, communities, employees, and investors.

*As such, we are appropriately a conservative enterprise focused on predictable, stable returns and reasonable growth based on core businesses. We will maintain a **low risk appetite** for risks affecting our existing federal and state regulated distribution, transmission, and supply operations, but a **moderate risk appetite** for disciplined growth within the utility and energy related industries.*

Our risk appetite reflects the company's risk management philosophy, strategy, culture, and operating approach. It represents the amount of risk, on a broad level, that we are willing to accept in pursuit of value. It recognizes an inherent, meaningful risk associated with operating as a regulated public utility that operates in the eye of the public. It also recognizes that we have unique exposures associated with our relationships with regulatory bodies, with geographic concentration in Montana. A key question to address when establishing our risk appetite is "How willing is NWE to accept risk related to major initiatives?"

Our risk appetite definition is designed to establish corporate-level risk guidance that provides boundaries for projects and initiatives based on additional detailed cost/benefit analysis.

As a key concept in our strategic planning process, we consider risk appetite when:

1. Evaluating business and strategic alternatives,
2. Setting objectives aligned with the business strategies, and
3. Managing the related risks associated with the business strategy.

We define our risk appetite with two types of measures:

1. Quantitative, and
2. Qualitative.

Our risk appetite recognizes that, with a holistic perspective, some negative impacts or costs of a decision may be acceptable if they are adequately offset by positive impacts or gains.

The Board of Directors and Enterprise Risk Management Committee review and approve NWE's risk appetite annually and revise it, as appropriate.

NWE RISK APPETITE MEASURES:

<u>Quantitative measures</u>	<ol style="list-style-type: none"> 1. Decisions should consider the long-term effects to customer rates, cost recovery, and the authorized rate of return adjusted for acceptable regulatory lag 2. Positive earnings growth, with specific growth investments being earnings accretive 3. Maintain at least unsecured credit ratings of BBB 4. Debt to Capital ratio should not exceed 55% over time 5. Dividend Payout Ratio should not exceed 70% over time 6. Maintain cash availability/liquidity of > \$100 million 7. Consistent with the Net Zero by 2050 Vision
<u>Qualitative measures</u>	<ol style="list-style-type: none"> 1. Decisions are supportive of our mission, vision and SERVICE values; reflect our culture and reputation; and are consistent with our Code of Conduct and Ethics 2. Promote reasonable Environmental, Social, and Governance (ESG) practices 3. Maintain high levels of system performance, customer satisfaction, and employee engagement 4. Focus on investments in regulated assets or related to the core energy business 5. Include adequate insurance coverage to protect employees, customers, other stakeholders, and assets 6. Evaluate concentration risk to strive towards an appropriate geographical and utility service mix and diversification 7. Follow appropriate energy risk management policies, procedures, and control activities 8. Refrain from pursuing purely speculative opportunities (e.g. speculative energy trading or projects that lack customer commitment) 9. Disciplined approach while fostering an innovation culture (i.e. implement "at the speed of value")