



NorthWestern[®] Energy



Key Sustainability Statistics Report

This report provides disclosures on operational and financial statistics and data over a five year period relevant to Environmental, Social and Governance Sustainability performance

2020-2024 Edition - Updated October 2025

NorthWestern
Energy
Delivering a Bright Future



Corporate Overview

General Information	2020	2021	2022	2023	2024
Average Number Electric Customers					
Residential	358,036	362,727	368,037	373,750	379,887
Commercial	82,947	84,400	85,990	87,411	88,962
Industrial	6,411	6,410	6,482	6,522	6,624
Total	447,394	453,537	460,509	467,683	475,473
Average Number of Natural Gas Customers					
Residential	255,523	258,319	261,096	263,656	266,179
Commercial	36,366	36,786	37,380	37,980	38,603
Industrial	384	395	410	422	434
Total	292,273	295,500	298,886	302,058	305,216
Average Number of Total Customers (electric and natural gas)					
Residential	613,559	621,046	629,133	637,406	646,066
Commercial	119,313	121,186	123,370	125,391	127,565
Industrial	6,795	6,805	6,892	6,944	7,058
Total	739,667	749,037	759,395	769,741	780,689
Population Service Area (Estimated by County)	1,785,490	1,806,288	1,829,031	1,843,507	1,852,024
Utility Plant Assets - Net of Depreciation (\$)	\$ 4,955,787,300	\$ 5,249,302,600	\$ 5,658,775,600	\$ 6,040,719,000	\$ 6,399,200,000
Revenues (\$)					
	2020	2021	2022	2023	2024
Electric	\$940,815,000	\$1,052,182,000	\$1,106,565,000	\$1,068,833,000	\$1,200,701,000
Natural Gas	\$257,855,000	\$320,134,000	\$371,272,000	\$353,310,000	\$313,197,000
Total	\$1,198,670,000	\$1,372,316,000	\$1,477,837,000	\$1,422,143,000	\$1,513,898,000
Total Retail Electric Energy Volumes (MWh's)					
Residential	3,218,000	3,300,000	3,464,000	3,398,000	3,361,000
Commercial	4,109,000	4,268,000	4,351,000	4,339,000	4,290,000
Industrial & Other	2,788,000	2,623,000	2,751,000	2,794,000	3,070,000
Total	10,115,000	10,191,000	10,566,000	10,531,000	10,721,000
Total Retail Natural Gas Energy Volumes (Dkt's)					
Residential	19,447,000	19,199,000	21,157,000	19,768,000	18,752,000
Commercial	11,953,000	11,945,000	13,156,000	13,121,000	12,237,000
Industrial & Other	274,000	322,000	395,000	366,000	354,000
Total	31,674,000	31,466,000	34,708,000	33,255,000	31,343,000
Natural Gas					
Annual Demand - Retail (Bcf)	31.3	30.6	39.6	40.1	39.9
Proven Reserves (Bcf)	43.1	38.8	35.1	31.5	28.2
Annual Production of Owned Reserves (Bcf)	4.1	4.3	3.7	3.6	3.3



NorthWestern Energy

Sustainability Key Performance Statistics 2020-2024



Effective Management

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Earnings					
Earnings per share (Diluted)	\$3.06	\$3.60	\$3.25	\$3.21	\$3.65
Earnings per Share Non-GAAP (Diluted)	\$3.35	\$3.51	\$3.18	\$3.26	\$3.40
Dividend per share	\$2.40	\$2.48	\$2.52	\$2.56	\$2.60
Year-End Stock Price	\$58.31	\$57.16	\$59.34	\$50.89	\$53.46
Dividend Yield (Year-End Stock Price)	4.1%	4.3%	4.2%	5.0%	4.9%
Dividends Payout Ratio (GAAP)	78.5%	68.9%	77.5%	79.8%	71.2%
Dividend Payout Ratio (Non-GAAP)	71.6%	70.7%	79.2%	78.5%	76.5%
Return on Average Equity	7.5%	8.5%	7.4%	7.1%	7.9%
Return on Average Assets	2.5%	2.8%	2.6%	2.6%	2.9%
Total Shareholder Return (Includes Dividends Reinvested)	-15.1%	2.1%	8.5%	-0.6%	10.5%
Market Capitalization	\$2,949,739,000	\$3,088,485,000	\$3,545,219,000	\$3,116,953,000	\$3,587,427,000
Enterprise Value	\$5,332,213,000	\$5,627,143,000	\$6,155,704,000	\$5,892,375,000	\$6,678,437,000

Financial Strength

Debt to Capital Ratio	53.5%	52.1%	49.6%	50.0%	52.0%
Funds From Operation (FFO) to debt	12.7%	13.4%	13.1%	13.4%	13.4%
Liquidity (Year-End)	\$233,811,000	\$90,800,000	\$108,500,000	\$291,200,000	\$166,300,000
Net Write Off as % of Revenues	0.19%	0.20%	0.14%	0.18%	0.14%
Capital Expenditures	\$403,274,000	\$452,410,000	\$566,207,000	\$557,743,000	\$549,422,000
Maintenance/New Connects Capex	\$327,641,000	\$384,608,000	\$395,662,000	\$471,255,000	\$520,908,000

Environment

Energy Sources

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Electric Generation (Owned & Long-Term Contracted) - Megawatt Hours (MWh's)					
Wind Owned	496,577	434,976	493,060	420,508	446,350
Wind Contracted	1,747,172	1,654,900	1,813,106	1,500,616	1,576,639
Hydro Owned	2,538,806	2,087,557	2,192,758	2,482,954	2,340,616
Hydro Contracted	112,601	92,401	108,261	99,736	71,137
Solar Owned	-	-	-	-	-
Solar Contracted	32,858	33,694	34,463	262,692	364,228
Coal Owned	1,657,451	2,180,623	2,350,683	2,298,766	1,980,561
Coal Contracted	732,052	780,517	751,122	796,793	669,389
Natural Gas/Oil Owned	205,687	318,572	508,758	685,656	707,010
Natural Gas/Oil Contracted	57,051	119,801	140,931	111,355	166,938
Total Electric Generation - MWh	7,580,255	7,703,041	8,393,142	8,659,076	8,322,868
Total Owned Generation	4,898,521	5,021,728	5,545,259	5,887,884	5,474,537
Total Carbon-Free Owned Generation	3,035,383	2,522,533	2,685,818	2,903,462	2,786,966
% of Owned Generation that is Carbon-Free	62.0%	50.2%	48.4%	49.3%	50.9%
Total Long-Term Contracted Generation	2,681,734	2,681,313	2,847,883	2,771,192	2,848,331
Total Carbon-Free Long-Term Contracted Generation	1,892,631	1,780,995	1,955,830	1,863,044	2,012,004
% of Long-Term Contracted Generation that is Carbon-Free	70.6%	66.4%	68.7%	67.2%	70.6%
Total Carbon-Free Generation (Owned & L-T Contracted)	4,928,014	4,303,528	4,641,648	4,766,506	4,798,970
% of Total Generation (Owned & L-T Contracted) that is Carbon-Free	65.0%	55.9%	55.3%	55.0%	57.7%



NorthWestern Energy

Sustainability Key Performance Statistics 2020-2024



Owned Electric Generation Portfolio Delivered (As a % of Total Portfolio MWh - Owned and Purchased Power)

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Wind and Solar (carbon-free)	6.6%	5.6%	5.9%	4.9%	5.4%
Hydro (carbon-free)	33.5%	27.1%	26.1%	28.7%	28.1%
Coal	21.9%	28.3%	28.0%	26.5%	23.8%
Natural Gas / Oil	2.7%	4.1%	6.1%	7.9%	8.5%
Total MWh's from NWE Owned Resources as % of total portfolio	64.6%	65.2%	66.1%	68.0%	65.8%

Purchased Power Portfolio (As a % of Total Portfolio MWh - Owned & Purchased Power)

Wind and Solar (carbon-free)	23.5%	21.9%	22.0%	20.4%	23.3%
Hydro (carbon-free)	1.5%	1.2%	1.3%	1.2%	0.9%
Coal	9.7%	10.1%	8.9%	9.2%	8.0%
Natural Gas / Oil	0.8%	1.6%	1.7%	1.3%	2.0%
Total Purchased Power as % of total portfolio	35.4%	34.8%	33.9%	32.0%	34.2%

Owned & Purchased Power Portfolio (As a % of Total Portfolio MWh)

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Wind and Solar (carbon-free)	30.0%	27.6%	27.9%	25.2%	28.7%
Hydro (carbon-free)	35.0%	28.3%	27.4%	29.8%	29.0%
Coal	31.5%	38.4%	37.0%	35.7%	31.8%
Natural Gas / Oil	3.5%	5.7%	7.7%	9.2%	10.5%
NWE Carbon-Free Portfolio	65.0%	55.9%	55.3%	55.0%	57.7%
U.S. National Average Carbon-Free Generation (MWh's)	39.9%	39.4%	40.2%	40.6%	41.5%

Maximum Capacity - Owned and Long-Term Resource (Total Portfolio Megawatts)

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Wind Owned	131	131	131	131	131
Wind Contracted	487	487	487	487	487
Hydro Owned	448	453	459	464	467
Hydro Contracted	37	37	37	38	38
Solar Owned	0	0	0	0	0
Solar Contracted	17	17	97	177	177
Coal Owned	432	432	432	432	432
Coal Contracted	87	87	87	87	87
Natural Gas/Oil Owned	271	255	313	305	455
Natural Gas/Oil Contracted	52	52	52	52	52
Total Electric Generation - MegaWatt's (MW)	1,962	1,951	2,095	2,173	2,326
Total Owned Generation	1,282	1,271	1,335	1,332	1,485
Total Long-Term Contracted Generation	680	680	760	841	841



NorthWestern Energy

Sustainability Key Performance Statistics 2020-2024



	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Maximum Capacity - Owned and Long-Term Resource (As a % of Total Portfolio Megawatts)					
Wind and Solar (carbon-free)	32.4%	32.6%	34.1%	36.6%	34.2%
Hydro (carbon-free)	24.7%	25.1%	23.7%	23.1%	21.7%
Coal	26.5%	26.6%	24.8%	23.9%	22.3%
Natural Gas / Oil	16.5%	15.7%	17.4%	16.4%	21.8%
NWE Carbon-Free Total - MW	57.1%	57.7%	57.8%	59.7%	55.9%
U.S. National Average Electric Generation (MW)	30.9%	32.7%	34.3%	36.2%	38.9%

Electric Loads

Peak Electric Loads

Montana	1,200	1,200	1,250	1,300	1,300
South Dakota	328	344	340	340	325

Peak Electric Loads

Montana	750	750	750	750	759
South Dakota	200	200	200	200	200

Owned Coal Facilities

Coal Combustion Residuals (CCR) generated - Metric Tons - Owned Facilities	137,799	134,112	139,977	141,740	137,538
Coal Combustion Residuals (CCR) recycled	9.6%	9.9%	8.0%	8.4%	8.5%

Greenhouse Gases (GHG) - CO2e Emissions

Scope 1 CO2e Emissions (Metric Tons)	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Owned Electric Generation	2,160,366	2,524,157	2,745,245	2,865,706	2,570,214
Electric Transmission System (SF6 & PFC leaks)	3,455	1,237	777	2,133	4,577
Natural Gas System (Gathering, Distr, Trans & Storage)	66,841	68,575	62,816	65,427	74,114
Company Owned Fleet	13,197	13,539	13,965	11,139	12,024
Total Scope 1 CO2e Emissions	2,243,859	2,607,507	2,822,803	2,944,405	2,660,929

Scope 2 CO2e Emissions (Metric Tons)	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Electric	9,464	10,630	10,266	11,139	9,306
Natural Gas	575	782	906	765	722
Total Scope 2 CO2e Emissions	10,039	11,413	11,172	11,904	10,027

Note: Our Scope 1 and Scope 2 CO2e Emissions are estimates based available data

Water Use - Coal and Natural Gas Facilities

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Water Withdraw - Generation Facilities - Cubic Meters	22,951,465	31,219,591	32,871,323	40,387,369	37,189,244
Water Use - Generation Facilities - Cubic Meters	3,850,786	3,979,075	4,885,380	4,802,368	4,356,541
Water Recycled - Generation Facilities - Percentage	83.2%	87.3%	85.1%	88.1%	88.3%

Energy Usage at Facilities in our Operations

Electricity - NWE Supplied- MWh's	20,968	22,327	22,068	22,618	20,095
Natural Gas - NWE Supplied - Dkt's	72,689	91,231	126,576	104,057	87,597

* Energy usage includes energy supplied by NorthWestern Energy or a 3rd party to power their operations

Waste (Hazardous & Non-Hazardous) - All Facilities

Waste - Non-Hazardous - Metric Tons	738	3,691	1,552	849	490
Waste - Hazardous - Metric Tons	43	36	20	18	50
Recycled Waste - Non-Hazardous - Metric Tons	391	3,634	707	728	301
Recycled Waste - Hazardous - Metric Tons	25	35	3	11	26



Social

Customers

Combined Overall Customer Satisfaction Scores	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Company Scores - JD Power	721.6	721.0	729.4	696.8	700.0

Customer Service

Average Calls per Month	94,858	94,126	86,741	76,700	76,475
Average Talk Time	4 min 29 sec	4 min 58 sec	5 min 12 sec	5 min 5 sec	5 min 11 sec

Electric Rates

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Residential Bill (750 kWh per month bill) *					
NWE - MT	\$92.10	\$91.95	\$91.27	\$109.60	\$105.15
NWE - SD	\$102.13	\$104.70	\$106.23	\$101.49	\$111.96
Regional States Average **	\$90.73	\$95.13	\$100.24	\$102.60	\$106.92
National Average ***	\$104.56	\$108.44	\$123.87	\$133.69	\$135.99

Commercial Bill (10,000 kWh per month bill) *

NWE - MT	\$1,246	\$1,245	\$1,226	\$1,485	\$1,386
NWE - SD	\$1,388	\$1,388	\$1,442	\$1,379	\$1,501
Regional States Average **	\$1,138	\$1,164	\$1,220	\$1,254	\$1,243
National Average ***	\$1,255	\$1,319	\$1,545	\$1,633	\$1,612

Industrial Rates (200,000 kWh per Month Bill) *

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
NWE - MT	\$18,749	\$18,354	\$18,274	\$22,085	\$22,437
NWE - SD	\$25,637	\$25,637	\$26,665	\$25,353	\$27,659
Regional States Average **	\$24,214	\$25,428	\$26,686	\$26,662	\$27,096
National Average ***	\$25,832	\$27,302	\$32,055	\$32,055	\$33,387

* As published in Edison Electric Institute's (EEI) Typical Bill and Average Rate Reports (Average of January and July reports)

** Regional states include CO, IA, ID, MN, MT, ND, OR, SD, WA & WY (MT & SD exclude NWE bills from average)

*** National Average includes Investor Owned Utilities data only

Natural Gas Rates

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Average Residential Bill (65 Therms per month usage) *					
NWE - MT	\$50.24	\$61.25	\$67.10	\$65.55	\$54.10
NWE - SD	\$48.57	\$63.31	\$80.59	\$77.75	\$66.96
NWE - NE	\$44.42	\$57.04	\$94.31	\$92.90	\$62.37
Regional States Average **	\$56.77	\$65.99	\$80.80	\$84.46	\$79.29
National Average	\$72.73	\$82.18	\$99.52	\$103.84	\$98.44

Average Commercial Bill (500 Therms per month usage) *

NWE - MT	\$371.92	\$450.86	\$493.99	\$476.11	\$399.75
NWE - SD	\$247.42	\$361.85	\$495.92	\$423.68	\$335.94
NWE - NE	\$234.64	\$336.32	\$620.58	\$599.15	\$356.53
Regional States Average **	\$343.25	\$410.59	\$530.74	\$537.04	\$435.29
National Average	\$388.73	\$456.20	\$587.51	\$574.53	\$526.27

* Based on Rates per Cubic Feet as reported at EIA.gov taking rates, converting to therms and multiplying by bill / usage per month

** Regional states include CO, IA, ID, MN, ND, OR, WA & WY



NorthWestern Energy

Sustainability Key Performance Statistics 2020-2024



	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Customer Programs					
Energy Efficiency					
Incremental Annual Electricity Savings (MWh)	67,606	67,939	74,377	55,590	58,870
Incremental Annual Natural Gas Savings (Dkt)	49,827	30,075	35,403	42,084	41,861
Incremental Annual Investment in DSM Programs (\$)	\$11,800,000	\$12,000,000	\$14,500,000	\$12,000,000	\$13,400,000
Net Meter Customers - Residential	2,634	3,064	3,814	5,658	8,159
Net Meter Customers - Commercial	541	579	618	696	726
Net Meter Customers - Total	3,175	3,643	4,432	6,354	8,885
Customer Disconnections					
Res. & Comm. Disconnections for Non-Payment	5,668	11,695	11,800	12,833	11,955
Res. & Comm. Reconnections within 30 Days	3,813	8,766	8,921	10,560	9,275
% Reconnected within 30 Days	67.3%	75.0%	75.6%	82.3%	77.6%
% of Electric Customers with Smart Meters	14.5%	27.5%	44.0%	60.6%	84.3%
Low Income Assistance	\$9,400,000	\$8,600,000	\$18,700,000	\$15,900,000	\$11,342,000
Reliability					
System Average Interruption Duration Index (SAIDI) - Excluding Major Event Days (MED) (minutes)	119.43	111.00	101.10	88.80	95.20
SAIDI Excluding MED's - National Average *	134.90	138.41	145.91	135.00	138.68
System Average Interruption Frequency Index (SAIFI) - Excluding MED's (per 100 customers)	1.11	1.04	0.98	0.87	0.80
SAIFI Excluding MED's - National Average *	1.22	1.20	1.28	1.08	1.09
Customer Average Interruption Duration Index (CAIDI) - Excluding MED's (minutes)	107.69	106.90	103.80	101.50	119.20
CAIDI Excluding MED's - National Average *	103.58	104.89	105.48	120.04	119.38
* SAIDI, SAIFI and CAIDI national averages includes investor owned utilities only via EIA.gov's 861 data files					
Community					
Safety Education and Awareness Investment	\$1,590,300	\$1,781,800	\$1,637,100	\$1,585,229	\$1,772,789
Charitable Donations, Economic Development & Sponsorships					
Charitable Donations	\$849,127	\$523,295	\$550,450	\$455,953	\$502,219
Economic Development	\$275,006	\$279,612	\$452,900	\$450,626	\$447,114
Sponsorships	\$483,237	\$578,051	\$681,314	\$697,328	\$918,508
Employee Giving - United Way	\$182,111	\$194,669	\$118,940	\$115,685	\$138,150
Employer Match - United Way	\$62,863	\$70,305	\$97,459	\$58,377	\$68,112
Total Giving	\$1,852,344	\$1,645,931	\$1,901,063	\$1,777,969	\$2,074,103
Scholarship Funding	\$102,250	\$102,250	\$107,250	\$102,250	\$99,250
Fish & Wildlife / Public Recreation Support	\$2,080,200	\$2,158,300	\$2,150,700	\$2,228,000	\$2,499,000
Volunteering					
Non-profits receiving grants from Volunteer Program	104	99	126	105	189
Dollars Non-Profits received from Volunteering	\$62,950	\$54,907	\$84,200	\$95,300	\$136,050
Total Community Giving	\$5,688,044	\$5,743,188	\$5,880,313	\$5,788,748	\$6,581,192

Total Community Giving Includes Safety Awareness, Charitable Donations, Economic Development, Sponsorships, Scholarship Funding, Public Recreation Support & Volunteer Program Grants



NorthWestern Energy

Sustainability Key Performance Statistics 2020-2024



Property & Other Taxes (Excludes Income Tax)	2020	2021	2022	2023	2024
Montana	\$172,849,462	\$166,611,566	\$185,448,309	\$148,276,053	\$156,931,659
South Dakota	\$5,988,330	\$6,146,808	\$6,294,259	\$5,532,899	\$6,105,114
Nebraska	\$670,418	\$676,793	\$772,445	\$803,419	\$819,256
Total Property Taxes	\$179,508,211	\$173,435,167	\$192,515,012	\$154,612,370	\$163,856,029

Property & Other Taxes as % of Operating Revenue	2020	2021	2022	2023	2024
Montana	17.9%	15.2%	15.4%	13.1%	12.7%
South Dakota	2.8%	2.4%	2.7%	2.3%	2.5%
Nebraska	2.4%	2.1%	1.9%	1.7%	2.2%
Total NWE	15.0%	12.6%	13.0%	10.8%	10.8%
NWE Peer Average *	6.4%	5.3%	4.7%	5.0%	5.0%

* Peers include ALE, AVA, BKH, IDA, MDU, MGEE, NWN, OGE, OGS, OTTR, POR, SR, TXNM

Economic Impact Analysis - Circle Analytics	2020	2021	2022	2023	2024
Gross Economic Output *	\$2,263,185,102	\$2,596,964,327	\$2,915,906,175	\$3,017,178,405	\$3,004,623,735
Total Labor Income **	\$465,885,608	\$534,646,891	\$600,366,675	\$621,057,806	\$618,399,161
Total Employment ***	13,262	15,194	17,032	17,698	17,659

* Gross Economic Output: aggregated market value of goods and services

** Total Labor Income: Compensation to employees and self-employed proprietors for both wages and indirect payments - includes retirement, health insurance and other fringe benefits

*** Total Employment: number of jobs generated of full and part-time positions, salary workers and sole proprietors

Employees	2020	2021	2022	2023	2024
Safety Culture					
Lost Time Incident Rate	0.39	0.66	0.59	0.45	0.57
OSHA Recordable Rate	1.36	1.77	1.57	1.34	1.65
Days-Away, Restricted, and Transfer (DART) Rate	0.65	0.91	1.11	0.76	0.89
Total number of vehicle incidents	17	25	29	29	37
Total vehicle incident rate	1.46	2.00	2.41	2.36	2.47
Work-related Fatalities	-	-	-	-	-

Number of Employees	2020	2021	2022	2023	2024
Regular Employees					
Regular Full-Time Employees - Year End	1,466	1,442	1,496	1,541	1,551
Seasonal / Part-Time / Temp Employees - Year End	64	41	34	32	34
Total Employees	1,530	1,483	1,530	1,573	1,585

Union / Non-Union

Represented Employees	643	605	619	633	627
Non-Represented Employees	887	878	911	940	958
Total Employees	1,530	1,483	1,530	1,573	1,585

Number of Contingent Workers

Turnover Rate - Regular Full-Time Employees	7.5%	11.3%	12.7%	9.9%	9.0%
Turnover - All Employees including Temporary & Seasonal	9.4%	13.4%	15.2%	12.4%	10.4%
Average tenure (years)	13	12	11	11	11
Employee Engagement Score	77	77	66	60	60

NorthWestern Energy has conducted employee engagement surveys periodically. 2015 & 2017 by Great Places to Work and 2019 by Spencer Stuart Culture Survey. Scores are out of 100.

Diversity	2020	2021	2022	2023	2024
Employee Age Breakdown					
Age 18-24	3.1%	4.3%	4.4%	4.0%	4.3%
Age 25-34	20.1%	19.8%	20.1%	21.0%	21.6%
Age 35-44	25.7%	27.7%	29.8%	29.0%	28.9%
Age 45-54	22.4%	21.9%	21.8%	22.0%	22.5%
Age 55+	28.7%	26.4%	24.0%	24.0%	22.6%



NorthWestern Energy

Sustainability Key Performance Statistics 2020-2024



Female Diversity	2020	2021	2022	2023	2024
Females as % of Total Employees	27.4%	26.7%	27.4%	26.0%	26.0%
Female Senior Mgmt as % of Total Senior Management	34.5%	34.5%	32.0%	34.5%	31.0%
Female Professionals as % of Professional Positions	38.5%	36.7%	36.8%	35.7%	36.5%
Female Skilled Workforce as % of Skilled Positions	11.5%	12.0%	12.1%	8.6%	6.8%

Minority Diversity	2020	2021	2022	2023	2024
Minorities as % of Total Employees	3.1%	2.9%	3.2%	4.2%	3.3%
Minorities Senior Mgmt as % of Total Senior Management	1.7%	3.6%	3.4%	4.0%	2.0%
Minorities Professionals as % of Professional Positions	2.4%	1.9%	2.5%	2.7%	3.2%
Minorities Skilled Workforce as % of Skilled Positions	4.6%	5.4%	3.3%	6.5%	5.7%

Total Employee Gender & Race	2020	2021	2022	2023	2024
Female Minority as % of Total Female Employee	3.6%	3.0%	2.9%	3.7%	3.9%
Male Minority as % of Total Male Employee	2.9%	2.9%	3.3%	4.3%	3.2%

Senior Management Employees Gender & Race	2020	2021	2022	2023	2024
Female Minority Senior Mgmt as % of Total Female Senior Mgmt	5.0%	10.5%	10.5%	10.5%	0.0%
Male Minority Senior Mgmt as % of Total Male Senior Mgmt	0.0%	0.0%	0.0%	0.0%	0.0%

Professional Employees Gender & Race	2020	2021	2022	2023	2024
Female Minority Professionals as % of Total Female Professionals	2.5%	1.3%	1.5%	3.3%	4.0%
Male Minority Professionals as % of Total Male Professionals	2.3%	2.3%	2.6%	2.9%	2.7%

Skilled Employees Gender & Race	2020	2021	2022	2023	2024
Female Minority Skilled as % of Total Female Skilled Employees	0.0%	0.0%	0.0%	0.0%	0.0%
Male Minority Skilled as % of Total Male Skilled Employees	5.2%	6.2%	3.2%	2.9%	6.1%

NorthWestern Energy files Equal Employment Opportunity reports and participates in Affirmative Action testing on an annual basis.
 Note: Senior Management is defined as Executive and Director level.

Health / Benefits	2020	2021	2022	2023	2024
Paid in Employee Association Dues	\$90,388	\$70,091	\$91,814	\$86,382	\$90,374
Benefits to Pay Ratio	28%	29%	26%	30%	29%
Percentage of Skilled or Professional Employees - <u>Excluding</u> Directors, Managers & Supervisors	65%	65%	65%	66%	66%
Percentage of Skilled or Professional Employees - <u>Including</u> Directors, Managers & Supervisors	78%	78%	78%	80%	81%

Benefits Offered: 401(k), Medical/Prescription Plans, Vision, Dental, Wellness Program, Paid Time Off, Holiday Pay, Health Care & Dependent Care Flexible Spending Accounts, Basic Life Insurance, Employee Life Insurance, Dependent Life Insurance, Employee Accidental Death & Dismemberment (AD&D), Spouse AD&D, Employee Assistance Program (Counseling), Wellness Program, Employee Stock Purchase Plan, Incentive Pay Plan, Short-Term Disability, Long-Term Disability, Worker's Compensation, & Employee Discounts for computers, cell phones plans and vehicles.

Governance

Leadership Diversity	2020	2021	2022	2023	2024
Board of Directors					
Age Diversity - % 60 and Over	60%	50%	60%	70%	56%
Tenure Diversity - % over 10 Years	40%	25%	10%	10%	0%
Gender Diversity - % of Females	40%	38%	40%	40%	44%
Ethnic Diversity - % of Minorities	20%	13%	20%	20%	22%



NorthWestern Energy

Sustainability Key Performance Statistics 2020-2024



Executive Team	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Age Diversity - % 60 and Over	38%	33%	40%	30%	33%
Tenure Diversity - % over 10 Years	50%	50%	70%	80%	89%
Gender Diversity - % of Females	38%	44%	40%	50%	44%
Ethnic Diversity - % of Minorities	0%	0%	0%	10%	0%

CEO Pay Ratio	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
To NorthWestern Average Employee Pay	25 : 1	28 : 1	26 : 1	23 : 1	34 : 1
As % of Peer Group Median CEO Pay	89%	79%	76%	75%	63%

Board of Director Attendance					
Board Meeting held each year	5	7	5	8	8
Board meeting attendance %	100.0%	100.0%	100.0%	100.0%	100.0%

Corporate Governance

What we Do

- * Annual elections of all directors.
- * Majority vote plus resignation standard in uncontested elections. If a director receives more "WITHHOLD AUTHORITY" votes than "FOR" votes, the director must submit a resignation for the Board to consider.
- * Allow shareholders ownings 25 percent of our shares to call a special meeting.
- * Independent board, except for our CEO.
- * Independent Board Chair.
- * Each of our board committees (Audit, Human Resource, Nominating, Safety-Environmental-Technology & Operations, and Governance & Innovation) is made up solely of independent directors.
- * Committee authority to retain independent advisors, which will be paid for by the company.
- * Code of Conduct and Ethics. Applies to all employees and Board, with a separate Code of Ethics for Chief Executive Officers and Senior Financial Officers concerning financial reporting and other related matters.
- * Robust stock ownership guidelines for executive officers and directors.
- * Place a significant portion of executive pay at risk by granting incentive awards that are paid, if earned, based on continuing annual and long-term individual and company performance.
- * Utilize multiple performance metrics for long-term incentive awards that align executive and shareholder interests.
- * Target executive pay around median of our peers, while also considering trade area economics, turn-over, tenure, experience and other factors.

What we Do Not Do

- * Use employment or golden parachute agreements.
- * Allow option repricing or liberal share recycling on our pay practices.
- * Promise multi-year guarantees for salary increases.
- * Poison pill or a shareholder rights plan.
- * Supermajority voting, except to approve certain business combinations or mergers.
- * Corporate political contributions.
- * Hedging of company securities.