

NYPA is unique among New York State’s public authorities. It is the nation’s largest state-owned public power utility, which employs more than 2,000 people at the various facilities’ offices and operates in a competitive and dynamic electricity marketplace. NYPA is also one of the largest electricity producers in New York, operating 16 generating facilities and more than 1,400 circuit miles of transmission and providing through its generation and power purchases, up to one-quarter of all the electric energy consumed in the state. NYPA supplies electricity to a wide variety of public, non-profit and business customers. NYPA has more than 1,000 customers altogether: local and state government entities, New York City governmental, municipal and rural cooperative electric systems, and industry, large and small businesses and non-profit organizations. NYPA’s economic development programs support industry, other businesses, and not-for-profits in the State. These programs provide either project funding or low-cost power, including hydroelectric power, primarily in exchange for commitments to retain or create jobs and invest capital in the State. NYPA’s governmental customers include among others, the Metropolitan Transportation Authority, the State Office of General Services, New York City, Westchester County, the New York City Housing Authority, the Port Authority of New York and New Jersey and Municipal and Rural Electrical Cooperatives.

To perform its responsibilities, NYPA is organized into a number of major “units” which include the following:

NEW YORK POWER AUTHORITY MAJOR UNITS

BUSINESS SERVICES

The Business Services Unit (BSU) manages the financial and supply management functions of NYPA. Its departments include the Office of the EVP & Chief Financial Officer, Budgets & Internal Business Controls, Controller, Finance, Financial Operations, Strategic Supply Management, and Treasury.

Business Services provides innovative and cost-effective financial services and products, such as, Captive Insurance Company and the OPEB Trust Fund, which contribute towards the success of its internal and external customers while preserving the financial strength of the Authority. We are the entrusted fiscal stewards charged with ensuring access to low-cost capital to fund future projects as well as the ability to undertake any new initiatives necessary to carry out our overarching corporate mission.

In addition to the above functions, Business Services also includes Strategic Supply Management and its mission is to enable NYPA to achieve its goals by becoming a strategic partner to our business stakeholders, developing deep market knowledge aligning with NYPA’s major spend categories, and leading in capability and technology to sustainably develop local economics and utilize diverse suppliers.

CORPORATE COMMUNICATIONS, ENVIRONMENTAL JUSTICE, AND COMMUNITY AND LEGISLATIVE RELATIONS

Corporate Communications includes the following departments and responsibilities: media relations, digital communications, graphic communications and photography, internal communications, and video production. Its goal is to develop and implement a comprehensive, and proactive communications program that will build and enhance public and employee awareness in support of the Power Authority's 2030 strategic vision and its objectives and accomplishments. Corporate Communications works closely with the Executive Chamber, Executive Departments, and all the major units of the Power Authority to meet specific communications needs.

Environmental Justice leads corporate social responsibility and strives to ensure that NYPA is a good neighbor by leveraging NYPA's energy expertise and resources for the benefit of the historically disadvantaged communities that host the Power Authority's facilities and strategic projects. Internally, the department works across NYPA operational units to ensure that an environmental justice lens is applied to strategic, operational and policy decision making. Finally, Environmental Justice is responsible for implementing energy education programs and no cost clean energy projects for the benefit of environmental justice communities within proximity of NYPA assets.

Community and Government Relations works closely with the cities, towns and villages across New York State to address energy, environment, crisis management and economic development needs. It also is responsible for the staffing and management of visitor centers at the Power Authority's Niagara, St. Lawrence, and Blenheim-Gilboa plants, which educate the public on the benefits the Power Authority brings to the area and the State. In addition, Community and Government Relations leads NYPA's intergovernmental activities.

Legislative Relations oversees and supports the interaction of the Power Authority with the New York State Legislature and Federal officials. Legislative Relations monitors state legislative activity and provides timely notice to NYPA management of the progress of bills of special interest.

EXECUTIVE OFFICE & POLICY

The Executive Office supports the needs of the President and CEO through close collaboration with the President's Executive Committee members. The Executive Office works across NYPA Business Units to ensure alignment regarding strategic priorities for the Authority.

HUMAN RESOURCES

The Human Resources business unit consists of Human Resources (digital HR, employee relations, HR business partners, Canals HR, talent acquisition and development, and total rewards) and the Office of Civil Rights and Inclusion.

The business unit is responsible for the advancement of the workforce planning and development strategic initiative. The Human Resources (HR) department serves as a strategic business partner and internal consultant to the Executive Management Committee and all departments of NYPA. HR guides NYPA's leadership in developing the most effective organizational structure and aligning the right people with the right roles to achieve the organization's mission and vision. Programs are designed to provide employees with fair, competitive and inclusive compensation and benefits offerings. To further these goals, HR promotes a work environment that is characterized by open communication, personal accountability, trust and mutual respect. Employees and managers can engage with employee relations for expert advice on work-related matters.

The Office of Civil Rights and Inclusion is responsible for investigating employee claims of affirmative action violations, manager and staff training, and development of policies and procedures. The office also implements proactive strategies to promote a culture of inclusion through fostering Employee Resource Groups and providing training.

INNOVATION OFFICE

The Innovation Office enables and accelerates innovation at NYPA in support of customer and state goals. The Innovation Office includes the following functions: Strategy, Research and Development, Advanced Grid Innovation Laboratory for Energy, Change Management, Customer Innovation and Digital Transformation. Strategy develops and drives the strategy across the organization, while ensuring that business strategies and actions align with, and support the company's strategic plan. Customer Innovation develops innovative business models and strategies that align with the changing energy landscape and advises on the commercialization of new products and services. Research and Development partners with staff throughout the organization, customers, and trade organizations to explore, ideate and incubate solutions that support business and customer goals, and the overall decarbonization goals of the state. AGILE is a digital twin of the New York state grid, an essential tool to test, model and create new energy solutions for the grid of the future. Change Management supports the creation of a change ready culture and the application of change management best practices to initiatives that have a broad impact on the organization. Digital Transformation explores and champions the use of technology to support business goals.

INTERNAL AUDIT

Internal Audit (IA) reports directly to the Audit Committee of NYPA's Board of Trustees with a dotted line to the President and Chief Executive Officer. IA is responsible for the performance of financial, operational, compliance, strategic, information technology and cyber security audits at corporate offices, operating plants, construction sites and/or contractor offices, to provide NYPA and the Canal Corporation management at all levels, and the Audit Committee of the Board of Trustees with objective assurance and advisory services designed to add value and improve the organization's internal control structure. The objective of the IA program is to improve the Authority's internal control environment and operations. IA helps NYPA and the Canal Corporation accomplish its objectives by bringing a systematic, disciplined approach to evaluate, test, and improve the effectiveness of risk management, internal controls, and

governance processes. IA is also responsible for the Environmental, Health and Safety (EH&S) Compliance Audit Program and conducts EH&S compliance audits of NYPA and the Canal Corporation's facilities to ensure compliance with EH&S laws and regulations and internal policies and procedures.

INFORMATION TECHNOLOGY

Information Technology (IT) supports our digital utility to innovatively plan, build and run technology assets to support and secure NYPA operations. Departments within IT include: Technology Business Management; Product Development Data Management & Analytics; Digital Enterprise Architecture, Engineering, & Operations; Cyber Security; Office of the CITO.

The business unit is responsible for the advancement of the knowledge management strategic initiative. IT partners with business units to leverage technology to enable new capabilities and efficiency in business operations. The process of driving value with IT begins by aligning technology strategy to business strategy and working together to prioritize, invest, and build technology assets.

Technology investments are rationalized across business units to drive a "build once use many" strategy. Once built, IT runs the assets in a reliable, secure and efficient manner.

LEGAL AFFAIRS

The Law Department provides legal advice and support to the Authority's Trustees, senior management, and all Authority business units, provides legal representation to the Authority as appropriate, and supervises outside counsel providing legal services to the Authority.

Legal Affairs also includes the Office of the Corporate Secretary, the Office of Ethics and Compliance, as well as Public and Regulatory Affairs.

The Office of the Corporate Secretary provides administrative support to the Authority's Trustees, the Canal Corporation Board of Directors, the Economic Development Power Allocation Board ("EDPAB"), Western New York Power Proceeds Allocation Board ("WNYPPAB"), and the Northern New York Power Proceeds Allocation Board ("NNYPPAB") and serves as a liaison between the Authority and the public. Among its primary functions, it maintains the Authority's official records and records of proceedings, initiates Authority rulemaking activities as required by the State Administrative Procedure Act ("SAPA") and coordinates public hearings.

The Office of Ethics and Compliance is responsible for handling ethics and compliance inquiries, and for developing and monitoring programs to assure the Authority's compliance with applicable laws, rules, and regulations.

The Regulatory Affairs group provides strategic planning, coordination, and analysis of New York State regulatory and policy activities impacting Power Authority operations, customers, and long-term plans and requirements. Key responsibilities of the Regulatory Affairs group

include: (i) monitoring proceedings from the New York State Public Service Commission (PSC), the Federal Energy Regulatory Commission (FERC), New York State Energy Research & Development Authority (NYSERDA), and the New York State Department of Environmental Conservation (DEC) and (ii) assisting business units with regulatory matters through briefing them on developments, coordinating responses to regulatory filings, and representing them before regulatory staff.

The Federal Affairs group supports NYPA business units and NYPA customers pursue federal funding opportunities by actively monitoring Infrastructure Investment and Jobs Act (IIJA) and Inflation Reduction Act (IRA) program developments coming out of federal agencies, such as the United States Department of Energy, the United States Department of Transportation, and the United States Treasury Department. The Federal Affairs group also tracks and shares federal policy developments that are of interest to the Power Authority. The Federal Affairs group works closely with other state entities to ensure a coordinated and collaborative State approach to federal funding in New York.

NYPA Development

NYPA Development is responsible for the commercial development of grid scale projects, including transmission, utility scale storage assets and large-scale renewable generation projects. These activities support the development, integration and transmission of renewable energy towards meeting New York's Climate Leadership and Community Protection Act's goal of achieving 100% renewable energy generation by 2040.

Project Development and Licensing is responsible for the development, evaluation and licensing of new electric transmission facilities. This includes managing the Article VII licensing process with the New York State Public Service Commission (NYSPSC), Environmental Management and Construction Plans (EM&CP), compliance with NYSPSC certificates and evaluation of third-party projects for impacts on NYPA facilities.

OPERATIONS

Operations is responsible for investing in new and existing assets to ensure reliable power supply and to meet the future energy needs of NYPA's customers and the people of New York State. This is done through operating and maintaining the generation and transmission assets of NYPA in an effective, efficient, and safe manner. The Unit is comprised of Customer Solutions, Power Supply, Continuous Process Improvement, Transmission, Operations Support Services, and the Canals Executive Director.

Customer Solutions, comprised of Energy Resource Management, Economic Development & Key Account Management, NYPA Ventures, Marketing & Product Marketing & Business Development and Operations & Reporting, is responsible for managing the revenue generated from NYPA's wholesale and customer businesses, including marketing electricity and related offerings, and the delivery of supply and new business development.

Energy Resource Management (ERM) manages NYPA's merchant and its customers' generation resources in the energy markets to maximize benefits to New York State

and to reduce energy costs to consumers. This responsibility includes the bidding of NYPA energy, capacity and ancillary products into the various New York Independent System Operator markets, developing and implementing fuel supply and hedging strategies and procuring emission allowances. It also serves as the primary load serving entity for NYPA power supply customers, administering scheduling, forecasting and settlements of their load with the NYISO.

Economic Development & Key Account Management, which also includes our Business Power Allocations and Compliance group along with Power Contracts, is responsible for: maintaining relationships with NYPA's customers, marketing a wide range of energy solutions including energy efficiency, hydro, market and renewable power supply options, distributed generation and advanced energy technologies; supporting contract negotiations and including the administration of the economic development programs portfolio.

NYPA Ventures is comprised of Distributed Energy Resources (DER) and e-Mobility. The DER division includes Grid Flexibility which is developing the Virtual Power Plant (VPP) operating model providing digital service offerings focused on building data analytics and associated advisory services including the implementation of customer-sited distributed energy resources. The e-Mobility group drives initiatives focused on the electrification of the transportation industry, including the installation and operation of Direct Current Fast Charging stations throughout NY via its EVolve NY and customer sited vehicle and bus chargers for customers such as the MTA and Niagara Frontier Transportation Authority.

The Product Marketing & Business Development group gathers and builds upon the Voice of Customer program to develop, introduce and enhance new or existing products and services for NYPA's customers as well as the marketing communications associated with them. This team supports strategic decisions through product valuations to ensure contributions to the state and customers are aligned with VISION2030. The Business Development team works closely with Key Account Management, Product Teams and internal business partners to ensure the efficient development of NYPA offerings.

The Operations & Reporting group serves as the primary internal and external customer reporting source. The team supports Customer Solutions by ensuring efficient day-to-day group operations, monitoring KPIs and Initiatives performance that ensure alignment to CLCPA and VISION2030, development and maintenance of critical reports used by multiple groups including the Executive Office. The team enhances coordination and workflow with internal business partners, including the Corporate Secretary's Office for Trustees' item submittal and Corporate Communications for internal and external communications and press releases. The group is responsible for the maintenance of the Customer Relationship Management (CRM) System, which stores all critical customer details, including project pipelines, customer communications and data that is shared with the Investor Owned Utilities (IOUs), which enable the Economic Development programs to serve them power.

Continuous Process Improvement focuses on the evaluation of existing and proposed processes for effectiveness and efficiency and works with teams to improve those processes using their own knowledge of the job and ideas, but with a structured approach. Primarily, the Continuous Improvement team is responsible for spreading the problem solving and improvement capabilities throughout each organization by applying the methods directly with leaders and team members in each organization so they can adopt these practices themselves. The overall goal is to make the company more adaptive and responsive to the changing needs of our customers and the communities we serve.

Power Supply consists of the generating facilities, Canal Corp O&M, Labor Relations and Environmental, Health and Safety, which are responsible for overseeing NYPA's corporate safety and environmental programs and work to promote a safe culture and strong commitment to excellence and regulatory compliance.

Transmission consists of O&M of NYPA's 1400+ circuit miles of transmission lines, substations, the Energy Control Center and related activities.

Operations Support Services consists of several functions including: Technical Training responsible for developing, providing, and maintaining technical training programs; O&M Services and Technical Compliance responsible for Dam Safety at NYPA and Canals, Reliability, Standards & Compliance, Code Compliance and Quality Assurance; Project Delivery responsible for implementation, including engineering, project and construction management, of major programs and projects in support of NYPA's assets and the implementation of energy efficiency projects and clean energy programs that benefit NYPA's customers; Facility Management; Strategic Operations responsible for Performance Reporting, Project and Program Controls, Asset Performance, Asset Strategy, and the Integrated Smart Operations Center; and System Planning and Analysis responsible for system studies and planning, transmission planning, and energy economics. Security and Crisis Management is responsible for overseeing the development and compliance with NYPA's physical security programs as well as providing a support structure for NYPA to be effectively prepared, respond and rebound in the aftermath of an event.

The Executive Director for Canals is responsible for working closely with Canals public engagement staff, external stakeholders, and operations and maintenance staff to drive the revitalization of the Canals.

Additional support services within Operations includes mail, reprographics and travel services.

RISK & RESILIENCE

Risk & Resilience works to protect and enhance the value of NYPA and Canals by ensuring risk, resilience, and sustainability considerations inform strategic decision-making. It is comprised of four coordinated functions - Enterprise & Operational Risk Management, Market & Credit Risk Management, Resiliency, and Sustainability - which collaborate across the Major Units to better prepare and enable delivery of VISION2030 within a rapidly changing, more distributed, and increasingly uncertain operating environment.

The Enterprise & Operational Risk Management function develops a portfolio of the most significant risks to achieving the Authority's objectives. It continually collaborates with stakeholders and subject matter experts throughout the organization to identify, assess, monitor, and report on the risks. The team works with the Authority's executive management and Trustees to establish risk appetite levels, which serve as guardrails. It also advises on risk responses to minimize negative impacts (threats) and pursue positive benefits (opportunities) to help drive alignment of the risk portfolio with the appetite levels.

The Market & Credit Risk function protects the Authority's financials and contributes to the achievement of strategic initiatives by assessing exposures related to volatile commodities markets and to trading counterparties, customers, and suppliers. Focused on portfolio governance, monitoring and valuation, the Market Risk team characterizes market price volatility, models financial exposures, and reviews contracts and proposals. To protect against the possibility of a loss resulting from a borrower or counterparty failure to repay a loan or meet contractual obligations, the Credit Risk team monitors credit quality, determines collateral requirements, aggregates enterprise-wide credit exposure, and advises on mitigation measures.

The Resiliency function drives the development and implementation of a strategic resilience framework across the Authority. It leads cross-cutting efforts to guide resilience stakeholders to prepare and secure NYPA and Canals against all hazards (current and emerging), reduce the impact of disruptive events, and respond to and rapidly recover from any disruptions across its portfolio. It also provides executive leadership and risk owners with actionable information related to potential developing threats and opportunities through proactive horizon scanning and monitoring, emerging risk analysis, and risk trend analysis.

The Sustainability function is responsible for leading development and implementation of NYPA and Canal's Sustainability and ESG (Environmental, Social, Governance) strategy and plan. The team provides strategic guidance, oversight, and reporting for ESG matters and tracks progress in achieving sustainability objectives. It also manages lead-by-example programs that support the goals and requirements of the CLCPA and Executive Order 22 (EO22) and provides support on day-to-day execution of the Authority's ESG-related programs and initiatives.

NEW YORK POWER AUTHORITY SUBSIDIARIES

In accordance with legislation enacted on April 4, 2016, the Canal Corporation, formerly a subsidiary of the New York Thruway Authority, became a subsidiary of NYPA, effective January 1, 2017. The Canal Corporation exists primarily to operate, improve, maintain, repair and promote the NYS Canal System. They are a civil service organization which employs more than 430 people at the various facilities offices spanning 524-miles of waterways and 365-miles of trails.

Legislation enacted in May of 2022 (Chapter 193 of the Laws of 2022) amended the State Insurance Law to provide the Authority with the legal authority to form a pure captive insurance company enabling the Authority to effectively provide coverage for risks that are not currently insured, not insurable on the traditional commercial markets, or prohibitively expensive to insure through the commercial markets and to provide the Authority with related

tax exemptions. The Authority's Board of Trustees thus approved the formation of a subsidiary corporation called the NYPA Captive Insurance Company (the "Captive"), and the requisite license to operate the Captive was issued by the New York State Department of Financial Services on July 25, 2023. It is anticipated that the existence of this captive insurance company will result in cost savings to the Authority by reducing the need for commercial insurance and creating an efficient and effective claims handling process which will further enable the Authority to manage its overall risk more effectively and economically.