

Introduction

Good morning.

Thank you honorable Chair Scott, honorable Vice Chair Andrews, honorable Vice Chair Wendzel and committee members for your service to Michigan and for the opportunity to address you today.

I'm Garrick Rochow, President and CEO of CMS Energy and Consumers Energy.

CMS Energy is the parent company and includes Consumers Energy and NorthStar Clean Energy. NorthStar provides renewable energy to corporate customers nationally and is 5% of our business. Consumers Energy, which you are likely most familiar with, is our regulated utility which provides electricity and natural gas – light and heat – to 6.7 million Michiganders for more than 135 years, serving every county of the lower peninsula.

I am going to talk about the company more in a moment, but first I want to share a little about myself.

My roots in Michigan run deep. I grew up in a farming family in Horton, Michigan, a small town in Jackson County. My dad, an environmental scientist and my mom a math teacher, instilled in my sister and I a strong work ethic, integrity and the responsibility of caring for people and caring for the land, as well as a profound recognition of being blessed and the responsibility which comes with those blessings.

I also grew up in a Consumers Energy family. Along with running our family farm, my dad was an environmental scientist who devoted his career to compliance with the Clean Air and Clean Water Acts of the 1970s. His job at work, like his job on the farm, was to take care of the land so it was healthy for future generations. In fact, when I got this job, the first thing he told me was to remember to “take care” --- of the company, the co-workers and the land we are responsible for.

I continue to be humbled and honored to serve in this role and I take to heart this responsibility to “take care.”

When I went to look for a career, I wanted to combine the work of both my father and mother. I decided to pursue a degree in environmental engineering in Michigan's beautiful upper peninsula at Michigan Tech. What excited me about this field is that I could see an opportunity to create solutions for some of

the biggest challenges of our generation – to have clean energy AND a healthy planet, provide great jobs AND to serve customers.

I began my career in the energy industry 25 years ago at the Holland Board of Public Works, installing environmental controls on power plants. Not long after I started, I had my first experience as a first line supervisor working with union employees – welders, maintenance technicians, millwrights and machinists. In that role I learned a deep appreciation for the union and the trades. I admire and value the skill, quality and craft they bring to the critical work they do – they are how work gets done in our company and in Michigan and I admire their heart of service.

I joined Consumers Energy in 2003 and have had the pleasure of working in nearly every aspect of our business – in our coal and natural gas generating plants, customer service, contact centers, rates and regulatory, engineering and distribution and transmission for both the gas and electric business. I am honored and thankful to serve alongside my co-workers and to be in this position – to serve customers and this great state.

It still excites me today that we can create new ways to serve Michiganders with heat, light, and now connectedness and mobility in a way that protects our state's land, water, air AND ensures Michigan continues to thrive with a healthy economy – providing jobs and serving customers.

This is the way we run our company – we serve and we “take care.”

Before we talk about the Company's mission, I wanted to cover a few basics about our company and industry which you will also find on slide 2 in your materials.

COMPANY OVERVIEW

Our company is made up of more than 8,500 employees, and as many contractors, working in 37 service centers across Michigan and who wake up every day with a heart of service.

We provide heat, light and connectedness for 6.7 million Michigan residents in every county of the lower peninsula of Michigan, working every day to ensure our systems that deliver electricity and natural gas are safe and ready for increasingly severe weather in frigid Michigan winters and sweltering summers.

We are among Michigan's largest landowners – responsible for more than 100,000 acres of land, and among the largest taxpayers in the state, paying more than \$660 million dollars annually.

We are responsible for the majority of the infrastructure that keeps Michigan running – in our gas business we operate ~2,400 miles of large transmission pipelines, ~28,000 miles of gas distribution lines, 8 compressor stations, 309 Billion Cubic Feet of underground gas storage, one of the largest underground storage facilities in the nation.

In our electric business we are responsible for 8 electric generating plants, 14 hydroelectric plants including one of the largest pumped storage facilities in the world in Ludington, ~1.6M electric poles, ~100,000 miles of distribution lines, ~1,100 substations, solar arrays and wind farms, all connected by a vast network of technology which operates overhead and underground.

We employ people who answer phones, design technology, construct, and manage our facilities and hundreds of roles in between, across the state – with a 41 percent unionized workforce.

Running our vast electric and gas system requires investment in infrastructure and we invest heavily in Michigan. Our investments support the demands to run and maintain the system, as it is today, and in the future as we lead the clean energy transformation. We continue to provide opportunities to integrate into an increasingly complex system more renewable resources, charging a vast network of electric vehicles and preparing for battery storage.

These investments are the driver for our 5-year, \$15.5 billion dollar capital investment plan to enhance the safety and reliability of our system as we move toward net-zero carbon and methane emissions.

We are the second largest investor in this state.

This equates to roughly \$3.1 billion dollars of capital investment annually. We also spend about \$1.5 billion dollars every year on operation, maintenance, Energy Waste Reduction & other employer costs and \$700 million dollars annually in purchase power, bringing our total spend in Michigan to approximately \$27 billion dollars over the next 5 years.

Because of our responsibility to "take care" and serve our co-workers, customers, communities, our company focus is on more than the bottom line.

Our mission is measured in our results, balanced across three things – People, Planet and Prosperity and I would like to share a little about what that means to us.

PEOPLE

People. Our customers and our co-workers.

First, our **customers**. Our unwavering commitment to serve.

Now, I realize we have work to do to improve reliability and resiliency of our electric distribution system, which I will cover shortly, but I can assure you – every one of our co-workers is squarely focused on serving our customers.

Through rain, snow, and hot summer days, my co-workers strive to provide excellent service for our customers, while working safely and ensuring the safety of both our electric and gas systems.

We listen to all our customers and measure our customer experience using Forester's Customer Experience Index - a nationally ranked measurement tool which measures the experience customers have across multiple interactions with the company. We benchmark our performance annually and we consistently benchmark in the top quartile, not just within our industry, but across industries.

Another data point we closely watch is customer complaints. While one complaint is too many, based on Utility benchmark data, we set our goal to maintain 1st quartile performance of less than 36 complaints per 100k customers. We have achieved 1st quartile performance since 2019.

We listen and our customers tell us they want safe, clean, reliable AND affordable energy.

We are leading the way with programs for clean energy, across the spectrum, such as electric vehicle home charging solutions, battery storage for businesses, community solar gardens and energy waste reduction opportunities for the home and business.

We have a responsibility to equitably see and serve all customers. This means clean energy programs for everyone.

We bring programs to urban AND rural communities AND offer renewable options for our most vulnerable customers. Our Sunrise Solar Program – a community solar program provides affordable solar to our most vulnerable customers –serving all customers with equity.

Now I would like to talk about our **co-workers**.

Our co-workers at Consumers Energy are our customers and your constituents. I can say with confidence – we “take care” of Michigan. We serve here and we live here in communities across the state. We are a Michigan-based company and we care for our communities.

As I shared earlier, 41% of our workforce is unionized – we have some of the most skilled and experienced trades people who build and maintain the vast energy infrastructure we operate on behalf of our customers, every day and in all conditions.

It is a noble service and one we take seriously. Our co-workers care deeply for our customers and work every day to make their lives easier, whether it's out in the field fixing a broken pole, helping a customer use our programs to save money or upgrading a compressor station to ensure natural gas is ready for the coldest winter day in Michigan.

I cannot say enough about our partnership with our union. With all the media about conflict in union relationships, I can say at Consumers Energy this couldn't be further from the truth. We started our partnership with a deep commitment about 15 years ago. I was engaged in that effort and we united on safety for the public and for our co-workers. This partnership has moved us to first quartile for safety in our industry and has become a way we solve and work through labor and business issues.

We have highly skilled engineers who design the increasingly complex network that brings energy to our customers. We also have a deeply experienced technology workforce to prepare the system for the integrated energy network in our customers' homes and our system. We have professionals in customer experience, finance, and industrial engineering who work everyday to care for our customers.

Because of our care for our co-workers and the environment we create, in 2022 we were recognized as one of America's Best Large Employers by Forbes and we've received similar recognition from Forbes for America's Best Employers for Women and Best Employers for Diversity. In addition, we have been acknowledged by Military Times as a Best for Vets employer.

We have a saying at our company – "I see you and you belong." Our team has proven that a person's individual experiences and knowledge are welcome and this diversity helps us better serve Michigan.

PLANET

Shifting to our care for the planet. A commitment to our water, land and air.

Our commitment to the planet was not driven by law or regulation – it was born out of desire to care – to care for the planet and our state.

Ranked "best in class" for utilities by the key sustainability rankings organizations, Sustainalytics and MSCI, we continue to be recognized as top quartile for global

businesses. Recently, we were ranked as one of America's Most Responsible Companies by Newsweek and received the U.S. Environmental Protection Agency 2023 Energy Star Partner of the Year Sustained Excellence Award.

Our commitment to reduce carbon emissions began much earlier than most. In 2016, we were one of the first utilities to begin retiring fossil plants with the retirement of 7 of our 12 coal plants. Before law or regulation required it.

Our five remaining coal plants will be closed by 2025 as part of our Clean Energy Plan which was filed as part of our Integrated Resource Plan – a key component of the 2016 energy law.

We are one of the few utilities in the nation – let me repeat, in the nation – to be out of coal in 2025. In fact, our Karn 1 & 2 facility in Bay City made its final run last week and is now officially retired from service.

Our Clean Energy Plan is industry-leading.

It delivers a 60% carbon reduction, and meets the 1.5 - degree scenario outlined in the Paris Accord. No other utility in the country can say that. As I said earlier – our mission is to solve the tough problems, to care for the planet and driven by our belief that we can deliver safe, reliable, affordable AND clean energy for our customers by doing what is good for the planet.

I'm also pleased to say that every co-worker affected by these closures was placed in other parts of our business. And, as we've established plans to retire facilities, we've worked closely with local communities to redevelop those sites to mitigate the loss of tax revenue and prepare for the transition.

And exiting coal is just the start.

Our Clean Energy Plan boosts renewable energy and helps customers reduce energy use and save money.

Our solar build-out is aggressive, as we transition to clean, renewable sources, adding nearly 8,000 megawatts of solar by 2040, providing the energy equivalent to 12 coal plants.

The plan enhances our energy waste reduction efforts and adds 550 MW of storage, ensuring ~90 percent of our capacity comes from clean sources.

It also includes the acquisition of the existing Covert natural gas plant, bolstering the baseload our customers need, without constructing a new facility, ensuring adequate supply during this transition. Now, this power, which was being exported to the New England area is supplying energy to Michigan!

AND This plan saves our customers approximately \$600 million dollars.

I'd be remiss if I didn't take a moment to discuss the 2016 energy law.

As part of that groundbreaking legislation, each company regulated by the Michigan Public Service Commission (MPSC) must submit an Intergrated Resource Plan every 3 to 5 years. Our Clean Energy Plan, which I just referenced, was submitted and approved as part of that process. This plan, which was approved in 2022, ensures we have supply resources to meet customer demand over the next 20 years with the most affordable mix of resources.

In 2022, our Clean Energy Plan was settled with support from clean energy advocates, environmental groups, citizen groups, businesses, and the Attorney General and approved by the MPSC.

The quality of this process is critical for our state.

It is data driven, based on detailed supply modeling and one of the most comprehensive models in the country. It provides all stakeholders the opportunity to review and participate in the process which is good for Michigan, good for the planet and good for customers.

Futhermore, we've gone beyond our electric supply portfolio and made a commitment to power 1 million electric vehicles on the road, in alignment with the Governor's climate policy to ensure transportation – the number-one contributor to climate emissions – is being addressed.

To drive the acceleration of this commitment to the planet, we've launched programs like PowerMiDrive and PowerMiFleet to encourage the transition to electric vehicles. They provide rebates for home chargers, public and workplace level 2 chargers, and fast charging locations – at three dozen locations to date – with plans for 100 more over two years.

Beyond our electric business, we've extended our planet commitments to our natural gas business.

The centerpiece of our natural gas efforts is a plan for net-zero methane by 2030 – one of the most significant contributors to climate change.

This will eliminate the impact of methane emissions from the burning of natural gas by customers by replacing our gas infrastructure, and capturing and utilizing biogas - also called renewable natural gas - from dairy and hog operations. Through this important work, in 2022 alone, we eliminated 448 metric tons of methane.

Finally, we have energy waste reduction programs in both our electric and gas businesses to reduce customer energy use and save money. We know these programs work.

Since 2009 these programs have reduced carbon dioxide by 24.5 million tons and provided \$5.5 billion dollars in customer savings. This has delivered the energy savings equivalent to supplying electricity to over 3.5 million homes and natural gas to 1.8 million homes for a year. This has helped nearly 200,000 low-income customers make their homes more energy efficient and affordable.

We believe in providing a cleaner and sustainable future for Michigan and I know we can be good stewards of our environment AND produce reliable, affordable energy for our customers.

PROSPERITY

Prosperity.

Our company is deeply rooted in Michigan and its success. This shows up in many ways including our support for non-profits, increasing our purchases with Michigan-based and diverse suppliers and vendors, and engagement in economic development.

I know economic development has been a major issue this Legislature has taken on. As the energy provider, we are often one of the first calls prospective companies make and it is incumbent on us to help new and existing businesses grow and be successful.

We work closely with the Michigan Economic Development Corporation, the Governor's office and local economic development organizations to attract and grow business in Michigan and ensure a solid start with energy ready sites, competitive rates, renewable energy, and energy waste reduction options. That's a major reason why since 2020, leaders in automotive, medical technology, food processing, polysilicon, semi-conductor chips and other industries have announced plans to invest more than \$11.8 billion dollars and more than 14,500 jobs to our service area.

In addition to our work to grow Michigan – we take serious our support for communities which we do through both the Company and through our Consumers Energy Foundation, a non-profit, funded by company donations, not included in customer rates.

Our support for communities shows up in our work to keep bills affordable through bill credits and assistance for low income customers. We know it is critical to provide support to those who are struggling right now which is why, in

2022 alone, we provided more than \$38 million dollars to support vulnerable customers.

I would also like to highlight here the important work of our Consumers Energy Foundation, which has provided over \$169 million dollars of support to our customers and communities since 2009.

Through our foundation, we support community programs, basic needs, early education, low-income assistance, workforce readiness, Diversity Equity & Inclusion, and investments in the environment such as restoration and conservation, and neighborhood revitalization.

We provide grants and we mobilize our co-workers as volunteers to create a positive impact on Michigan communities.

In 2022 alone, the company, our employees and retirees contributed more than \$18.5 million dollars to Michigan nonprofits which includes more than \$7.8 million dollars from the Consumers Energy Foundation.

Under the umbrella of Prosperity, it is also important to discuss the importance of a financially healthy utility with a solid balance sheet and good credit ratings that allow us to attract capital and make investments in Michigan at a low cost to customers.

We do that as an Investor Owned Utility which is publicly traded, much like many utilities across the United States and in many countries. This model allows us to access capital, along with debt financing, to make the needed investments for safety, reliability, and clean energy.

And I also want to be clear about who our shareholders are, because people sometimes paint them as Wall Street.

Our shareholders are pension funds for police officers and firefighters in New York, or school teachers in California, retirement funds for seniors who invested and bought a part of a Michigan company or part of a mutual fund for their retirement.

These pension funds, mutual funds, retirement funds, and institutional investors, can invest anywhere – and they chose to invest in Michigan.

They selected Michigan because of the investment opportunity, company health, and the constructive legislative and regulatory environment.

In exchange for their investment in us, these investors expect us to be there for them, providing for a pension or retirement distribution.

We are not a high-growth stock. We are a solid, consistent, lower risk, trustworthy investment.

We take seriously our responsibility and don't trade shareholder benefit at the expense of customers.

Oversight and our rate-making process is provided through the regulatory construct and proceedings are transparent, allow for participants or intervenors, thoroughly reviewed by the experienced staff at MPSC and reviewed and approved by the Commission.

I have covered our mission for People, Planet, and Prosperity which guides our work. Now I would like to discuss two critical topics as we look ahead – reliability and affordability which you will find on slide 6 in your materials.

Resource Adequacy, Reliability & Resiliency

For reliability, I want to cover some basics about our business. I'm going to talk about it in the context of electric, but please understand that we have a natural gas business and similar resources to deliver gas to our customers' homes and businesses. I'm also going to use three terms – Resource Adequacy, Reliability, and Resiliency.

The image on the left side of the slide shows our supply, or where our energy comes from. Today, these are our coal and natural gas power plants, hydroelectric dams, solar and wind farms. This is the energy we generate and put onto the distribution system and we call this Resource Adequacy. Think of it as supply.

Our resource adequacy or supply is assessed through a comprehensive annual process managed by the Midcontinent Independent System Operator – MISO – a non-profit, regional transmission organization which coordinates and manages energy resources across 15 states and 1 Canadian province to ensure there is adequate energy to serve customers in Michigan and across the bigger MISO footprint. If you remember the outages in Texas in February of 2021, it was due to a disruption in their resource adequacy or energy supply when extreme cold froze their supply resources. This isn't an issue we have faced in Michigan because we have designed and invested for that in our facilities because of Michigan's extreme weather. And as I stated earlier the Intergrated Resource Plan, as part of the 2016 Energy Law considers the longer term supply needs for a utility – 20 years.

This model, along with our solid energy law, requires us to assess probability and risk of disruptions, and complete significant due diligence, modeling and risk assessments to ensure we have ample supply for our customers in Michigan. The

2016 Energy Law requires each utility in Michigan, as well as Alternative Energy Suppliers to prove they have supply resources to meet the needs of their customers. These plans, and the work with MISO and the MPSC ensure adequate supply for our customers.

Next, on the slide, you will see an image of our distribution system – these are the wires, either overhead or underground, which move energy between the supply resource and the customer. When the wind blows and the ice comes, this is where the poles and wires can be damaged, interrupting service.

This is historically where we have seen interruptions and where we see the most opportunity as we face increasingly severe weather. Our data shows that we are having increased storm activity in terms of frequency and intensity - these storms are coming with higher wind speeds. Lake Michigan water temperatures are rising, having a significant impact on both icing and summer storm intensity and 8 of our most severe storms have occurred in the past 20 years. The electric distribution system was not originally designed for this level of intensity which means we will need to continue to invest in and harden our system. The longer term investments which reflect the need to prepare for more intense weather and future needs of the grid are often referred to as Resiliency.

I know my co-workers Tonya Berry and Chris Laird were here to testify before this committee in March on the company's restoration efforts. However, I would be remiss to not mention the improvements we have already implemented to improve reliability and longer-term resiliency for all customers.

In 2022, Consumers Energy completed more than 2,000 electric projects to build a more reliable power grid to reduce power outages for our customers. Customers experienced a 20% improvement in reliability in 2022. More than 96% of customers impacted by outages were restored in less than 24 hours. Although we have made progress we recognize our performance is still not good enough and we will continue to prioritize investments in the grid to improve reliability and longer term resiliency.

It's important to note that we base our reliability investments in data and best practices. We utilize best practices from a multi-year utility study completed by the Electric Power Research Institute (EPRI) a non-profit sponsored largely by the Department of Energy and utility companies.

Examples of our reliability and resiliency related work include;

Forestry or tree trimming: We live in a beautiful state with many trees, and trees are the number one cause of outages. Traditional tree trimming is still the most effective way to prevent and shorten power outages and improve system reliability. In 2022, we cleared nearly 7,500 miles of power lines and have

significantly increased our forestry spend to trim more trees every year. In fact, it has doubled in the last three years and continues to increase. For circuits cleared entirely in 2021, tree-caused outages decreased 62% the year following clearing. This year, we are on target to spend \$108 million dollars in forestry related work. We are also using data and advance analytics to better predict tree related outages and target our resources, enhancing our tree trimming impact.

Sectionalizing through fusing: Think of this much like your fuse box in your home. Making the system smaller. Much like your home fuse box, if you trip the breaker the power to the whole house does not go out. You might lose a room or a series of outlets, but not the entire home. In 2022, we installed over 8,000 fuses. We are planning to install 7,000 in 2023, making the system respond in a smaller, more sectionalized way, so when an interruption occurs it impacts fewer customers.

Automation: We're continuing to modernize our distribution system with smart meters, sensors and automation devices working together to serve customers as well as the installation of an Advanced Distribution Management System (ADMS). We can monitor our system more effectively, optimize power delivery and solve problems faster, often before customers notice.

Automated Transfer Reclosers or ATRs: This year, we are installing 123 new ATRs to help prevent power outages and improve electric reliability for customers. ATRs are much like a traffic officer - when an interruption occurs, they are able to re-route power from a different direction with a looped circuit. This automation reduces both the number and length of power outages.

Infrastructure Upgrades: We've recently replaced 10,000 poles with stronger material to withstand higher winds and upgraded or rebuilt nearly 100 electric substations.

Undergrounding: We've proposed a pilot program in our current electric rate case to underground just over 10 miles. As weather extremes intensify, undergrounding is recognized as a best practice. Today, our system is about 10% underground in comparison with other Midwest utilities who are 35-40% underground. Undergrounding is not for every situation but we intend to pilot and install where the data identifies spots prone to outages. This is an important resiliency measure for the future. With approval from the MPSC we intend to grow this pilot into 400 miles of undergrounding per year.

Our reliability and resiliency plan will require continued capital investment. The MPSC provides the important function of ensuring those investments provide the best benefit for customers and they approve the overall expenditures. They also

provide visibility and accountability through their performance standards and commission actions.

We never want to see customers without power. I recognize and have heard the hardship our most vulnerable customers go through when the power is out. We leverage our entire workforce and contractors to restore power in a safe and prioritized manner during our biggest events. We continue to make investments to improve reliability and resiliency.

Our organization is squarely focused on meeting this challenge. It is job #1. It is a commitment to fewer, shorter and less frequent outages for our customers, while also preparing for the grid of the future.

Affordability & Customer Bills

Our customers count on us every day for the energy they need. Our responsibility to serve them is working to keep bills as low as possible.

And while there is always room to improve, I am proud of the hard work we do to keep rates affordable – but also it's important to remember that the rate is only part of the formula of the overall bill.

The bill is what people pay and it is a factor of the rate AND consumption.

Our average electric customers pays \$4 dollars per day for electricity. For the last ten years, our customers' electric bills have been below the national average and in 2022, our bills were 13% below the national average and 2% below the midwest average.

This reflects less electric consumption in Michigan due to the important work the company has done with our energy waste reduction programs as well as our lower reliance on air conditioning during the summer months.

Our average gas customer pays approximately \$3 per day for gas which is 19% higher than the national average and 11% higher than the Midwest.

While Michigan households consume less electricity due to fewer cooling degree days, we use more natural gas for home heating, contributing to a higher gas bill. Even with this, our customers' natural gas bills have remained essentially flat since 2008, while we have invested billions to modernize our natural gas infrastructure.

Now we do have a subset of customers who struggle to pay their electric or gas bill. As I shared in my previous remarks, this is where we provide support through our energy waste reduction programs to make a meaningful impact to lower overall energy consumption, reducing bills. This is also where our support of bill

credits, which were about \$38M in 2022, helps to ease a portion of the cost for vulnerable customers.

We also provide a variety of additional programs such as budget plans, payment forgiveness, work with non-profits and the Department of Health and Human Services which come together to ensure customers most in need get support for critical electric and gas service.

While we are hard at work to reduce the rates and consumption to keep bills affordable, I wanted to share about other ways we do this for all customers.

First, is our cost efficiency. We are proud and known across the industry for our expertise in managing costs. We do this through industrial engineering and the use of Lean – much like you see in manufacturing – which we call the CE Way. AND we do this in partnership with our union who are the closest to the work and can best see the opportunities we have to work smarter, improve customer service and be more cost efficient.

We are also laser focused on getting better every day in our operational performance. In 2022, because of our efficient management of our owned electric supply assets we were able to generate energy at a lower cost than the MISO market providing ~\$560 million dollars in customer savings benefit.

And, our Clean Energy Plan, which I referenced earlier, saves our customers approximately \$600 million dollars over the course of the plan.

On the gas side, our customers benefit from our ownership of one of the largest natural gas storage fields in the nation. At 309 billion cubic feet of storage, this storage system, allow us to buy gas in the summer, when it is typically lower cost, store it, and then deliver it to customers in the winter, avoiding the often higher and more volatile cost of gas in the winter, helping to lower our customers' heating bill.

I have also provided a breakdown of the electric and gas bill in the appendix for your reference.

Serving energy is a noble and critical role in this state and we take the affordability of these services seriously at our company. Our support programs are thoughtfully designed to help all customers lower their consumption of electricity and gas to ensure they can take actions to effectively manage their use of energy. On the rates side, we have work underway today – and well into the future – to improve the way we work everyday and pass those savings onto customers.

Conclusion

I've shared a lot. Delivering safe, reliable, affordable, and clean energy to Michigan takes the dedicated work of our entire company. When you meet one of our co-workers, you will meet people who are proud to serve... and who are never satisfied with the good work done today because we know we can do it better tomorrow.

There are many areas where we are nationally recognized or in first quartile for our performance, and there are areas where we are working hard to improve. You have my commitment on that.

We know we not only provide light and heat – we power connectedness. We charge the devices which connect us with one another and we are preparing for the connectedness of vehicles which increasingly will rely on our infrastructure to connect people with one another.

The bottom line, in December we will celebrate 137 years of serving Michigan and we will continue to care for our customers, communities and co-workers while leading the nation in the clean energy transformation.

Thank you for letting me be here today. I am happy to take any questions.