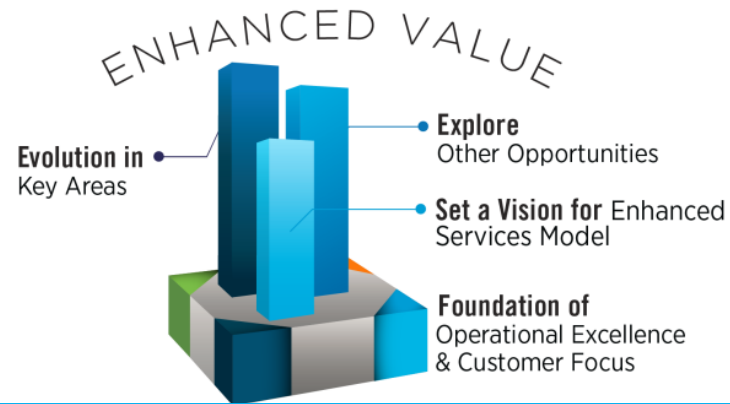




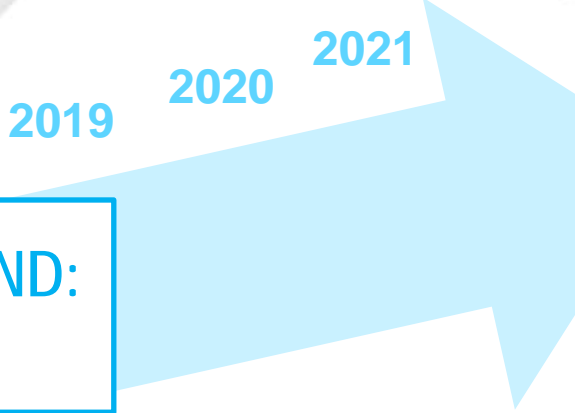
# A Step Beyond

Andrew L. Ott  
Members Committee Meeting  
May 16, 2018



**TODAY:** PJM has built and maintained a strong foundation

**2018 YEAR-END:**  
A step beyond



**TOMORROW:**  
A reimagined grid

Focus on stakeholder value

Enhance Resilience

- Value resilience through markets
- Improve operational resilience

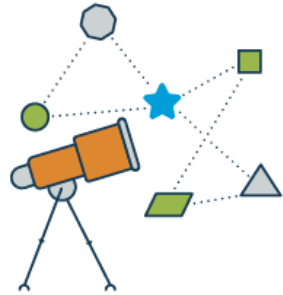
Leverage DER capabilities

Increase security vigilance

Reliability



Investment



Environment



Savings



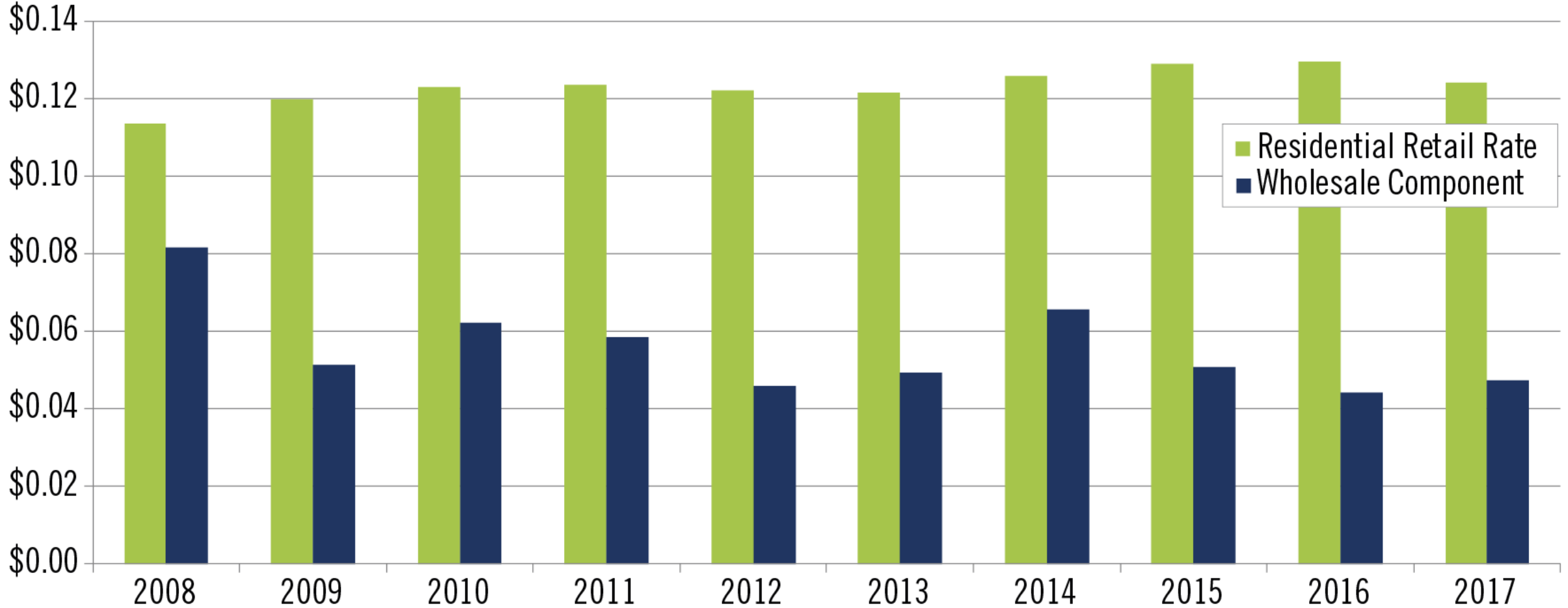
Innovation



Independence



\$/kWh of usage



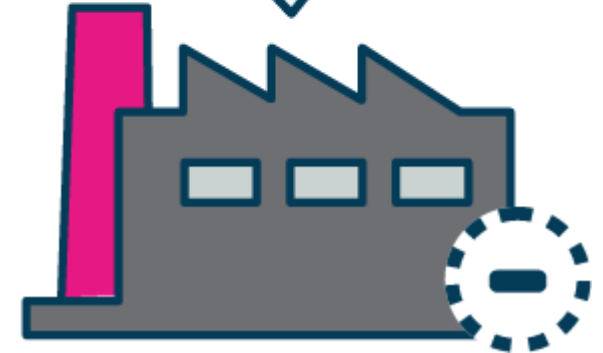


72,000 MW of pending new generation online 2023



\$16 billion in new transmission projects

DEACTIVATIONS	
2017	2018 (YTD)
2,084 MW	186 MW



13,358 MW\* scheduled for future 2021 retirement

\*5,605 MW for end of year 2018





# PJM Average Emissions

CO<sub>2</sub>  
lbs/MWh

SO<sub>2</sub> and NO<sub>x</sub>  
lbs/MWh

