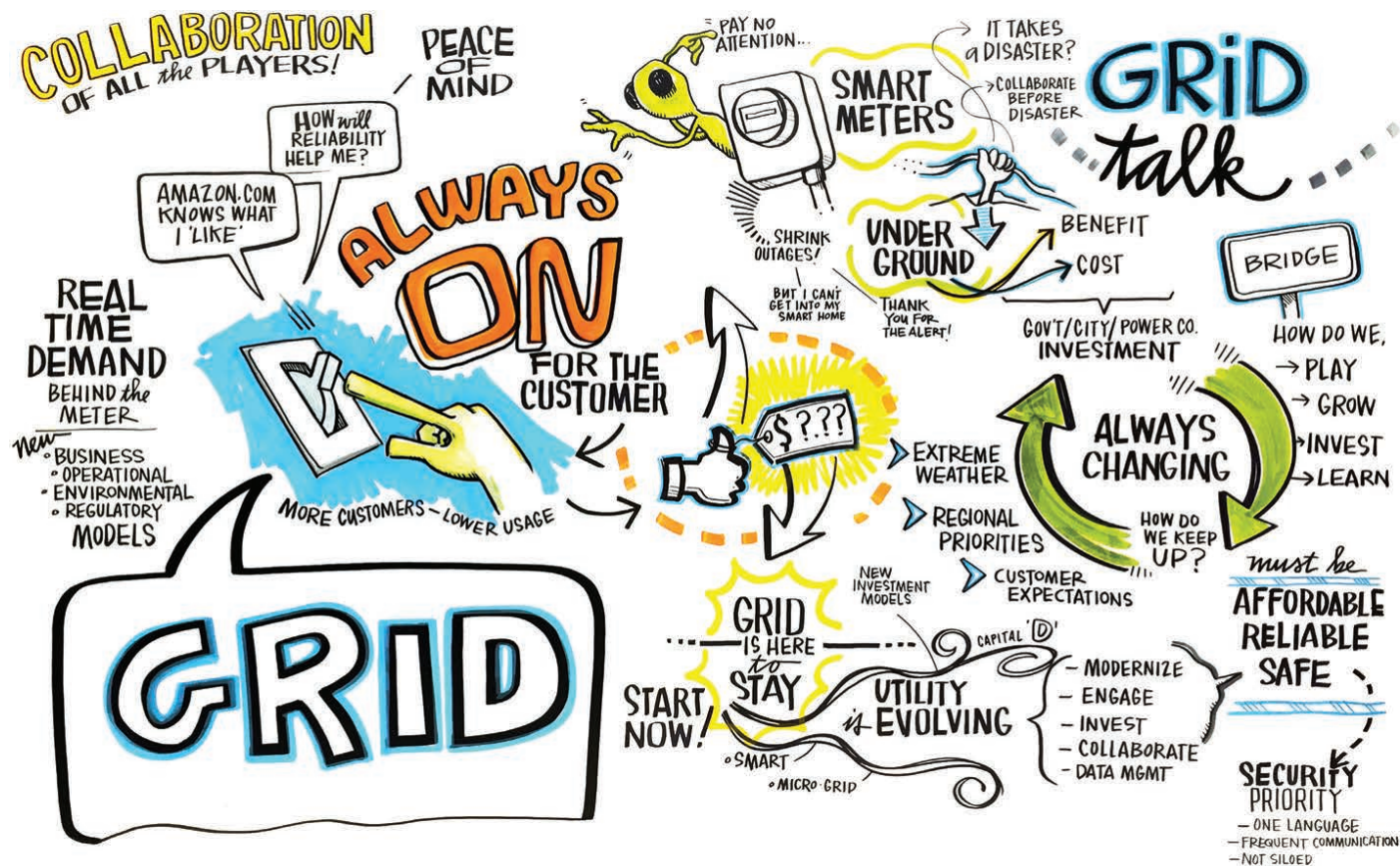


The Evolving Grid



“Like an organism, the grid evolves. Customers want it to be smarter, sturdier, and more flexible. Regulators want it to be self-healing and interactive—not only with steel in the ground, but also the intelligence and resilience to adapt to changing conditions.”

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“The electricity grid is the one infrastructure that enables all others. By understanding our three-legged stool—the evolving grid, the evolving customer, and evolving regulation—we can build a better understanding of the links between technology, policy, and finance, while meeting societal goals and customer expectations. If the stool can be maintained in balance, we will better be able to deliver the bright future toward which we are all working.”

—Bob Rowe, CEO NorthWestern Energy

