REDACTED

EVERSOURCE

ROADMAP REFRESH

Consolidated Strategic Roadmap

April 2025

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3. Our Technology Landscape
4. Opportunities for Discussion (*Enterprise Services*)
5. Proposed Capability Roadmap
6. Immediate Decisions & Focus Areas

2025: Our Approach to Refresh the IT Roadmap

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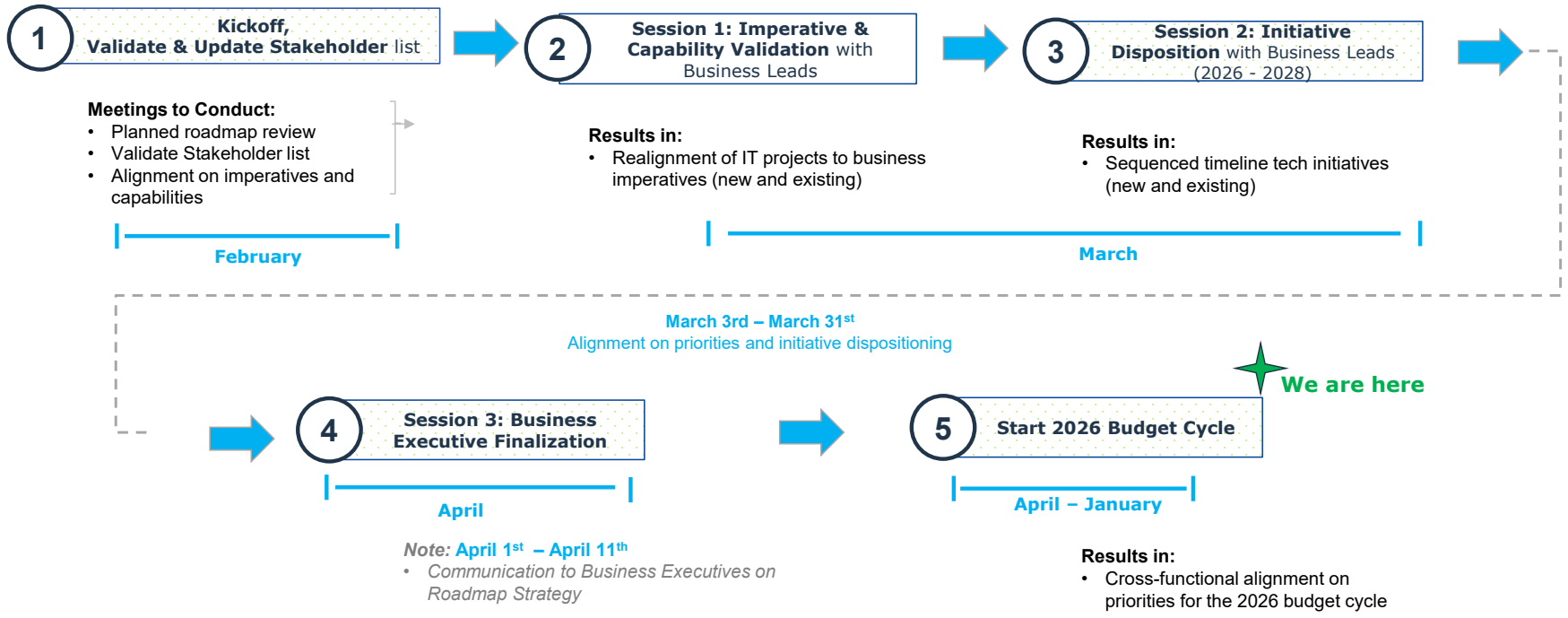
We will work together to refresh our roadmap and gain alignment for the 2026 budget cycle



Chapter Structure

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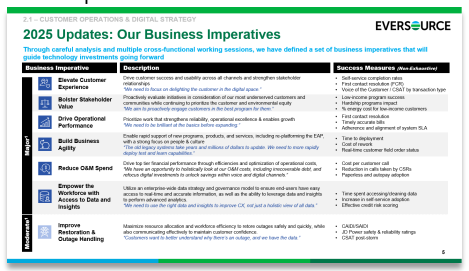
How to read each chapter; please note each chapter may have a slightly different structure to account for the individual needs of each business group

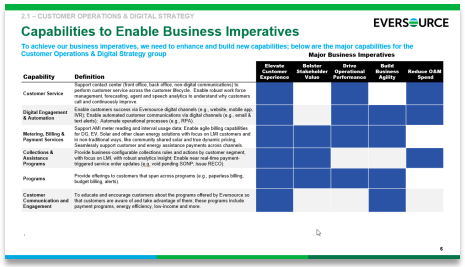
1. Our Business Imperatives

Summary of our business imperatives and success measures based on what we heard in business workshops



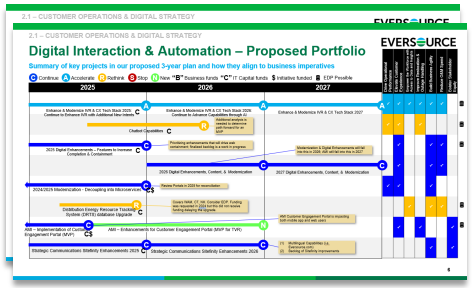
2. Capabilities To Enable Imperatives

Mapping of business imperatives to enabling capabilities



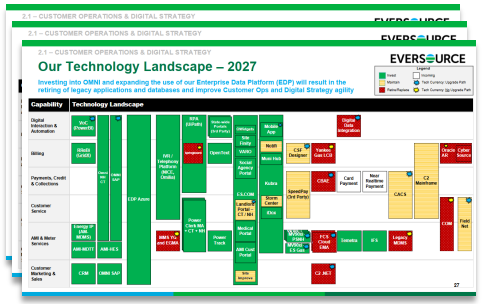
3. Proposed Capability Roadmap

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives



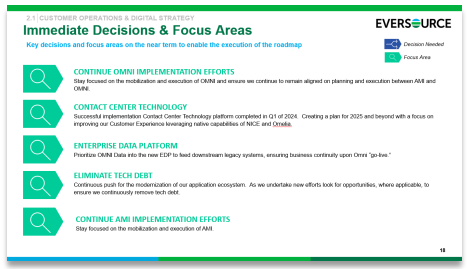
4. Our Technology Landscape

Technology Landscape views for 2024, 2025 and 2026



5. Immediate Decisions & Focus Areas

Finalize decisions and lock in 3-year roadmap



1 | Executive Summary

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Introduction

Why did we embark on this journey?



Align business and technology strategy

Build a business-aligned technology strategy to enable the advancement of business capabilities.



Guide our technology investments

Co-create a technology roadmap to guide our investments in technology and help us achieve our business imperatives.



Business alignment to priority

Co-create and prioritize roadmap looking ahead in the next 3 years.

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Our Business Imperatives

Through careful analysis and multiple cross-functional working sessions, we have identified consistent themes throughout the organization that translate into a set of business imperatives aligned to our enterprise vision

Elevate Customer Experience

Drive customer success and usability across all channels and strengthen stakeholder relationships

Bolster Stakeholder Value

Proactively evaluate initiatives in consideration of our most underserved customers and communities while continuing to protect the customer and prioritize environmental equity

Drive Operational Performance

Prioritize work that strengthens reliability, operational excellence & enables growth

Build Business Agility

Enable rapid support of new programs, products, and services, including re-platforming the EAP, with a strong focus on people & culture

Reduce O&M Spend*

Drive top tier financial performance through efficiencies and optimization of operational costs and free up FTEs to focus on value-add work for our customers by leveraging IT automation while accounting for Bad Debt

Improve Workforce & Customer Safety

Reduce accidents and injuries through effective work-safe practices and behaviors

Enable GHG and 2030 Carbon Neutrality Goals*

Enhance GHG data integrity by streamlining the collection of source data required for the GHG inventory including building controls for function-level data validation and approvals, forthcoming Science Based Target and eventual SEC Climate Disclosure Rule

Create a Frictionless Field Experience

Creating a seamless exchange of information to the field workforce, enabling an efficient and intuitive capacity to receive, perform, and document work

Empower the Workforce with Access to Data & Insights*

Utilize an enterprise-wide data strategy and governance model to ensure end-users have easy access to high quality and accurate information, as well as the ability to leverage data and insights to perform advanced analytics

Improve Restoration & Outage Handling

Maximize resource allocation and workforce efficiency to restore outages safely and quickly, while also communicating effectively to maintain customer confidence

**Definition may slightly vary by Business Area.*

1 – EXECUTIVE SUMMARY

Working Together to Achieve Our Business Imperatives

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To achieve success, we need to enhance and build new capabilities across all business areas; the matrix below provides representative success measurements

	Elevate Customer Experience	Bolster Stakeholder Value	Drive Operational Performance	Build Business Agility	Reduce O&M Spend	Improve Workforce & Customer Safety	Enable 2030 Net Zero Goals	Create a Frictionless Field Experience	Empower the Workforce with Access to Data & Insights	Improve Restoration & Outage Handling
Customer Operations & Digital Strategy	*Improve Self-Service Completion Rates*	*Increase Program Success Ratio*	*Generate Timely and Accurate Bills*	*Improve Time-to-Market for New Web Features*	*Reduce Cost per Customer Call*				*Reduce Time Spent Accessing / Cleaning data*	*Improve CSAT Post-Storm*
Renewables/DER	*Reduce Time to Complete Solar Journey*	*Increase Number of Low-income Applicants*	*Increase Solar Call In Volume*	*Accelerate Time to Launch New Solar Programs*	*Improve Digital Self-Service Completion*				*Reduce Time Spent Accessing / Cleaning data*	
EE/EV	*Improve CSAT Scores*	*Reduce Program Drop-Out Rates*	*Increase EV Adoption*	*Accelerate Time to Launch New EE Programs*			*Reduce Facility GHG Footprint*		*Increase Regulatory Requests Fulfilled via Self-Service Analytics*	
Electric Operations	*Improve Self-Service Completion Rates*		*Reduction in re-work*	*Reduce Time to Deployment*	*Optimize Work Allocation Between Capital & Expense*	*Reduce % Near Misses*		*Improve Click-to-Work Ratio*	*Unified QA/QC Process for Data Validation*	*Reduce # of Unplanned Outages*
Gas Operations										
Enterprise Services	*Improve Email Click Through Rate*			*Improve Candidate Offer Acceptance Rate*	*Decrease Cost per Hire*		*Reduce Facility GHG Footprint*		*Reduce Time to Close Invoices*	*Increase Customer Awareness of ES Efforts to Prepare for Storms*
Tech Services										
Network & Security										
Data										

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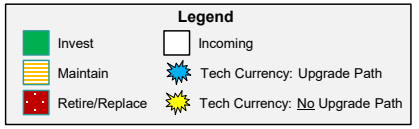
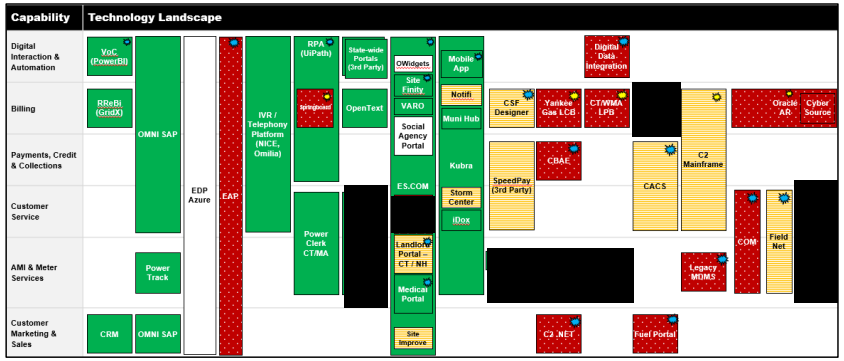
Evolving our Customer Technology Landscape

By 2027, we will have a more streamlined and modern tech landscape with standardized pillar platforms to help us advance capabilities and achieve our business imperatives.



Current State (2025)



- **Legacy & Redundant Apps:** several instances of legacy large-scale applications performing the same or similar functionality across capabilities and states (e.g., C2, LPB)
- **Tech Currency Issues:** ~50% of critical applications are running in outdated software/hardware (down from ~70%), and require frequent manual intervention to keep the lights on
- **Patchwork of Apps:** high number of applications that have been implemented in isolation (e.g., Large Customer Billing, LPB); these systems are not easy to interconnect resulting in a patchwork of apps and data silos
- **System Resiliency & Scalability:** challenges with long term scalability and resilience remain with the legacy customer service platform, including increased maintenance costs relative to other more scalable options (e.g., cloud platform)

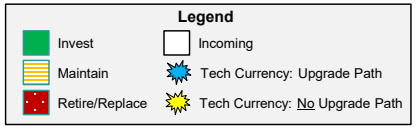
2028 State



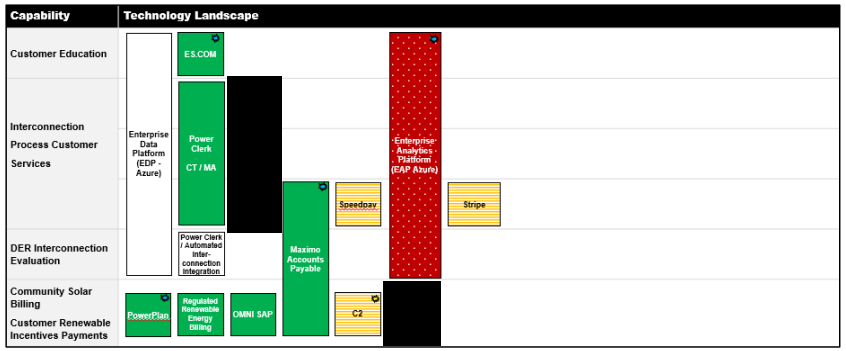
- The investments in **OMNI CIS** and **AMI** will *elevate customer experience* and *drive operational performance*; >70% of IT investments in the Customer group will go towards these two major initiatives over the next three years
- The investments in our **IVR platform & Digital capabilities** will streamline our operations and boost self-service capabilities within voice and digital channels
- The expansion of **cloud** as a technology enabler will enable tech currency improvements, unlock new capabilities, consolidate platforms, and *build business agility* in areas such as back-office billing and credit tracking (Special Ledger, Oracle AR, Cyber Source replaced with OMNI)
- Simplifying our **Data Ecosystem** to assist our teams with garnering new insights to drive outcomes aligned with our imperatives

Evolving our Renewables / DER Technology Landscape

By 2027, we will have a more streamlined and modern tech landscape with standardized pillar platforms to help us advance capabilities and achieve our business imperatives.

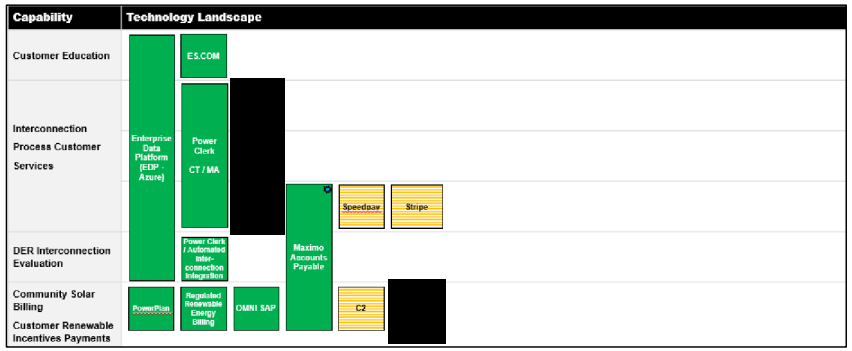


Current State (2025)



- **Multiple Data Repositories:** Today, EEBI (Energy Efficiency Business Intelligence) and CGDR (CG Data Repository) are the primary sources of data has been cumbersome for our business users. Both legacy systems require manual effort to ensure data quality and consistency.
- **Data Analysis & Process Inefficiencies:** Heavy reliance on spreadsheets and O365 to manage renewable project workflow and customer inquiries and interactions.

2028 State



- Improving the [redacted] CT instances of **PowerClerk**, [redacted] will greatly improve the *Planning & Project Management* and *Engineering Procurement & Construction* capabilities, *build business agility, and reduce O&M.*
- The expansion of **Enterprise Data Platform (EDP)** will *empower the workforce with access to data* with increased access to high quality and secure data across the organization; this will provide Eversource with the desired self-service data centralization that multiple business areas have voiced the need for – including Solar.

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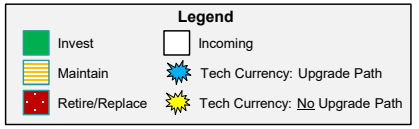
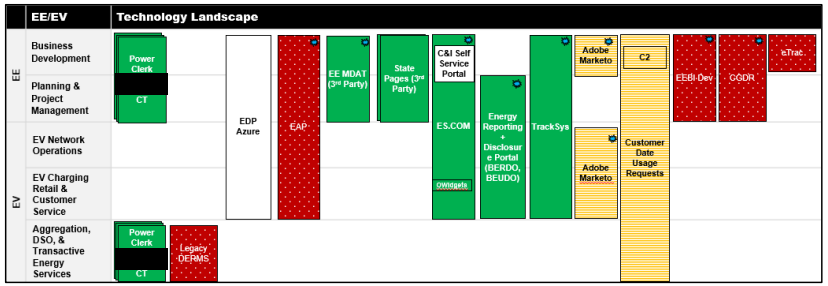
Evolving our EE / EV Technology Landscape

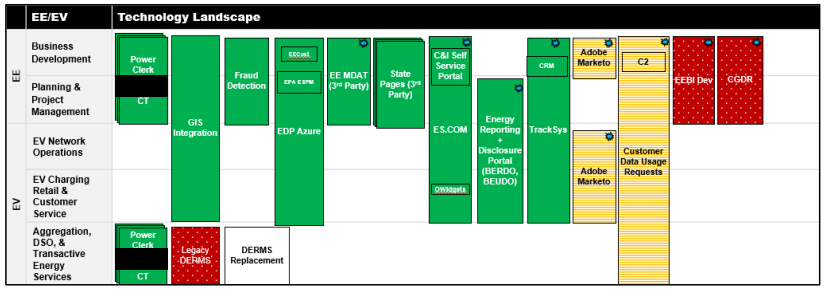
By 2027, we will have a more streamlined and modern tech landscape with standardized pillar platforms to help us advance capabilities and achieve our business imperatives.



Current State (2025)



2028 State



- **Disparate Data Sources:** lack of a single source of truth; data is stored in multiple applications and data warehouses that are considered high-risk and do not have planned mitigation (CDGR, EEBI Dev, EAP)
- **Tech Currency Issues:** ~70% of critical applications have high technical currency due to overcomplication of capabilities, performance issues, and lack of agility

- The expansion of **Enterprise Data Platform (EDP)** will *empower the workforce with access to data* with increased access to high quality and secure data across the organization; this will provide Eversource with the desired self-service data centralization that multiple business areas have voiced the need for
- The expansion of **TrackSys** to add lead management capability will *bolster stakeholder equity* and advance our *Customer Account Management capability*

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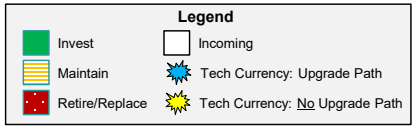
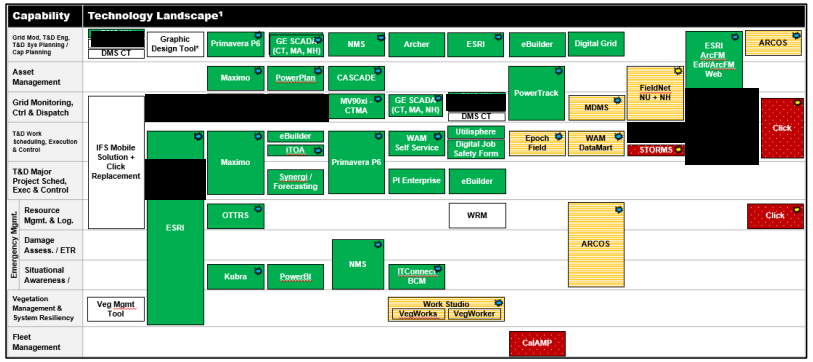
Evolving our Electric Operations Technology Landscape

By 2027, we will have a more streamlined and modern tech landscape with standardized pillar platforms to help us advance capabilities and achieve our business imperatives.

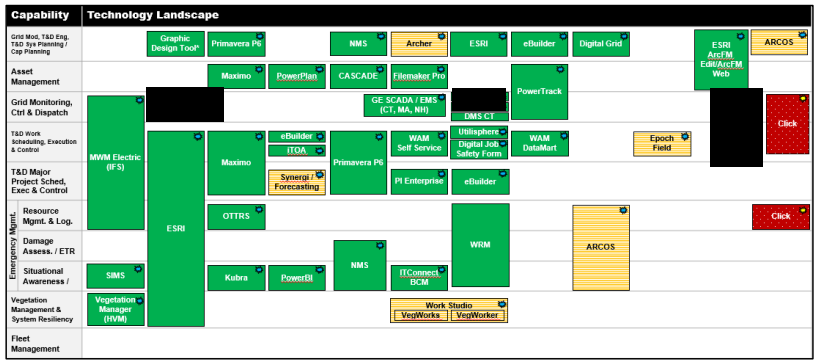


Current State (2025)



- **IT/OT System Resiliency & Performance:** several key systems are challenged with performance, stabilization and business processes issues impacting critical business functions (e.g., Maximo WOLC)
- **Tech Currency Issues:** >35% of critical applications are running in outdated software / hardware and require frequent intervention to keep the lights on ([redacted])
- **Legacy & Redundant Apps:** several instances of legacy large-scale applications performing the same or similar functionality across capabilities and states; ongoing efforts to consolidate into pillar platforms (e.g., GIS)
- **Cumbersome & Manual Processes:** complex and manual execution of processes are hindering business agility and operational performance
- **Complex Upgrade Cycle:** SCADA and OMS require constant upgrades across states and various business units; these upgrades are complex with numerous interdependencies, resulting in enormous support costs.

2028 State



- Continuous **upgrade to Maximo, IFS, OMS etc**. will achieve a more agile technology platform that allows quicker upgrades to the latest versions/features with minimal impact to the user community and *drive operational performance*.
- Electric control systems upgrades ([redacted] will be implemented to *drive operational performance* and meet regulatory needs.
- Grid Mod Initiatives (e.g., DERMS, DMS), and Vegetation Management Tool will be implemented by 2027, which will enhance **resiliency and performance** by *improving workforce and costumer safety*.
- Graphic Work Design Tool and Transmission GIS will be enabled after completion of GIS Consolidation Project which will eliminate **legacy apps** and serve to *empower the workforce with access to data.*
- Significant investment is being made to upgrade/retire obsolete systems and eliminate much of the **tech currency** issues and *build business agility*
- IFS projects will drive **process improvements** and improved reliability to *create a frictionless field experience* and *drive operational performance*

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Evolving our Gas Operations Technology Landscape



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Chapter Deep Dives

Click on the links below to learn more about each chapter

- CUSTOMER OPERATIONS & DIGITAL STRATEGY
- RENEWABLES / DER
- EE / EV
- ELECTRIC OPERATIONS
- GAS OPERATIONS
- SHARED SERVICES
- TECH SERVICES
- NETWORK & SECURITY
- DATA

2 Customer Capability Focus Areas

CHAPTER CONTENT

1 2.1: Customer Operations & Digital Strategy
2 2.2: Renewables/DER
3 2.3: EE/EV
3 2.4 : AMI
3 2.5 : Billing, Payments, Credit & Collections
3 2.6 : Digital , CCT
3 2.7 : Metering

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Major Initiatives in Our Roadmap

Over the next 3 years these major cross-functional strategic initiatives will dominate our focus leveraging technology as a key enabler

OMNI CIS

Implement a centralized CIS solution across Operating Companies to *elevate Customer experience* and *drive operational performance*

DATA ANALYTICS & INSIGHTS

Define and implement an enterprise-wide data governance strategy to *empower the workforce with access to data and insights*



AMI / GRID EDGE SOLUTIONS

Execute AMI. Establish a platform, new tools and integrations for the support of grid modernization, *enhanced customer experience,* and *drive operational performance*.

RESILIENCY IMPROVEMENT & EMERGENCY RESPONSE

Drive actions to continuously improve reliability to severe weather events and ensure efficient emergency response to *improve restoration & outage handling* and *elevate Customer experience*

CONTROL ROOM OF THE FUTURE

Stay focused real time systems and supporting tools to provide greater visibility, control, and optimization as DER needs grow to *drive operational performance*

WORK MANAGEMENT

Create a more efficient end-to-end work management capability by executing optimization strategies in Field Mobility, Maximo, graphic work design to *create a frictionless field experience*

2.1 Customer Operations & Digital Strategy

CHAPTER CONTENT

1 Our Business Imperatives
2 Capabilities To Enable Business Imperatives
3 Our Technology Landscape
4 Proposed Capability Roadmap
5 Immediate Decisions & Focus Areas

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Engaged Stakeholders

The following team members were involved in the Customer Operations & Digital Strategy workshops:

- Amy Frederick
- Amy Schmitz-Michaud
- Andy Belden
- Aseem Adhav
- Bill Stone
- Brett Jacobson
- Brian Rice
- Carl Nowiszewski
- Cherna Baten
- Chris Kellogg
- Dan Lazarowski
- Dan Traynor
- Dave Coco
- Dave Pacifici
- Dawn Maskell
- Elizabeth Jones
- Eric Falcone
- Fiona Conliffe
- Gary Holland
- Helen Gagnon
- Jared Lawrence
- Jason Tharp
- Jason Valente
- Jeff Pollock
- Jen Petrie
- Jennifer Gray
- Jess Cain
- Joe Ballard
- Jon Shum
- Kara Marshall
- Kurt Belken
- Luis Pizano
- Max Kizilov
- Megan Bernardini
- Melissa Gagliardi
- Mike Dooley
- Nancy Criscuolo
- Penni Conner
- Richard Barstow
- Sara Radseszewski
- Scott Lynch
- Shamus O'Brien
- Shelly Morrissey
- Snimar Chhabra
- Steve Bruno
- Stuart Weiner
- Sue Cadieux
- Tilak Subrahmanian
- Tim McGrath
- Tom Beebe
- Tom Sabatini
- Vincent Ceceri
- Warren Boutin
- Wayne Daigneault

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Our Business Imperatives

Through careful analysis and multiple cross-functional working sessions, we have identified consistent themes throughout the organization that translate into a set of business imperatives aligned to our enterprise vision

Elevate Customer Experience

Drive customer success and usability across all channels and strengthen stakeholder relationships

Bolster Stakeholder Value

Proactively evaluate initiatives in consideration of our most underserved customers and communities

Drive Operational Performance

Prioritize work that strengthens reliability, operational excellence & enables growth

Build Business Agility

Enable rapid support of new programs, products, and services with a strong focus on people & culture

Reduce O&M Spend

Drive top tier financial performance through efficiencies and optimization of operational costs

Improve Workforce & Customer Safety

Reduce accidents and injuries through effective work-safe practices and behaviors

Enable Green House Gas and 2030 Carbon Neutrality Goals

Enhance Green House Gas (GHG) data integrity by streamlining the collection of source data required for the GHG inventory including building controls for function-level data validation and approvals, forthcoming Science Based Target and eventual SEC Climate Disclosure Rule.

Create a Frictionless Field Experience

Creating a seamless exchange of information to the field workforce, enabling an efficient and intuitive capacity to receive, perform, and document work.

Empower the Workforce with Access to Data and Insights

Utilize an enterprise-wide data strategy and governance model to ensure end-users have easy access to real-time and accurate information, as well as the ability to leverage data to perform advanced analytics.

Improve Restoration & Outage Handling

Maximize resource allocation and workforce efficiency to retore outages safely and quickly, while also communicating effectively to maintain customer confidence.

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2026 Updates: Our Business Imperatives

Through careful analysis and multiple cross-functional working sessions, we have defined a set of business imperatives that will guide technology investments going forward

	Business Imperative	Description	Success Measures *(Non-Exhaustive)*
Major[1]	**Elevate Customer Experience**	Drive customer success and usability across all channels and strengthen stakeholder relationships *"We need to focus on delighting the customer in the digital space."*	• Self-service completion rates • First contact resolution (FCR) • Voice of the Customer / CSAT by transaction type
	Bolster Stakeholder Value	Proactively evaluate initiatives in consideration of our most underserved customers and communities while continuing to prioritize the customer value *"We aim to proactively engage customers in the best program for them."*	• Low-income program success • Hardship programs impact • % energy cost for low-income customers
	Drive Operational Performance	Prioritize work that strengthens reliability, operational excellence & enables growth *"We need to be brilliant at the basics before expanding."*	• First contact resolution • Timely accurate bills • Adherence and alignment of system SLA
	Build Business Agility	Enable rapid support of new programs, products, and services, including re-platforming the EAP, with a strong focus on people & culture *"The old legacy systems take years and millions of dollars to update. We need to more rapidly deploy test and learn capabilities."*	• Time to deployment • Cost of rework • Real-time customer field order status
	Reduce O&M Spend	Drive top tier financial performance through efficiencies and optimization of operational costs, *"We have an opportunity to holistically look at our O&M costs, including irrecoverable debt, and refocus digital investments to unlock savings within voice and digital channels."*	• Cost per customer call • Reduction in calls taken by CSRs • Paperless and autopay adoption
	Empower the Workforce with Access to Data and Insights	Utilize an enterprise-wide data strategy and governance model to ensure end-users have easy access to real-time and accurate information, as well as the ability to leverage data and insights to perform advanced analytics. *"We need to use the right data and insights to improve CX, not just a holistic view of all data."*	• Time spent accessing/cleaning data • Increase in self-service adoption • Effective credit risk scoring
Moderate[1]	**Improve Restoration & Outage Handling**	Maximize resource allocation and workforce efficiency to retore outages safely and quickly, while also communicating effectively to maintain customer confidence. *"Customers want to better understand why there's an outage, and we have the data."*	• CAIDI/SAIDI • JD Power safety & reliability ratings • CSAT post-storm

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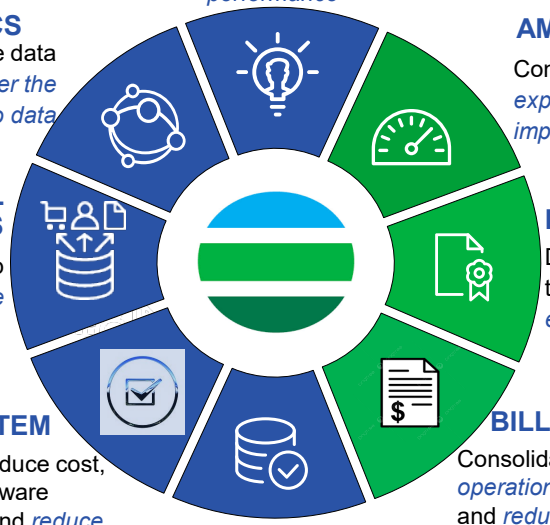
Major Customer Initiatives and Focus Areas in Our Roadmap

Over the next three years, we will be focusing on these areas and initiatives



OMNI CIS
Stabilize and enhance Omni CIS to *elevate Customer experience* and *drive operational performance*

AMI
Continue the AMI program to *elevate Customer experience, drive operational performance, and improve restoration & outage handling*

REGULATORY
Deliver regulatory requirements on a timely basis to improve our relationship with regulators and *elevate Customer experience*

BILLING
Consolidate billing tools and platforms, to *drive operational performance, build business agility* and *reduce O&M spend*

LIFECYCLE
Keep Eversource systems and infrastructure on supported versions to improve tech currency, eliminate security vulnerabilities and *build business agility*

SIMPLIFY ECOSYSTEM
Consolidate application instances, to reduce cost, simplify the environment, and ease software maintenance, to *build business agility* and *reduce O&M spend*

DIGITAL CAPABILITIES
Optimize and expand digital capabilities via Web and IVR to *elevate Customer experience* and *reduce O&M spend*

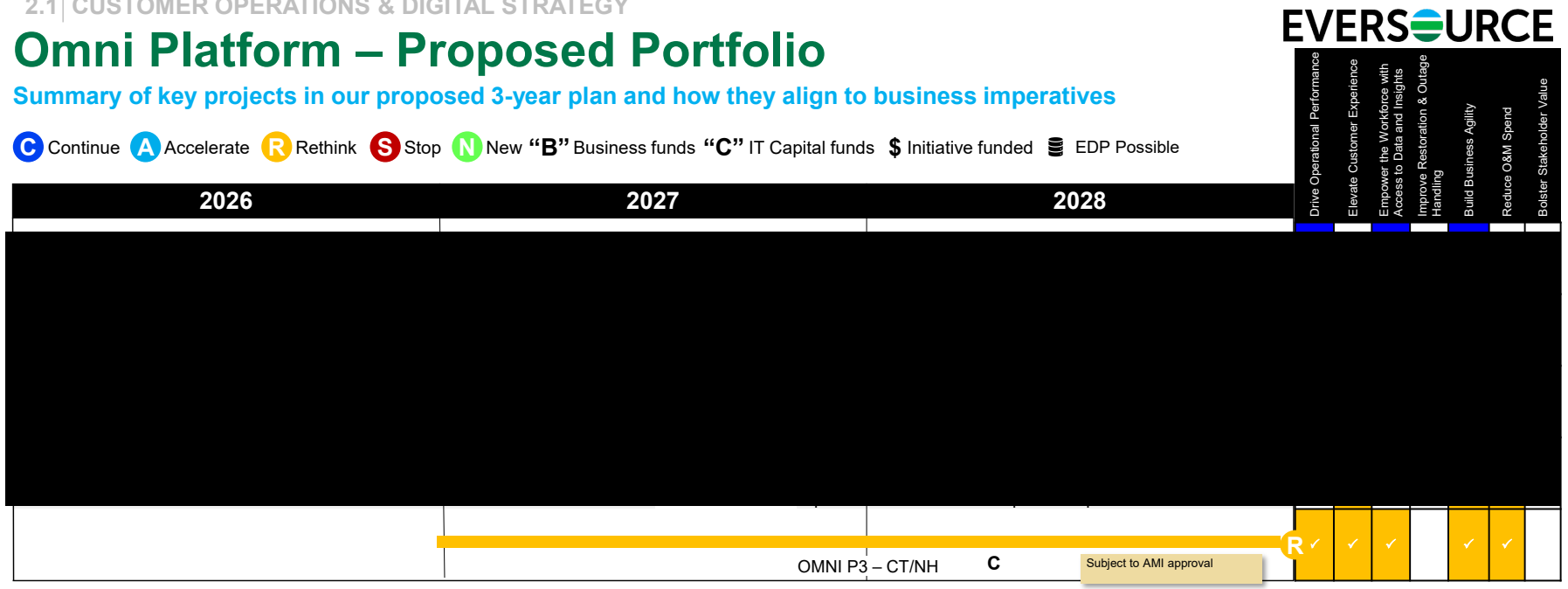
DATA & ANALYTICS
Enhance and Optimize the enterprise-wide data governance strategy to further *empower the workforce with access to data*

2.1 CUSTOMER OPERATIONS & DIGITAL STRATEGY

Omni Platform – Proposed Portfolio

Summary of key projects in our proposed 3-year plan and how they align to business imperatives

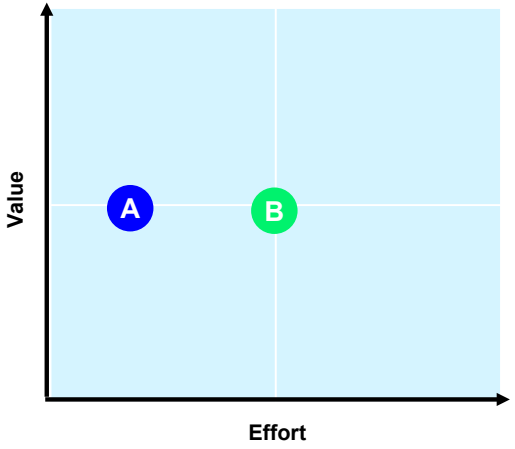
C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible



Omni Platform – 2026 Opportunities

2026 Continue, Accelerate, and New Initiatives to consider

ILLUSTRATIVE FOR DISCUSSION



Imperative Legend:

- Empower the Workforce with Access to Data and Insights
- Elevate Customer Experience
- Drive Operational Performance
- Bolster Stakeholder Value
- Build Business Agility
- Reduce O&M Spend
- Improve Restoration & Outage Handling

Continue Accelerate New

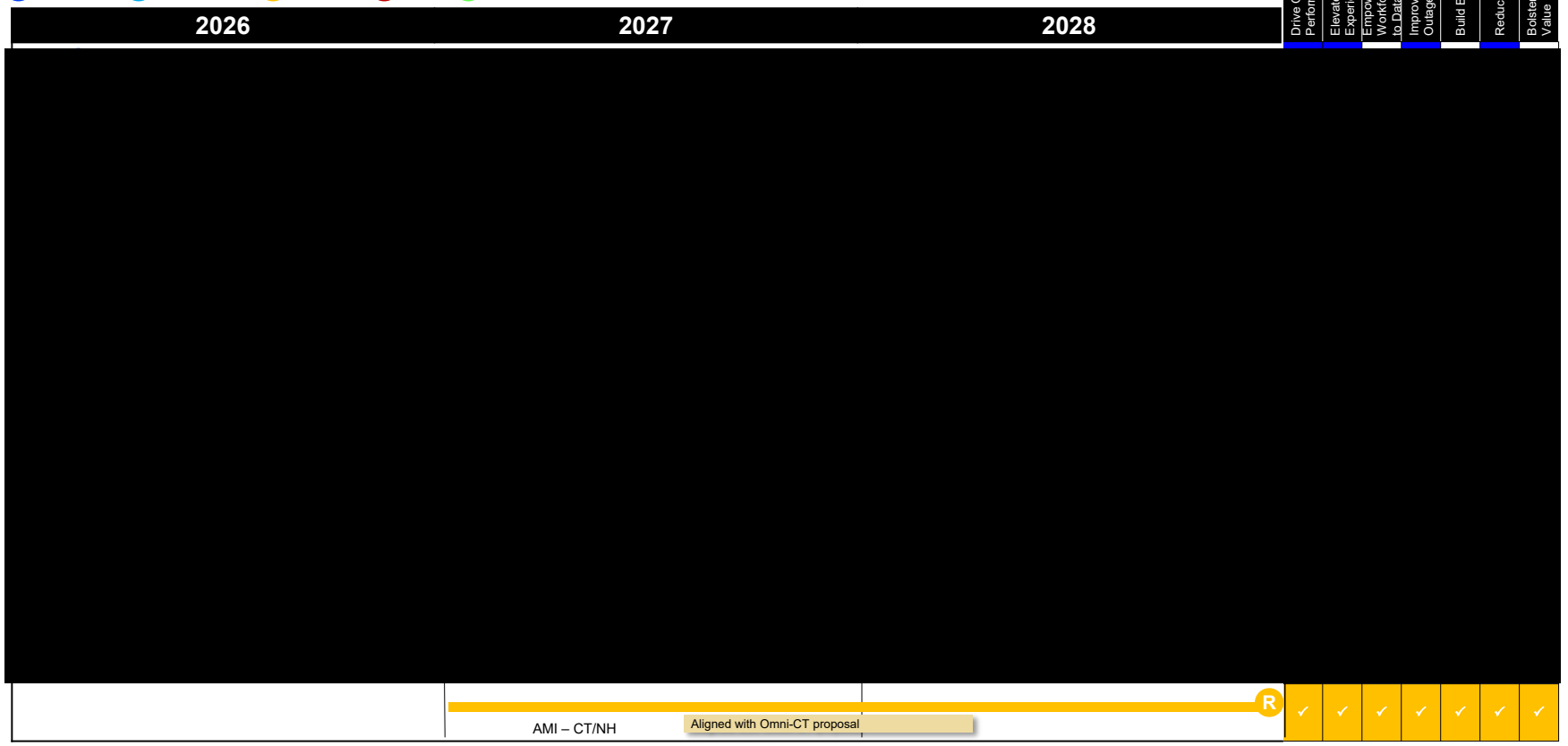
Initiative	Description	Imperatives
A	[redacted]	
B		

2.1 METERING & AMI

AMI – Proposed Portfolio

Summary of key projects in our proposed 3-year plan and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible



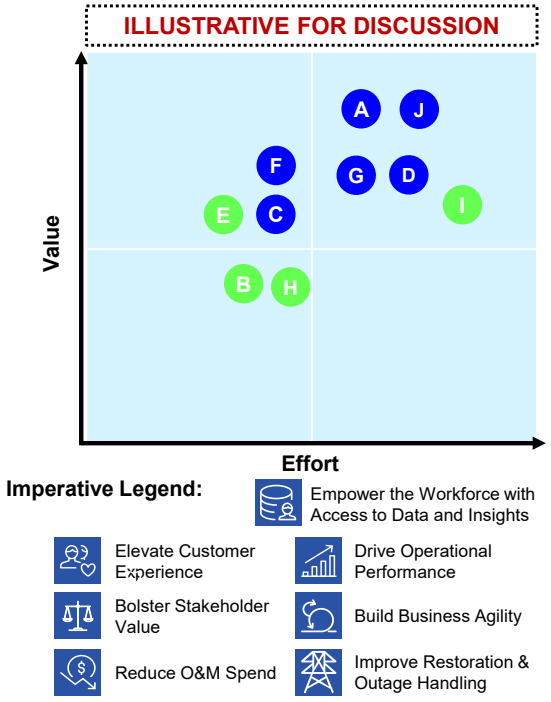
2.1 METERING & AMI

AMI – 2026 Opportunities

EVERSOURCE

2026 Continue, Accelerate, and New Initiatives to consider

Rethink Continue Accelerate New



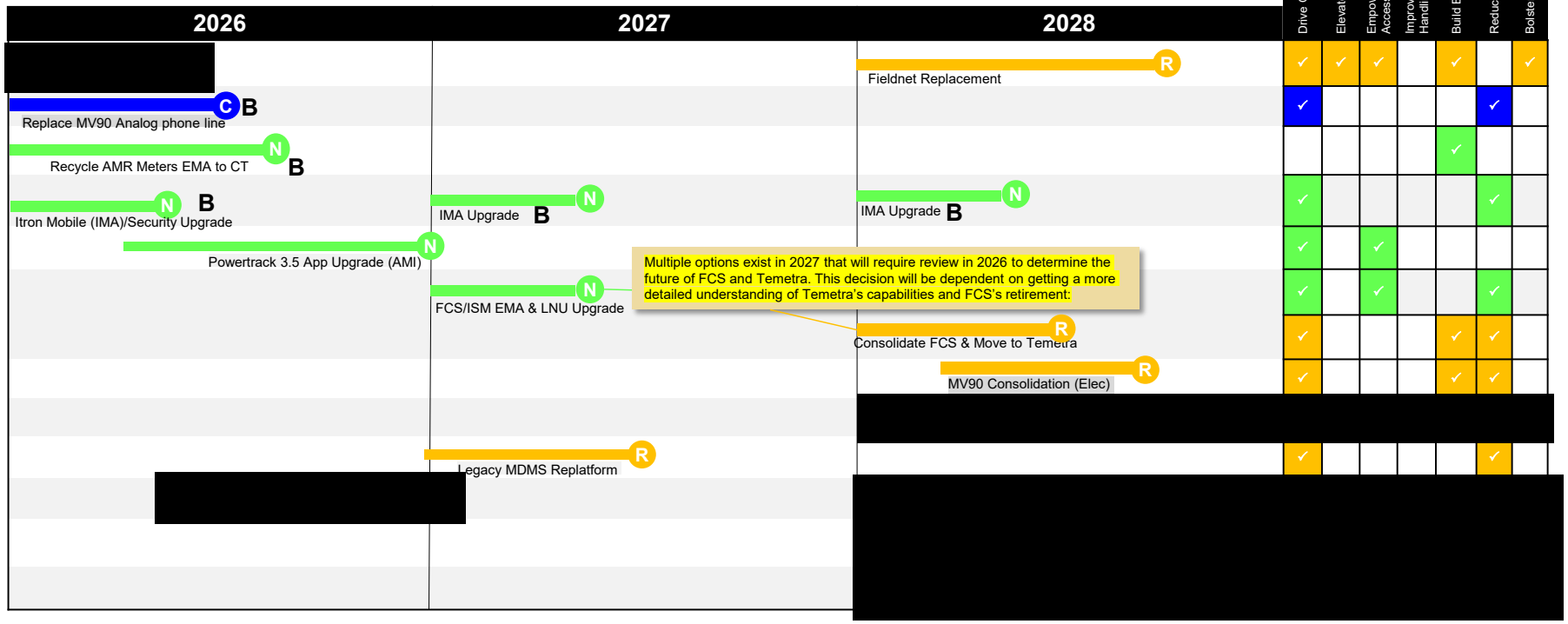
Initiative	Description	Imperatives
A	[redacted]	[redacted]
B		
C		
D		
E		
F		
G		
H		
I		
J		

2.1 CUSTOMER OPERATIONS & DIGITAL STRATEGY

Meter Services & Orders – Proposed Portfolio

Summary of key projects in our proposed 3-year plan and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible

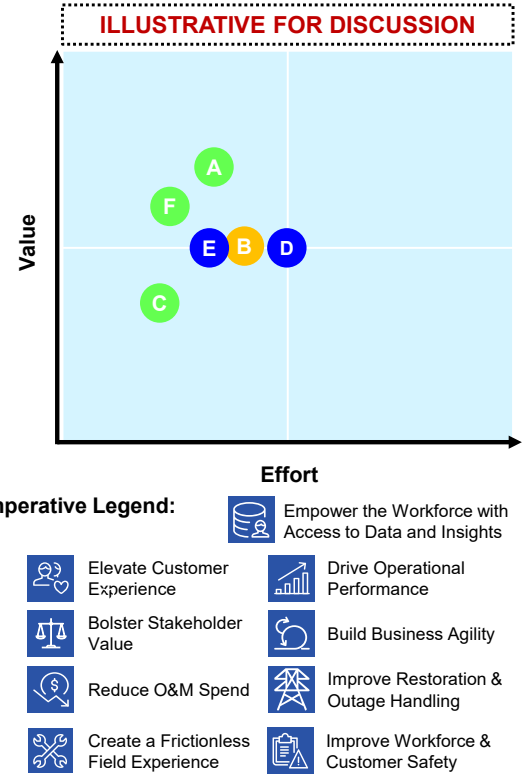


2.1 METERING & AMI

Meter Services & Orders – 2026 Opportunities

2026 Continue, Accelerate, and New Initiatives to consider

Rethink | Continue | Accelerate | New



Initiative	Description	Imperatives
A Powertrack 3.5 App Upgrade	Upgrade Powertrack App to 3.5	
B		
C Itron Mobile/Security upgrade	Upgrade Itron Mobile App	
D		
E Replace MV90 Analog Meters	Business replacement of analog gas and electric MV90 meters	
F Recycle AMR Meters EMA to CT	Build system to take retired AMR meters from AMI in EMA, and move to CT	(Reduce capital $$)

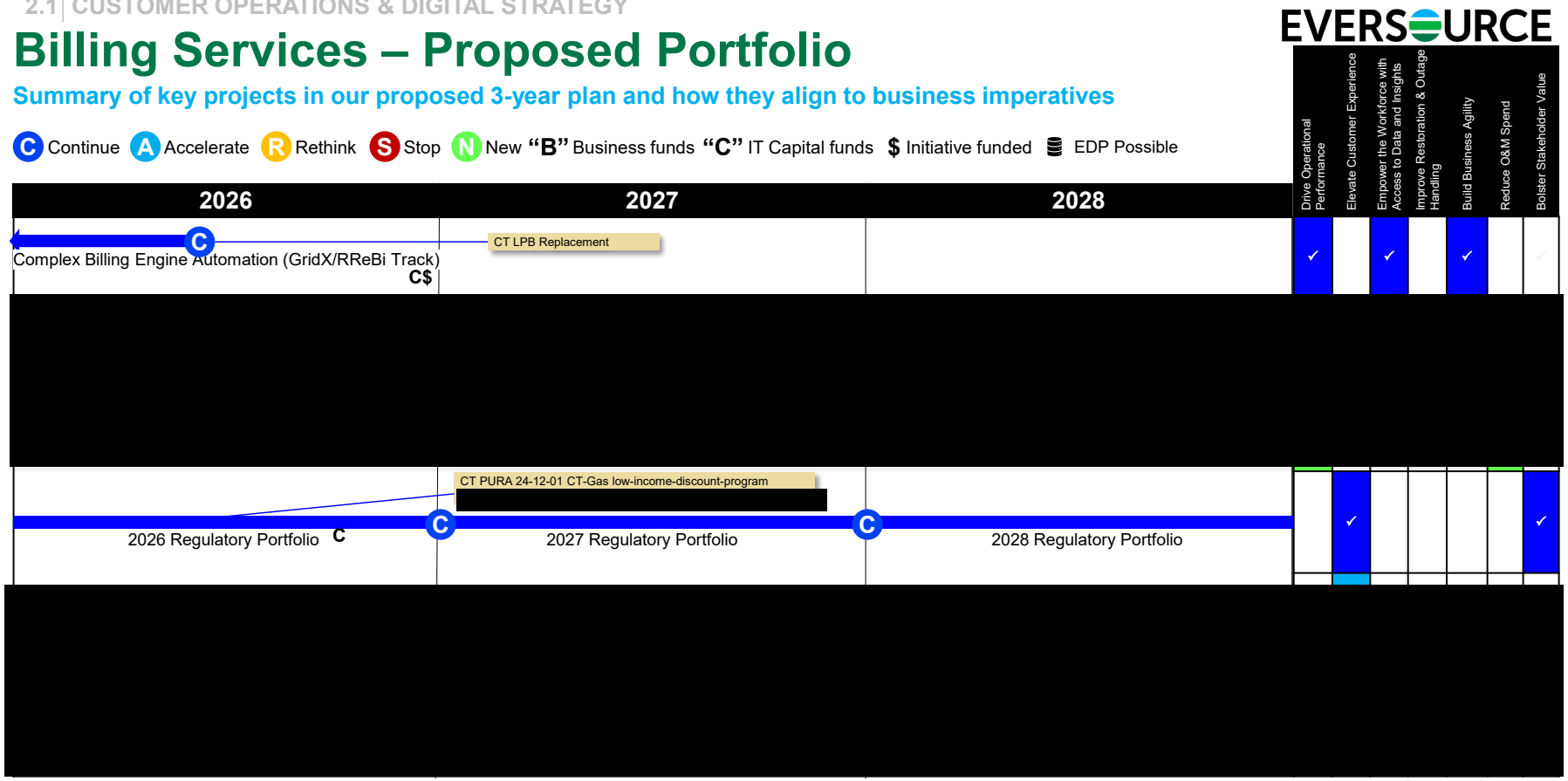
Imperative Legend:

- Empower the Workforce with Access to Data and Insights
- Elevate Customer Experience
- Drive Operational Performance
- Bolster Stakeholder Value
- Build Business Agility
- Reduce O&M Spend
- Improve Restoration & Outage Handling
- Create a Frictionless Field Experience
- Improve Workforce & Customer Safety

2.1 CUSTOMER OPERATIONS & DIGITAL STRATEGY

Billing Services – Proposed Portfolio

Summary of key projects in our proposed 3-year plan and how they align to business imperatives

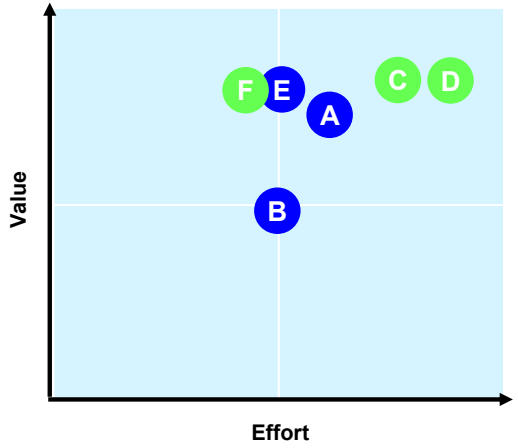


Billing Services – 2026 Opportunities

EVERSOURCE

2026 Continue, Accelerate, and New Initiatives to consider

ILLUSTRATIVE FOR DISCUSSION



Imperative Legend:

- Empower the Workforce with Access to Data and Insights
- Elevate Customer Experience
- Drive Operational Performance
- Bolster Stakeholder Value
- Build Business Agility
- Reduce O&M Spend
- Improve Restoration & Outage Handling

Continue Accelerate New

Initiative	Description	Imperatives
A **Complex Billing Engine Automation (GridX/RReBi Track)** (Demand ID: 0002242)	Automate Manual Billing-CT LPB: Automates billing functionality for clean energy customers manually billed in CT Large Power Billing allowing the retirement of CT LPB.	
B **2026 Regulatory Portfolio**	Placeholder for changes demanded by our regulatory bodies in our 3 states.	
C	[redacted]	
D		
E		
F		

2.1 CUSTOMER OPERATIONS & DIGITAL STRATEGY

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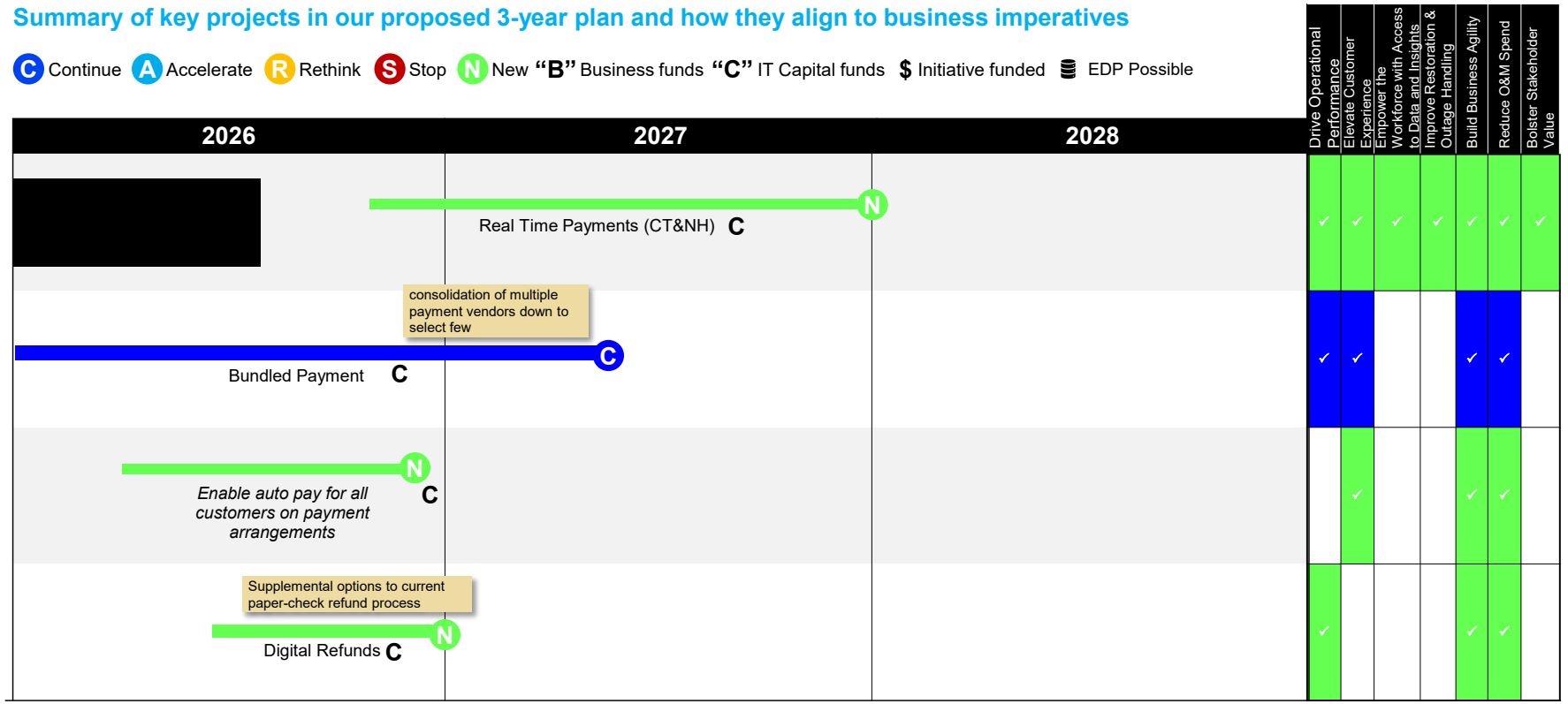
Payments – Proposed Portfolio

Summary of key projects in our proposed 3-year plan and how they align to business imperatives

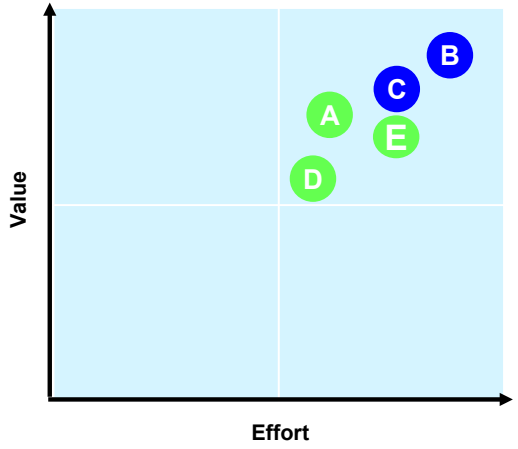
C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible



Payments – 2026 Opportunities

2026 Continue, Accelerate, and New Initiatives to consider

ILLUSTRATIVE FOR DISCUSSION



Imperative Legend:

- Empower the Workforce with Access to Data and Insights
- Elevate Customer Experience
- Drive Operational Performance
- Bolster Stakeholder Value
- Build Business Agility
- Reduce O&M Spend
- Improve Restoration & Outage Handling

Continue Accelerate New

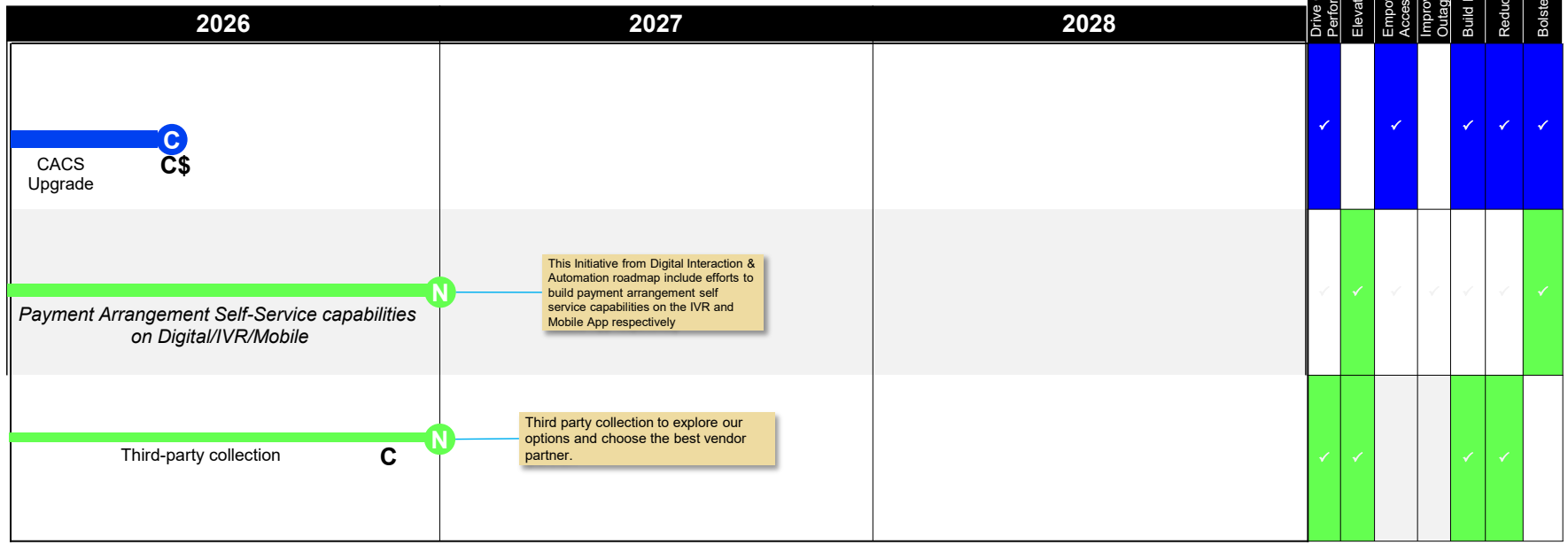
	Initiative	Description	Imperatives
A	Enable auto pay for customers on payment arrangements	This effort will involve Billing and Digital to enable auto pay feature for customers on payment arrangements for all operating companies.	
B	Bundled Payment	As result of 2025 RFP, new payment provider implementation	
C	[redacted]		
D	Digital Refunds	Replace current paper-check refund process, which takes ~2 weeks, with automated digital solution	
E	Real Time Payments (CT&NH)	The solution will enable Eversource to partner with payment vendors to implement real time posting of customers payment into our CIS system, and in turn auto-triggering a reconnect order for customers that are shutoff for non-payment, enhancing the overall customer experience.	

2.1 CUSTOMER OPERATIONS & DIGITAL STRATEGY

Credit & Collections & FICA – Proposed Portfolio

Summary of key projects in our proposed 3-year plan and how they align to business imperatives

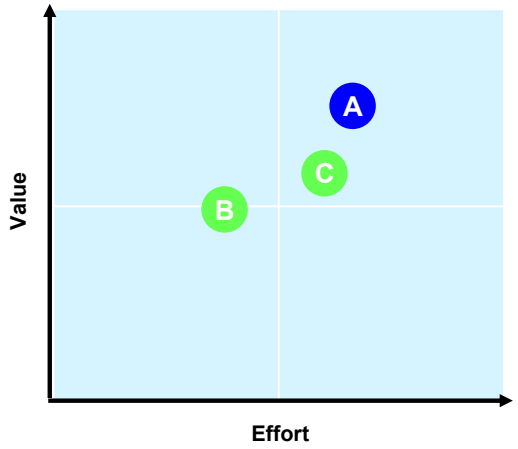
C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible



Credit & Collections – 2026 Opportunities

2026 Continue, Accelerate, and New Initiatives to consider

ILLUSTRATIVE FOR DISCUSSION



Imperative Legend:

- Empower the Workforce with Access to Data and Insights
- Elevate Customer Experience
- Drive Operational Performance
- Bolster Stakeholder Value
- Build Business Agility
- Reduce O&M Spend
- Improve Restoration & Outage Handling

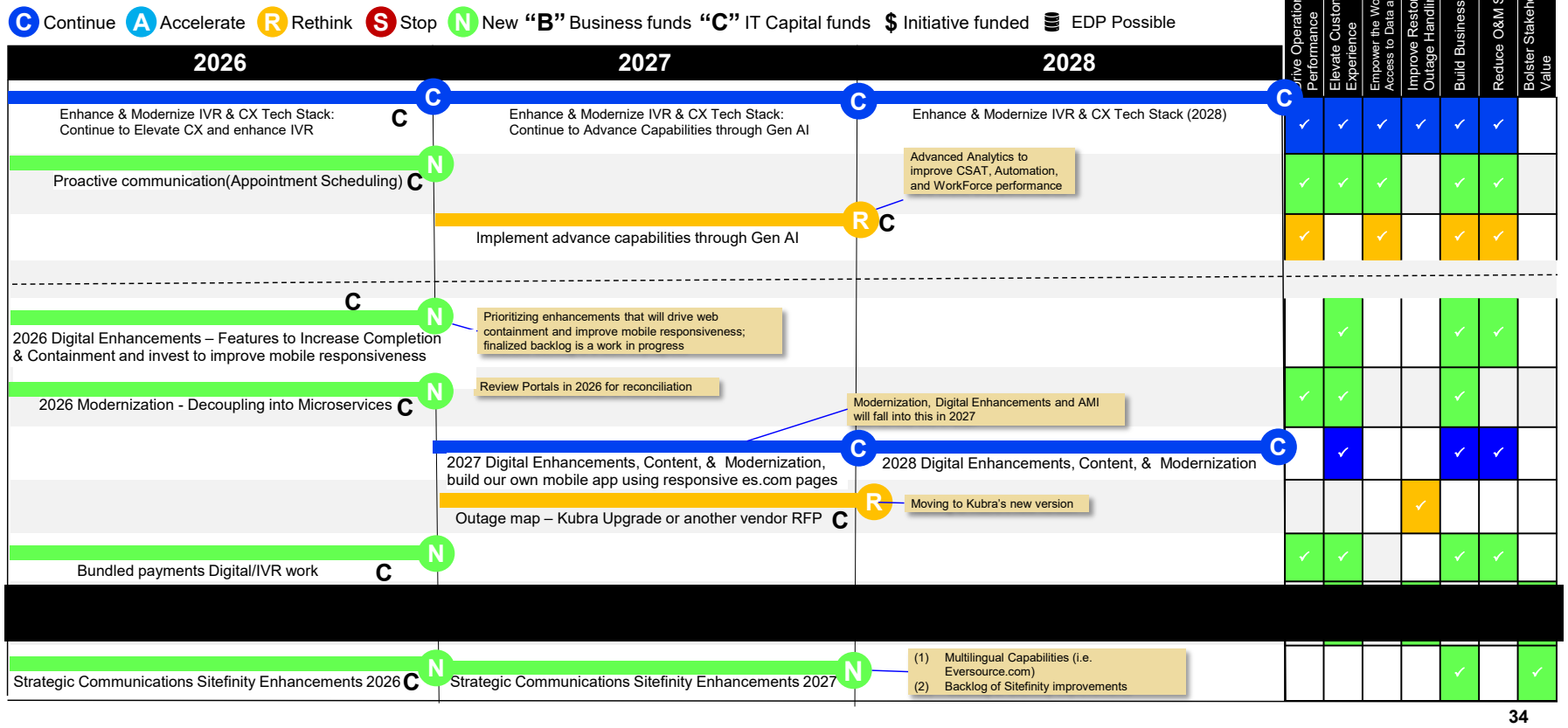
Continue Accelerate New

Initiative	Description	Imperatives
	Enable Customer Group to manage credit and collection processes for Connecticut and New Hampshire customers effectively, reliably and respond to increasing regulatory interest and orders in a timely manner.	
A **CACS Upgrade** (Demand ID: 0002272)	Upgrade aging platform to address technical debt and to ensure IT security/architectural compliance and extend product support (ending April 2025). Leverage new features such as single sign on and intuitive workflows, customer communication to help improve customer service.	
B **Payment Arrangement Self-Service capabilities on Digital/IVR/Mobile**	Enable payment arrangements in Web, Mobile, and IVR channels. Requires assessment in 2025 to determine recoverability.	
C **Third-party collection**	Omni Phase 2 enabled us to consolidate all third-party collection functions under DebtNext (move away from MRAC e.g.). Next step will be to RFP third party collection to explore our options and choose the best vendor partner.	

2.1 CUSTOMER OPERATIONS & DIGITAL STRATEGY

Digital Interaction & Automation – Proposed Portfolio

Summary of key projects in our proposed 3-year plan and how they align to business imperatives



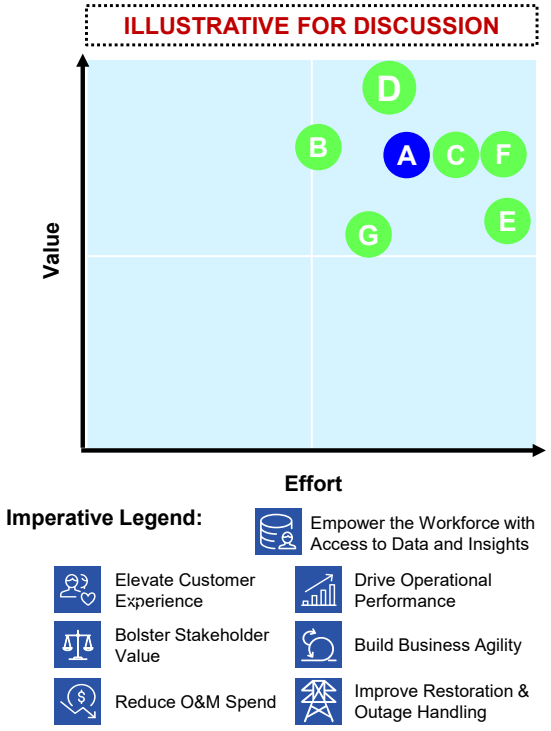
2.1 CUSTOMER OPERATIONS & DIGITAL STRATEGY

Digital Interaction & Automation – 2026 Opportunities

EVERSOURCE

2026 Continue, Accelerate, and New Initiatives to consider

Rethink | Continue | Accelerate | New



Initiative	Description	Imperatives
A **Enhance & Modernize IVR & CX Tech Stack: Continue to Enhance IVR with Additional New Intents**	Achieve quick wins in today's environment (IVR and web) that are simple to implement and create cost savings on the near term by improving self-service completion rates	
B **Proactive communication(Appointment Scheduling)**	Offer customers self-service automation to schedule their gas meter appointment replacements and inside pipe inspections.	
C **2026 Digital Enhancements – Features to Increase Completion & Containment and invest to improve mobile responsiveness**	New features and enhancements as requested by the business	
D **2026 Modernization - Decoupling into Microservices**	Modernization of Eversource.com site (micro-services, micro front end. Has conceptual design) must be defined with a value	
E **Bundled payments Digital/IVR work**	RFP to explore potential consolidation of multiple payment vendors down to select few and negotiate better terms with down-selected partners.	
F [redacted]		
G **Strategic Communications Sitefinity Enhancements 2026**	Enhance Sitefinity root content development to allow for faster and discrete changes on Eversource.com.	

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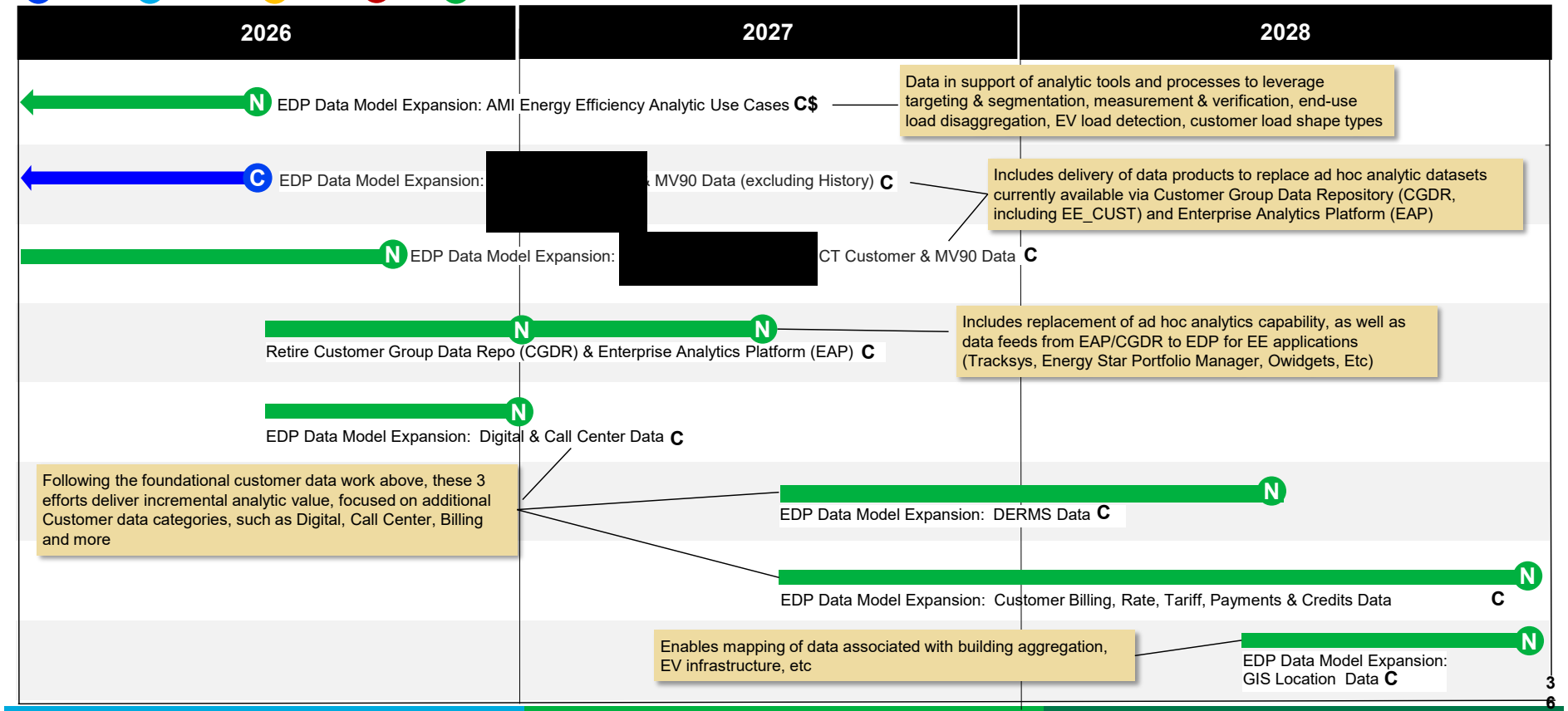
Customer Data Strategy – Proposed Portfolio

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded



REDACTED

Application Landscape

Customer Operations & Digital Strategy

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Our Technology Landscape – Highlights

Technology is a key enabler to support the advancement of business capabilities and we need to work together to address underlying technology challenges and optimize deployment of resources



Current State (2026)

The complexity of our existing tech landscape is impacting operational resiliency and, in some cases, inhibits our ability to react in a timely manner to changing business conditions.

- **Legacy & Redundant Apps:** several instances of legacy large-scale applications performing the same or similar functionality across capabilities and states (e.g., C2, LPB)
- **Tech Currency Issues:** ~50% of critical applications are running in outdated software/hardware (down from ~70%), and require frequent manual intervention to keep the lights on
- **Patchwork of Apps:** high number of applications that have been implemented in isolation (e.g., Large Customer Billing, LPB); these systems are not easy to interconnect resulting in a patchwork of apps and data silos



2028

By 2028, we will have made significant improvements to streamline and modernize the tech landscape with standardized pillar platforms to help us advance capabilities and achieve our business imperatives.

- The investments in **OMNI CIS** and **AMI** will *elevate customer experience* and *drive operational performance*; >70% of IT investments in the Customer group will go towards these two major initiatives over the next three years
- The investments in our **IVR platform & Digital capabilities** will streamline our operations and boost self-service capabilities within voice and digital channels
- The expansion of **cloud** as a technology enabler will enable tech currency improvements, unlock new capabilities, consolidate platforms, and *build business agility* in areas such as back-office billing and credit tracking (Special Ledger, Oracle AR, Cyber Source replaced with OMNI)
- Simplifying our **Data Ecosystem** to assist our teams with garnering new insights to drive outcomes aligned with our imperatives

2.1 – CUSTOMER OPERATIONS & DIGITAL STRATEGY

Our Technology Landscape – 2026

Investing into OMNI and expanding the use of our Enterprise Data Platform (EDP) will result in the retiring of legacy applications and databases and improve Customer Ops and Digital Strategy agility

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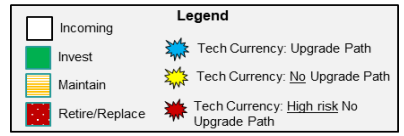

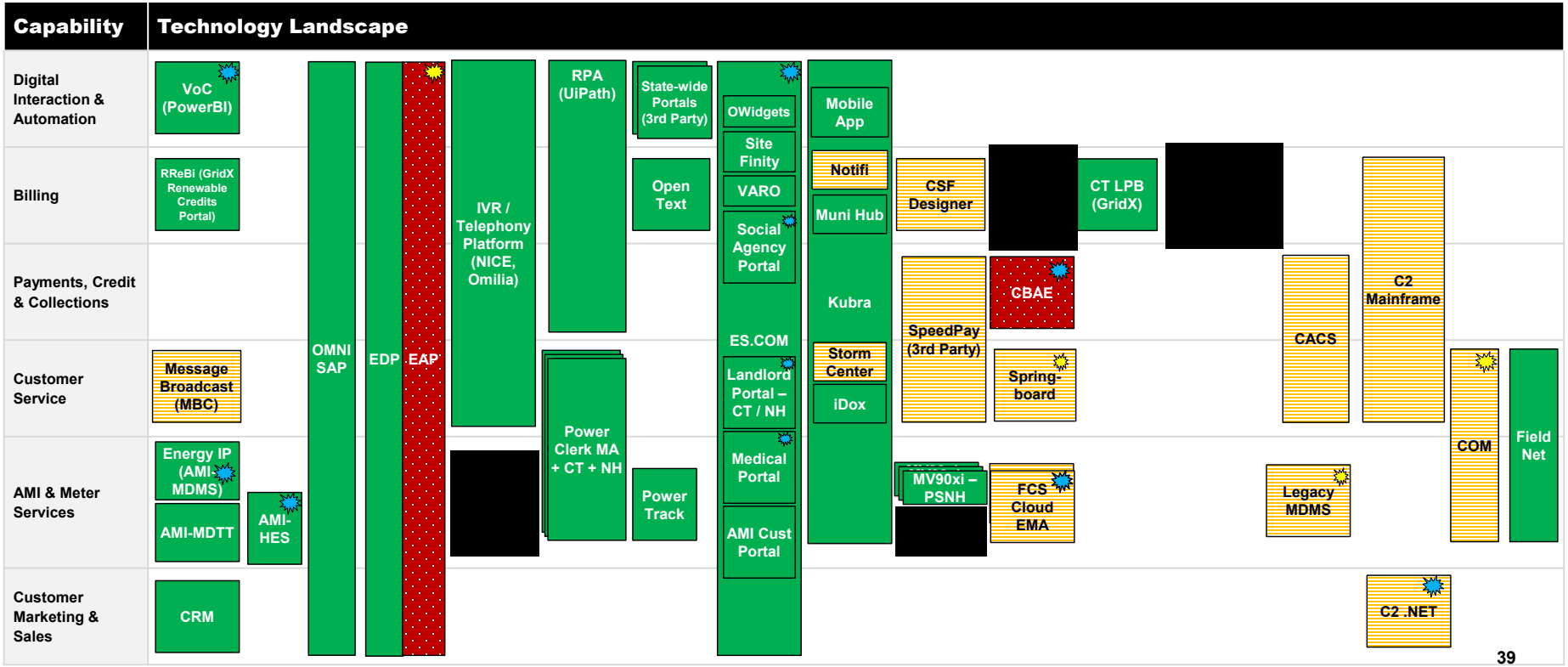

2.1 – CUSTOMER OPERATIONS & DIGITAL STRATEGY

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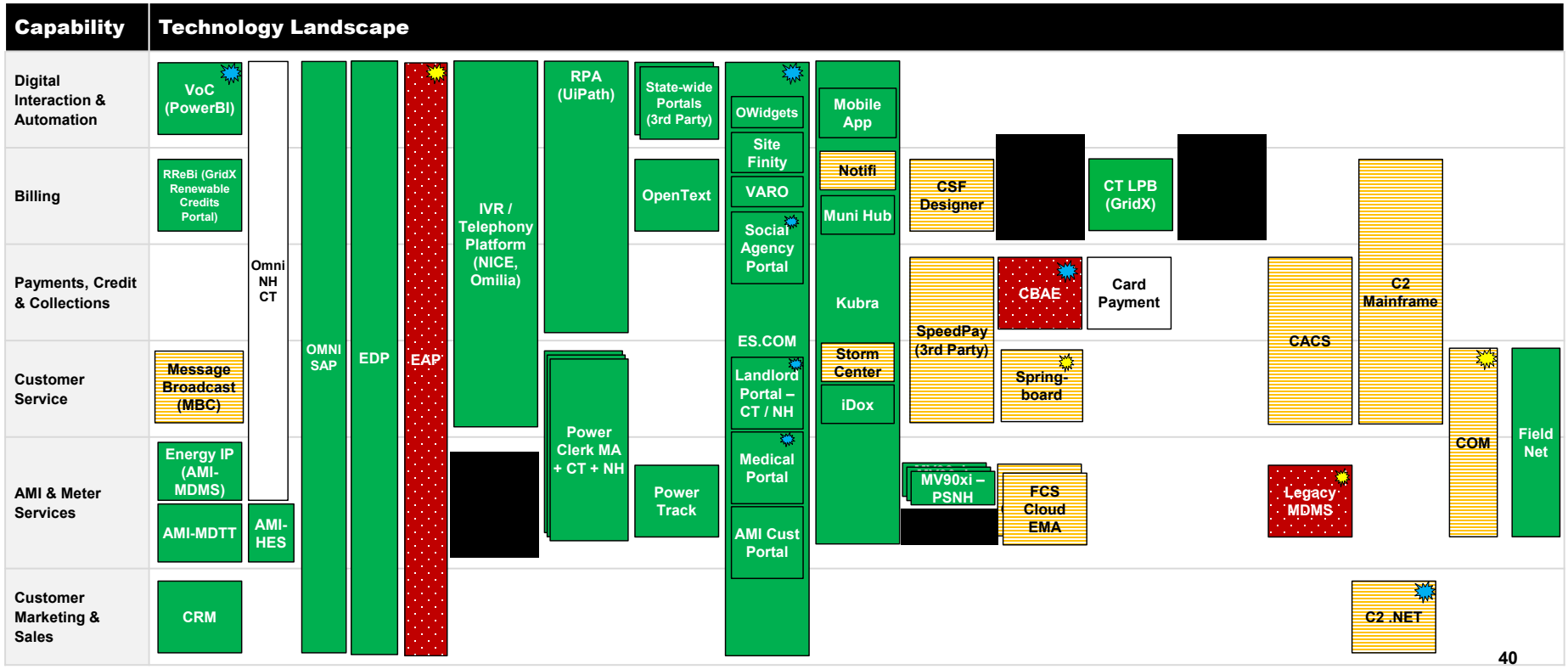

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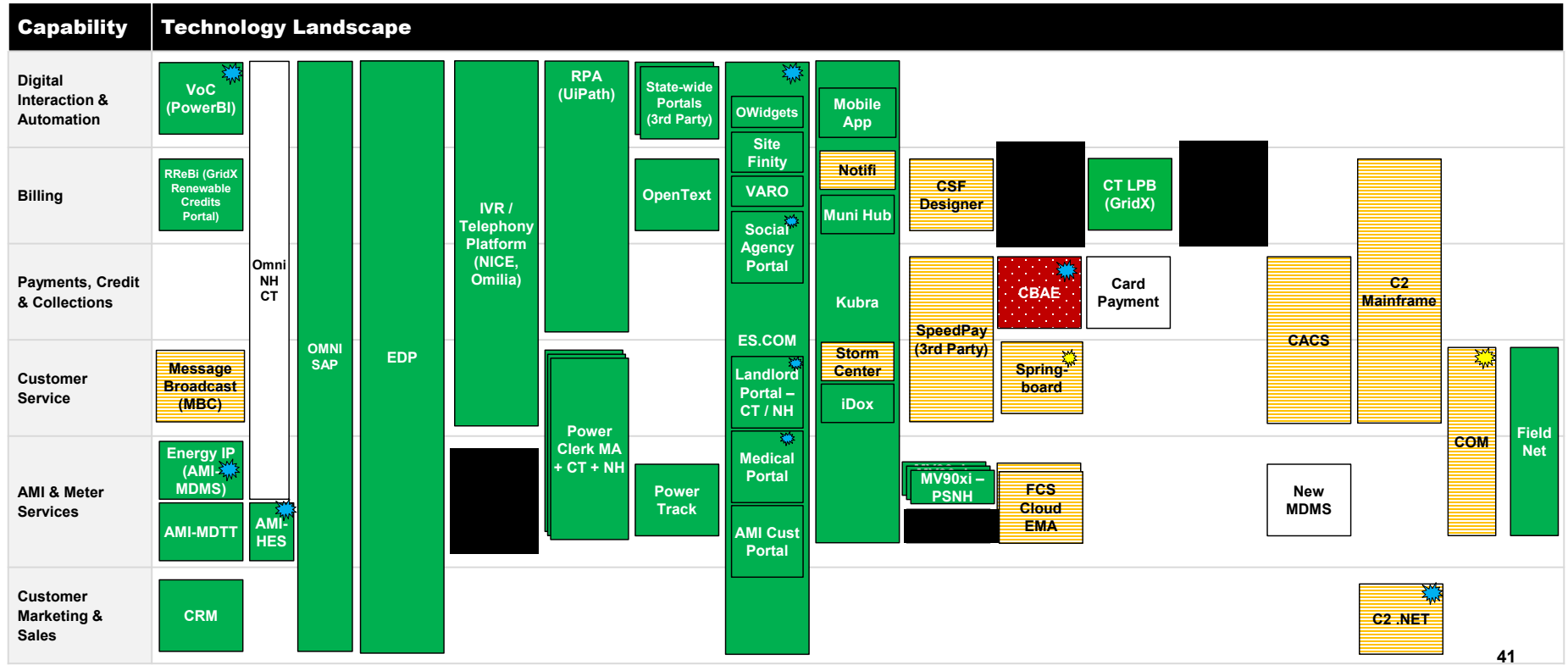

2.2 Renewables & Distributed Energy Resources (DER)

CHAPTER CONTENT

1 Our Business Imperatives
2 Capabilities To Enable Business Imperatives
3 Our Technology Landscape
4 Proposed Capability Roadmap
5 Immediate Decisions & Focus Areas

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Engaged Stakeholders

Who did we work with?

The following **team members** representatives were involved in the Renewables workshops and follow up discussions:

- Andy Belden
- Brian Rice
- Brett Jacobson
- Carl Nowiszewski
- Dave Coco
- Dave Pacifici
- Dawn Maskell
- Fiona Conliffe
- Jen Petrie
- Joe Ballard
- Jonathan Shum
- Max Kizilov
- Melissa Gagliardi
- Paula Vincent
- Penni Conner
- Rich Barstow
- Scott Lynch
- Snimar Chhabra
- Sue Cadieux
- Tom Sabatini
- Vinnie Ceceri
- Warren Boutin
- Wayne Daignault
- William Cahill

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Our Business Imperatives

Through careful analysis and multiple cross-functional working sessions, we have identified consistent themes throughout the organization that translate into a set of business imperatives aligned to our enterprise vision

Elevate Customer Experience

Drive customer success and usability across all channels and strengthen stakeholder relationships

Bolster Stakeholder Equity

Proactively evaluate initiatives in consideration of our most underserved customers and communities

Drive Operational Performance

Prioritize work that strengthens reliability, operational excellence & enables growth

Build Business Agility

Enable rapid support of new programs, products, and services with a strong focus on people & culture

Reduce O&M Spend

Drive top tier financial performance through efficiencies and optimization of operational costs

Improve Workforce & Customer Safety

Reduce accidents and injuries through effective work-safe practices and behaviors

Enable Green House Gas and 2030 Carbon Neutrality Goals

Enhance Green House Gas (GHG) data integrity by streamlining the collection of source data required for the GHG inventory including building controls for function-level data validation and approvals, forthcoming Science Based Target and eventual SEC Climate Disclosure Rule.

Create a Frictionless Field Experience

Creating a seamless exchange of information to the field workforce, enabling an efficient and intuitive capacity to receive, perform, and document work.

Empower the Workforce with Access to Data and Insights

Utilize an enterprise-wide data strategy and governance model to ensure end-users have easy access to real-time and accurate information, as well as the ability to leverage data to perform advanced analytics.

Improve Restoration & Outage Handling

Maximize resource allocation and workforce efficiency to retore outages safely and quickly, while also communicating effectively to maintain customer confidence.

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2026 Updates: Our Business Imperatives

Through careful analysis and multiple cross-functional working sessions, we have defined a set of business imperatives that will guide technology investments going forward

	Business Imperative	Description	Success Measures *(Non-Exhaustive)*
Major[1]	**Elevate Customer Experience**	Drive customer success and usability across all channels and strengthen stakeholder relationships *"Not meeting the customer's expectations is only going to get worse as demand increases in private sector companies."*	• Self-service completion rates for Solar installations • Time till customer receives first bill with solar credit • Voice of the Customer / CSAT by transaction type (both producer and developer)
	Bolster Stakeholder Value	Proactively evaluate initiatives in consideration of our most underserved customers and communities while continuing to prioritize the customer value *"We are committing close to $1B a year and need to develop requirements around customer value."*	• Program participation and drop-out rates • Segment program participation and prioritization of low-income applicants
	Drive Operational Performance	Prioritize work that strengthens reliability, operational excellence & enables growth *"There are different priorities across the business, and there is always a negotiation for competing priorities."*	• Solar / DER call in volume • Time to resolve Customer DER inquires
	Build Business Agility	Enable rapid support of new programs, products, and services with a strong focus on people & culture *"We need the ability to pivot and have flexibility down the road because of the external uncertainty, especially from regulators."*	• Time to approve (begin initiative) • Time to deployment • Cost per deployment
	Reduce O&M Spend	Drive top tier financial performance through efficiencies and optimization of operational costs and free up FTEs to focus on value-add work for our customers by leveraging IT automation *"We need to look at ways to automate and get away from spreadsheets and instead have a holistic view of how customers are being engaged with."*	• Drive digital self-service completion • Number of automated processes
	Empower the Workforce with Access to Data and Insights	Utilize an enterprise-wide data strategy and governance model to ensure end-users have easy access to high quality and accurate information, as well as the ability to leverage data to perform advanced analytics. *"We'd love to see data from each team working with customers reflected all together."*	• Time spent cleaning data • Employee survey results • Increase in self-service adoption

[1]*Prioritizations derived from business visioning and workshop sessions.*

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Capabilities to Enable Business Imperatives

To achieve our business imperatives, we need to enhance and build new capabilities; below are the major capabilities for the Renewables group

		Major Business Imperatives					
Capability[1]	**Definition**	**Elevate Customer Experience**	**Bolster Stakeholder Value**	**Drive Operational Performance**	**Build Business Agility**	**Reduce O&M Spend**	**Empower the Workforce with Access to Data and Insights**
DER Interconnection Evaluation	Evaluate and support interconnection capacity, constraints, and approvals. Coordination and inspection of DER installation per standards; connection of monitor / control functions. Near, Mid, Long-Term forecasts for DER capacity and impact to grid operations. Control center aggregation of DER operational parameters; evaluation of reliability impacts; dispatch of DER functions. Monitoring to confirm grid impacts.	■		■	■	■	■
Interconnection Process Customer Services	Manage customer enrollment and usage of Renewable systems as well as engagement with installers and developers that may act as intermediaries	■	■	■	■		■
Customer Renewable Incentives Payments	Make timely and accurate payments to customers based on state-based program rules and customer renewable production. Provide streamlined, modern payment	■		■		■	■
Customer Education	Provide comprehensive, information to customers about their renewable energy options aligned with Renewable program offerings and non-Renewable programs (discount rates, EE programs, etc.)	■	■				
Community Solar Billing	Accurately transfer net metering and other credits to customers participating in community solar offerings across all three states. Allow for more frequent re-allocation of credits by system owners. Create online customer experience for tracking and changing credit allocations.	■	■	■	■	■	

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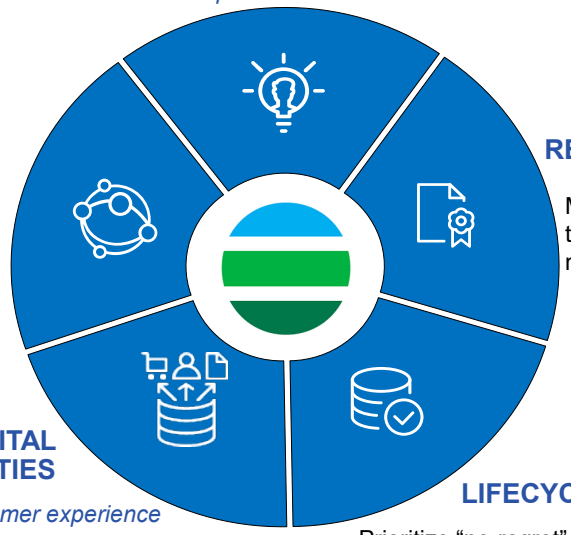
Major Customer Initiatives in Our Roadmap

Over the next 3 years these major initiatives will dominate our focus

OMNI CIS

Stabilize and enhance Omni CIS to *elevate Customer experience* and *drive operational performance*



DATA & ANALYTICS

Enhance and Optimize the enterprise-wide data governance strategy to further *empower the workforce with access to data*

REGULATORY

Meet additional regulatory requirements on a timely basis to improve our relationship with regulators and *elevate Customer experience*

DIGITAL CAPABILITIES

Build new portals to *elevate Customer experience* and *drive operational performance*

LIFECYCLE

Prioritize “no-regret” lifecycle work by investing in PowerClerk to *build business agility*

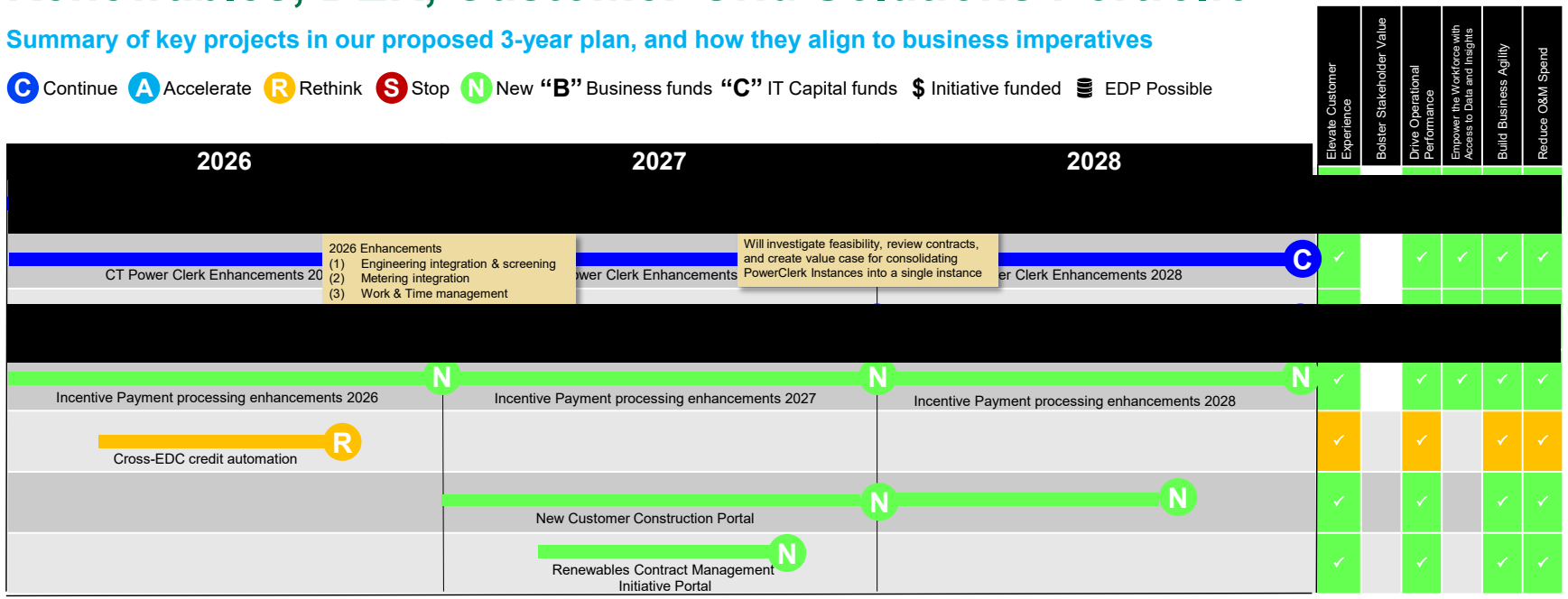
2.2 – Renewables, DER & Customer Grid Solutions

EVERSOURCE

Renewables, DER, Customer Grid Solutions Portfolio

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible



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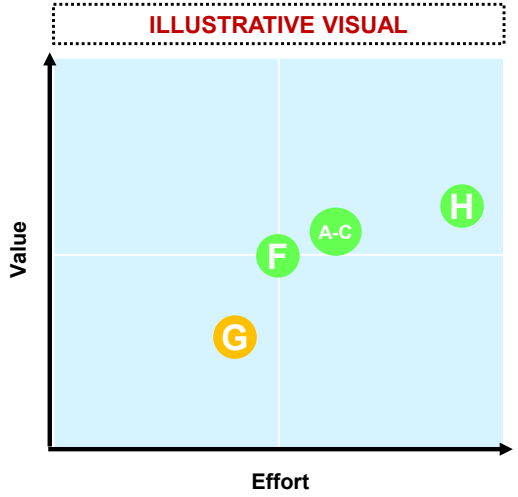
Renewables, DER, Cust Grid Sol – 2026 Opportunities

2026 Continue, Accelerate and New Initiatives to consider



Continue Accelerate New

Initiative	Description	Imperatives
A		
B CT Power Clerk Enhancements 2026	Implement backlogged enhancements to the CT PowerClerk instance.	
C		
F Incentive Payment processing enhancements 2026	Enhancements to Powerclerk application for DER and DG business needs	
G Cross-EDC credit automation	Automate transfer of Energy credits across utilities (National Grid, Unitil, Eversource)	

Imperative Legend:

- Elevate Customer Experience
- Bolster Stakeholder Value
- Drive Operational Performance
- Build Business Agility
- Reduce O&M Spend
- Empower the Workforce with Access to Data and Insights

Application Landscape

Renewables & Customer Grid Solutions

EVERSOURCE

Our Technology Landscape – Highlights

Technology is a key enabler to support the advancement of business capabilities and we need to work together to address underlying technology challenges and optimize deployment of resources



Current State

The current Renewables technology landscape is in its infancy as the Customer Solar Program continues to grow. While there are only a few applications to help the team run day-to-day operations, the two main issues being faced today are with (1) multiple data repositories and (2) data analysis & process inefficiencies.

- **Multiple Data Repositories:** Today, EEBI (Energy Efficiency Business Intelligence) and CGDR (CG Data Repository) are the primary sources of data has been cumbersome for our business users. Both legacy systems require manual effort to ensure data quality and consistency.
- **Data Analysis & Process Inefficiencies:** Heavy reliance on spreadsheets and O365 to manage renewable project workflow and customer inquiries and interactions.



2028

The primary goal by 2028 is to have a more streamlined, automated and modern tech landscape with standardized pillar platforms and improve cross-functional ways of working.

- Improving the [redacted] CT instances of **PowerClerk**, [redacted] will greatly improve the *Planning & Project Management* and *Engineering Procurement & Construction* capabilities, *build business agility, and reduce O&M.*
- The expansion of **Enterprise Data Platform (EDP)** will *empower the workforce with access to data* with increased access to high quality and secure data across the organization; this will provide Eversource with the desired self-service data centralization that multiple business areas have voiced the need for – including Solar.

Our Technology Landscape – 2026

Investing in a Customer Self-Service Portal and expanding the use of our Enterprise Data Platform (EDP) will improve the Renewables / DER organization's agility

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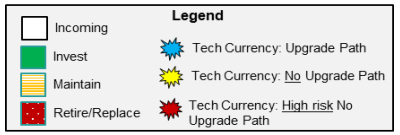
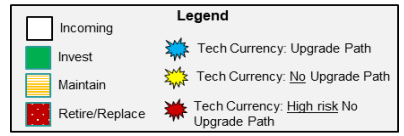


Capability	Technology Landscape
Customer Education	Enterprise Data Platform (EDP - Azure); ES.COM; Enterprise Analytics Platform (EAP Azure)
Interconnection Process Customer Services	Enterprise Data Platform (EDP - Azure); Power Clerk CT / MA; [redacted]; Maximo Accounts Payable; Speedpay; Enterprise Analytics Platform (EAP Azure); Stripe
DER Interconnection Evaluation	Power Clerk / Automated Inter-connection Integration; Maximo Accounts Payable
Community Solar Billing Customer Renewable Incentives Payments	PowerPlan; Regulated Renewable Energy Billing; OMNI SAP; C2; [redacted]

Our Technology Landscape – 2027

Investing in a Customer Self-Service Portal and expanding the use of our Enterprise Data Platform (EDP) will improve the Renewables / DER organization's agility

EVERSOURCE



Capability	Technology Landscape
Customer Education	Enterprise Data Platform (EDP - Azure); ES.COM; New Construction Portal; Enterprise Analytics Platform (EAP Azure)
Interconnection Process Customer Services	Power Clerk CT / MA; [redacted]; Renewables Contract Management Portal; Speedpay; Stripe
DER Interconnection Evaluation	Power Clerk / Automated Inter-connection Integration; Maximo Accounts Payable
Community Solar Billing Customer Renewable Incentives Payments	PowerPlan; Regulated Renewable Energy Billing; OMNI SAP; C2; [redacted]

Our Technology Landscape – 2028

Investing in a Customer Self-Service Portal and expanding the use of our Enterprise Data Platform (EDP) will improve the Renewables / DER organization's agility

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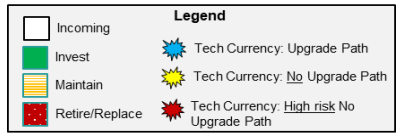

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REDACTED

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EE / EV
Strategic Roadmap

April 2025



2.3 – EE / EV

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Our Business Imperatives

Through careful analysis and multiple cross-functional working sessions, we have identified consistent themes throughout the organization that translate into a set of business imperatives aligned to our enterprise vision

Elevate Customer Experience

Drive customer success and usability across all channels and strengthen stakeholder relationships

Bolster Stakeholder Value

Proactively evaluate initiatives in consideration of our most underserved customers and communities

Drive Operational Performance

Prioritize work that strengthens reliability, operational excellence & enables growth

Build Business Agility

Enable rapid support of new programs, products, and services with a strong focus on people & culture

Reduce O&M Spend

Drive top tier financial performance through efficiencies and optimization of operational costs

Improve Workforce & Customer Safety

Reduce accidents and injuries through effective work-safe practices and behaviors

Enable Green House Gas and 2030 Carbon Neutrality Goals

Enhance Green House Gas (GHG) data integrity by streamlining the collection of source data required for the GHG inventory including building controls for function-level data validation and approvals, forthcoming Science Based Target and eventual SEC Climate Disclosure Rule.

Create a Frictionless Field Experience

Creating a seamless exchange of information to the field workforce, enabling an efficient and intuitive capacity to receive, perform, and document work.

Empower the Workforce with Access to Data and Insights

Utilize an enterprise-wide data strategy and governance model to ensure end-users have easy access to real-time and accurate information, as well as the ability to leverage data to perform advanced analytics.

Improve Restoration & Outage Handling

Maximize resource allocation and workforce efficiency to retore outages safely and quickly, while also communicating effectively to maintain customer confidence.

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2026: Our Business Imperatives

Through careful analysis and multiple cross-functional working sessions, we have defined a set of business imperatives that will guide technology investments going forward

	Business Imperative	Description	Success Measures *(Non-Exhaustive)*
Major[1]	**Elevate Customer Experience**	Drive customer success and usability across all channels and strengthen stakeholder relationships *"Not meeting the customer's expectations is only going to get worse as demand increases in private sector companies."*	• Self-service completion rates in PowerClerk • Program participation and drop-out rates • Voice of the Customer / CSAT by transaction type
	Bolster Stakeholder Value	Proactively evaluate initiatives in consideration of our most underserved customers and communities *"We are committing close to $1B a year and need to develop requirements around equity."*	• Segment program participation and prioritization of underserved applicants
	Drive Operational Performance	Prioritize work that strengthens reliability, operational excellence & enables growth *"There are different priorities across the business, and there is always a negotiation for competing priorities."*	• Solar / EV call in volume
	Build Business Agility	Enable rapid support of new programs, products, and services, including re-platforming the EAP, with a strong focus on people & culture *"We need the ability to pivot and have flexibility down the road because of the external uncertainty, especially from regulators."*	• Time to approve (begin initiative) • Time to deployment
	Empower the Workforce with Access to Data and Insights	Utilize an enterprise-wide data strategy and governance model to ensure end-users have easy access to high quality and accurate information, as well as the ability to leverage data to perform advanced analytics. *"We'd love to see data from each team working with customers reflected all together."*	• Time spent cleaning data • Employee survey results • Increase in self-service adoption
	Enable Green House Gas and 2030 Carbon Neutrality Goals	Enhance Green House Gas (GHG) data integrity by streamlining the collection of source data required for the GHG inventory including building controls for function-level data validation and approvals, forthcoming Science Based Target and eventual SEC Climate Disclosure Rule. *"Achieving carbon neutrality by 2030 is a top priority for our organization."*	• Number of facilities transitioned to LED lighting • Number of plug-in / hybrid EVs • CO2 reduction

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Capabilities to Enable Business Imperatives

To achieve our business imperatives, we need to enhance and build new capabilities; below are the major capabilities for the EE/EV group

			Major Business Imperatives					
	Capability[1]	**Definition**	**Elevate Customer Experience**	**Bolster Stakeholder Value**	**Drive Operational Performance**	**Build Business Agility**	**Empower the Workforce with Access to Data and Insights**	**Enable Green House Gas and 2030 Carbon Neutrality Goals**
EE	**Business Development**	Expedite monitoring and collection of market data, apply it for Competitive Analysis and program opportunity identification. Enable program tracking and management, advanced marketing, targeting, and stakeholder value.	■	■	■	■	■	■
EE	**Planning & Project Management**	Determine project economics to gain approval from stakeholders. Emission reduction and decarbonization target planning & management.	■			■	■	
EV	**EV Network Operations**	Manage the real-time operations, including asset management, emergency management capabilities, communication and security, and work management		■		■	■	■
EV	**EV Charging Retail & Customer Service**	Involves all tools and functions need for developing and managing EV charging infrastructure and customer engagement with that infrastructure	■	■			■	■
	Aggregation, DSO, & Transactive Energy Services	Functions associated with managing bundling of DER generation and trade into wholesale power markets			■	■		■

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Major Customer Initiatives in Our Roadmap

Over the next 3 years these major initiatives will dominate our focus

OMNI CIS

Stabilize and enhance Omni CIS to *elevate Customer experience* and *drive operational performance*

DATA & ANALYTICS

Consolidate and standardize data within the EDP to *empower the workforce with access to data*



AMI

Continue to execute the AMI program to *elevate Customer experience, drive operational performance, and improve restoration & outage handling*

DIGITAL CAPABILITIES

Optimize and expand digital capabilities particularly in self-service building aggregation capability to *elevate Customer experience* and *reduce O&M spend*

REPLATFORM

Replatform obsolete customer data technologies (CGDR, EECust) to build business agility and reduce O&M spend

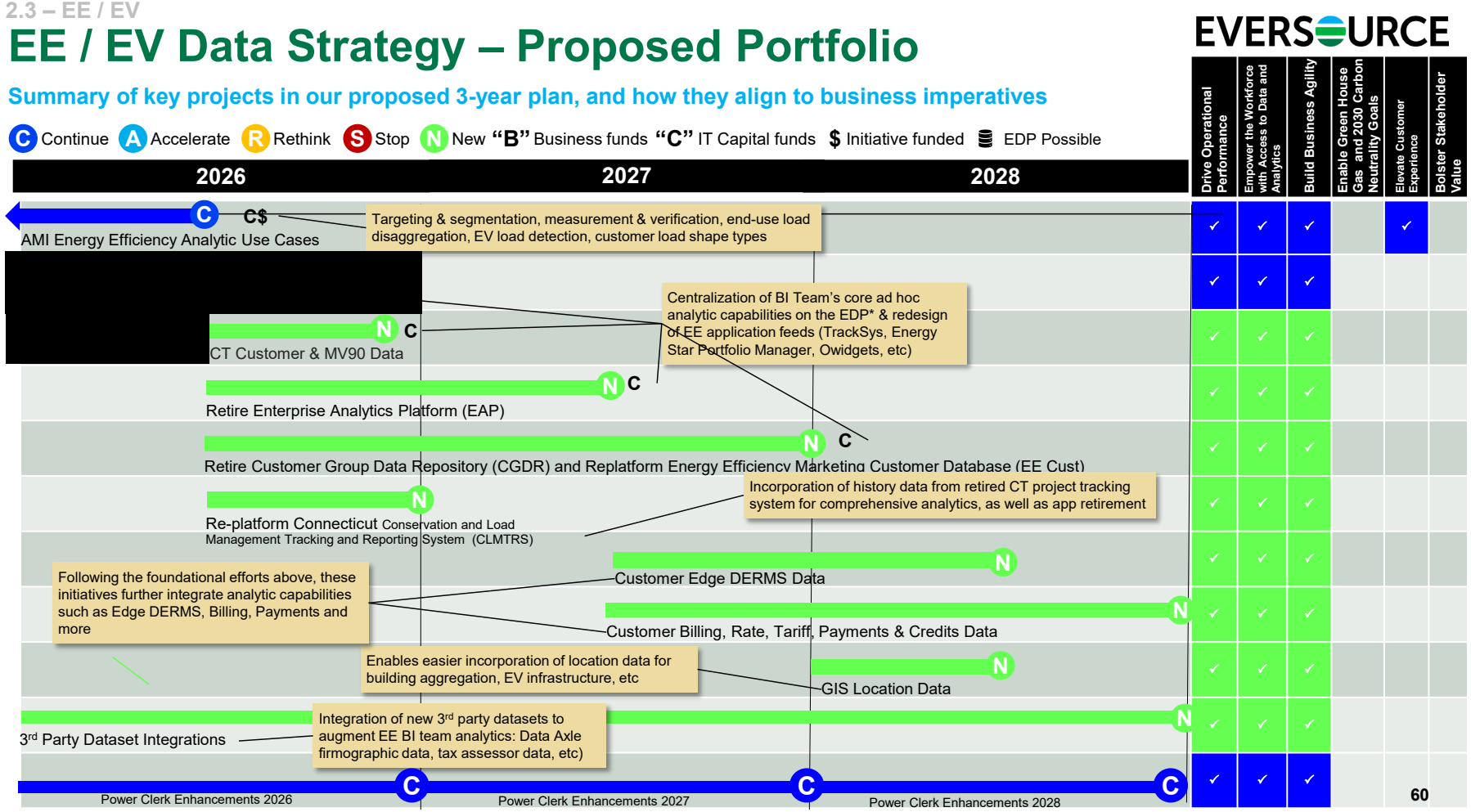
LIFECYCLE

Keep Eversource systems and infrastructure on supported versions to improve tech currency, eliminate security vulnerabilities and *build business agility*

2.3 – EE / EV

EE / EV Data Strategy – Proposed Portfolio

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives



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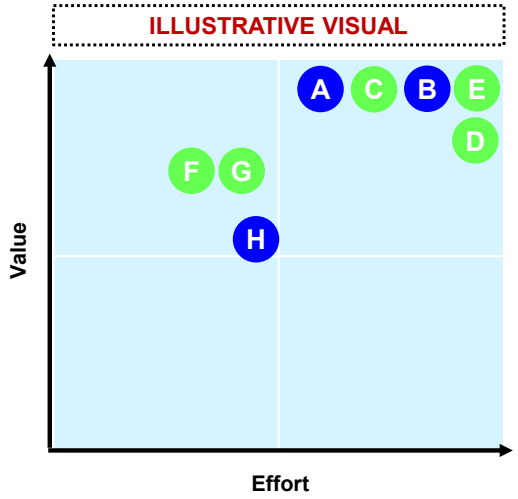
EE / EV – 2026 Initiatives

2026 Continue, Accelerate, and New Initiatives to consider

Continue Accelerate New



Imperative Legend:

- Elevate Customer Experience
- Bolster Stakeholder Value
- Drive Operational Performance
- Build Business Agility
- Enable Green House Gas and 2030 Carbon Neutrality Goals
- Empower the Workforce with Access to Data and Analytics

Initiative	Description	Imperatives
A AMI Energy Efficiency Analytic Use Cases	Data required for analytic tools and processes related to Targeting & segmentation, measurement & verification, end-use load disaggregation, EV load detection, customer load shape types.	
B [redacted]		
C [redacted], CT Customer & MV90 Data	Expansion of item above to include [redacted] incorporation of CT [redacted] data.	
D Retire Enterprise Analytics Platform (EAP)	Centralization of the EE BI Team's core ad hoc analytic capabilities on the EDP & redesign of EE application feeds from TrackSys and to Owidgets.	
E Retire Customer Group Data Repository (CGDR) and Replatform Energy Efficiency Marketing Customer Database (EE Cust)	Centralization of the EE BI Team's core ad hoc analytic capabilities on the EDP & redesign of EE application feeds to TrackSys, Energy Star Portfolio Manager, etc. Includes changes to EE Cust to support data move to EDP	
F Replatform Connecticut tracking & reporting system**	Incorporation of history data from retired CT project tracking system for comprehensive analytics, including app retirement	
G 3rd Party Dataset Integrations	Integration of new 3rd party datasets to augment EE BI team analytics (Data Axle firmographic data, tax assessor data, etc.)	
H PowerClerk Enhancements 2026 (Requirements from EE)	2026: Iin collaboration with Renewables team: Enhance user interfaces. Rationalize License usaged w/ Clean Power Research	

Application Landscape

EE / EV

EVERSOURCE

Our Technology Landscape – Highlights

Technology is a key enabler to support the advancement of business capabilities and we need to work together to address underlying technology challenges and optimize deployment of resources



Current State (2026)

The current EE/EV tech landscape is skewed towards EE and has limited capabilities to support the EV group. The primary focus for EE/EV continues to be improving the quality of and access to data to meet the growing demand of analytics use cases.

- **Disparate Data Sources:** lack of a single source of truth; data is stored in multiple applications and data warehouses (CGDR, EAP) in addition to some that are high-risk and do not have planned mitigation (EEBI Dev).
- **Tech Currency Issues:** ~50% of critical applications have high technical currency due to overcomplication of capabilities, performance issues, and lack of agility.



2028

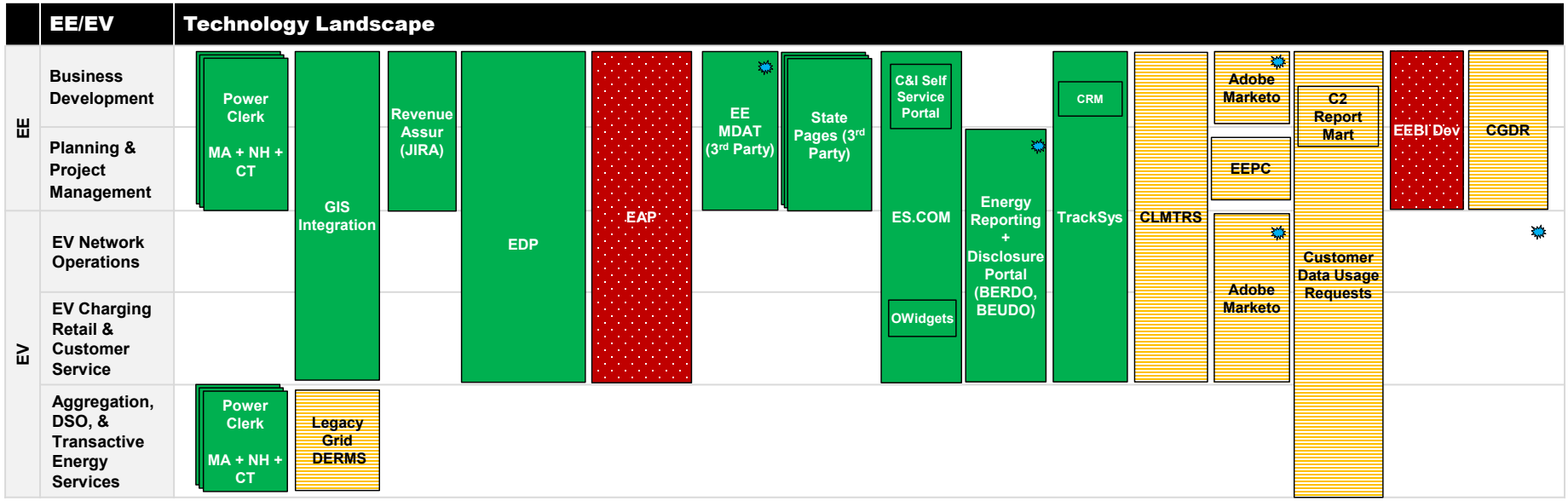
The primary goal by 2028 is to increase working capabilities and cross-functional agility. Focus on driving a clear strategy and execution approach to enable a more centralized and streamlined Technology Landscape, reducing business & technology risk in the process.

- The expansion of **Enterprise Data Platform (EDP)** will *empower the workforce with access to data* with increased access to high quality and secure data across the organization; this will provide Eversource with the desired self-service data centralization that multiple business areas have voiced the need for.

2.3 – EE / EV

Our Technology Landscape – 2026

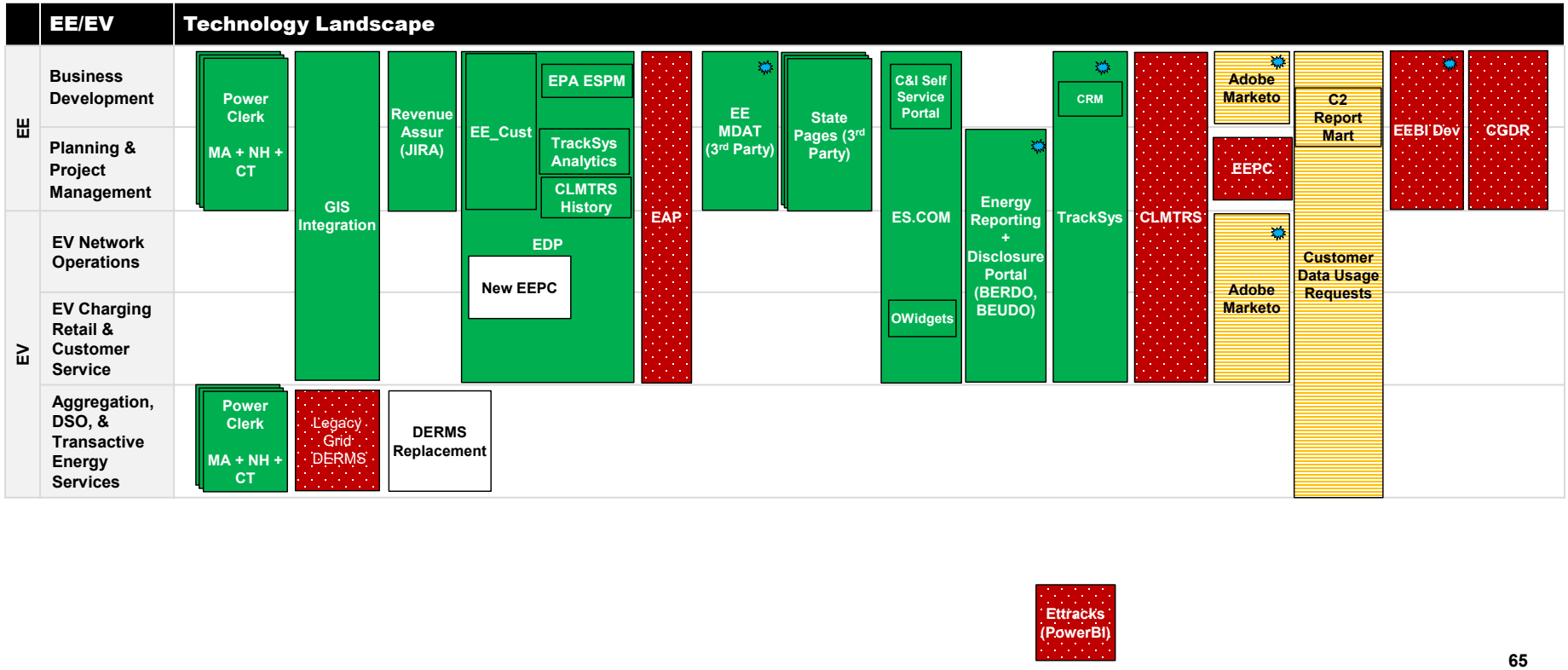
Expanding the use of our Enterprise Data Platform (EDP) will result in the retiring of legacy applications and databases and enable access to improved data and analytics



2.3 – EE / EV

Our Technology Landscape – 2027

Expanding the use of our Enterprise Data Platform (EDP) will result in the retiring of legacy applications and databases and enable access to improved data and analytics



2.3 – EE / EV

Our Technology Landscape – 2028

Expanding the use of our Enterprise Data Platform (EDP) will result in the retiring of legacy applications and databases and enable access to improved data and analytics

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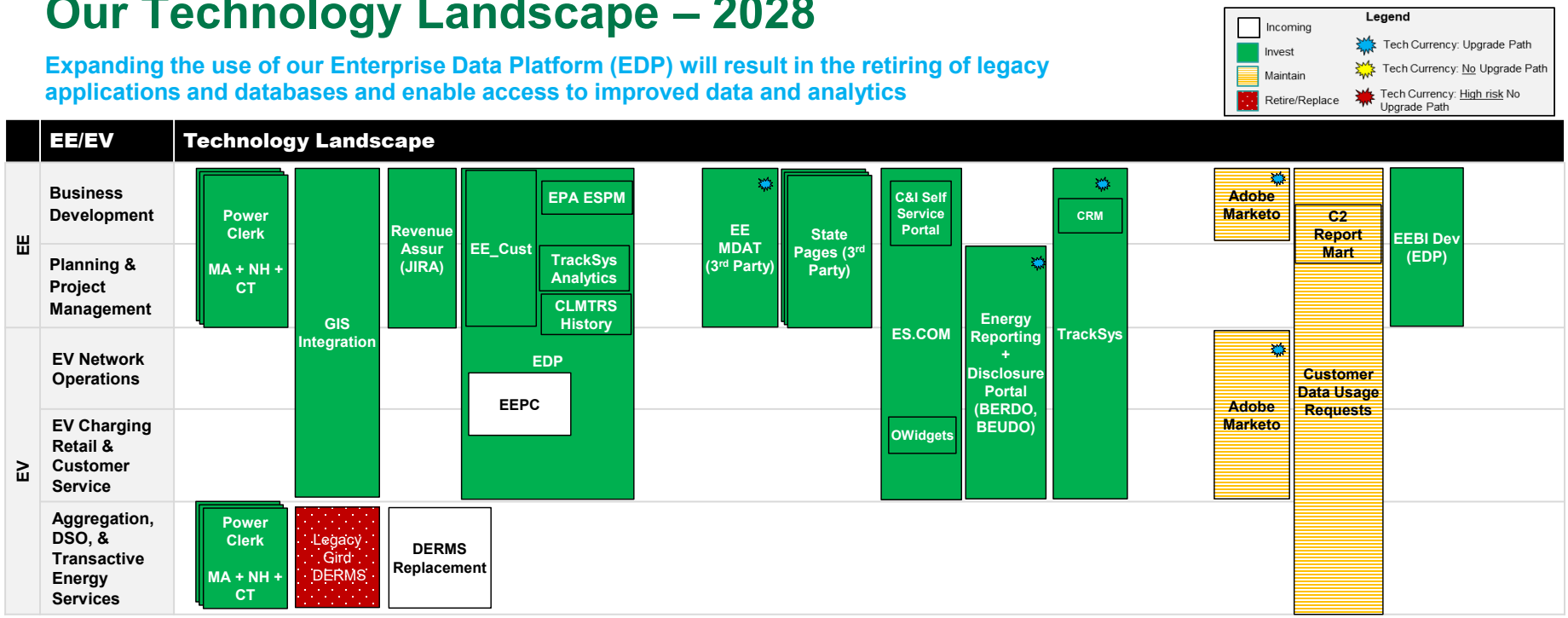

3.1 ELECTRIC OPERATIONS

CHAPTER CONTENT

1 Our Business Imperatives
2 Capabilities To Enable Business Imperatives
3 Our Technology Landscape
4 Current Capability Roadmap
5 Proposed Capability Roadmap
6 Immediate Decisions & Focus Areas
7 Appendix

SUB CHAPTERS

A. Engineering
- Grid Modernization, T&D Engineering, T&D System Planning
- Asset Management
- Vegetation Management & System Resiliency

B. Electric Operations
- Grid Monitoring, Control & Dispatch
- Emergency Management
- T&D Work Scheduling, Execution & Control

C. Transmission
- T&D Major Project Sched, Exec & Control
- Capital Planning

D. Op Services
- Fleet Management
- Safety & Other Op services
- Veg. Mgmt. & System Resiliency

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Our Business Imperatives

Through careful analysis and multiple cross-functional working sessions, we have identified consistent themes throughout the organization that translate into a set of business imperatives aligned to our enterprise vision

Elevate Customer Experience

Drive customer success and usability across all channels and strengthen stakeholder relationships

Bolster Stakeholder Value and Customer Affordability

Proactively evaluate initiatives in consideration of our most underserved customers and communities while continuing to protect the customer and prioritize environmental equity. Ensure products or services are financially accessible to all customers

Drive Operational Effectiveness and Transmission Buildout

Prioritize work that strengthens reliability, operational excellence & enables growth. Delivering power transmission projects for infrastructure to meet growing energy demands, regulatory timelines and sustainability.

Build Business Agility

Enable rapid support of new programs, products, and services, including re-platforming the EAP, with a strong focus on people & culture

Reduce O&M Spend*

Drive top tier financial performance through efficiencies and optimization of operational costs and free up FTEs to focus on value-add work for our customers by leveraging IT automation while accounting for Bad Debt

Improve Workforce & Customer Safety

Reduce accidents and injuries through effective work-safe practices and behaviors

Enable GHG and 2030 Carbon Neutrality Goals*

Enhance GHG data integrity by streamlining the collection of source data required for the GHG inventory including building controls for function-level data validation and approvals, forthcoming Science Based Target and eventual SEC Climate Disclosure Rule

Create a Frictionless Field Experience

Creating a seamless exchange of information to the field workforce, enabling an efficient and intuitive capacity to receive, perform, and document work

Empower the Workforce with Access to Data & Insights*

Utilize an enterprise-wide data strategy and governance model to ensure end-users have easy access to high quality and accurate information, as well as the ability to leverage data and insights to perform advanced analytics

Improve Restoration & Outage Handling

Maximize resource allocation and workforce efficiency to restore outages safely and quickly, while also communicating effectively to maintain customer confidence

**Definition may slightly vary by Business Area.*

3.1 – ELECTRIC OPERATIONS

Our Business Imperatives

Through careful analysis and multiple cross-functional working sessions, we have defined a set of draft business imperatives that will guide technology investments

Business Imperative	Description	Success Measures *(Non-Exhaustive)*
Improve Workforce & Customer Safety	Reduce accidents and injuries through effective work-safe practices and behaviors **to ensure compliance.** "Safety is foundational to everything we do in operations"	• **Reduction in** % Near misses, injuries, serious injuries, and Fatalities • **Digitization of and access to safety job briefs/safe work instructions**
Drive Operational Effectiveness and Transmission Buildout	Prioritize work that strengthens reliability, operational excellence & enables growth. Delivering power transmission projects for infrastructure to meet growing energy demands, regulatory timelines and sustainability.. "Automating manual work would reduce redundancy and free up manpower"	• Avoided financial penalties and/or on compliance determinations • Reduction in re-work or multiple trips to same job site • Estimates vs. Actuals (e.g., Daily Activity Report)
Create a Frictionless Field Experience	Creating a seamless exchange of information to the field workforce, enabling an efficient and intuitive capacity to receive, perform, and document work. "I literally have to open up every single tool / database to monitor things"	• Zero down-time waiting for work orders, supplies, and information • Streamline click-to-work ratio (fewer tools and places to create work orders and assign crews). Simplified access to specialized applications and information via a mobile device
Empower the Workforce with Access to Data & Insights	Utilize an enterprise-wide data strategy and governance model to ensure end-users have easy access to real-time and accurate information, as well as the ability to leverage data to perform advanced analytics. "Every week I have to ask somebody to run queries"	• Unified QA/QC process for data validation • Reduced number of IT requests for DB extracts
Improve Restoration & Outage Handling	Maximize resource allocation and workforce efficiency to retore outages safely and quickly, while also communicating effectively to maintain customer confidence. "Asset data collected in the field must get back to operations faster"	• System Average Interruption Frequency/Duration Index (SAIFI/SAIDI) • Reduced number of unplanned outages • JD Power safety & reliability ratings
Build Business Agility	Enable rapid support of new programs, products, and services with a strong focus on people & culture. "When somebody is assigned a truck, the system should immediately flag if they are qualified for that vehicle"	• End-user testing and feedback captured prior to updates being released • Time to deployment
Reduce O&M Spend	Drive top tier financial performance through efficiencies and optimization of operational costs. *"If there was one system to manage the process for scheduling maintenance or schedule tree removals, that would streamline 90% of the work we do"*	• Reduction in O&M per employee • Reduction in cycle time to dispatch new work • Work is properly dispositioned between cap/ex
Elevate Customer Experience	Drive customer success and usability across all channels and strengthen stakeholder relationships. *"We need to focus on delighting the customer in the digital space"*	• Enhance customer-shared project status information • Reduce rework/multiple trips to improve customer experience • Enhance storm outage responsiveness and outage information sharing
Bolster Stakeholder Value and Customer Affordability	Proactively evaluate initiatives in consideration of our most underserved customers and communities while continuing to prioritize the customer and environmental equity *"Ensure products or services are financially accessible to all customers"*	• Low-income program success • Hardship programs impact • % energy cost for low-income customers

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Capabilities to Enable Business Imperatives

In order to achieve our business imperatives, we need to enhance and build new capabilities; below are the capabilities for the Electric Operations group

Capability	Definition	Improve Workforce & Customer Safety	Drive Operational Effectiveness and Transmission Buildout	Create a Frictionless Field Experience	Empower the Workforce with Access to Data & Insights	Improve Restoration & Outage Handling	Build Business Agility	Reduce O&M Spend	Elevate Customer Experience	Bolster Stakeholder Value and Customer Affordability
		Business Imperatives								
Grid Mod, T&D Eng, T&D Sys Planning / Cap Planning	Plan and design projects to maintain, update, and expand the distribution and transmission systems ensuring safe, reliable, resilient, sustainable operation and integration of clean energy resources.	■	■		■	■	■		■	
Asset Management	Collect and analyze multiple dimensions of asset details and regulatory requirements and to enable a centralized understanding of asset health and lifecycle management requirements.	■	■	■	■	■		■		
Grid Monitoring, Ctrl & Dispatch	Maintain and operate power supply monitoring, load balancing, and protection through sensors and controllers, enabling safe and reliable power delivery.	■	■			■				
Emergency Management	Prepare and mitigate for all hazards to minimize operational disruption and efficiently coordinate restoration activities.	■	■	■	■	■	■		■	
T&D Work Scheduling, Execution & Control	Plan, schedule, execute and monitor work activities and status across different business lines (maintenance, line crews, etc.).	■	■	■	■		■	■	■	
T&D Major Project Sched, Exec & Ctrl	Plan, execute, manage, and report progress for projects needed to maintain, update, and expand the transmission and distribution system.	■	■		■		■	■	■	
Vegetation Management & System Resiliency	Plan, execute, and confirm the reduction and elimination of reliability threatening vegetation encroaching on utility equipment and/or identify infrastructure changes.	■	■			■		■	■	
Fleet Management	Maintain and operate the fleet of vehicles and trucks needed to conduct field operations on the electric and gas systems.	■	■	■		■		■		

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Major Electric Operations Initiatives in Our Roadmap

Over the next 3 years these major strategic initiatives will dominate our focus

WORK MANAGEMENT

Create a more efficient end-to-end work management capability by executing optimization strategies in Field Mobility, Maximo, Graphic Work Design, and Vegetation Management to *create a frictionless field experience* and *drive operational performance*

DATA & ANALYTICS

Define and implement an enterprise-wide data governance strategy to *empower the workforce with access to data* by implementing advanced visual tool such as PIVision.



AMI / GRID EDGE SOLUTIONS

Execute AMI. Establish a platform, new tools and integrations for the support of grid modernization and *enhanced customer experience*. Establish an ongoing operational capability to operate the AMI solution at high performance and reliability.

RESILIENCY IMPROVEMENT & EMERGENCY RESPONSE

Drive actions such as eOMS Platform Upgrade to continuously improve reliability to severe weather events and ensure efficient emergency response to *improve restoration & outage handling* and *elevate Customer experience.*

CONTROL ROOM OF THE FUTURE

Stay focused real time systems and supporting tools to provide greater visibility, control, and optimization as DER needs to grow to *drive operational performance.* Year 2026 initiatives such as eECS-MA upgrade, DMS MA and DERMS MA are strategic applications to drive operational performance.

TECHNICAL/BUSINESS PROCESS IMPROVEMENTS

Improve and streamline processes to improve resiliency, ensure compliance and to *drive operational performance.*

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Key Opportunities Identified by Sub-Chapter (1 of 2)

Top potential opportunities that we need to jointly refine and prioritize

SUB-CHAPTER	TOP KEY OPPORTUNITIES (FOR DISCUSSION)
A. ENGINEERING	**Graphical Work Design** – Eversource wants to leverage the GIS investment and implement Graphic Work Design. This allows the ECSDs and designers the ability to plan work within GIS using Maximo's CU library. It allows a standardized single point of data entry as well as the earliest and most accurate picture of supply chain requirements. This tool and business practice will also improve the resulting as-built diagram received from the field when work is completed. **3D Project Design –** An Intelligent Substation Design using 3D Model-based design approach using additional metadata to identify relationships between components and systems, enforce standards, automate design processes and allow integration with external systems [redacted]
B. ELECTRIC OPS	**CT DMS Implementation:** Implement Distribution Management System for CT. Due to current PURA challenges in CT this effort is currently on hold. **Maximo WOLC** – a focused effort to conduct an end-to-end analysis across people, process, systems and data involved in all Work Order Type Lifecycle and to identify detailed actions necessary to improve operational outcomes and overall process adherence **Field Mobility for Large Storms (WRM) –** Ability to assign and manage work to external resources during storm, with multiple Resource Management Teams, hundreds of OMS users, and thousands of field resources from internal, contract, mutual assistance, and other sources. Ability to track invoices and cost related to major storm events for storm cost recovery **Electric Meter Work Order Processing –** Move electric meter work for Operations Services and Customer Care to the IFS Mobile platform, replacing ServiceSuite and FieldNet. **Extend Field Mobility Solution to Other User Groups –** Several business functions are not part of the current Click replacement strategy and will need similar field mobility solutions (e.g., mutual aid, internal transmission line workers, substation operations, and field engineering communications).

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Key Opportunities Identified by Sub-Chapter (2 of 2)

Top potential opportunities that we need to jointly refine and prioritize

SUB-CHAPTER	TOP KEY OPPORTUNITIES (FOR DISCUSSION)
C. TRANSMISSION	[redacted]
D. OPS SERVICES	**Fleet Operations Telematic –** Update our enterprise telematics solution. Gain visibility into fleet operations with live vehicle tracking and real-time weather and traffic data. Route optimization, performance analytics, and engine diagnostics help streamline operations. **SIMS Upgrade –** The current version of SIMS (Safety Incident Management System) is based on Enablon version 8.14. Enablon has notified us that version 8.14 of their platform is end of life in September of 2024. Extended support could provide vulnerability patches for an additional year (September of 2025). This project would be to upgrade SIMS to a newer version of Enablon or an alternative technology.

Immediate Decisions & Focus Areas

Key decisions and focus areas on the near term to enable the execution of the roadmap

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Decision Needed

Focus Area

DECISION ON THE ROLE OF BUSINESS FUNDED PROJECTS

Need clarity on the extent to which business-funded initiatives can be included in the portfolio of implemented projects

DECISION ON THE WRM TOOL

We need a more permanent solutions than what we have been using with the Arcos to OMS interfaces. This is currently impacting our Storm Cost Recovery in Connecticut as there is no way to link the invoices to the crews to the work they are doing, across systems.

APPROACH FOR PHASE 2 OF FIELD MOBILITY

Need to decide on the approach for the Phase 2 of Field Mobility. Will it be part of an existing project? Should we seek separate funding for this?

PRIORITIZE FUNDING FOR GRAPHIC WORK DESIGN TOOL

Prioritize and fund the GIS Graphic Work Design BR2, to enable and support desired business outcomes tied to engineering, work planning and execution, and asset management in a work design tool that will integrate with GIS to optimize the as-built process within GIS .

[redacted]

INITIATE VEGETATION MANAGEMENT SOLUTION

The project aims to introduce a GIS-based work management system integrated with remote sensing data analytics to overhaul Vegetation Management (VM) for Transmission and Distribution in CT, MA, and NH. Currently reliant on Excel spreadsheets and manual paper records by contractors, the new system will automate planning, scheduling, execution, and completion of VM processes.

[redacted]

IMPLEMENT FIELD MOBILITY UPGRADE

Replace Click Schedule and Click Mobile with a new solution from IFS and make some process improvements while improving system reliability.

3.1 – ELECTRIC OPERATIONS

Electric Ops–Initiatives – Funded \ CarryOver

Primary chapter where the initiative is on Gantt chart.
Initiative also impacts this chapter, **not** displayed in the Gantt Chart.

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Initiative Name	PPM ID	Funding	Area	Business Sponsor	PLM	Propose Start Yr.	Estimated Finish Yr.	Engineering	Electric Ops	Transmission	Ops Services	Gas Ops
Maximo WOLC (Work Order Life Cycle) - Phase 1	DMND0002525	C$	WAM	John Dipaola-Tromba	Bhosle, Monica P	2024	2025					
Maximo WOLC - Phase 2	DMND0002644	C$	WAM	John Dipaola-Tromba	Bhosle, Monica P	2025	2026					
CT Interconnection Automation	DMND0002493	C$	WAM	Lavelle Freeman	Boisjolie, Scott R	2025	2026					
[redacted]												
License - P6 and EPPM	DMND0002490	C$	WAM	Saurabh Sahni	Fitterman, Brian D	2025	2025					
Cascade Upgrade	DMND0002658	C$	WAM	John Dipaola-Tromba	Fitterman, Brian D	2025	2025					
WAM Enhancements (OPS-WAM P6 Upgrade)	DMND0002083	C$	WAM	Saurabh Sahni	Fitterman, Brian D	2025	2025					
Hitachi Vegetation Management	DMND0002410	C$	WAM	John Dipaola-Tromba	Scaramuzzo, Joseph	2024	2026					
FieldConnect (MWM/IFS)	IT23421	C$	WAM	John Dipaola-Tromba	Womelsdorf, Paul H	2023	2025					
Field Mobility for Large Storms (WRM)	DMND0002231	C$	RTS	Mark Baldwin	Persaud, Martin P S	2025	2026					

Business received EBTC approval to fund below initiatives

Initiative Name	PPM ID	Funding	Area	Business Sponsor	PLM	Propose Start Yr.	Estimated Finish Yr.	Engineering	Electric Ops	Transmission	Ops Services	Gas Ops
3D Projects Design	DMND0002528	C$	WAM	Asim Fazlagic	Boisjolie, Scott R	2026	2026					
[redacted]												
Smart Substation Equipment 360 View (SE-360View)	DMND0002537	C$	WAM	Asim Fazlagic	Boisjolie, Scott R	2026	2027					
QR Code	DMND0002527	C$	WAM	Asim Fazlagic	Boisjolie, Scott R	2026	2026					
Adept Upgrade & Substation AsBuilt and ECN Process	DMND0002212	C$	WAM	Asim Fazlagic	Boisjolie, Scott R	2026	2026					

3.1 – ELECTRIC OPERATIONS

Ops–Initiatives – Seeking Funding

Primary chapter(s) where the initiative is on Gantt chart.

Initiative also impacts this chapter, **not** displayed in the Gantt Chart.

EVERSOURCE

Initiative Name	PPM ID	Priority	Funding	Area	Business Sponsor	PLM	Propose Start Yr.	Engineering	Electric Ops	Transmission	Ops Services	Gas Ops
OPS-WAM - Maximo Application Suite (License Renewal)	DMND0002353	0	C	WAM	John Dipaola-Tromba	Fitterman, Brian D	2026					
[redacted]												
Fieldconnect - Advanced Capabilities	DMND0002607	2	C	WAM	John Dipaola-Tromba	Womelsdorf, Paul H	2026					
[redacted]												
eOMS Platform Upgrade	DMND0002215	3	C	RTS	Jennifer Schilling	Santana, Joseph H	2026					
[redacted]												
PowerBase Upgrade	DMND0002422	5	C	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2026					
PLS-Grid Server	DMND0002531	6	C	WAM	Asim Fazlagic	Boisjolie, Scott R	2026					
Advanced Forecasting CT/NH (LoadSeer)	DMND0002069	7	C	WAM	Lavelle Freeman	Boisjolie, Scott R	2026					
T&SS Automation Process Improvement	DMND0002770	8	C	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2025					
Protections and Control Automation Software	DMND0002706	9	C	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2026					
P&C Central Server	DMND0002535	10	B	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2026					
Automate PowerBase Related Processing	DMND0002443	11	B	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2026					
Protection & Controls OP24 Database	DMND0002704	12	B	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2025					
Alden One data for PURA single pole administration	DMND0002495	13	C	WAM	Richard Comeau	Fitterman, Brian D	2026					
[redacted]												
Custom ECN (Engineering Change Notice) Web App	DMND0002629	16	C	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2026					
Rights & Permits Land Rights Record in GIS System	DMND0002521	17	C	WAM	Umair Zia	Boisjolie, Scott R	2026					
Telecom GIS to UN BR6	DMND0002354	18	C	WAM	Jennifer Schilling	Boisjolie, Scott R	2026					

Electric and Gas Ops Initiatives prioritized to seek funding

** indicate initiative scope is part of another Major Initiative

3.1 – ELECTRIC OPERATIONS

Electric Ops – Initiatives (1 of 6)

Primary chapter where the initiative is on Gantt chart.

Initiative also impacts this chapter. It is not displayed in this Gantt Chart.

EVERSOURCE

Initiative Name	PPM ID	Funding	Area	Business Sponsor	PLM	Propose Start Yr.	Engineering	Electric Ops	Transmission	Ops Services	Gas Ops
3D Projects Design	DMND0002528	C$	WAM	Asim Fazlagic	Boisjolie, Scott R	2026					
Adept Upgrade & Substation AsBuilt and ECN Process	DMND0002212	C$	WAM	Asim Fazlagic	Boisjolie, Scott R	2026					
Automated EMT-based Dynamic Assessment Tool for Interconnection	DMND0002589	C	WAM	Asim Fazlagic	Boisjolie, Scott R	2026					
PLS-Grid Server	DMND0002531	C	WAM	Asim Fazlagic	Boisjolie, Scott R	2026					
QR Code	DMND0002527	C$	WAM	Asim Fazlagic	Boisjolie, Scott R	2026					
Smart Substation Equipment 360 View (SE-360View)	DMND0002537	C$	WAM	Asim Fazlagic	Boisjolie, Scott R	2026					
Substation Design SDC Capital Project Closeout	DMND0002533	C	WAM	Asim Fazlagic	Boisjolie, Scott R	2026					
SmartInspect Upgrades for T&D Inspections	DMND0002368	B$	WAM	Asim Fazlagic	Fitterman, Brian D	2025					
Data Innovation Tools	DMND0002532	C	WAM	Asim Fazlagic	Fitterman, Brian D	2026					
T&SS Automation Process Improvement	DMND0002770	C	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2025					
Automate PowerBase Related Processing	DMND0002443	B	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2026					
Custom ECN (Engineering Change Notice) Web App	DMND0002629	C	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2026					
P&C Central Server	DMND0002535	B	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2026					
P&C Standardization	DMND0002534	B	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2026					
Protection & Controls OP24 Database	DMND0002704	B	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2025					
Pinnacle Tracking Replacement	DMND0002478	C	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2026					
PowerBase Upgrade	DMND0002422	C	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2026					

Initiative in red are prioritized to seek funding ** indicate initiative scope is part of another Major Initiative

3.1 – ELECTRIC OPERATIONS

Electric Ops – Initiatives (2 of 6)

Primary chapter where the initiative is on Gantt chart.

Initiative also impacts this chapter. It is not displayed in this Gantt Chart.

EVERSOURCE

Initiative Name	PPM ID	Funding	Area	Business Sponsor	PLM	Propose Start Yr.	Engineering	Electric Ops	Transmission	Ops Services	Gas Ops
Protections and Control Automation Software	DMND0002706	C	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2026					
Relay Thermal Rating Settings Application Rewrite	DMND0002705	C	WAM	Asim Fazlagic	Scaramuzzo, Joseph	2026					
Chevin FleetWave Upgrade	DMND0002479	C	WAM	Clifford Williams	Scaramuzzo, Joseph	2026					
Fleet Operations Telematics	DMND0002077	BC	WAM	Clifford Williams	Scaramuzzo, Joseph	2026					
Fleet Rental Electronic Form	DMND0002475	C	WAM	Clifford Williams	Scaramuzzo, Joseph	2026					
Rubber Goods Replacement	DMND0002067	C	WAM	Clifford Williams	Scaramuzzo, Joseph	2026					
Online Vehicle Service Manuals	DMND0002480	C	WAM	Clifford Williams	Scaramuzzo, Joseph	2027					
Replace Lotus Notes Application	DMND0002477	C	WAM	David Gladey	Scaramuzzo, Joseph	2026					
Implement Primavera Planning Analytics	DMND0002213	C	WAM	Farah Omokaro	Fitterman, Brian D	2026					
GIS Enhancement/Compliance	DMND0002408	C	WAM	Jennifer Schilling	Boisjolie, Scott R	2026					
Graphic Work Design Electric BR2	DMND0002412	C	WAM	Jennifer Schilling	Boisjolie, Scott R	2026					
Image Server (GIS Data Technology)	DMND0002539	C	WAM	Jennifer Schilling	Boisjolie, Scott R	2026					
Spatial Analytics Tools (GIS Data Technology)	DMND0002540	C	WAM	Jennifer Schilling	Boisjolie, Scott R	2026					
Telecom GIS to UN BR6	DMND0002354	C	WAM	Jennifer Schilling	Boisjolie, Scott R	2026					
Maximo WOLC - Phase 2	DMND0002644	C$	WAM	John Dipaola-Tromba	Bhosle, Monica P	2025					

Initiative in red are prioritized to seek funding

** indicate initiative scope is part of another Major Initiative

3.1 – ELECTRIC OPERATIONS

Electric Ops – Initiatives (3 of 6)

Primary chapter where the initiative is on Gantt chart.

Initiative also impacts this chapter. It is not displayed in this Gantt Chart.

EVERSOURCE

Initiative Name	PPM ID	Funding	Area	Business Sponsor	PLM	Propose Start Yr.	Engineering	Electric Ops	Transmission	Ops Services	Gas Ops
Capital Portfolio Prioritization	DMND0002541	C	WAM	John Dipaola-Tromba	Fitterman, Brian D	2026					
Enhancement/Compliance - Maximo - 2026	DMND0002155	C	WAM	John Dipaola-Tromba	Fitterman, Brian D	2026					
Maximo Data Archiving	DMND0002707	C	WAM	John Dipaola-Tromba	Fitterman, Brian D	2026					
Maximo Version Upgrade - 2026	DMND0002637	C	WAM	John Dipaola-Tromba	Fitterman, Brian D	2026					
OPS-WAM - Maximo Application Suite (License Renewal)	DMND0002353	C	WAM	John Dipaola-Tromba	Fitterman, Brian D	2026					
OPS-WAM Application - Enhancement/Complaince (Non-Maximo Apps)	DMND0002330	C	WAM	John Dipaola-Tromba	Fitterman, Brian D	2026					
Enhancement/Compliance - Maximo - 2027	DMND0002309	C	WAM	John Dipaola-Tromba	Fitterman, Brian D	2027					
Maximo Version Upgrade - 2027	DMND0002638	C	WAM	John Dipaola-Tromba	Fitterman, Brian D	2027					
OPS-WAM - Cascade Version Upgrade (Major) - 2027	DMND0002082	C	WAM	John Dipaola-Tromba	Fitterman, Brian D	2027					
Standardized CIAC Processes and Tools	DMND0002735	C	WAM	John Dipaola-Tromba	Fitterman, Brian D	2027					
Enhancement/Compliance - Maximo - 2028	DMND0002156	C	WAM	John Dipaola-Tromba	Fitterman, Brian D	2028					
Maximo Version Upgrade - 2028	DMND0002339	C	WAM	John Dipaola-Tromba	Fitterman, Brian D	2028					
Hitachi Vegetation Management	DMND0002410	C$	WAM	John Dipaola-Tromba	Scaramuzzo, Joseph	2024					
Expand MWM (Click Replacement) User Groups	DMND0002230	BC	WAM	John Dipaola-Tromba	Womelsdorf, Paul H	2026					
Fieldconnect - Advanced Capabilities	DMND0002607	C	WAM	John Dipaola-Tromba	Womelsdorf, Paul H	2026					

Initiative in red are prioritized to seek funding

** indicate initiative scope is part of another Major Initiative

3.1 – ELECTRIC OPERATIONS

Electric Ops – Initiatives (4 of 6)

Primary chapter where the initiative is on Gantt chart.

Initiative also impacts this chapter. It is not displayed in this Gantt Chart.

EVERSOURCE

Initiative Name	PPM ID	Funding	Area	Business Sponsor	PLM	Propose Start Yr.	Engineering	Electric Ops	Transmission	Ops Services	Gas Ops
MWM-IFS Version Upgrade 2026	DMND0002489	C	WAM	John Dipaola-Tromba	Womelsdorf, Paul H	2026					
Ops-Field Mobility Enhancements/Comp 2026	DMND0002238	C	WAM	John Dipaola-Tromba	Womelsdorf, Paul H	2026					
Improve Customer Appointment Scheduling and Tracking	DMND0002235	C	WAM	John Dipaola-Tromba	Womelsdorf, Paul H	2027					
MWM - Electric Meter Work Order (CT/NH)	DMND0002734	C	WAM	John Dipaola-Tromba	Womelsdorf, Paul H	2027					
Ops-Field Mobility Enhancements / Comp 2027	DMND0002487	C	WAM	John Dipaola-Tromba	Womelsdorf, Paul H	2027					
Ops-Field Mobility Enhancements / Comp 2028	DMND0002499	C	WAM	John Dipaola-Tromba	Womelsdorf, Paul H	2028					
SIMS Upgrade	DMND0002404	C	WAM	Ken Bogler	Scaramuzzo, Joseph	2026					
CT Interconnection Automation	DMND0002493	C$	WAM	Lavelle Freeman	Boisjolie, Scott R	2025					
Advanced Forecasting CT/NH (LoadSeer)	DMND0002069	C	WAM	Lavelle Freeman	Boisjolie, Scott R	2026					
EV Hosting Capacity Maps	DMND0002318	C	WAM	Lavelle Freeman	Boisjolie, Scott R	2026					
Step Load Forecast Tool (CRM)	DMND0002538	C	WAM	Lavelle Freeman	Boisjolie, Scott R	2026					
ESRI Dashboard to replace Logistics PowerBI Dashboard	DMND0002376	C	WAM	Mark Baldwin	Boisjolie, Scott R	2026					
Distribution Asset Health	DMND0002530	BC	WAM	Paul Renaud	Fitterman, Brian D	2026					
Jaz (Business Funded)	DMND0002321	B$	WAM	Paul Renaud	Fitterman, Brian D	2026					
WAM SelfService Web Initiation Redesign	DMND0002708	C	WAM	Paula Vincent	Fitterman, Brian D	2026					

Initiative in red are prioritized to seek funding

** indicate initiative scope is part of another Major Initiative

3.1 – ELECTRIC OPERATIONS

Electric Ops – Initiatives (5 of 6)

Primary chapter where the initiative is on Gantt chart.

Initiative also impacts this chapter. It is not displayed in this Gantt Chart.

EVERSOURCE

Initiative Name	PPM ID	Funding	Area	Business Sponsor	PLM	Propose Start Yr.	Engineering	Electric Ops	Transmission	Ops Services	Gas Ops
OPS-WAM - Primavera Version Upgrade - 2027	DMND0002172	C	WAM	Saurabh Sahni	Fitterman, Brian D	2027					
Rights & Permits Land Rights Record in GIS System	DMND0002521	C	WAM	Umair Zia	Boisjolie, Scott R	2026					
TICA Replacement	DMND0002416	C$	WAM	Vandan Divatia	Scaramuzzo, Joseph	2026					
Disturbance Monitoring Equipment DME	DMND0002233	B$	RTS	Asim Fazlagic	Cosgrove, James P	2022					
Fischer Block - WaveIQ - for power system monitoring & event recording equipment	DMND0002223	B$	RTS	Asim Fazlagic	Lague, David B	2023					
DERMS - EMA	DMND0002220-EMA	B	RTS	Asim Fazlagic	Lague, David B	2026					
Battery Energy Storage System (BESS) Program	DMND0002222	B$	RTS	Asim Fazlagic	Lague, David B	2025					
IEC61850 Process Bus Solution	DMND0002536	B	RTS	Asim Fazlagic	Lague, David B	2026					
CT - DMS Implementation	DMND0002317	C	RTS	Jennifer Schilling	Cosgrove, James P	2026					
NOC - Communication Monitoring/Alerting	DMND0002221	B$	RTS	Jennifer Schilling	Lague, David B	2026					
Tri State Virtual Hosting	DMND0002710	C	RTS	Jennifer Schilling	Lague, David B	2027					

Initiative in red are prioritized to seek funding

** indicate initiative scope is part of another Major Initiative

3.1 – ELECTRIC OPERATIONS

Electric Ops – Initiatives (6 of 6)

Primary chapter where the initiative is on Gantt chart.

Initiative also impacts this chapter. It is not displayed in this Gantt Chart.

EVERSOURCE

Initiative Name	PPM ID	Funding	Area	Business Sponsor	PLM	Propose Start Yr.	Engineering	Electric Ops	Transmission	Ops Services	Gas Ops
Analysis for Climate Changes (Floodmap)	DMND0002482	C	RTS	Joshua White	Santana, Joseph H	2026					
EP Public Safety Training (CRM)	DMND0002717	C	RTS	Joshua White	Santana, Joseph H	2026					
Field Mobility for Large Storms (WRM)	DMND0002231	C$	RTS	Mark Baldwin	Persaud, Martin P S	2025					
iUtilitix - Phase2	DMND0002712	C	RTS	Mark Baldwin	Santana, Joseph H	2025					
eOMS Platform Upgrade	DMND0002215	C	RTS	Mark Baldwin	Santana, Joseph H	2026					
Improve Storm Lodging Support Process	DMND0002070	C	RTS	Mark Baldwin	Santana, Joseph H	2026					
Upgrade Storm Resource Tracking spreadsheet	DMND0002425	C	RTS	Mark Baldwin	Santana, Joseph H	2026					
[redacted]											
Damage Assessment (DA) Automation for ERP	DMND0002492	C	RTS	Umair Zia	Santana, Joseph H	2026					
Transmission Substation CISCO Replacement Pilot	DMND0002516	B$	RTS	Vandan Divatia	Lague, David B	2024					
[redacted]											

Initiative in red are prioritized to seek funding

** indicate initiative scope is part of another Major Initiative

REDACTED

3.1A ELECTRIC OPERATIONS

Section A: Engineering

EVERSOURCE

Capabilities to Enable Business Imperatives

To achieve our business imperatives, we need to enhance and build new capabilities; below are the capabilities for the Electric Operations group

		Business Imperatives							
Capability	**Definition**	**Improve Workforce & Customer Safety**	**Drive Operational Performance**	**Create a Frictionless Field Experience**	**Empower the Workforce with Access to Data & Insights**	**Improve Restoration & Outage Handling**	**Build Business Agility**	**Reduce O&M Spend**	**Elevate Customer Experience**
Grid Mod, T&D Eng, T&D Sys Planning / Cap Planning	Plan and design projects to maintain, update, and expand the distribution and transmission systems ensuring safe, reliable, resilient, sustainable operation and integration of clean energy resources.	■	■		■	■	■		■
Asset Management	Collect and analyze multiple dimensions of asset details and regulatory requirements and to enable a centralized understanding of asset health and lifecycle management requirements.	■	■	■	■	■		■	
Vegetation Management & System Resiliency	Plan, execute, and confirm the reduction and elimination of reliability threatening vegetation encroaching on utility equipment and/or identify infrastructure changes.	■	■			■		■	■
Emergency Management	Prepare and mitigate for all hazards to minimize operational disruption and efficiently coordinate restoration activities.	■	■	■	■	■	■		■

3.1 – ELECTRIC OPERATIONS – ENGINEERING

Engineering – Proposed Portfolio (1 of 2)

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible

Capabilities	2026	2027	2028	Improve Workforce & Customer Safety	Drive Operational Performance	Create a Frictionless Field Experience	Empower the Workforce with Access to Data & Insights	Improve Restoration & Outage Handling	Build Business Agility	Reduce O&M Spend	Elevate Customer Experience	EDP
Grid Mod, T&D Eng, T&D Sys / Cap Planning	< CT Interconnection Automation C$				✓				✓	✓	✓	
Grid Mod, T&D Eng, T&D Sys / Cap Planning	3D Projects Design C$					✓						
Grid Mod, T&D Eng, T&D Sys / Cap Planning	Adept Upgrade & Substation AsBuilt and ECN Process C$			✓	✓		✓	✓		✓		
Grid Mod, T&D Eng, T&D Sys / Cap Planning	Capital Portfolio Prioritization C				✓				✓	✓		
Grid Mod, T&D Eng, T&D Sys / Cap Planning	Data Innovation Tools C				✓	✓	✓		✓			
Grid Mod, T&D Eng, T&D Sys / Cap Planning	Distribution Asset Health BC				✓		✓					
Grid Mod, T&D Eng, T&D Sys / Cap Planning	Smart Substation Equipment 360 View (SE-360View) C$			✓	✓		✓	✓	✓	✓		
Grid Mod, T&D Eng, T&D Sys / Cap Planning	EV Hosting Capacity Maps C										✓	
Grid Mod, T&D Eng, T&D Sys / Cap Planning	IEC61850 Process Bus Solution B				✓				✓			
Grid Mod, T&D Eng, T&D Sys / Cap Planning	P&C Central Server B				✓		✓		✓			
Grid Mod, T&D Eng, T&D Sys / Cap Planning	Automate PowerBase Related Processing B				✓		✓		✓			
Grid Mod, T&D Eng, T&D Sys / Cap Planning	P&C Standardization B				✓		✓		✓			
Grid Mod, T&D Eng, T&D Sys / Cap Planning	Step Load Forecast Tool (CRM) C						✓		✓	✓		
Grid Mod, T&D Eng, T&D Sys / Cap Planning	Automated EMT-based Dynamic Assessment Tool for Interconnection C				✓					✓		
Grid Mod, T&D Eng, T&D Sys / Cap Planning	QR Code C$				✓	✓	✓		✓			
Grid Mod, T&D Eng, T&D Sys / Cap Planning	Advanced Forecasting CT/NH (LoadSeer) C					✓			✓	✓	✓	

Initiative in red are prioritized to seek funding ** indicate initiative scope is part of another Major Initiative

3.1 – ELECTRIC OPERATIONS – ENGINEERING

Engineering – Proposed Portfolio (2 of 2)

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible

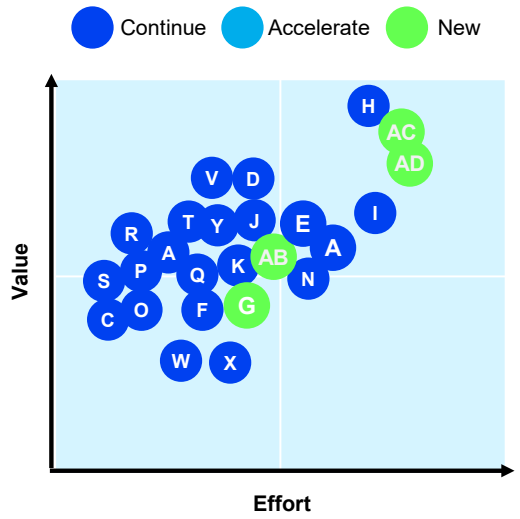
Capabilities	2026	2027	2028	Improve Workforce & Customer Safety	Drive Operational Performance	Create a Frictionless Field Experience	Empower the Workforce with Access to Data & Insights	Improve Restoration & Outage Handling	Build Business Agility	Reduce O&M Spend	Elevate Customer Experience	EDP
Grid Mod, T&D Eng, T&D Sys / Cap Planning	Custom ECN (Engineering Change Notice) Web App C				✓					✓		
Grid Mod, T&D Eng, T&D Sys / Cap Planning	Substation Design SDC Capital Project Closeout C				✓		✓		✓			
Grid Mod, T&D Eng, T&D Sys / Cap Planning	PLS-Grid Server C				✓		✓		✓			
Grid Mod, T&D Eng, T&D Sys / Cap Planning	Image Server (GIS Data Technology) C						✓		✓	✓		
Grid Mod, T&D Eng, T&D Sys / Cap Planning	Protections and Control Automation Software C				✓					✓		
Grid Mod, T&D Eng, T&D Sys / Cap Planning	< T&SS Automation Process Improvement C				✓					✓		
Grid Mod, T&D Eng, T&D Sys / Cap Planning	Spatial Analytics Tools (GIS Data Technology) C						✓		✓	✓		
Asset Management	Graphic Work Design Electric BR2 C					✓	✓		✓	✓		
Asset Management	Telecom GIS to UN BR6 C				✓			✓		✓		
Asset Management	Jaz (Business Funded) B$				✓		✓			✓		
Asset Management	GIS Enhancement/Compliance C				✓					✓		
Asset Management	PowerBase Upgrade C				✓							
Asset Management	Rights & Permits Land Rights Record in GIS System C				✓			✓				
Emergency Management	ESRI Dashboard to replace Logistics PowerBI Dashboard C						✓	✓				
Vegetation Management	< Hitachi Vegetation Management C$			✓	✓			✓		✓	✓	

Initiative in red are prioritized to seek funding ** indicate initiative scope is part of another Major Initiative

EVERSOURCE

Engineering – 2026 Initiatives (1 of 2)

2025 Continue, Accelerate, and New Initiatives that we need to consider



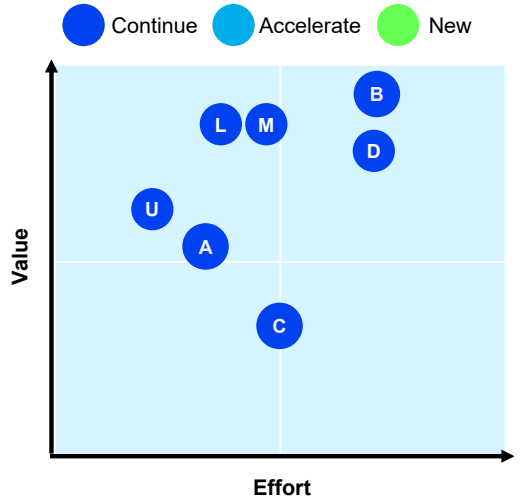
New or Continue Initiatives without funding:

A	Telecom GIS to UN BR6	J	PowerBase Upgrade	S	P&C Central Server
AB	Custom ECN (Engineering Change Notice) Web App	K	Rights & Permits Land Rights Record in GIS System	T	IEC61850 Process Bus Solution
C	EV Hosting Capacity Maps	AC	Protections and Control Automation Software	I	ESRI Dashboard to replace Logistics PowerBI Dashboard
D	Advanced Forecasting CT/NH (LoadSeer)	R	P&C Standardization	V	Step Load Forecast Tool (CRM)
Y	Capital Portfolio Prioritization	N	Distribution Asset Health	W	Image Server (GIS Data Technology)
H	Graphic Work Design Electric BR2	O	PLS-Grid Server	X	Spatial Analytics Tools (GIS Data Technology)
G	Automated EMT-based Dynamic Assessment Tool for Interconnection	P	Data Innovation Tools	E	Automate PowerBase Related Processing
F	GIS Enhancement/Compliance	Q	Substation Design SDC Capital Project Closeout	AD	T&SS Automation Process Improvement

EVERSOURCE

Engineering – 2026 Initiatives (2 of 2)

2026 Continue, Accelerate, and New Initiatives that we need to consider



Already Funded Initiatives

A	CT Interconnection Automation	B	Hitachi Vegetation Management
C	Jaz (Business Funded)	M	QR Code
U	Smart Substation Equipment 360 View (SE-360View)	D	Adept Upgrade & Substation AsBuilt and ECN Process
L	3D Projects Design		

REDACTED

3.1B ELECTRIC OPERATIONS

Section B: Electric Operations



EVERSOURCE

Capabilities to Enable Business Imperatives

To achieve our business imperatives, we need to enhance and build new capabilities; below are the capabilities for the Electric Operations group

		Business Imperatives							
Capability	**Definition**	**Improve Workforce & Customer Safety**	**Drive Operational Performance**	**Create a Frictionless Field Experience**	**Empower the Workforce with Access to Data & Insights**	**Improve Restoration & Outage Handling**	**Build Business Agility**	**Reduce O&M Spend**	**Elevate Customer Experience**
Grid Monitoring, Ctrl & Dispatch	Maintain and operate power supply monitoring, load balancing, and protection through sensors and controllers, enabling safe and reliable power delivery.	■	■			■			
Emergency Management	Prepare and mitigate for all hazards to minimize operational disruption and efficiently coordinate restoration activities.	■	■	■	■	■	■		■
T&D Work Scheduling, Execution & Control	Plan, schedule, execute and monitor work activities and status across different business lines (maintenance, line crews, etc.).	■	■	■	■		■	■	■
Asset Management	Collect and analyze multiple dimensions of asset details and regulatory requirements and to enable a centralized understanding of asset health and lifecycle management requirements.	■	■	■	■	■		■	

3.1 – ELECTRIC OPERATIONS – ELECTRIC OPERATIONS

Electric Operations – Proposed Portfolio (1 of 3)

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible

Capabilities	2026	2027	2028	Improve Workforce & Customer Safety	Drive Operational Performance	Create a Frictionless Field Experience	Empower the Workforce with Access to Data & Insights	Improve Restoration & Outage Handling	Build Business Agility	Reduce O&M Spend	Elevate Customer Experience	EDP
Asset Management	<	SmartInspect Upgrades for T&D Inspections B$			✓	✓	✓	✓				
Asset Management	<	Maximo WOLC - Phase 2 C$			✓				✓	✓		
Asset Management		Enhancement/Compliance - Maximo - 2026 C			✓		✓			✓		
Asset Management		Maximo Version Upgrade - 2026 C			✓		✓			✓		
Asset Management		OPS-WAM - FileMaker Pro (Major Upgrade) C			✓		✓			✓		
Asset Management												
Asset Management		OPS-WAM Application - Enhancement/Complaince (Non-Maximo Apps) C								✓		
Asset Management		Maximo Data Archiving C			✓		✓			✓		
Asset Management		WAM SelfService Web Initiation Redesign C			✓					✓	✓	
Asset Management		OPS-WAM - Maximo Application Suite (License Renewal) C								✓		
Asset Management			Enhancement/Compliance - Maximo - 2027 C		✓		✓			✓		
Asset Management			Maximo Version Upgrade - 2027 C		✓		✓			✓		
Asset Management			OPS-WAM - Cascade Version Upgrade (Major) - 2027 C		✓	✓						
Asset Management			Standardized CIAC Processes and Tools C						✓		✓	
Asset Management		Enhancement/Compliance - Maximo - 2028 C			✓		✓			✓		
Asset Management		Maximo Version Upgrade - 2028 C			✓		✓			✓		

Initiative in red are prioritized to seek funding ** indicate initiative scope is part of another Major Initiative

EVERSOURCE

Electric Operations – Proposed Portfolio (2 of 3)

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible

Capabilities	2026	2027	2028	Improve Workforce & Customer Safety	Drive Operational Performance	Create a Frictionless Field Experience	Empower the Workforce with Access to Data & Insights	Improve Restoration & Outage Handling	Build Business Agility	Reduce O&M Spend	Elevate Customer Experience	EDP
Cross Business Area												
Grid Monitoring, Ctrl & Dispatch	< Disturbance Monitoring Equipment DME B$				✓			✓				
Grid Monitoring, Ctrl & Dispatch												
Grid Monitoring, Ctrl & Dispatch	< Fischer Block - WaveIQ - for power system monitoring & event recording equipment B$				✓			✓				
Grid Monitoring, Ctrl & Dispatch												
Grid Monitoring, Ctrl & Dispatch												
Grid Monitoring, Ctrl & Dispatch												
Grid Monitoring, Ctrl & Dispatch												
Grid Monitoring, Ctrl & Dispatch	<	OP-18 Compliance implementation Mass Ave / Southboro B			✓							
Grid Monitoring, Ctrl & Dispatch	< Battery Energy Storage System (BESS) Program B$							✓				
Grid Monitoring, Ctrl & Dispatch	NOC - Communication Monitoring/Alerting B$				✓					✓		
Grid Monitoring, Ctrl & Dispatch												
Grid Monitoring, Ctrl & Dispatch												
Grid Monitoring, Ctrl & Dispatch			CT - DMS Implementation C		✓			✓				
Grid Monitoring, Ctrl & Dispatch			Tri State Virtual Hosting C							✓		

Initiative in red are prioritized to seek funding ** indicate initiative scope is part of another Major Initiative

EVERSOURCE

Electric Operations – Proposed Portfolio (3 of 3)

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible

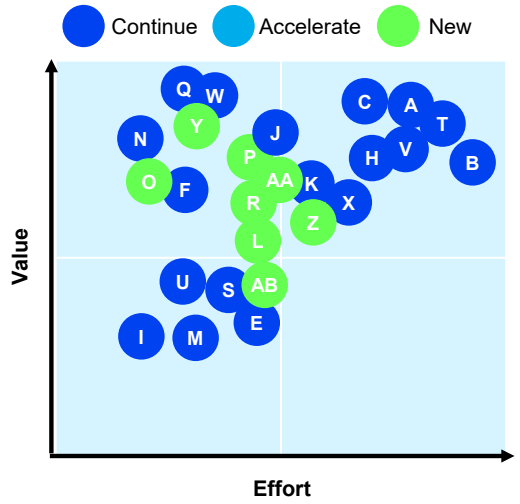
Capabilities	2026	2027	2028	Improve Workforce & Customer Safety	Drive Operational Performance	Create a Frictionless Field Experience	Empower the Workforce with Access to Data & Insights	Improve Restoration & Outage Handling	Build Business Agility	Reduce O&M Spend	Elevate Customer Experience	EDP
Emergency Management	< iUtilitix - Phase2 C					✓		✓	✓		✓	
Emergency Management	< Field Mobility for Large Storms (WRM) C				✓	✓	✓	✓	✓		✓	
Emergency Management	Analysis for Climate Changes (Floodmap) C											
Emergency Management	eOMS Platform Upgrade C					✓	✓	✓		✓	✓	
Emergency Management	EP Public Safety Training (CRM) C			✓							✓	
Emergency Management	Improve Storm Lodging Support Process C							✓		✓		
Emergency Management	Upgrade Storm Resource Tracking spreadsheet C			✓		✓		✓				
Emergency Management	Damage Assessment (DA) Automation for ERP C							✓				
T&D Work Scheduling, Execution & Control	MWM-IFS Version Upgrade 2026 C			✓	✓	✓					✓	
T&D Work Scheduling, Execution & Control	Fieldconnect - Advanced Capabilities C				✓					✓		
T&D Work Scheduling, Execution & Control	Improve Customer Appointment Scheduling and Tracking C			✓	✓	✓					✓	
T&D Work Scheduling, Execution & Control	OPS-WAM - Primavera Version Upgrade - 2027 C				✓					✓		
Field Mobility	Expand MWM (Click Replacement) User Groups BC					✓			✓			
Field Mobility												
Field Mobility	Ops-Field Mobility Enhancements/Comp 2026 C				✓	✓		✓		✓	✓	
Field Mobility	Ops-Field Mobility Enhancements / Comp 2027 C				✓	✓		✓		✓	✓	
Field Mobility												
Field Mobility	Ops-Field Mobility Enhancements / Comp 2028 C				✓	✓		✓		✓	✓	

Initiative in red are prioritized to seek funding ** indicate initiative scope is part of another Major Initiative

EVERSOURCE

Electric Operations – 2026 Initiatives (1 of 2)

2025 Continue, Accelerate, and New Initiatives that we need to consider



New or Continue Initiatives without funding:

R	[redacted]	J	Field Mobility for Large Storms (WRM)	S	[redacted]
B	eOMS Platform Upgrade	K	Maximo Version Upgrade - 2026	T	Ops-Field Mobility Enhancements / Compliance 2026
C	Damage Assessment (DA) Automation for ERP	L	Maximo Data Archiving	U	OPS-WAM - Cascade Version Upgrade (Major) - 2027
A	Fieldconnect - Advanced Capabilities	M	[redacted]	V	MWM-IFS Version Upgrade 2026
Q	Enhancement/Compliance - Maximo - 2026	Z	Maximo Version Upgrade - 2028	W	Enhancement/Compliance - Maximo - 2027
F	CT - DMS Implementation	N	[redacted]	X	Maximo Version Upgrade - 2027
I	OPS-WAM - FileMaker Pro (Major Upgrade)	P	WAM SelfService Web Initiation Redesign	Y	Enhancement/Compliance - Maximo - 2028
H	Improve Storm Lodging Support Process	E	OPS-WAM Application - Enhancement/Complaince (Non-Maximo Apps)	AA	[redacted]
O	EP Public Safety Training (CRM)	AB	MWM - Electric Meter Work Order (CT/NH)		

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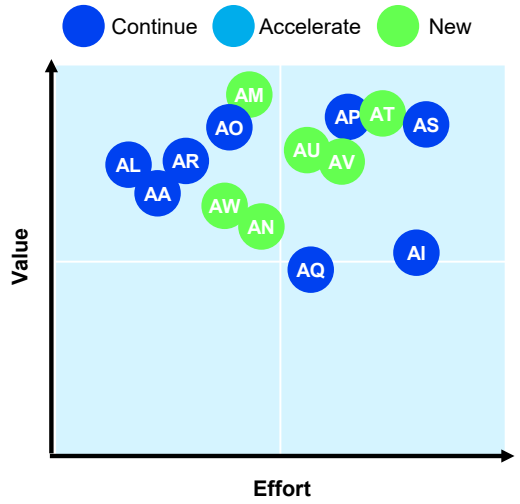
Electric Operations – 2026 Initiatives (2 of 2)

2025 Continue, Accelerate, and New Initiatives that we need to consider



New or Continue Initiatives without funding:

AV	[redacted]	AO	OPS-WAM - Primavera Version Upgrade - 2027	AT	Ops-Field Mobility Enhancements / Compliance 2028
AQ	Expand MWM (Click Replacement) User Groups	AL	Tri State Virtual Hosting	AA	Analysis for Climate Changes (Floodmap)
AR	Improve Customer Appointment Scheduling and Tracking	AM	iUtilitix - Phase2	AI	[redacted]
AS	Ops-Field Mobility Enhancements / Compliance 2027	AN	Upgrade Storm Resource Tracking spreadsheet	AW	Standardized CIAC Processes and Tools
AU	[redacted]				

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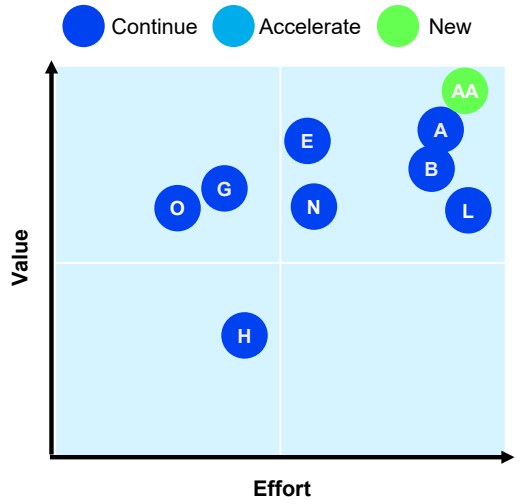
Electric Operations – 2026 Initiatives (3 of 3)

2026 Continue, Accelerate, and New Initiatives that we need to consider



Already Funded Initiatives

A	[redacted]	O	NOC - Communication Monitoring/Alerting	AA	Maximo WOLC - Phase 2
B	Disturbance Monitoring Equipment DME	G	Battery Energy Storage System (BESS) Program	L	Transmission Substation CISCO Replacement Pilot
E	Fischer Block - WaveIQ - for power system monitoring & event recording equipment	H	SmartInspect Upgrades for T&D Inspections	N	[redacted]

REDACTED

3.1c ELECTRIC OPERATIONS

Section C: Transmission

EVERSOURCE

Capabilities to Enable Business Imperatives

To achieve our business imperatives, we need to enhance and build new capabilities; below are the capabilities for the Electric Operations grouP

		Business Imperatives							
Capability	**Definition**	**Improve Workforce & Customer Safety**	**Drive Operational Performance**	**Create a Frictionless Field Experience**	**Empower the Workforce with Access to Data**	**Improve Restoration & Outage Handling**	**Build Business Agility**	**Reduce O&M Spend**	**Elevate Customer Experience**
Grid Mod, T&D Eng, T&D Sys Planning / Cap Planning	Plan and design projects to maintain, update, and expand the distribution and transmission systems ensuring safe, reliable, resilient, sustainable operation and integration of clean energy resources.	■	■		■	■	■		■
T&D Major Project Sched, Exec & Ctrl	Plan, execute, manage, and report progress for projects needed to maintain, update e, and expand the transmission and distribution system.	■	■		■		■	■	■

3.1 – ELECTRIC OPERATIONS – TRANSMISSION

Transmission – Proposed Portfolio

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible

Capabilities	2026	2027	2028	Improve Workforce & Customer Safety	Drive Operational Performance	Create a Frictionless Field Experience	Empower the Workforce with Access to Data & Insights	Improve Restoration & Outage Handling	Build Business Agility	Reduce O&M Spend	Elevate Customer Experience	EDP
Grid Mod, T&D Eng, T&D Sys / Cap Planning												
T&D Major Project Sched, Exec & Ctrl												
T&D Major Project Sched, Exec & Ctrl												
T&D Major Project Sched, Exec & Ctrl												

Initiative in red are prioritized to seek funding ** indicate initiative scope is part of another Major Initiative

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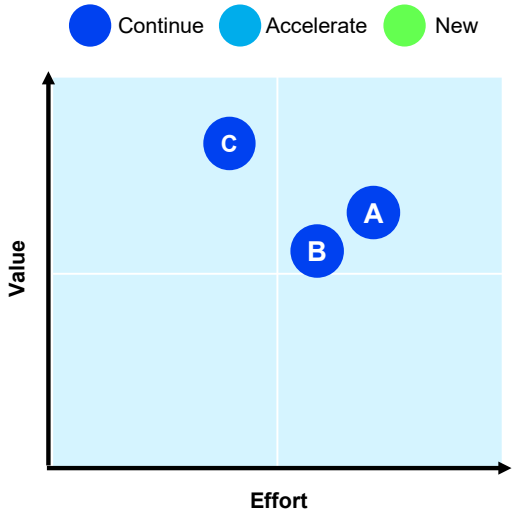
Transmission – 2026 Initiatives

2026 Continue, Accelerate, and New Initiatives that we need to consider



New or Continue Initiatives without funding:

C [redacted]

Already Funded Initiatives

A
B
[redacted]

3.1D ELECTRIC OPERATIONS

Section D: Ops Services

EVERSOURCE

Capabilities to Enable Business Imperatives

In order to achieve our business imperatives, we need to enhance and build new capabilities; below are the capabilities for the Electric Operations group

		Business Imperatives							
Capability	**Definition**	**Improve Workforce & Customer Safety**	**Drive Operational Performance**	**Create a Frictionless Field Experience**	**Empower the Workforce with Access to Data & Insights**	**Improve Restoration & Outage Handling**	**Build Business Agility**	**Reduce O&M Spend**	**Elevate Customer Experience**
Fleet Management	Maintain and operate the fleet of vehicles and trucks needed to conduct field operations on the electric and gas systems.	■	■	■		■		■	
Safety & Other Ops Services	Ensure the safety of the workforce for all activities associated with system compliance	■	■						
System Resiliency	Maintain, update, and expand the distribution and transmission systems ensuring safe, reliable, resilient, sustainable operation	■	■			■	■		■

3.1 – ELECTRIC OPERATIONS – OPS SERVICES

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Operation Services – Proposed Portfolio

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible

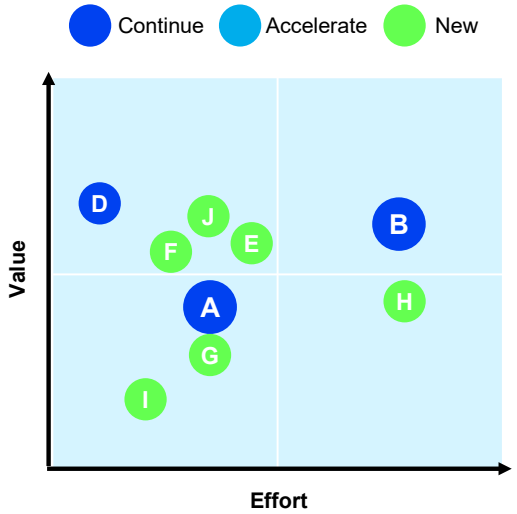
Capabilities	2026	2027	2028	Improve Workforce & Customer Safety	Drive Operational Performance	Create a Frictionless Field Experience	Empower the Workforce with Access to Data & Insights	Improve Restoration & Outage Handling	Build Business Agility	Reduce O&M Spend	Elevate Customer Experience	EDP
Fleet Management		Chevin FleetWave Upgrade C			✓							
Fleet Management		Fleet Operations Telematics BC			✓	✓						
Fleet Management		Fleet Rental Electronic Form C			✓	✓						
Fleet Management			Online Vehicle Service Manuals C		✓	✓						
Safety & Other Ops Services	SIMS Upgrade C			✓	✓							
Safety & Other Ops Services	Rubber Goods Replacement C			✓								
System Resiliency		Pinnacle Tracking Replacement C			✓							
System Resiliency		Replace Lotus Notes Application C			✓					✓		
System Resiliency	Relay Thermal Rating Settings Application Rewrite C				✓							
System Resiliency	< Protection & Controls OP24 Database C				✓							

Initiative in red are prioritized to seek funding ** indicate initiative scope is part of another Major Initiative

EVERSOURCE

Operation Services – 2026 Initiatives

2026 Continue, Accelerate, and New initiatives that we need to consider



New or Continue Initiatives without funding:

A	Rubber Goods Replacement
B	SIMS Upgrade
D	Fleet Operations Telematics
E	Fleet Rental Electronic Form
F	Chevin FleetWave Upgrade
G	Online Vehicle Service Manuals
H	Pinnacle Tracking Replacement
I	Replace Lotus Notes Application
J	Relay Thermal Rating Settings Application Rewrite

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Our Technology Landscape – Highlights

Technology is a key enabler to support the advancement of business capabilities and we need to work together to address underlying technology challenges and optimize deployment of resources



Current State (2025)

The complexity of our existing tech landscape is impacting operational resiliency and hindering our ability to react in a timely manner to changing business conditions.

- **IT/OT System Resiliency & Performance:** several key systems are challenged with performance, stabilization and business processes issues impacting critical business functions (e.g. GIS, WAM SelfService)
- **Tech Currency Issues:** **>25%** of critical applications are running in outdated software / hardware and require frequent intervention to keep the lights on [redacted]
- **Legacy & Redundant Apps:** several instances of legacy large-scale applications performing the same or similar functionality across capabilities and states; ongoing efforts to consolidate into pillar platforms (e.g. GIS)
- **Cumbersome & Manual Processes:** complex and manual execution of processes are hindering business agility and operational performance (i.e. WOLC, MWM Advanced Capabilities)
- **Complex Upgrade Cycle:** SCADA, OMS etc. require constant upgrades across states and various business units; these upgrades are complex with numerous interdependencies, resulting in enormous support costs.



2028

By 2028, we will have a more streamlined and modern tech landscape with standardized pillar platforms to help us advance capabilities and achieve our business imperatives.

- Continuous upgrade to Maximo, IFS, OMS etc. will achieve a more agile technology platform that allows quicker upgrades to the latest versions/features with minimal impact to the user community and *drive operational performance*.
- Electric control & SCADA related systems upgrades will continue to be implemented to *drive operational performance* and meet regulatory needs.
- Grid Mod Initiatives (e.g., DERMS, DMS), and Vegetation Management Tool will be implemented by 2027, which will enhance **resiliency and performance** by *improving workforce and costumer safety*.
- Graphic Work Design Tool and Transmission GIS will be enabled after completion of GIS Consolidation Project which will eliminate **legacy apps** and serve to *empower the workforce with access to data.*
- Significant investment is being made to upgrade/retire obsolete systems and eliminate much of the **tech currency** issues and *build business agility*
- MWM will continue to drive **process improvements** and improved reliability to *create a frictionless field experience* and *drive operational performance*

3.1 – ELECTRIC OPERATIONS

Our Technology Landscape – 2026

The complexity of our existing Technology Landscape and the extent of 'technical currency' issues is impacting operational resiliency and slowing down the advancement of our business imperatives

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Legend
- Incoming
- Invest
- Maintain
- Retire/Replace
- Tech Currency: Upgrade Path
- Tech Currency: No Upgrade Path
- Tech Currency: No Upgrade Path – No Support

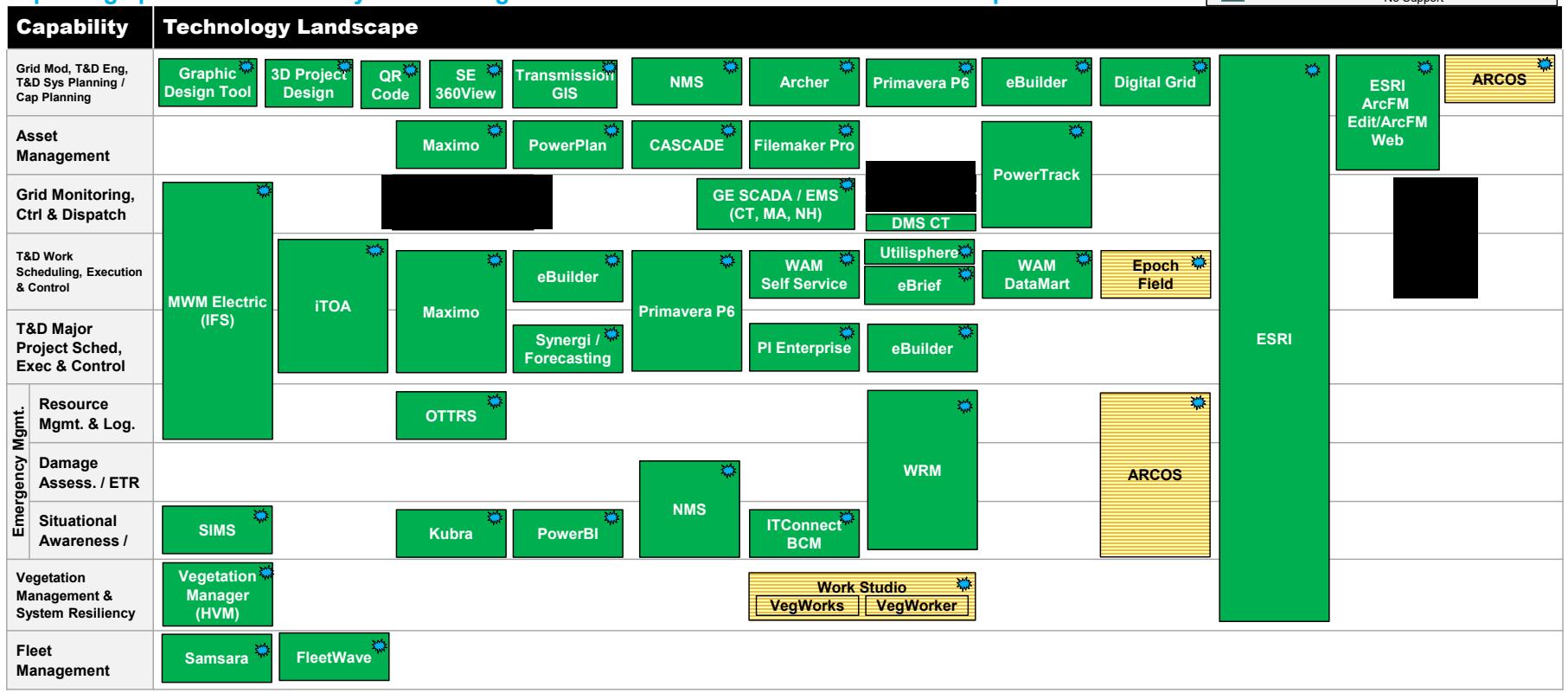
Capability	Technology Landscape
Grid Mod, T&D Eng, T&D Sys Planning / Cap Planning	Graphic Design Tool; 3D Project Design; QR Code; SE 360View; [redacted]; NMS; Archer; Primavera P6; eBuilder; Digital Grid; ESRI; ESRI ArcFM Edit/ArcFM Web; ARCOS
Asset Management	Maximo; PowerPlan; CASCADE; Filemaker Pro; PowerTrack
Grid Monitoring, Ctrl & Dispatch	[redacted]; GE SCADA / EMS (CT, MA, NH); DMS CT; [redacted]; Click
T&D Work Scheduling, Execution & Control	MWM Electric (IFS); iTOA; Maximo; eBuilder; Primavera P6; WAM Self Service; Utilisphere; eBrief; WAM DataMart; Epoch Field
T&D Major Project Sched, Exec & Control	Synergi / Forecasting; PI Enterprise; eBuilder
Emergency Mgmt. – Resource Mgmt. & Log.	OTTRS; WRM; Click
Emergency Mgmt. – Damage Assess. / ETR	NMS; ARCOS
Emergency Mgmt. – Situational Awareness /	SIMS; Kubra; PowerBI; ITConnect BCM
Vegetation Management & System Resiliency	Vegetation Manager (HVM); Work Studio (VegWorks; VegWorker)
Fleet Management	Samsara; FleetWave; CalAMP

* *Application to be selected*

3.1 – ELECTRIC OPERATIONS

Our Technology Landscape – 2027

The complexity of our existing Technology Landscape and the extent of 'technical currency' issues is impacting operational resiliency and slowing down the advancement of our business imperatives



* *Application to be selected*

Our Technology Landscape – 2028

The complexity of our existing Technology Landscape and the extent of 'technical currency' issues is impacting operational resiliency and slowing down the advancement of our business imperatives

EVERSOURCE

Legend
- Incoming
- Invest
- Maintain
- Retire/Replace
- Tech Currency: Upgrade Path
- Tech Currency: No Upgrade Path
- Tech Currency: No Upgrade Path – No Support

Capability	Technology Landscape
Grid Mod, T&D Eng, T&D Sys Planning / Cap Planning	Graphic Design Tool; 3D Project Design; QR Code; SE 360View; Transmission GIS; NMS; Archer; Primavera P6; eBuilder; Digital Grid; ESRI; ESRI ArcFM Edit/ArcFM Web; ARCOS
Asset Management	Maximo; PowerPlan; CASCADE; Filemaker Pro; PowerTrack
Grid Monitoring, Ctrl & Dispatch	[redacted]; GE SCADA / EMS (CT, MA, NH); [redacted]; DMS CT
T&D Work Scheduling, Execution & Control	MWM Electric (IFS); iTOA; Maximo; eBuilder; Primavera P6; WAM Self Service; Utilisphere; eBrief; WAM DataMart; Epoch Field
T&D Major Project Sched, Exec & Control	Synergi / Forecasting; PI Enterprise; eBuilder
Emergency Mgmt. – Resource Mgmt. & Log.	OTTRS; WRM
Emergency Mgmt. – Damage Assess. / ETR	NMS; ARCOS
Emergency Mgmt. – Situational Awareness /	SIMS; Kubra; PowerBI; ITConnect BCM
Vegetation Management & System Resiliency	Vegetation Manager (HVM)
Fleet Management	Samsara; FleetWave

* *Application to be selected*

3.2 GAS OPERATIONS

CHAPTER CONTENT

1 Our Business Imperatives
2 Capabilities To Enable Business Imperatives
3 Our Technology Landscape
4 Proposed Capability Roadmap
5 Immediate Decisions & Focus Areas



Our Business Imperatives



*Definition may slightly vary by Business Area.

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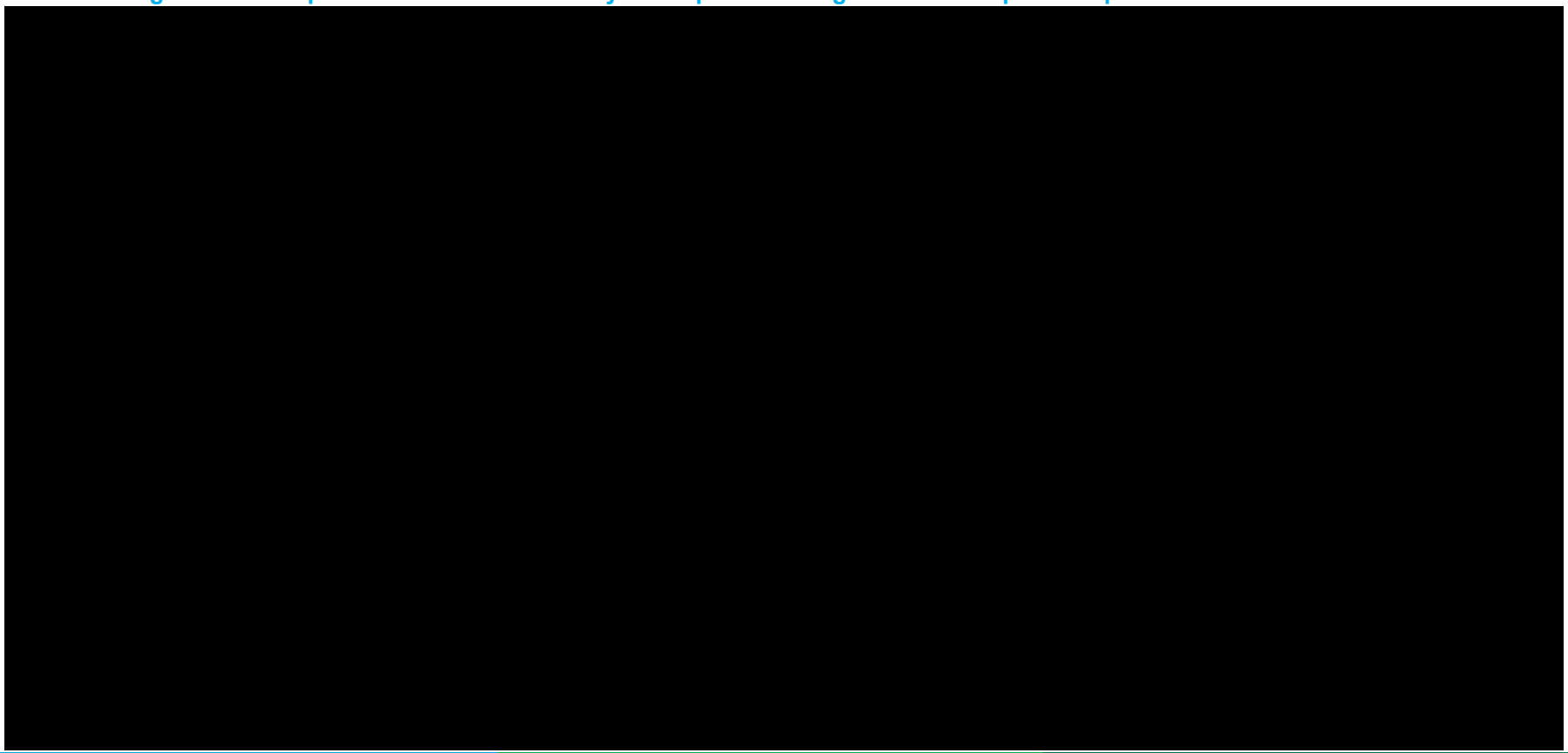
Our Business Imperatives

The following business imperatives were identified by Gas Ops as leading drivers to help inform priorities and future investment



3.2 – GAS OPERATIONS

Capabilities to Enable Business Imperatives

To achieve our business imperatives, we need to enhance and build new capabilities; below are the major capabilities for the Gas Operations group



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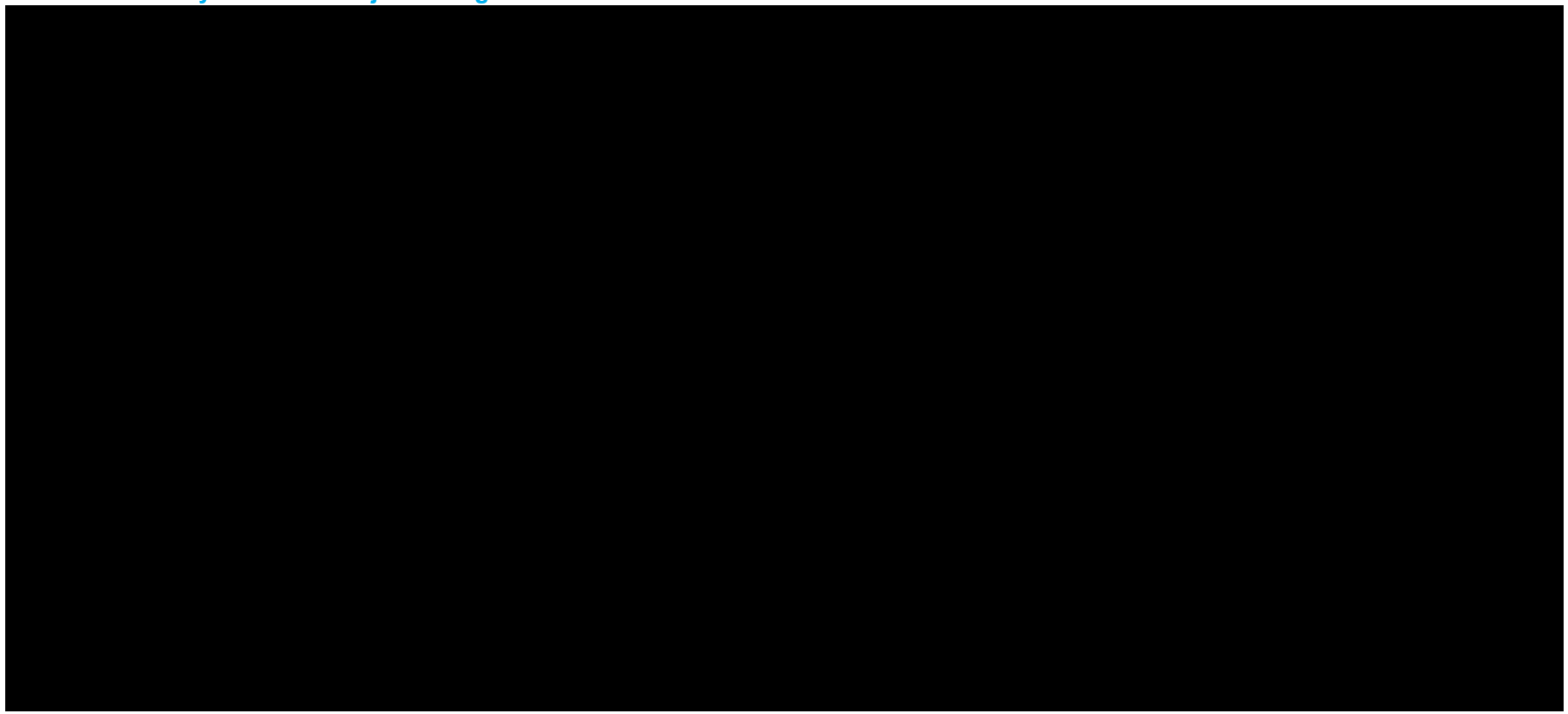
Major Gas Operations Initiatives in Our Roadmap

Over the next 3 years these major strategic initiatives will dominate our focus



3.2 – GAS OPERATIONS

Immediate Decisions & Focus Areas

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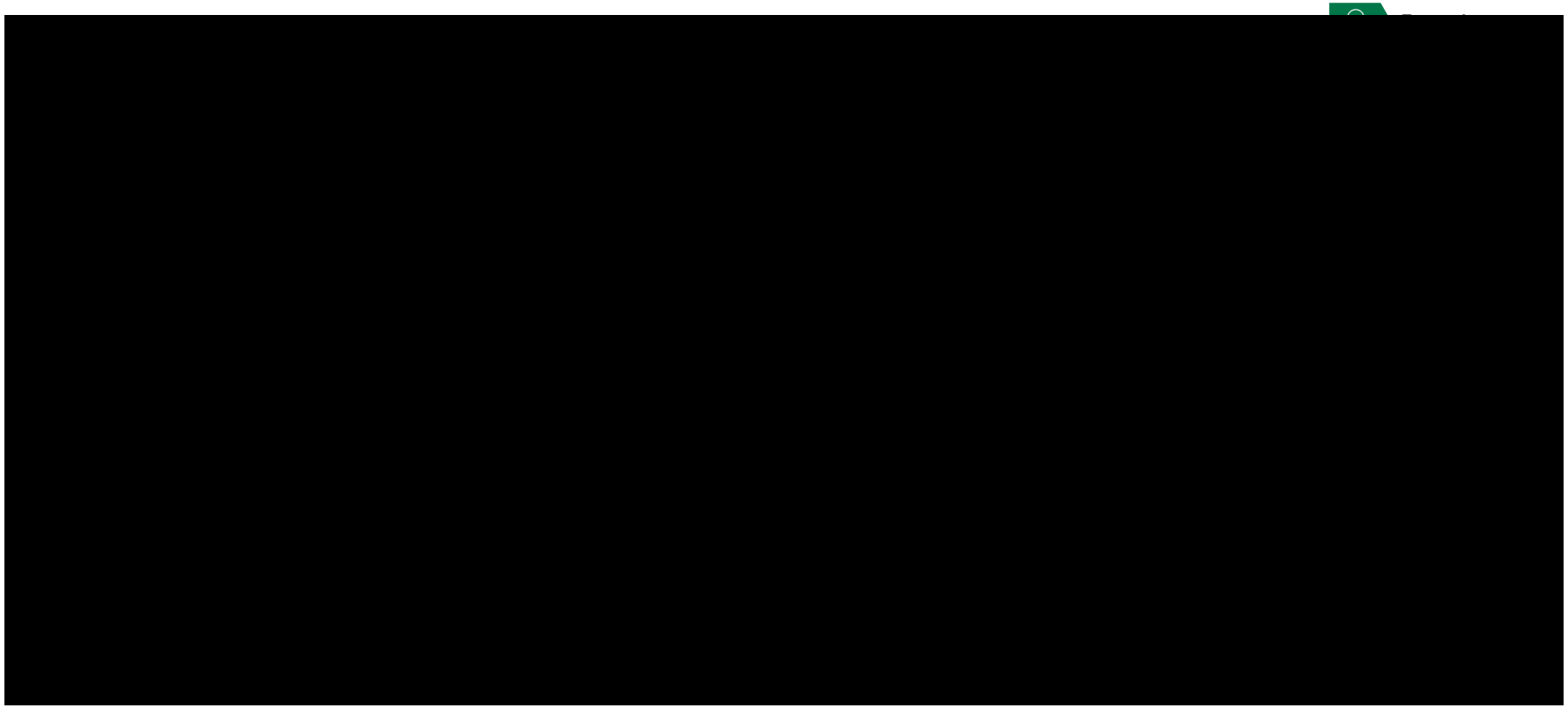
Key decisions and focus areas on the near term to enable the execution of the roadmap

Decision Needed



Gas Ops–Initiatives – Funded \ CarryOver

Primary chapter(s) where the initiative is on Gantt chart.

Initiative also impacts this chapter, **not** displayed in the Gantt Chart.

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3.2 – GAS OPERATIONS

Initiative Name	PPM ID	Funding	Area	Business Sponsor	PLM	Propose	Estimated	Gas Ops	Engineering	Electric Ops	Transmissio	Ops
[redacted]												

Ops–Initiatives – Seeking Funding

Primary chapter(s) where the initiative is on Gantt chart.

Initiative also impacts this chapter, **not** displayed in the Gantt Chart.

EVERSOURCE

3.2 – GAS OPERATIONS

Initiative Name	PPM ID	Priority	Funding	Area	Business Sponsor	PLM	Propose	Engineering	Electric	Transmission	Ops	Gas Ops
[redacted]												

Gas Ops–Initiatives – Only Gas (1 of 2)

Primary chapter(s) where the initiative is on Gantt chart.
Initiative also impacts this chapter, but it is **not** displayed in the Gantt Chart.

EVERSOURCE

3.2 – GAS OPERATIONS

Initiative Name	PPM ID	Funding	Area	Business Sponsor	PLM	Propose Start Yr	Gas Ops Engineering	Electric Ops	Transmission	Ops Services
[redacted]										

Initiative in red are prioritized to seek funding ** indicate initiative scope is part of another Major Initiative

Gas Ops–Initiatives – Only Gas (2 of 2)

Primary chapter(s) where the initiative is on Gantt chart.
Initiative also impacts this chapter, but it is **not** displayed in the Gantt Chart.

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3.2 – GAS OPERATIONS

Initiative Name	PPM ID	Funding	Area	Business Sponsor	PLM	Propose Start Yr.	Gas Ops Engineering	Electric Ops	Transmission	Ops Services
[redacted]										

Initiative in red are prioritized to seek funding

** indicate initiative scope is part of another Major Initiative

Gas Ops–Initiatives – Shared (1 of 2)

Primary chapter(s) where the initiative is on Gantt chart.
Initiative also impacts this chapter, but it is **not** displayed in the Gantt Chart.

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3.2 – GAS OPERATIONS

Initiative Name	PPM ID	Funding	Area	Business Sponsor	PLM	Propose Start Yr.	Gas Ops Engineering	Electric Ops	Transmission	Ops Services
[redacted]										

Initiative in red are prioritized to seek funding

** indicate initiative scope is part of another Major Initiative

Gas Ops–Initiatives – Shared (2 of 2)

Primary chapter(s) where the initiative is on Gantt chart.
Initiative also impacts this chapter, but it is **not** displayed in the Gantt Chart.

EVERSOURCE

3.2 – GAS OPERATIONS

Initiative Name	PPM ID	Funding	Area	Business Sponsor	PLM	Propose Start Yr.	Gas Ops Engineering	Electric Ops	Transmission	Ops Services
[redacted]										

Initiative in red are prioritized to seek funding

** indicate initiative scope is part of another Major Initiative

Gas Operations – Proposed Portfolio (1 of 4)

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible

Capabilities	2026	2027	2028	Improve Workforce & Customer Safety	Elevate Customer Experience	**Reduce O&M Spend**	Drive Operational Performance	Empower the Workforce with Access to Data & Insights	Create a Frictionless Field Experience	EDP
[redacted]										

Initiative in red are prioritized to seek funding ** indicate initiative scope is part of another Major Initiative

Gas Operations – Proposed Portfolio (2 of 4)

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible

Capabilities	2026	2027	2028	Improve Workforce & Customer Safety	Elevate Customer Experience	**Reduce O&M Spend**	Drive Operational Performance	Empower the Workforce with Access to Data & Insights	Create a Frictionless Field Experience	EDP
[redacted]										

Initiative in red are prioritized to seek funding ** indicate initiative scope is part of another Major Initiative

Gas Operations – Proposed Portfolio (3 of 4)

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible

Capabilities	2026	2027	2028	Improve Workforce & Customer Safety	Elevate Customer Experience	Reduce O&M Spend	Drive Operational Performance	Empower the Workforce with Access to Data & Insights	Create a Frictionless Field Experience	EDP
[redacted]										

Initiative in red are prioritized to seek funding ** indicate initiative scope is part of another Major Initiative

3.2 – GAS OPERATIONS

Gas Operations – Proposed Portfolio (4 of 4)

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible

Capabilities	2026	2027	2028	Improve Workforce & Customer Safety	Elevate Customer Experience	Reduce O&M Spend	Drive Operational Performance	Empower the Workforce with Access to Data & Insights	Create a Frictionless Field Experience	EDP
[redacted]										

Initiative in red are prioritized to seek funding ** indicate initiative scope is part of another Major Initiative

Gas Operations – 2026 Initiatives (1 of 3)

2026 Continue, Accelerate, and New Initiatives to consider



Gas Operations – 2026 Initiatives (2 of 3)

2026 Continue, Accelerate, and New Initiatives to consider



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Gas Operations – 2026 Initiatives (3 of 3)

2026 Continue, Accelerate, and New Initiatives to consider



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Our Technology Landscape – Highlights

Technology is a key enabler to support the advancement of business capabilities and we need to work together to address underlying technology challenges and optimize deployment of resources



Our Technology Landscape – 2026

The complexity of our existing Technology Landscape and the extent of 'technical currency' is impacting operational resiliency and slowing down the advancement of new capabilities

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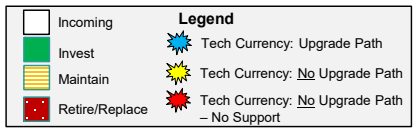

Capability	Technology Landscape
[redacted]	

3.2 – GAS OPERATIONS

Our Technology Landscape – 2027

The complexity of our existing Technology Landscape and the extent of 'technical currency' is impacting operational resiliency and slowing down the advancement of new capabilities

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Legend

- Incoming
- Invest
- Maintain
- Retire/Replace
- Tech Currency: Upgrade Path
- Tech Currency: No Upgrade Path
- Tech Currency: No Upgrade Path – No Support

Capability	Technology Landscape
[redacted]	

3.2 – GAS OPERATIONS

Our Technology Landscape – 2028

The complexity of our existing Technology Landscape and the extent of 'technical currency' is impacting operational resiliency and slowing down the advancement of new capabilities

EVERSOURCE

Legend

- Incoming
- Invest
- Maintain
- Retire/Replace
- Tech Currency: Upgrade Path
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Capability	Technology Landscape
[redacted]	

4 Enterprise Services Capability Focus Areas

CHAPTER CONTENT

0 Executive Summary

1 Finance & Accounting

2 Govt., Legis., Community Affairs/Corporate Citizenship, Equity and Environmental Justice

3 Enterprise Risk Management & Regulatory

4 Environment & Sustainability

5 Strategic Communications

6 Legal, Internal Audit & Security

7 Supply Chain

8 Facilities & Real Estate

9 Corp. Performance Management

10 HR

EVERSOURCE

Our Business Imperatives

Through careful analysis and multiple cross-functional working sessions, we have identified consistent themes throughout the organization that translate into a set of business imperatives aligned to our enterprise vision

Elevate Customer Experience

Drive customer success and usability across all channels and strengthen stakeholder relationships

Bolster Stakeholder Equity

Proactively evaluate initiatives in consideration of our most underserved customers and communities

Drive Operational Performance

Prioritize work that strengthens reliability, operational excellence & enables growth

Build Business Agility

Enable rapid support of new programs, products, and services with a strong focus on people & culture

Reduce O&M Spend

Drive top tier financial performance through efficiencies and optimization of operational costs

Improve Workforce & Customer Safety

Reduce accidents and injuries through effective work-safe practices and behaviors

Enable Green House Gas and 2030 Carbon Neutrality Goals

Enhance Green House Gas (GHG) data integrity by streamlining the collection of source data required for the GHG inventory including building controls for function-level data validation and approvals, forthcoming Science Based Target and eventual SEC Climate Disclosure Rule.

Create a Frictionless Field Experience

Creating a seamless exchange of information to the field workforce, enabling an efficient and intuitive capacity to receive, perform, and document work.

Empower the Workforce with Access to Data and Insights

Utilize an enterprise-wide data strategy and governance model to ensure end-users have easy access to real-time and accurate information, as well as the ability to leverage data to perform advanced analytics.

Improve Restoration & Outage Handling

Maximize resource allocation and workforce efficiency to retore outages safely and quickly, while also communicating effectively to maintain customer confidence.

4 – ENTERPRISE SERVICES

EVERSOURCE

Capabilities to Enable Business Imperatives

To achieve our business imperatives, we need to enhance and build new capabilities; below are the major capabilities for the Enterprise Services group

		Major Business Imperatives							
Capability	**Definition**	**Elevate Customer Experience**	**Drive Operational Performance**	**Bolster Stakeholder Equity**	**Build Business Agility**	**Reduce O&M Spend**	**Enable Green House Gas and 2030 Carbon Neutrality Goals**	**Empower Workforce with Access to Data and Insights**	**Improve Restoration & Outage Handling**
Trading & Energy Mgmt.	**Efforts to reconcile demand and supply of gas and electricity to better balance the grid. Aims to increases efficiency and reduce the costs of buying and selling gas and electricity to allow for greater flexibility.**				■	■		■	
Strategic Communications	Responsible for developing and executing a communications strategy with key stakeholders, to help inform customers and other stakeholders about major company initiatives and coordinate ERP / Storm crisis communication.	■						■	■
Govt., Legis., Community Affairs	Maintains critical external relationships at the local, state, and federal level, participates and informs policies and laws governing the industry, and ensures compliance. Community Affairs maintains local-level partnerships with key stakeholders.	■		■			■		
Enterprise Risk Management & Regulatory	Processes of planning, organizing, leading, and controlling the activities of an organization in order to minimize the likelihood and/or effects of risk or issue on an organization.	■	■			■			
Environment & Sustainability	Manages environmental compliance issues related to utility operations and supports enterprise sustainability and carbon neutrality goals.		■	■			■	■	
HR	Leads the human capital aspects of the workforce including recruiting, talent acquisition, development and retention, ownership and maintenance of employee HRIS data, compliance, diversity, equity, and inclusion, talent data and analytics, collective bargaining, labor and employee relations management, compensation and benefits administration.		■		■	■		■	
Corp. Performance Management	Includes maintaining, communicating, and operating tools to track employee process and business performance.	■	■				■	■	
Finance & Accounting	Runs and maintains processes related to field of accounting – analysis & reporting of financial transactions. Specific to utility finances and accounting (e.g., industry-specific hurdles like accounting for cloud treatment). Includes payroll function.		■		■	■		■	■
Facilities & Real Estate	Manages work related to maintaining physical facilities and property rights used to conduct day-to-day operations.		■		■	■	■	■	■
Supply Chain	Involves end to end processes – from sourcing to delivery of products & services; to installation and end users. Including materials dispositioning.		■		■	■		■	■
Legal, Internal Audit, Security	Tools used to research, retain, organize, catalogue, track, analyze, communicate and transmit documents and information in connection with and related to legal and compliance matters, internal audit matters, and security information.		■		■			■	

EVERSOURCE

Major Initiatives in the Enterprise Services Roadmap

Over the next 3 years, these major cross-functional strategic initiatives will dominate our focus

DEFINE INTEGRATED FINANCE & SUPPLY CHAIN FUTURE STATE

Define integrated future state of Finance, Accounting and Supply Chain applications and offer new functionality to include the new EDP to *drive operational performance.*

UPLIFT & REPLACE FINANCIAL CAPABILITIES

Modernize core financial capabilities to *empower the workforce with access and traceability to financial data* and *drive operational performance.*



CRM

This multi-phased effort of bringing the entire company onto an enterprise CRM application will improve communication, correspondence and relationships with key customer contacts (i.e. National Accounts, Municipalities, Governmental Representatives, etc.). The business groups can seamlessly collaborate and share vital information to *elevate customer experience and build business agility*.

GHG

A multi-phased effort to provide a more reliable process and repository to generate, gather and house Sustainability's GHG data to *enable Green House Gas and 2030 Carbon Neutrality goals.*

BMS

Installing Building Management Systems (BMS) to provide automated, remotely accessible lighting and HVAC control in many of our facilities across CT, MA, and NH. Includes setting up new BMS solutions and replacing or updating existing BMS solutions to *drive operational performance.*

TALENT ACQUISITION AND ELEVATING EMPLOYEE EXPERIENCE

Improving our HR systems to nurture a positive candidate engagement and to create an efficient onboarding & vetting process thereby *reducing O&M spend.*

4 – SHARED SERVICES

Reduce O&M Spend | Empower the Workforce with Access to Data and Insights | Build Business Agility

Trading & Energy Management

Major Business Themes

Power Purchase Agreements (PPA) (E)

- As the volume of energy increases, it is becoming difficult to manage all the separate contracts, but volume didn't increase at the pace that was expected.
- Additionally, new solar, wind, and storage contracts add more complications.
- Did not renew High Gear contract this year - lower volume of contracts and high complexity/variation in contract structure made it easier to maintain in Excel. If volume increases again, it may be too much to maintain in Excel.
- Would like to explore potential AI applications in the contract management space, including milestones, bid status, regulatory approval, and more. AI team can do the BA work and process evaluation.

Pain Points (B, E, F)

- Appropriate level of application / data flow health checks and monitoring are critical to assess performance proactively. Need better defined SLAs w/ upstream teams.
- Evaluate data access challenges in the near term.
  - Examples of this includes getting direct access to metering data, the need for visibility into competitive supply data, and the need for visibility into Behind the Meter (BTM) generation data (e.g. EDP).
  - Current performance issues with settlements; AMI data volumes will require rethinking data flows and architecture.
  - Need full end to end business process mapping with full transparency, ownership, details of how each area contributes to success in this area.
- There are many manual, spreadsheet-based processes that should be inventoried and evaluated for potential consolidation/automation.

Need for Clear End-to-End Business Process Documentation

- We need to perform end-to-end business process mapping exercises, particularly in the Load Settlement, Load Research, and Gas Supply areas, including upstream sources and downstream outputs, SLAs, and stakeholders.
- Jurisdictional differences driving complexity as we harmonize business practices and oversight in a consistent manner.

Engaged Team

Pat Smith, Justin Pelkowski, Eric Soderman, Monica Kachru, Parker Littlehale, Laura Hill, Laura Perbeck, Colleen Bennett, Chris Mullen

Success Measures

- Accurate and timely reporting to the ISO
- Regulatory adherence to supplier obligations
- Complete process adherence and well understood business practices
- Measurement of key SLAs

Key Projects (Active, Planned)

[redacted]

- Energy Management Lifecycle Upgrades

Potential Opportunities & Considerations

A — Evaluate Energy Probe Replacement Options

Determine replacement or uplift strategy to current EnergyProbe application due to vendor continuity risk. Short term: seek code escrow agreement. Longer term: evaluate possible alternatives.

B / C

[redacted]

D — Energy Management Lifecycle Upgrades

There are a few applications in the Energy Management space (Aligne, MARS2, Retail Operations, and others) that need uplifts: upgrades and other technical debt, process monitoring improvements, etc.

E — Evaluate Long-Term Consolidated Options in Contract Management Space

We need to evaluate long-term options like AI, automation, and tools like High Gear or Ariba, to enable a more scalable future solution. Important to consider the needs of offshore wind and solar energy.

F — AMI Implementation Engagement

We need to proactively engage with the AMI team to ensure we're identifying and managing any downstream impacts from the AMI meter data collection.

4 SHARED SERVICES

EVERSOURCE

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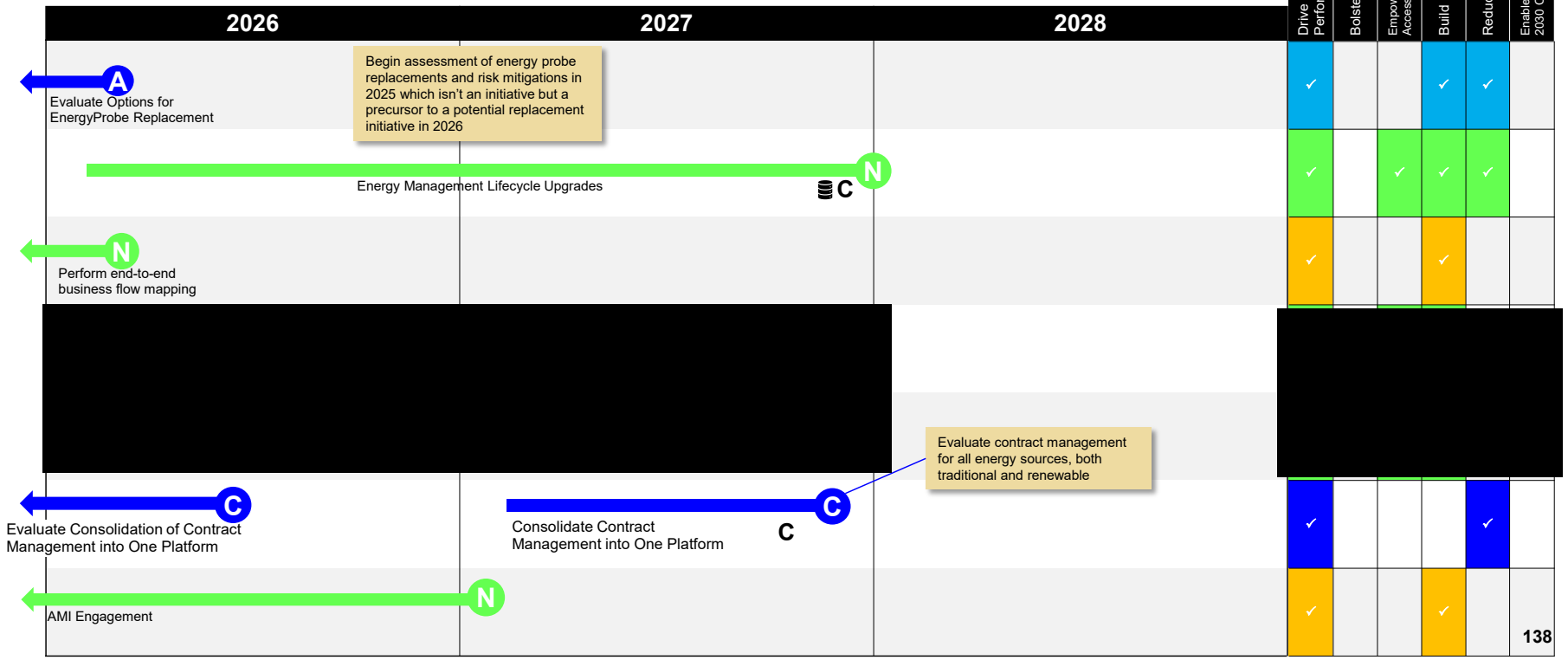
4 – SHARED SERVICES

Trading & Energy Management – Proposed Portfolio

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible

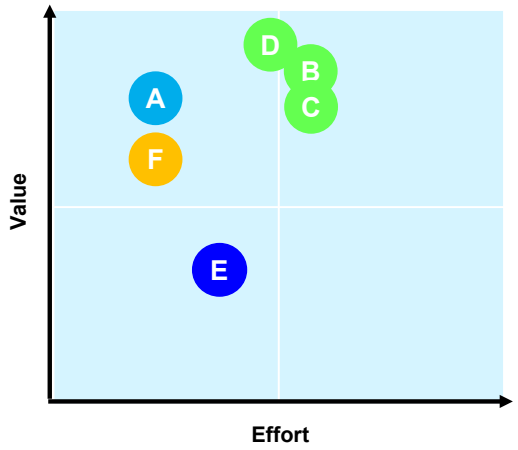


4 – SHARED SERVICES

Trading & Energy Management – 2026 Initiatives

2026 Continue, Accelerate, and New Initiatives to consider

Rethink Continue Accelerate New



Imperative Legend:

- Elevate Customer Experience
- Improve Restoration & Outage Handling
- Drive Operational Performance
- Bolster Stakeholder Equity
- Build Business Agility
- Reduce O&M Spend
- Empower the Workforce with Access to Data and Insights
- Enable Green House Gas and 2030 Carbon Neutrality Goals

Initiative	Description	Imperatives
A **EnergyProbe Replacement** (Demand ID: 0002352)	Mitigate risk due to EnergyProbe COTS software being owned and maintained by a one-man shop. This software supports the Load Settlement & Research process. Consider short and long-term mitigation approaches, including code escrow, business continuity planning, etc. End solution must accommodate changes from AMI/MV90 project work.	
B		
C		
D **Electric Load Settlement & Research Upgrades** (Demand ID: 0002105)	Primarily includes: Load Settlement & Load Research upgrades & optimizations, Aligne upgrade; incorporation of MARS2 into the EDP and the associated interface work that would be required.	
E **Evaluate Long-Term Consolidated Options in Contract Management** (Demand ID: 0002296)	We need to evaluate long-term options like AI, automation, and tools like High Gear or Ariba, to enable a more scalable future solution. Important to consider the needs of offshore wind and solar energy, so that it can all be run out of one system	
F **AMI Implementation Coordination & Support**	Support will be provided to validate the AMI meter data collection due to downstream impacts. Support being provided to test new OMNI interfaces.	

Business Executive Socialization

EVERSOURCE

Guidelines to support delivering the roadmap in partnership between the IT Director and Business Lead(s)

	Agenda Item	Slide Topic	Primary Presenter	Supporting Presenter
<5 Minutes	**Executive Overview of the IT Roadmap Refresh**	Introduction: Objectives	Ron U.	IT Director
		2024 Current Refresh Approach	IT Director	Roadmap Core Team
		Roadmap Section & Chapter Structure	IT Director	Roadmap Core Team
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4 | SHARED SERVICES

Trading & Energy Management – Current Portfolio

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

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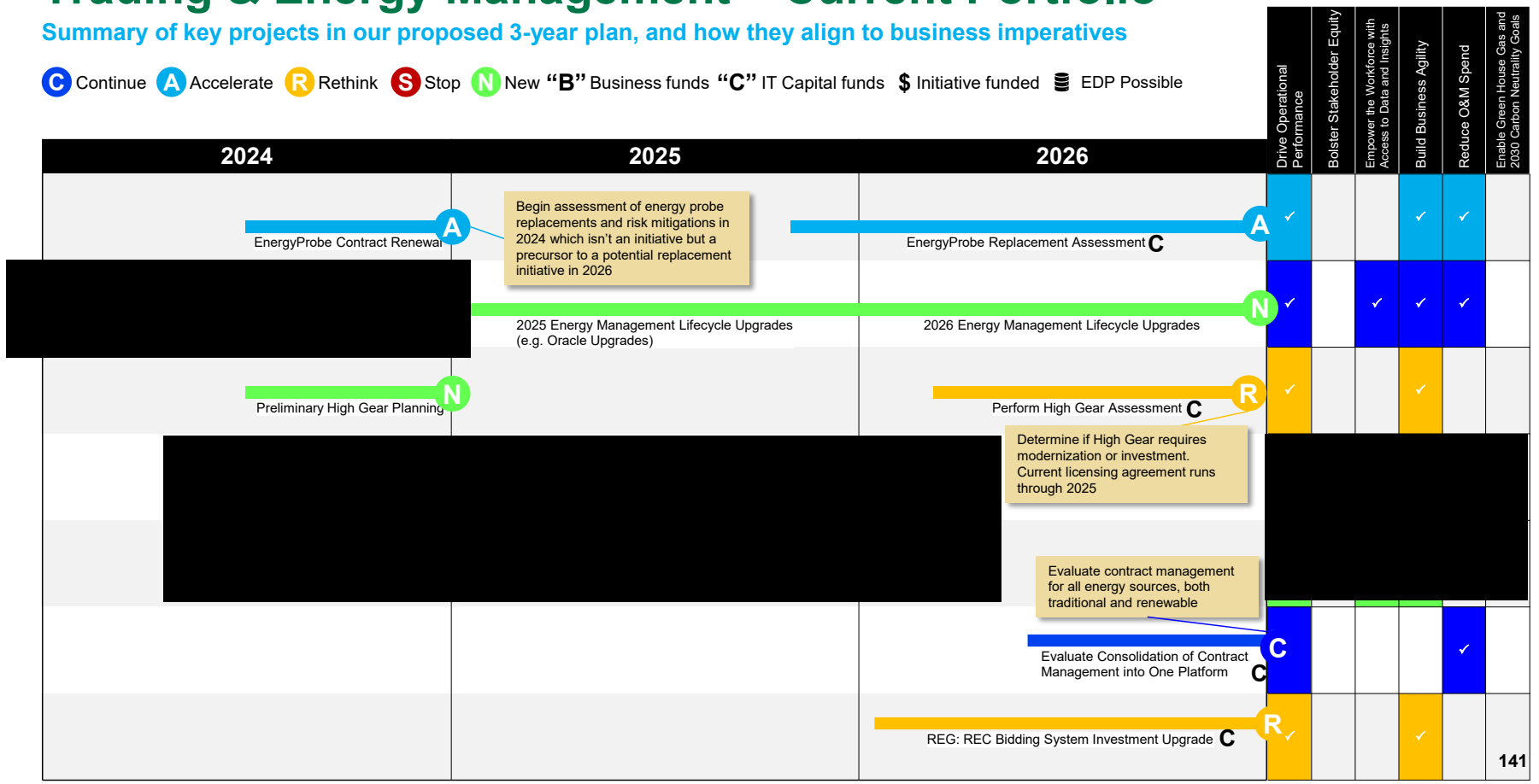

4 – SHARED SERVICES

Trading & Energy Management – Our Technology Landscape

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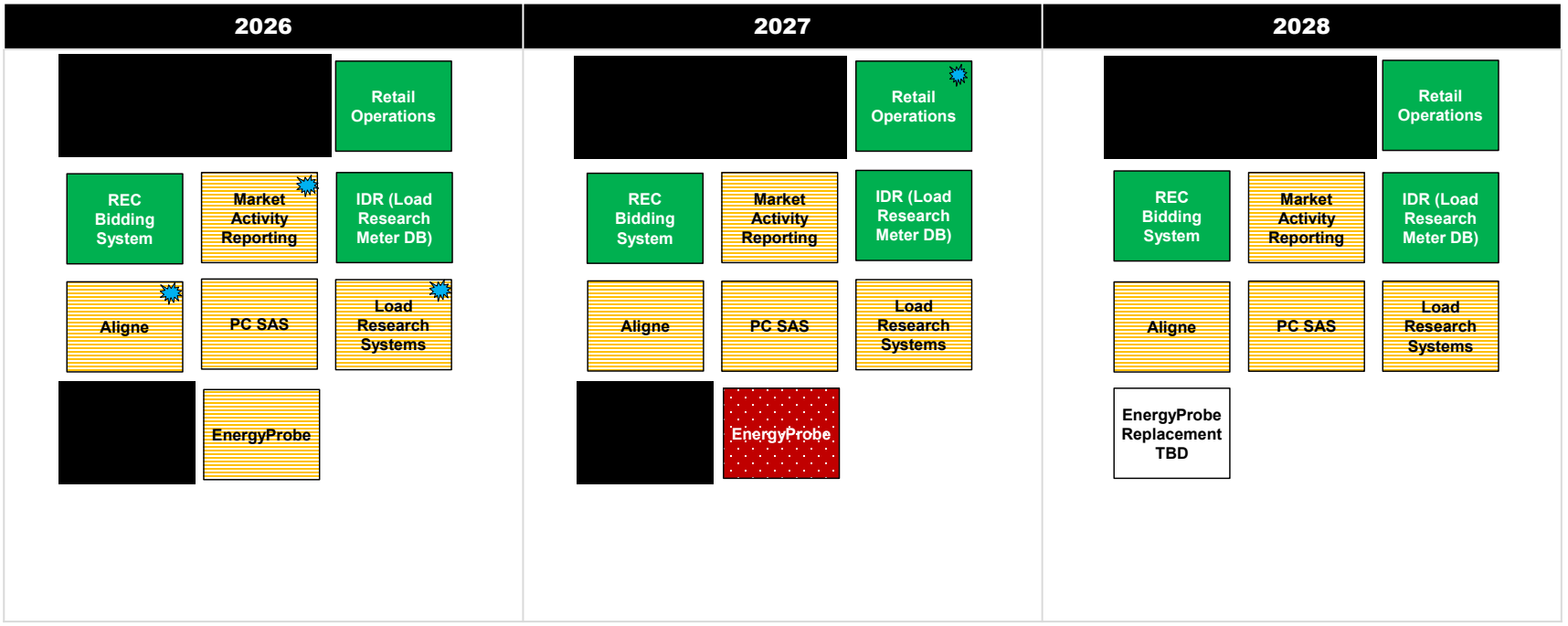

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Major Initiatives in the Shared Services Roadmap

Over the next 3 years, these major cross-functional strategic initiatives will dominate our focus

DEFINE INTEGRATED FINANCE & SUPPLY CHAIN FUTURE STATE

Define integrated future state of Finance, Accounting and Supply Chain applications and offer new functionality to include the new EDP to *drive operational performance.*

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Improving our HR systems to nurture a positive candidate engagement and to create an efficient onboarding & vetting process thereby *reducing O&M spend.*

4 SHARED SERVICES

Elevate Customer Experience | Empower the Workforce with Access to Data | Improve Restoration & Outage Handling

Strategic Communications

Major Business Themes

Messaging Tools & Tech
- There are numerous different applications and software tools being used and/or being considered for both internal comms and external comms
  - Semrush has an agreement that is being worked upon.
- While many service distinct business needs, there is no plan to look strategically at the underlying capability requirement and align/coordinate/consolidate communication tools.
  - Poppulo, Sitefinity, Sprinklr, Message Broadcast, Marketo, Yammer, Extensis, Kubra
  - CRM future plans

Third Party Reliance
- Third Party Management of Web Content is a risk, due to over reliance on contractors in relations to development & support. Sitefinity production support is via a third party.

Customized Recommendations
- Promoting Eversource mission goal and improving our presence.
- Delivery of assistance and EE programs specific to each individual customer has been a long-term goal aligned with EE goals of proactively guiding customers into specific programs.

Personalization
- Personalization of messaging to employees via Poppulo is also a priority; developing employee or department-specific versions of our The Source newsletter based on employee interests in other Source articles. needs.

Accessibility
- Readability of content by reading level and ADA compliance as well as

Engaged Team

Megan Bernardini, Scott Michel, Jennifer Frenette, Kurt Blumenau, Sara Grant, Brian Hall, Virginia Hurlbert

Success Measures
- Brand Tracking Metrics (e.g., JD Power, CSAT)
- Reduced Call Center Volume
- Email engagements that lead to site clicks
- Social Media Engagement
- Customer Awareness of ES Messaging

Key Projects (Active, Planned)
- Upgrade Sitefinity Content Management System

Potential Opportunities & Considerations

A Sitefinity/Eversource.com Enhancements
- Improve upon our branding, positively influence our customers and key stakeholders, as well as our web presence as a company and improve our promoter score using ES.com
- Expand current Eversource.com language offerings on pre-login content to include multiple options based on customer base and regulatory needs.

B Develop Web Capabilities & Decouple Content from Application
Removing Sitefinity from the /content folder to improve SEO, functionality and professionalism. Transition from site sync to a direct-to-publish workflow for faster publishing times, especially during storms and emergencies, and to lower technical issues that come with multiple server syncs a day.

C Storage for Large Files & Videos
Explore more robust, secure cloud-based solution to store large Graphic files and media content that can be shared and reduce latency. Shareable, searchable between teams and ad agencies

D Replace Extensis
Look into possibility of replacing the Extensis photo library tool as the current vendor has changed hands several times and support is suffering.

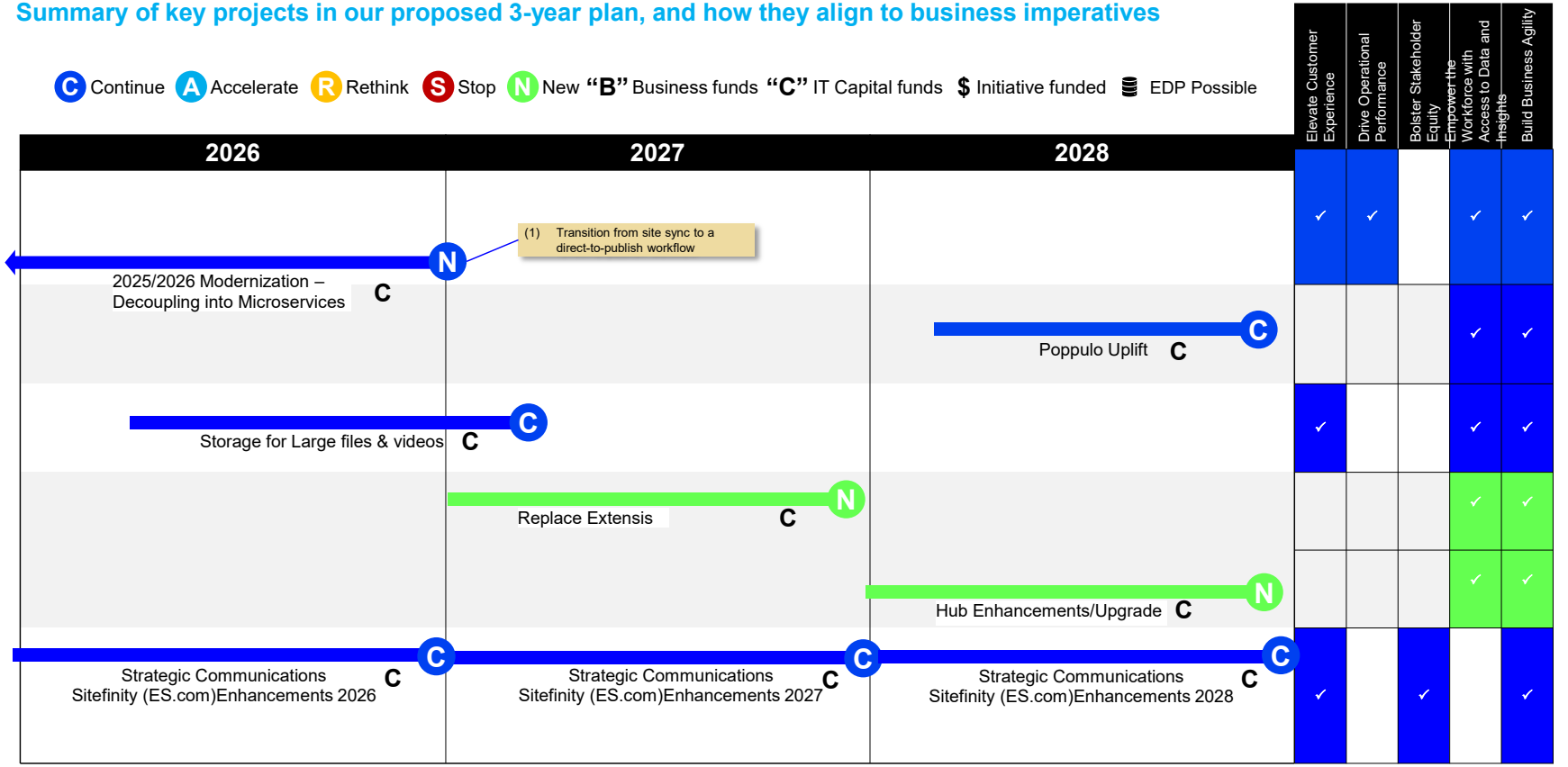
E Hub Enhancements and possible upgrade
Look into possibility of adding enhancements to Strat Comm Hub Page and engaging in a larger upgrade of the Hub in general.

F Poppulo Uplift
Look into possibly implementing the Poppulo Harmony tool to expand employee newsletter and other communications to employees through Teams, mobile app and Sharepoint.

4 SHARED SERVICES

Strategic Communications – Proposed Portfolio

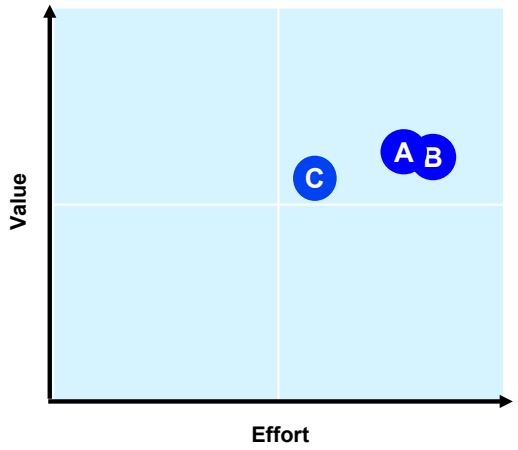
Summary of key projects in our proposed 3-year plan, and how they align to business imperatives



Strategic Communications – 2025 Initiatives

Initiatives in 2025 that we need to jointly refine and prioritize

Rethink Continue Accelerate New



Initiative	Description	Imperatives
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B 2025/2026 Modernization – Decoupling into Microservices	Establish an internal team to run the website while also de-coupling the content from the application, allowing for easier/faster changes while lowering risk. Need to know who is visiting web for what content and from which states. The need for analytics also includes social channels to enable more targeted messaging and an understanding of real-time issues/concerns.	
C Storage for Large Files & Videos	Explore more robust cloud-based solution to be able to access and store large files and media content to reduce latency.	

Imperative Legend:

- Elevate Customer Experience
- Improve Restoration & Outage Handling
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4 SHARED SERVICES

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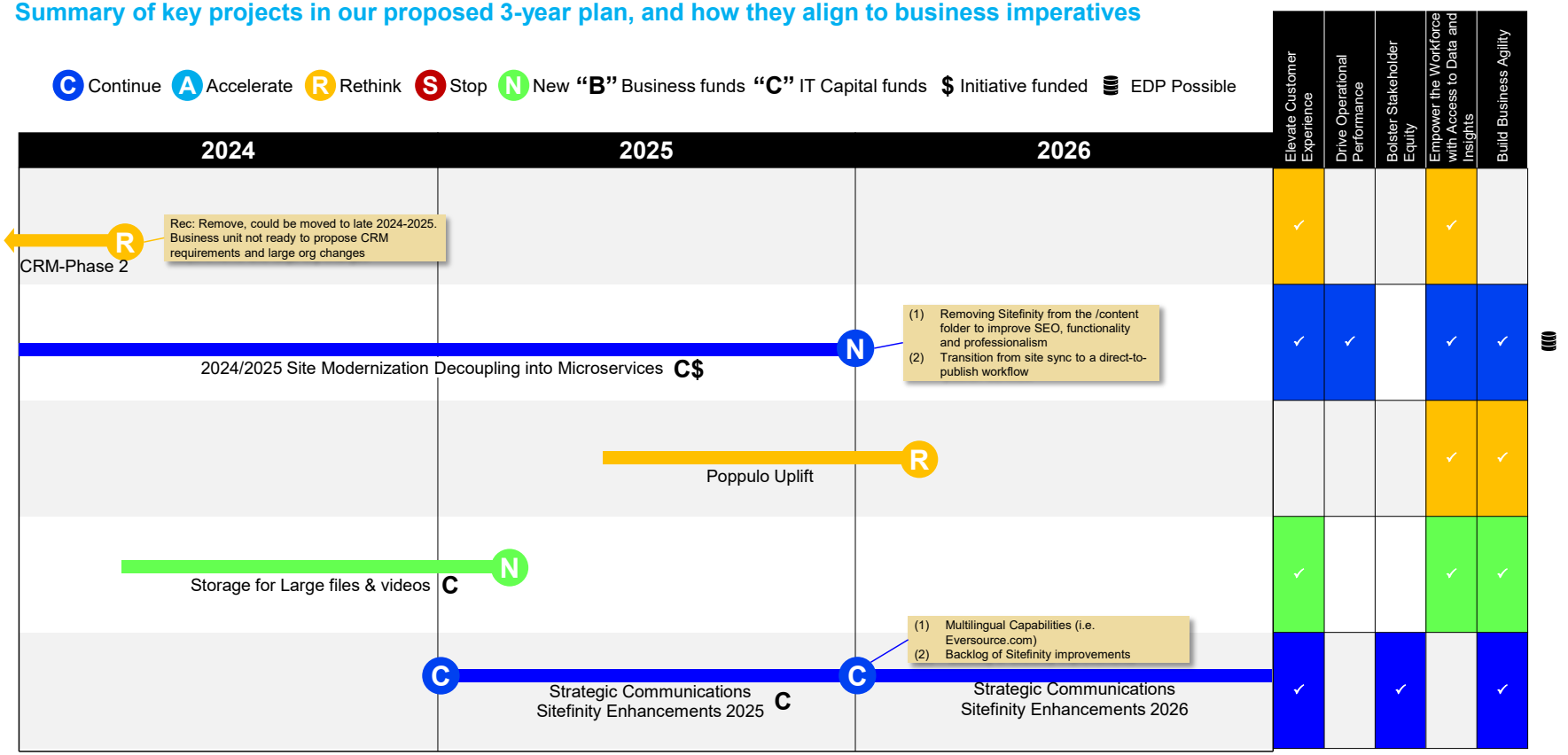
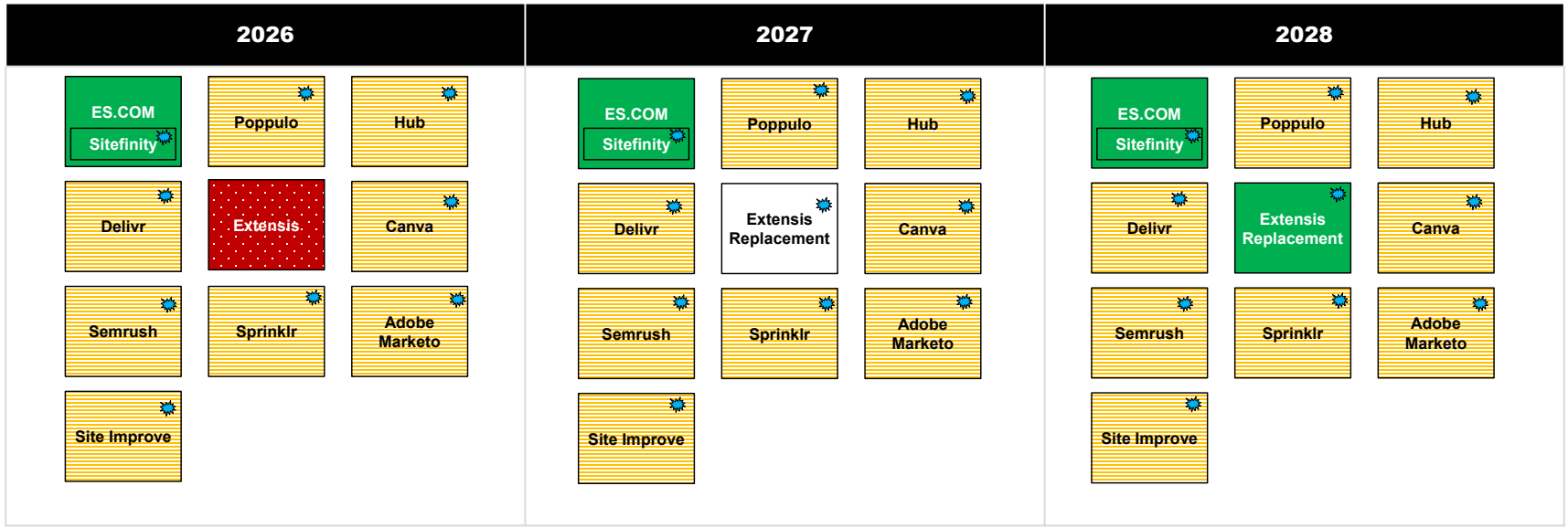


Strategic Communications – Our Technology Landscape



Govt., Legislative, Community Affairs & National Accounts

Major Business Themes

Cybergrants
- Integrate Cybergrants with Maximo to enable data sharing between systems. Data includes donation information between entities and charities.

Roster of Community Liaisons
- Now that the Liaison Roster is implemented in MS Dyn CRM, we need to connect it to Workforce to track approved time off to eliminate need for dual entry.

Replace Avenue Saratoga
- Application is antiquated and no longer working as needed. Plan is to replace with MS Dynamics CRM.

Data Analytics
- Don't currently have an easy way to bring equity into conversations with agencies and advocates without prior research.
- Would like to implement Equity Maps to assist in conversations.

Municipal Hub Phase 2
- Improvements in account management for municipalities with Kubra involvement.

Engaged Team

Sean Lauziere, Ryan Earle, Francesca Lucia, Peter DiMatteo, Lissette Andino, Margaret Howell, Jonathan Harris, Peter Barsamian, Carrie Raybeck, Margaret Howell, David Oliver, Annmarie Vazza, John Arsego, John Alvarez, Robert Hayden, Meredith Boericke, Dennis Moore, Brian Hall, Carl Caslowitz, Virginia Hurlbert Absent (Mike Vedovalli, Hayley Dunn, Leslie O'Brien, Jeff Pugliese, Michael Licata, Erin Engstrom)

Success Measures
- Community Liaisons Satisfaction / NPS

Key Projects (Active, Planned)
- Implement CRM Phase III (including Saratoga replacement)

Potential Opportunities & Considerations

A Expand CRM Use Cases to Other Customers

After the Community Relations roll-out for CRM, numerous stakeholders from government and regulatory, and environmental groups all have identified needs for CRM capabilities. CRM could be used to track regulatory relationship management activities. Here are the immediate needs to be integrated into MS Dynamics CRM

1. Replacing Avenue Saratoga for National Accounts Team with MS Dyn CRM
2. Integrating the StepLoad Process from the Integrated Energy Planning area (and others)
3. Building an interface with Workforce to download Community Liaison approved time off into the CRM Roster.

B Cybergrants Uplift and Interface to Maximo

Cybergrants will need to be integrated with Maximo to enable data sharing between systems. Data includes donation information between entities and charities.

C Create Equity Map Providing Detailed Analytics for Outages

In collaboration with GIS team, discussions have been held regarding the creation of an equity map. This would enable granular analytics of outage data that could be compared via ERP data.

4 SHARED SERVICES

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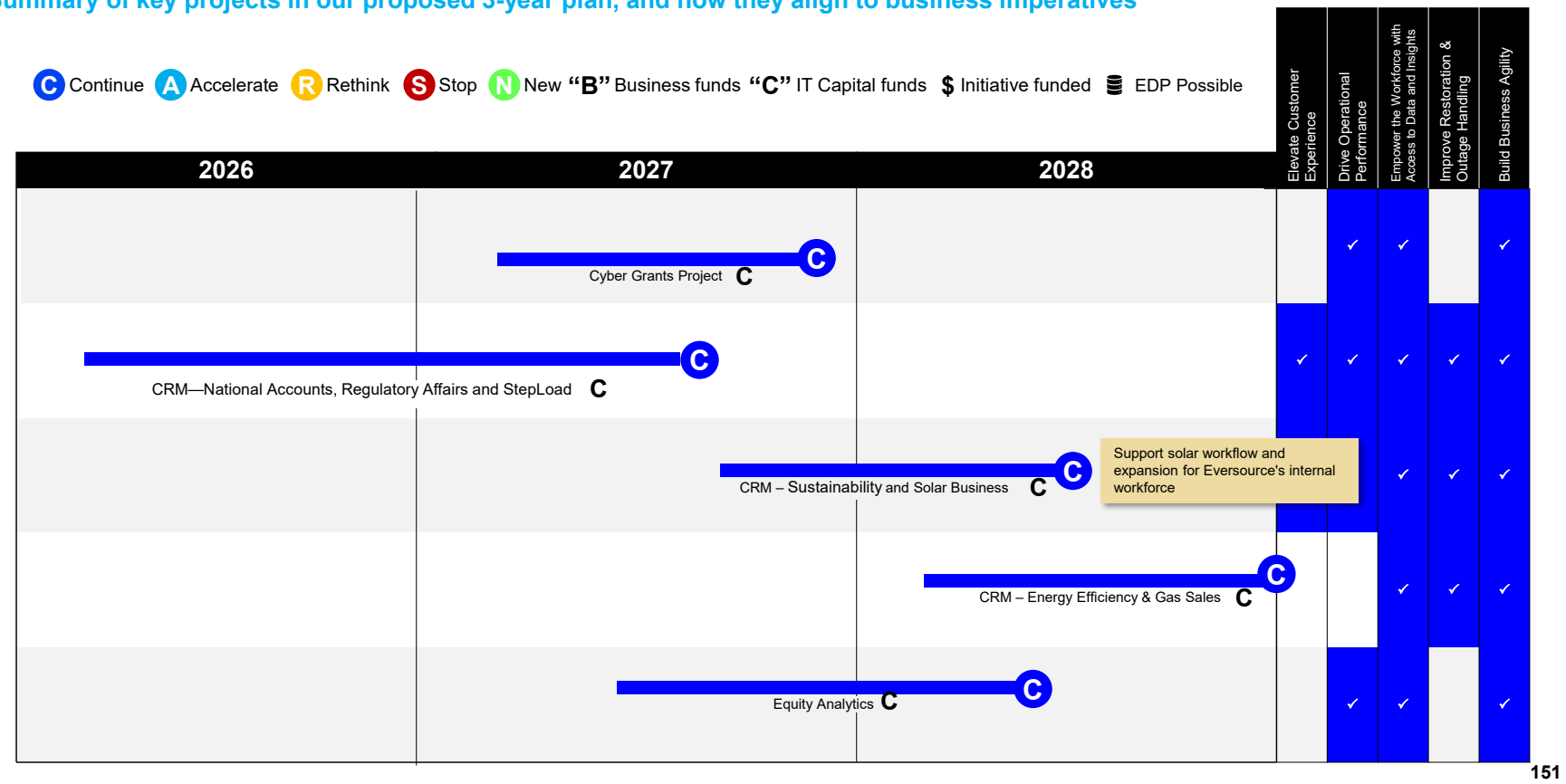
Govt., Legislative & Community Affairs – Proposed Portfolio

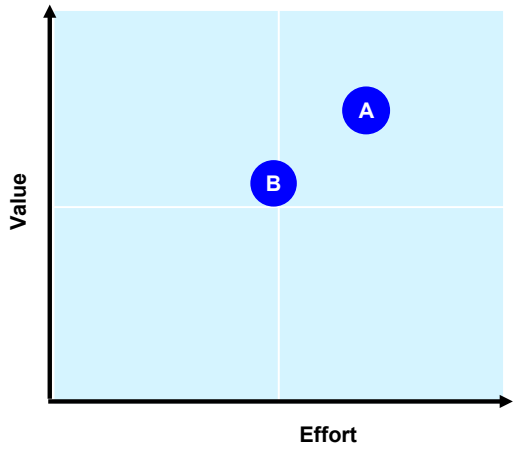
Summary of key projects in our proposed 3-year plan, and how they align to business imperatives



Govt., Legislative & Community Affairs – 2026 Initiatives

2025 Continue, Accelerate, and New Initiatives to consider

Continue Accelerate New



Imperative Legend:

- Elevate Customer Experience
- Improve Restoration & Outage Handling
- Drive Operational Performance
- Bolster Stakeholder Equity
- Build Business Agility
- Reduce O&M Spend
- Empower the Workforce with Access to Data and Insights
- Enable Green House Gas and 2030 Carbon Neutrality Goals

Initiative	Description	Imperatives
A **CRM—National Accounts StepLoad and Regulatory Affairs** (Demand ID: 0002115)	This is Phase 3 in an enterprise CRM multi-phased implementation plan. This phase would implement our MS Dynamics CRM in the Strategic Accounts and Regulatory Affairs Business areas. This phase would replace the Saratoga CRM application.	
B **Cyber Grants Project** (Demand ID: 0002345)	Move the United Way process to Cybergrants and build a check file interface to Maximo for donation payments to community organizations.	

4 SHARED SERVICES

EVERSOURCE

Govt., Legislative & Community Affairs – Current Portfolio

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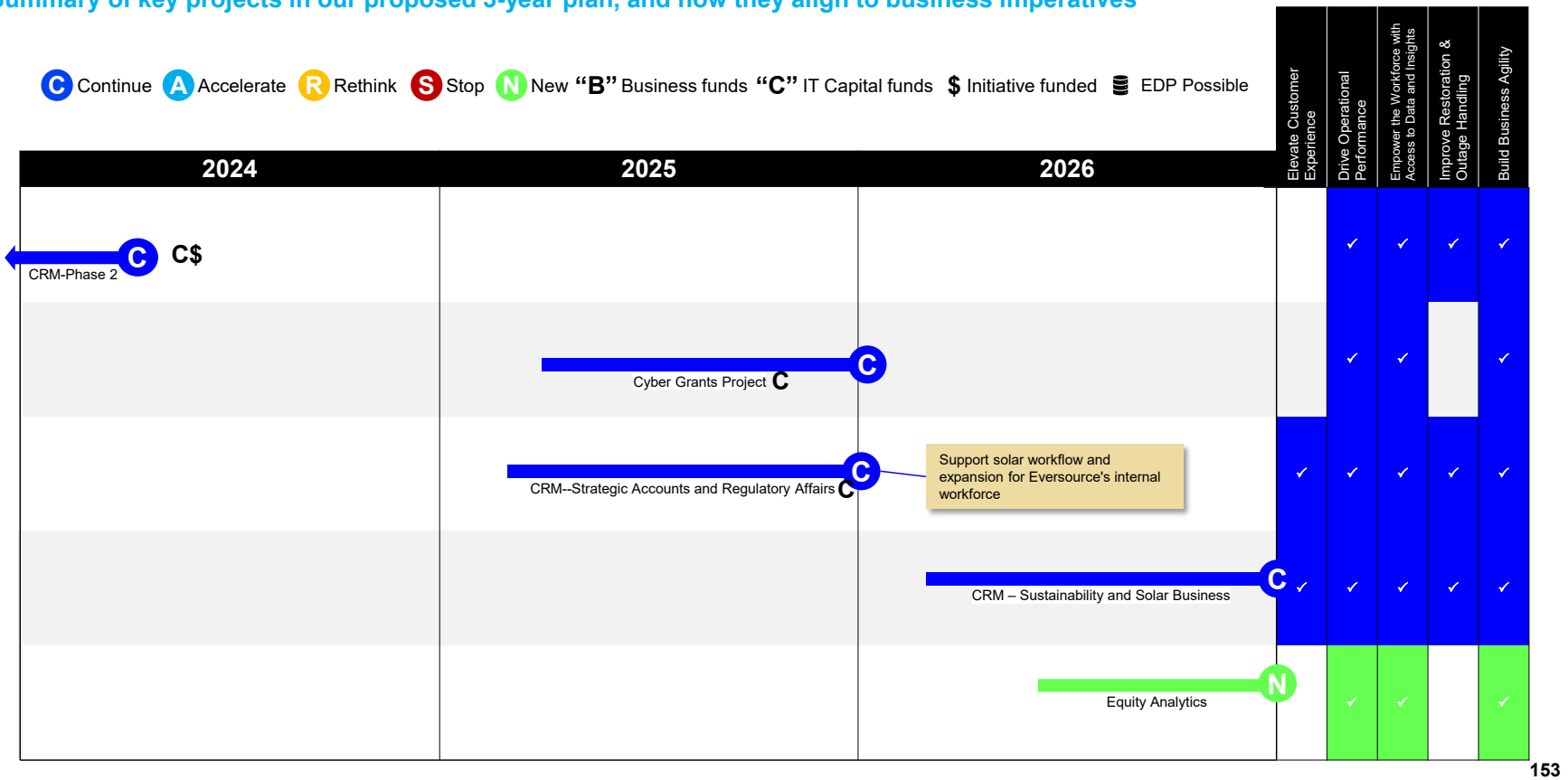
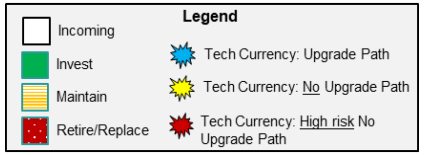


4 SHARED SERVICES

Govt., Legislative & Community Affairs – Our Technology Landscape

EVERSOURCE



2026	2027	2028
CRM Community Relations Govt Affairs National Accts. Cyber Grants Saratoga	CRM Community Relations Govt Affairs National Accts. Cyber Grants	CRM Community Relations Govt Affairs National Accts. Cyber Grants

EVERSOURCE

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4 SHARED SERVICES

Drive Operational Performance | Reduce O&M Spend | Elevate Customer Experience

Enterprise Risk Management & Regulatory

Major Business Themes

Liability Claims Replacement Project Day 2
- Effort to complete integrations that were descoped from the original claims replacement project.
- Automation is being explored for legal. Attempting to do via BOT

Automation
- Worth looking into bots to help individuals fill out claims forms to expedite the process. Use case for Origami
- Using Copilot and BOTs to compare (EEI) risk factors to ours for the SEC 10K

Data & Analytics
- Display project risk assessment score from Archer into a heatmap, where reports can be created automatically through Archer with historical score data.
- Potential to use PowerBI in Archer to remove manual work being done in Excel for activities like trending YoY
- Much of the data work surrounds detecting risk from key indicators. FPS Board tool is being looked at for document capture

New COI Solution
- Presently using EBIX as the COI solution but the vendor is unstable (recently came out of bankruptcy)….Need to do an RFP for a new solution at a minimum.

Caseworks Improvements
- Looking to improve search functionality to avoid latency in document retrieval.
- Automation and analytics of Caseworks reports to be improved upon to understand status of discovery. Could the use of Power BI help here?

Project Management Improvement Tools
- Transition in progress to either Microsoft Project or Primavera for better management of rate cases. This would not qualify for capital and licensing would be paid for by the business as it is a standard tool.

Engaged Team

Ed Wykowski, Bruce Birtwell, Marianne McKenzie, Christina Kwong, Donna Rusate, Bill MacKinnon, Denise Cosentino, Casandra Dickson, Michael Cala, Jenn Harrison, Michael Dellisola, Lauren Fernandes, Lynn Digennaro, Carl Caslowitz, Brian Hall, Virginia Hurlbert (absent Chris Plecs,)

Success Measures
- Customer satisfaction survey via Microsoft Forms
- Closing ratios on liability claims

Key Projects (Active, Planned)
- Replacement of Damage Claims Processes (Web Sundries Replacement)
- COI Replacement
- Caseworks Automation and Analytics
- Origami Scope - Phase 2

Potential Opportunities & Considerations

A. Fixing Both Sundry Billing systems (including Web Sundries)
This is presently on Finance's roadmap. Consolidate or replace aging sundry system for all states to alleviate waste replication and multiple no-standard process steps billing and invoicing damage claims

B. COI Replacement
Conduct RFP to explore a new solution for housing and maintaining active contractor Certificates of Insurance (COI). This will probably lead to a project to implement a new COI solution to replace EBIX, who has proved to be financially unstable.

C. Improve Caseworks Automation and Analytics (e.g.Regulatory SmartSearch)
Explore multiple use cases for Caseworks to automate document retrieval and reporting.

D. Origami Improvements
Include the following integrations: Serengheti (Legal)*, Omni (customer data verification), Maximo (delegation of Authority and check number update into Origami). Explore further functionality in Origami.

E. Caseworks Upgrade
This will allow us to get off of an antiquated unsupported version of Sharepoint and take advantage of many system improvements

F. Leverage Data & Analytics for Risk Calculations
Define priority use cases, inclusive of historical and third-party data in risk detection in order to improve forecasting and pitch to insurers.

*Note: Verify viability with the Legal team

4 SHARED SERVICES

Enterprise Risk Management & Reg. – Proposed Portfolio

EVERSOURCE

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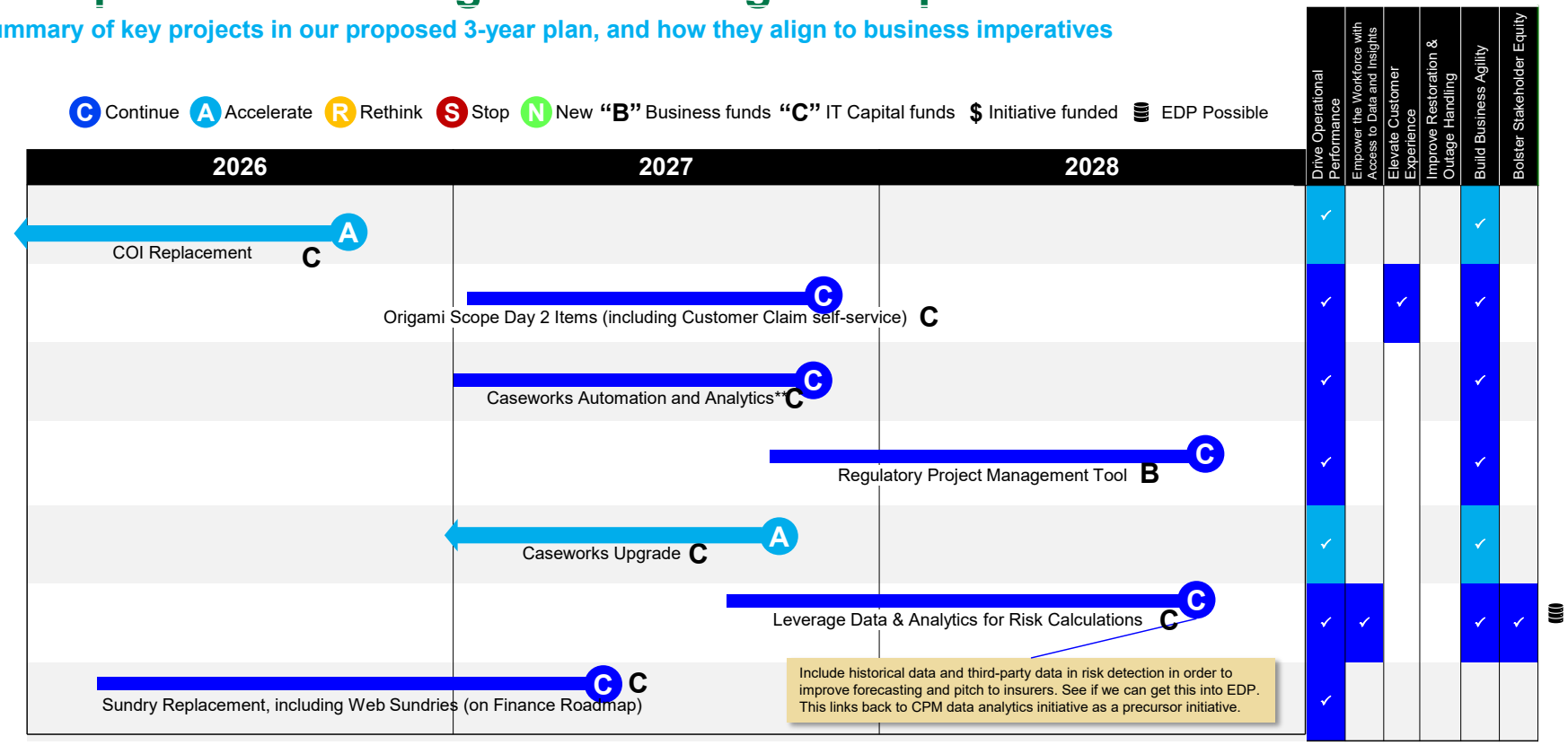

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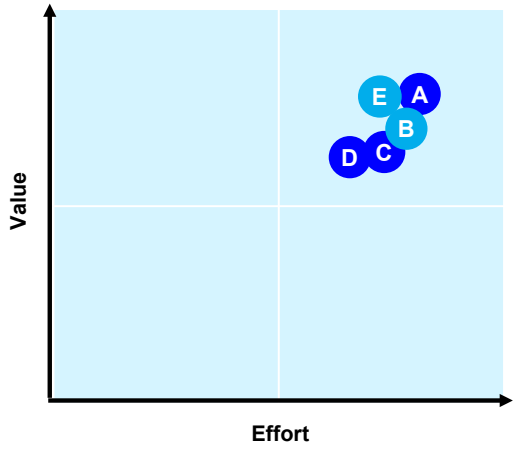

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- Bolster Stakeholder Equity
- Empower the Workforce with Access to Data and Insights
- Elevate Customer Experience

Initiative	Description	Imperatives
A **Sundry Replacement (Finance Roadmap)** (Demand ID: 0002356)	Consolidate or replace aging sundry system for all states to alleviate waste replication and multiple no-standard process steps billing and invoicing damage claims	
B **COI Replacement**	Conduct RFP to explore a new solution for housing and maintaining active contractor Certificates of Insurance (COI). This will probably lead to a project to implement a new COI solution to replace EBIX, who has proved to be financially unstable. Will accelerate to start in 2025 if funds are procured.	
C **Caseworks Report Automation and Analytics** (Demand ID: 0002550)	Automation and analytics of Caseworks reports to be improved upon to understand status of discovery.	
D **Origami Scope Day 2 Items (including Customer Claim Self Service)** (Demand ID: 0002299)	Improve the claims customer experience by creating an application or pushing individuals to Eversource.com where they can fill out a claims form and upload images supported by a bot to expedite the process.	
E **Caseworks Upgrade**	This will allow us to get off of an antiquated unsupported version of Shaepoint and take advantage of many system improvements. Unsure of when vendor will be ready with upgrade but will accelerate to do in 2026 if feasible.	

Business Executive Socialization

EVERSOURCE

Guidelines to support delivering the roadmap in partnership between the IT Director and Business Lead(s)

	Agenda Item	Slide Topic	Primary Presenter	Supporting Presenter
<5 Minutes	**Executive Overview of the IT Roadmap Refresh**	Introduction: Objectives	Ron U.	IT Director
		2024 Current Refresh Approach	IT Director	Roadmap Core Team
		Roadmap Section & Chapter Structure	IT Director	Roadmap Core Team
<5 Minutes	**Review of Business Imperatives & Capabilities**	Engaged Stakeholders	IT Director	Business Lead(s)
		Business Imperatives	Business Lead(s)	IT Director
		Business Capabilities	Business Lead(s)	IT Director
<1 Minutes	**Review Tech Landscape (2025 – 2027)**	Our Tech Landscape (1 slide per year)	IT Director	Portfolio Architect(s)
40 Minutes	**Review Proposed Project Portfolio (2025 – 2027)**	Major Initiatives	IT Director	Business Lead(s)
		Existing Portfolio	IT Director / Business Lead(s)	PLMs
		Proposed Portfolio	IT Director / Business Lead(s)	PLMs
		2025 Initiatives	IT Director	Business Lead(s)
<5 Minutes	**Next Steps**	Immediate Decisions & Focus Areas	IT Director	Business Lead(s)
		Immediate Next Steps	IT Director	Business Lead(s)

4 | SHARED SERVICES

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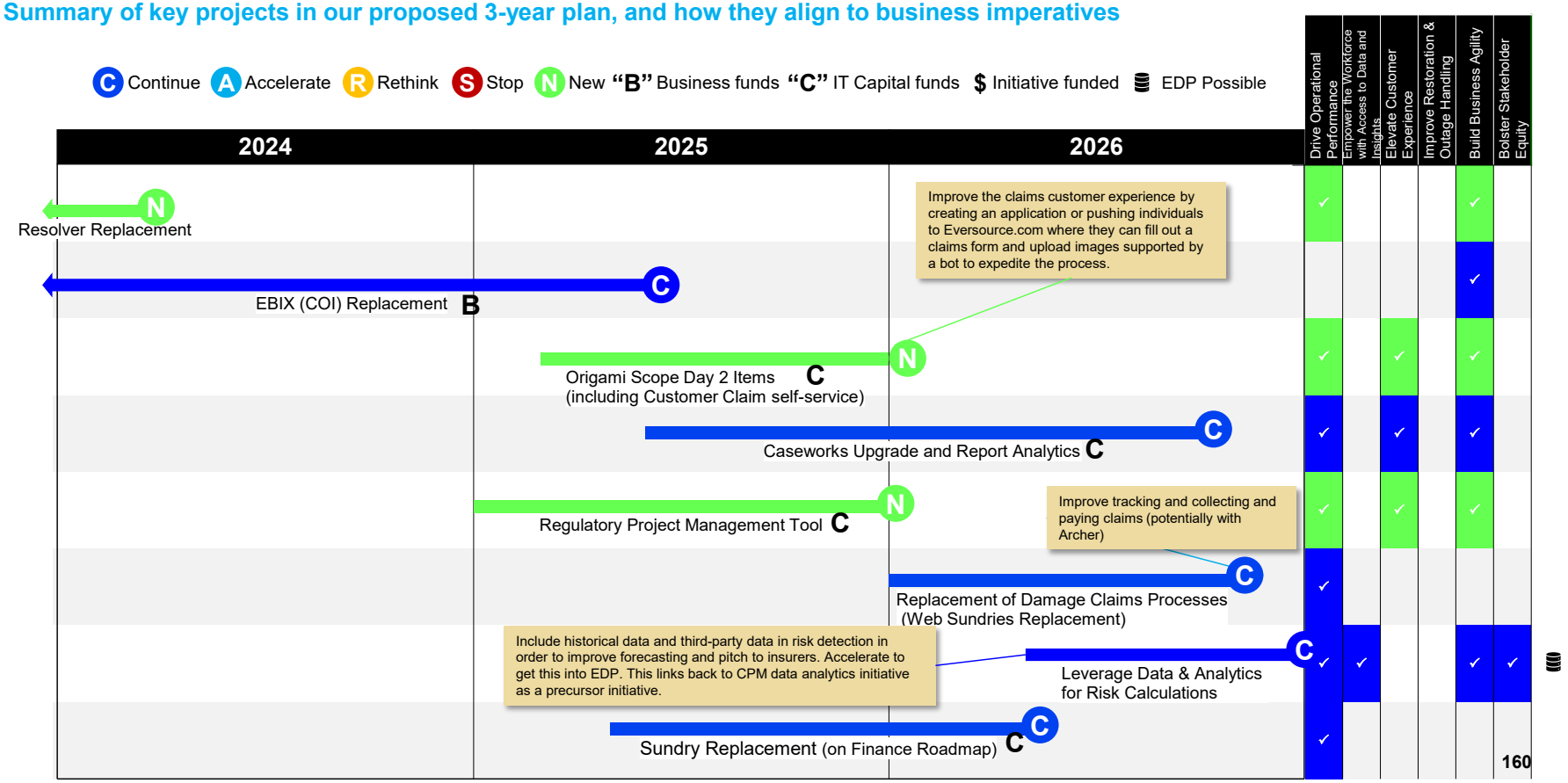
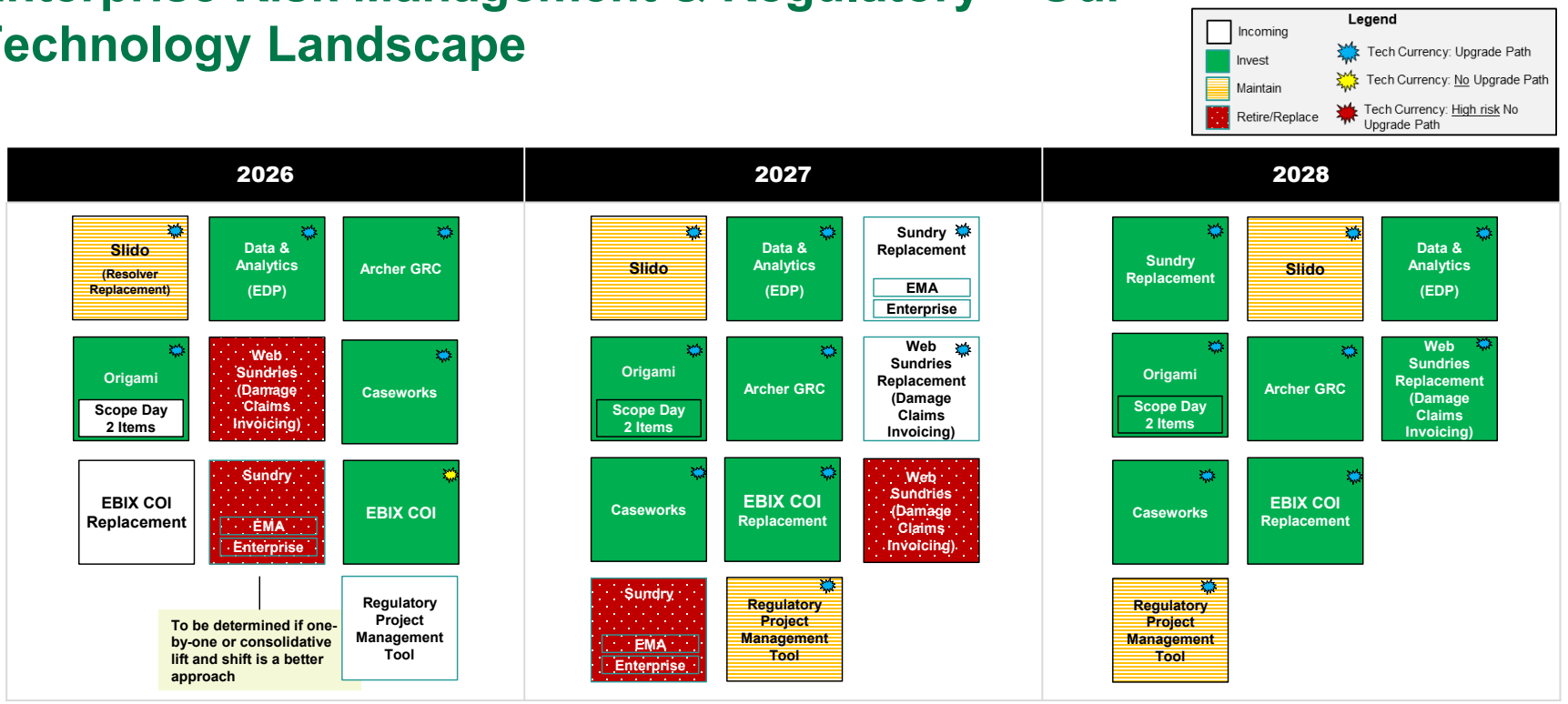


Enterprise Risk Management & Regulatory – Our Technology Landscape

EVERSOURCE



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Environment & Sustainability

Major Business Themes

Carbon Neutral by 2030
- Pursuing SEC Emission Collection System
- Adhering to the outcomes of the SEC Rulings (Scope 1, 2 and 3) and reducing carbon footprint
- Dependable reporting by 2025 regardless of SEC decision
- Scope realignment meeting in progress

Eye on Increased Automation Capabilities
- Looking to grow capabilities in this space, particularly around repetitive, manual regulatory filings (especially Tier II reports)
- Automation around biennial reporting is being explored, along with additional regulatory checks.
- Enviance, vendor-based systems and government systems are being used. Systems do not communicate with each other.

Loss of Geographic Information System (GIS)
- Through the environmental permitting process, a lot of geographic information and field data is collected and used
- Currently, this data is not stored long-term internally, despite future value
- GIS Mapping is currently provided by third party consulting firms.
- Opportunity to assess OneTouch for environmental, gas, electric, properties data.
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Interest in Customer Relationship Management (CRM) Tool
- There is currently no tracking mechanism for the project services group as they interact with environmental stakeholders

4 SHARED SERVICES

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Marc Richards, Denise Bartone, Joe Johnson, Gary Iadarola, Clare Connolly, Linda Macary, Brian Hall, Jeff Ferraro, Carl Caslowitz,Virginia Hurlbert

Success Measures
- Fewer man hours devoted to regulatory filings
- Improved data velocity and accuracy
- Greenhouse gas emissions reduction

Key Projects (Active, Planned)
- Greenhouse Gas project

Potential Opportunities & Considerations

A — Automation of Greenhouse Gas Data Collection and Reporting
Look to automate as many routine, manual environmental filings and data collection as possible, thereby saving hundreds of man hours and improving the quality and management of the data including implementing controls for accountability. Carbon footprint needs to get published annually-ideal state would include accurate tracking throughout year. We need dependable reporting by 2025 regardless of SEC decision. Opportunities to collaborate with other business areas for the Greenhouse Gas Collection needs to be explored.

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4 – SHARED SERVICES

EVERSOURCE

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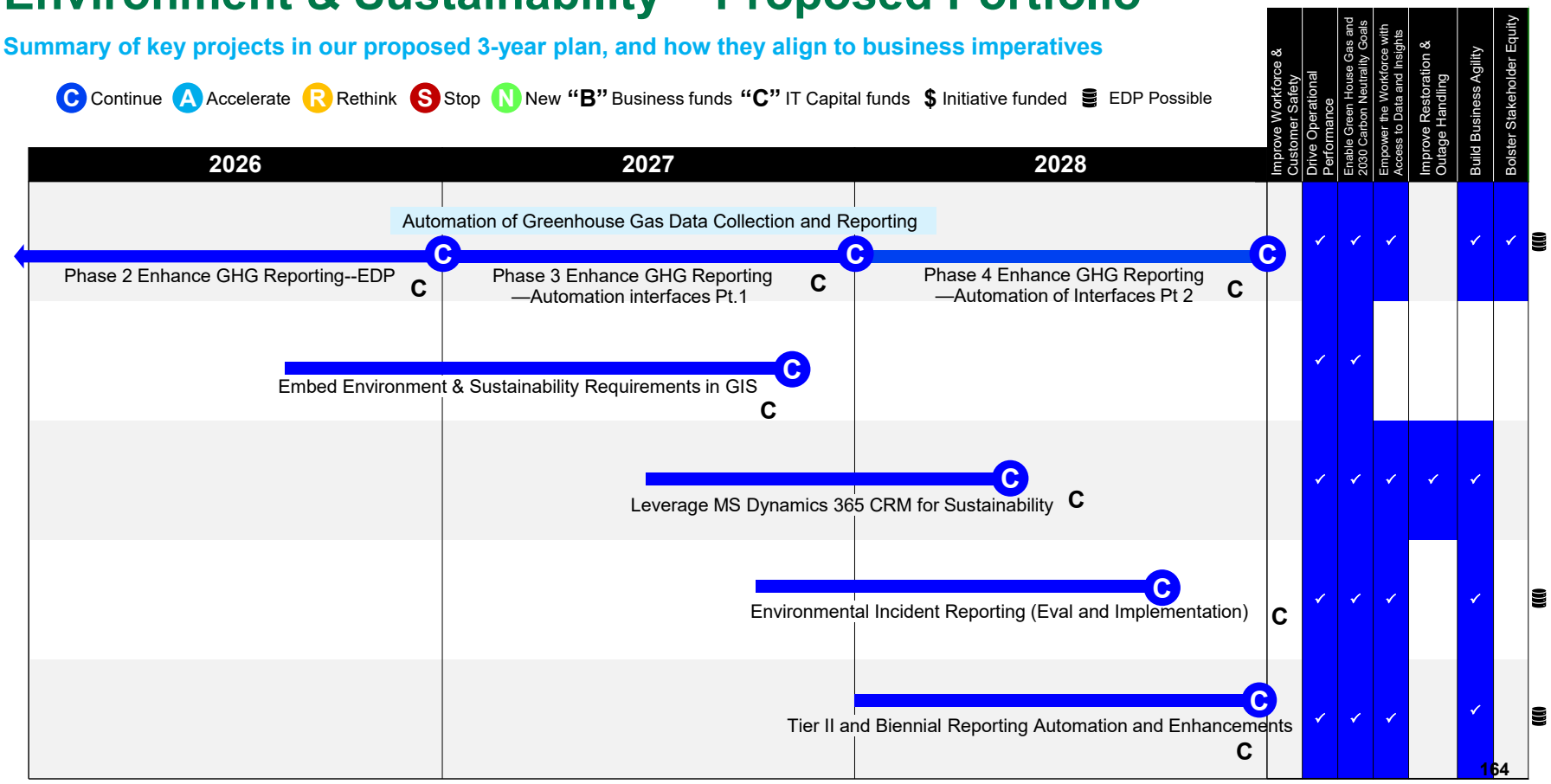

4 – SHARED SERVICES

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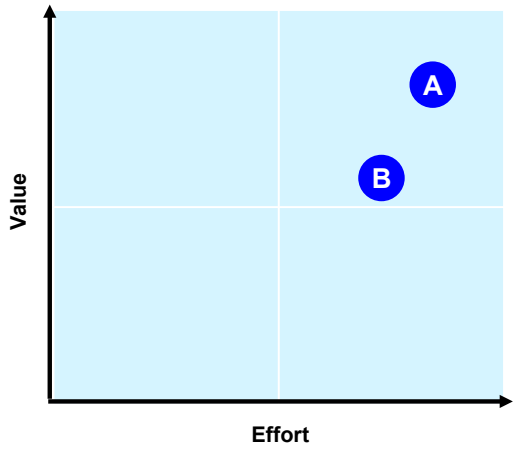

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B **Embed Environment & Sustainability Requirements in GIS** (Demand ID: 0002288)	Include in the ongoing GIS Consolidation Effort, thereby improving data availability and speeding up environmental permitting, documentation, and record keeping for known environmentally protected areas.	

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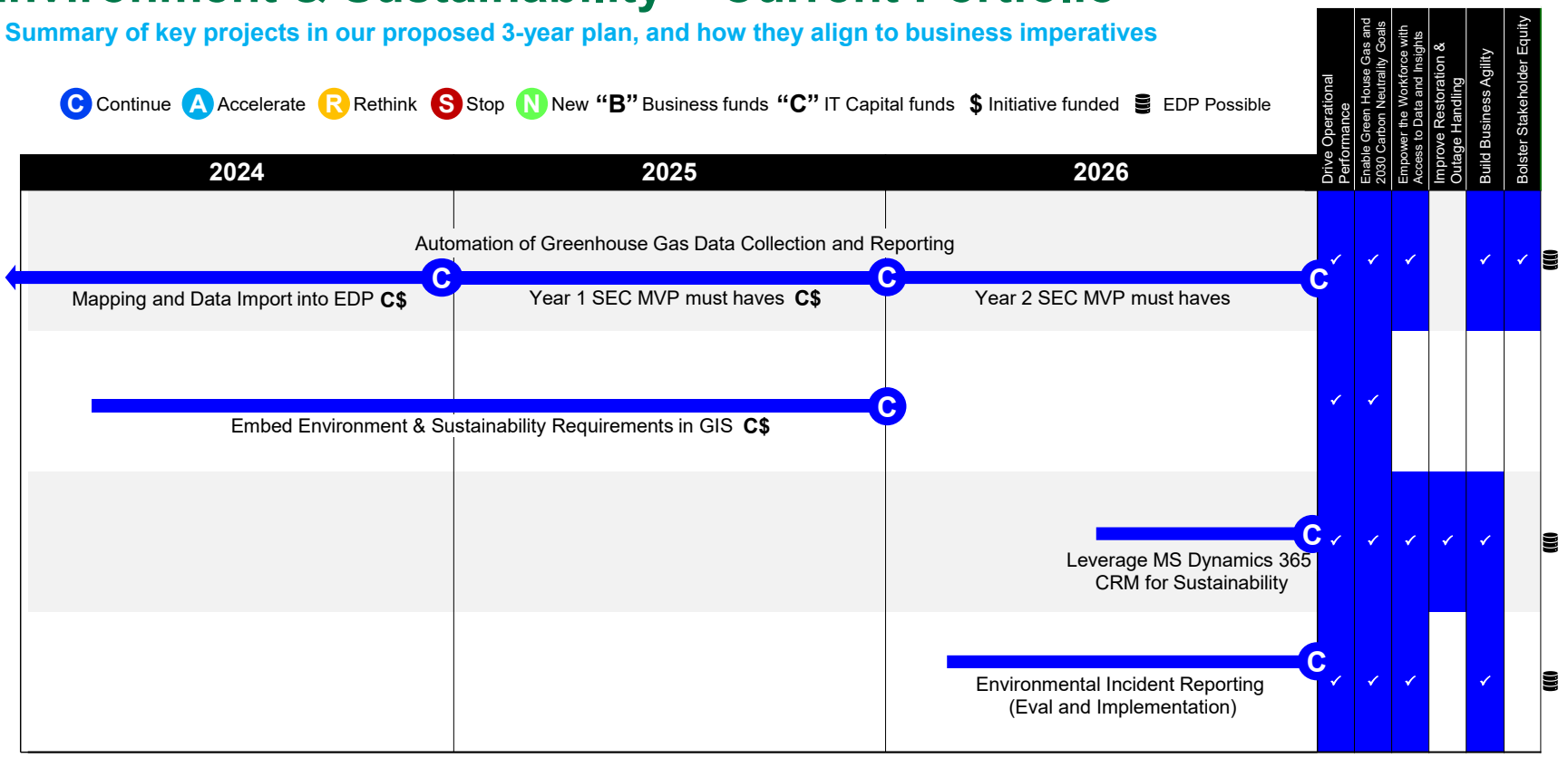
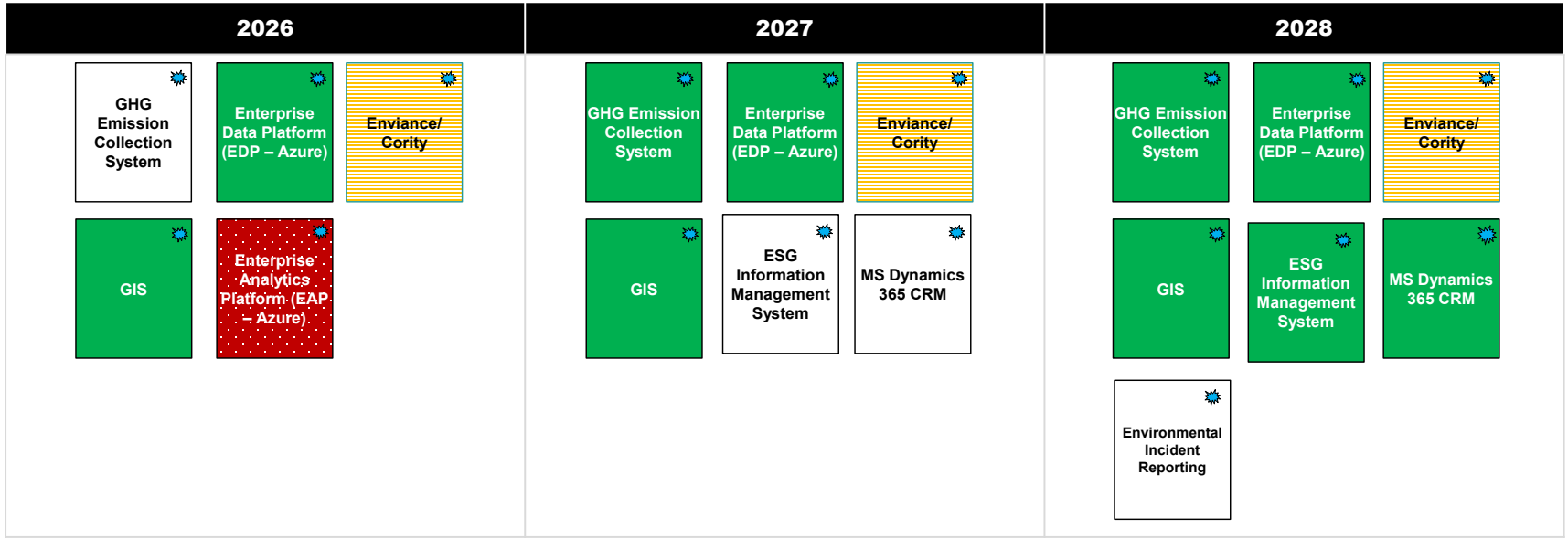


Environment & Sustainability – Our Technology Landscape

4 – SHARED SERVICES



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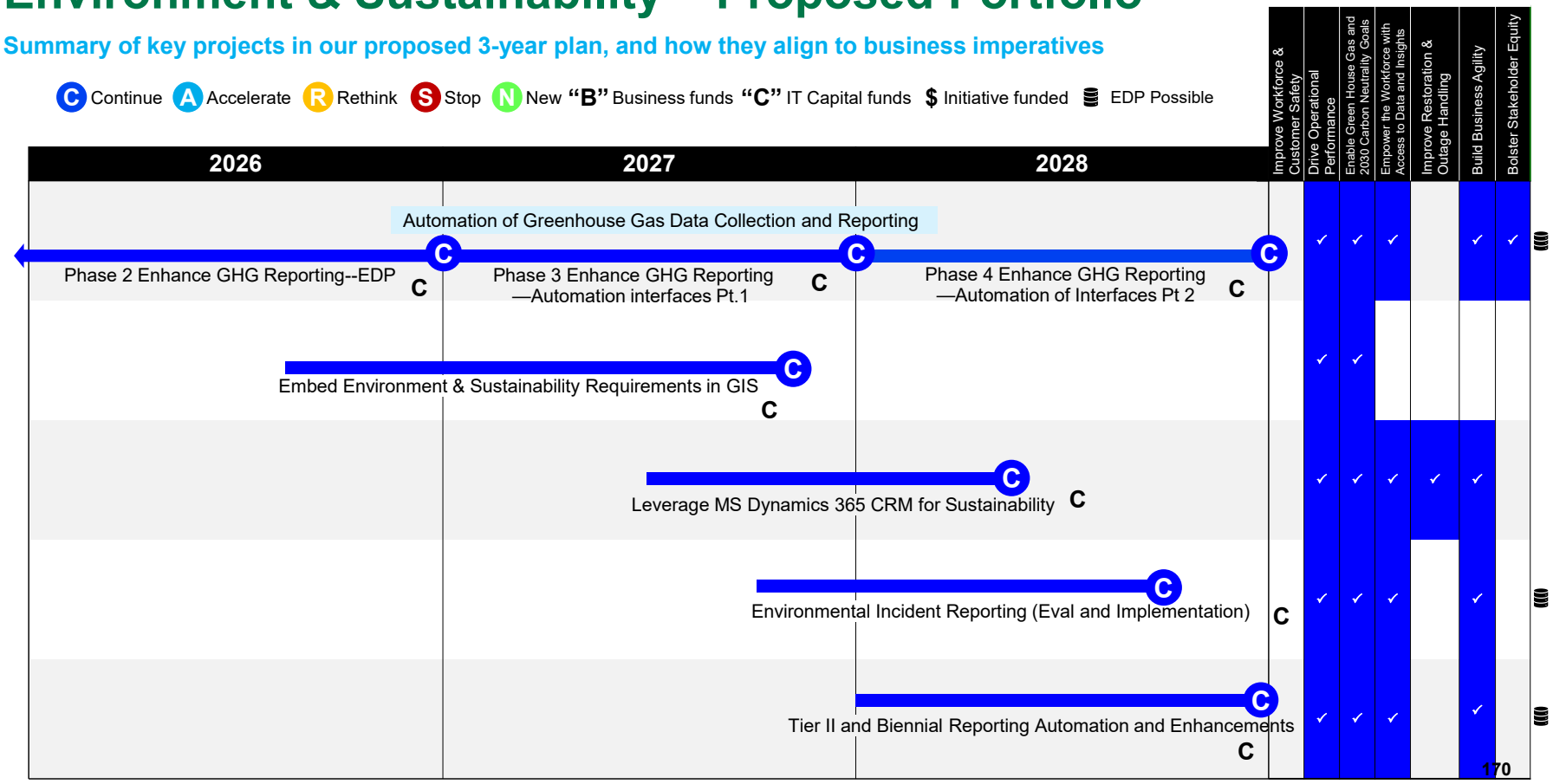

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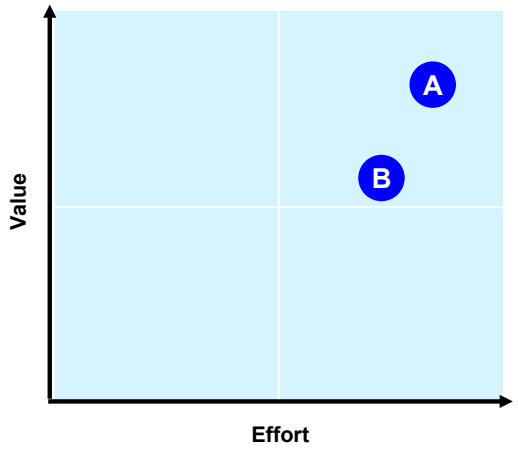

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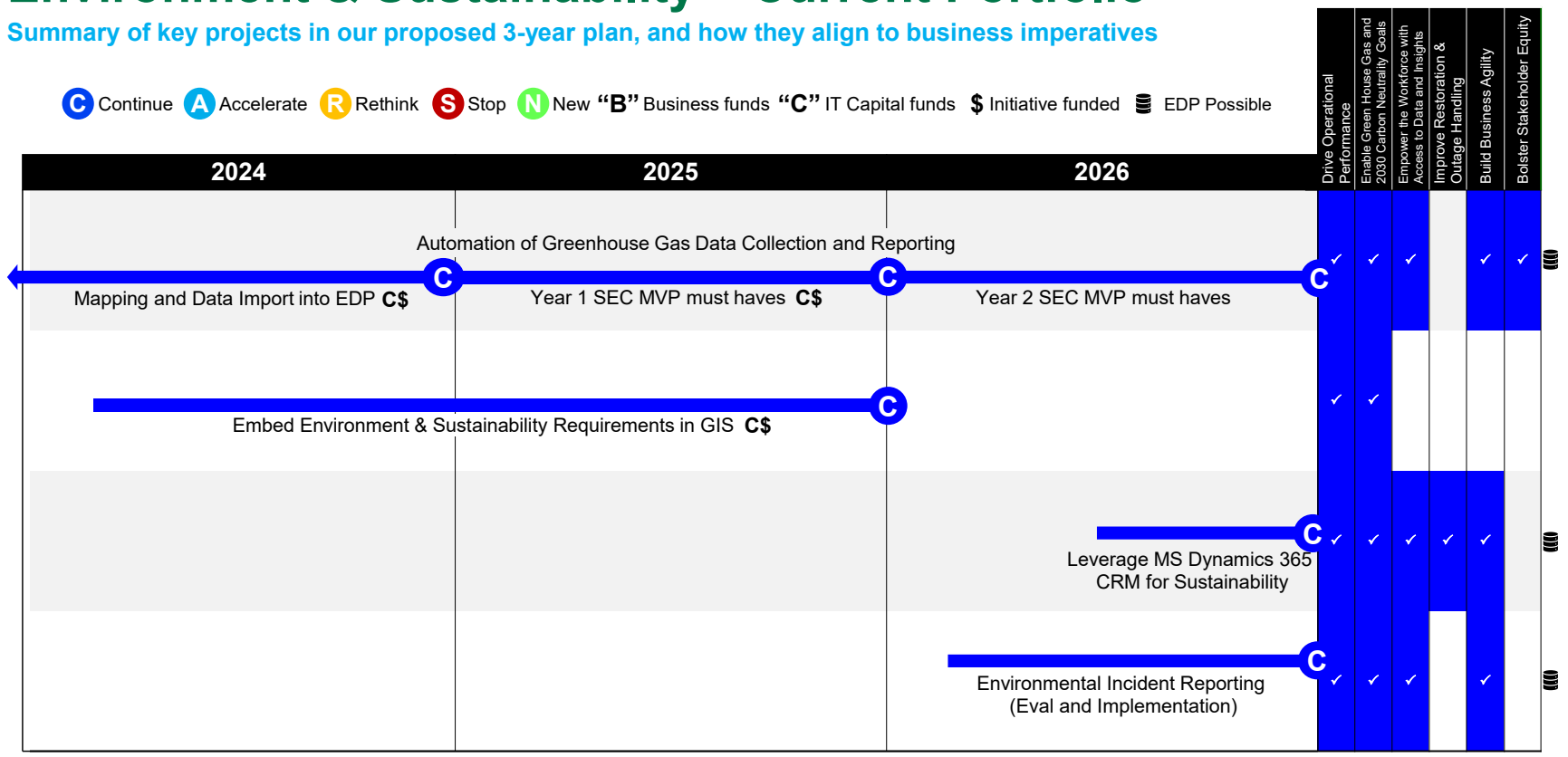
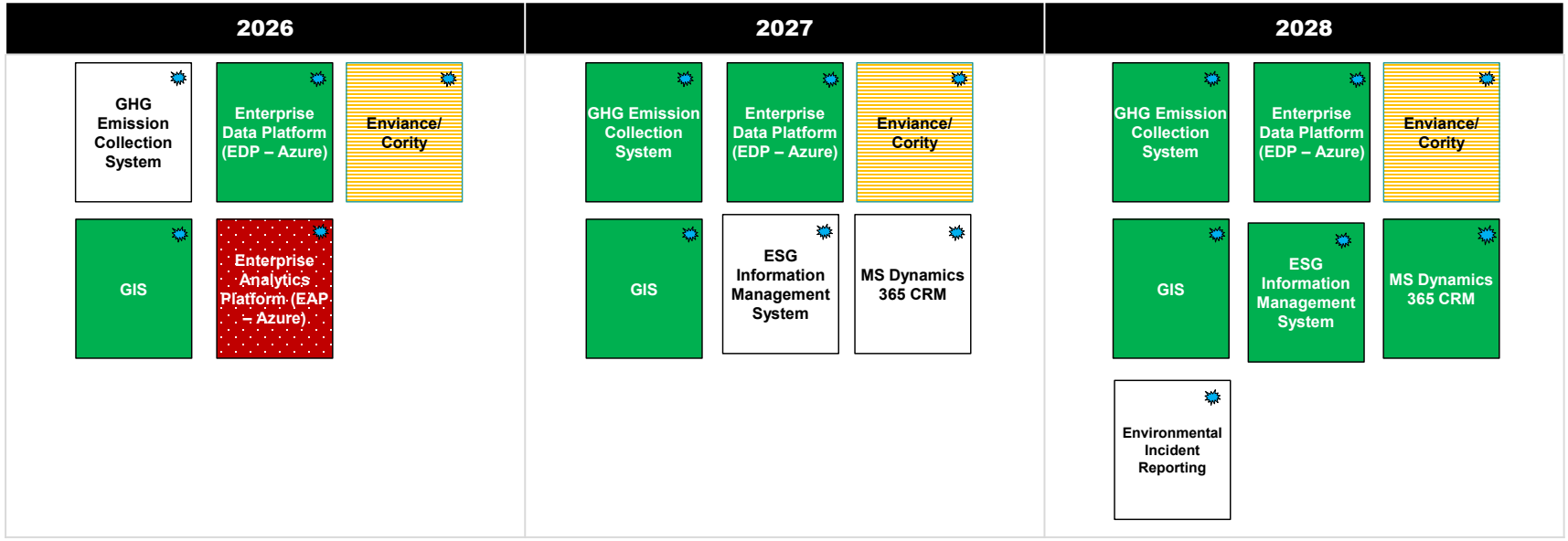


Environment & Sustainability – Our Technology Landscape

4 – SHARED SERVICES



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Corp. Performance Management

Major Business Themes

Data & Analytics (A, C)
- Currently use PowerBI, R, and Python for data analytics
- Facing issues related to getting access to the right data (process can take over a month) and receiving data that isn't clean (which then requires time to clean it before analytics can be performed
- Heavy use of Excel

Automation (D)
- Looking into AI capabilities to produce a forward looking document.
- Investigating automation into regulatory documents & support.

Expand Eversource Performance Insights Capabilities (C)
- Successfully completed Board (FPS) integration with DI and are exploring opportunities for expansion of DI capabilities.
- Integration between PowerBI and other data sources is being explored.
- Create a pipeline between Eversource Performance Insights Data into EDP for efficient data reporting and insights.
- Opportunity to expand Eversource Performance Insights capabilities to fully leverage the product

SAS Upgrade / Replatform (A)
- Experiencing support issues related to completing basic tasks
- Support team lacks baseline knowledge

User Accessibility to FPS Capital data (B)
- Improve capabilities for users to access FPS data for more efficient reporting.

Data Governance & Optimization of PowerBI Data (A, C)
- Currently single threaded support provided from the CPM functional area.

Success Measures
- Time to insight
- Improved data velocity and accuracy

Key Projects (Active, Planned)
- Divest SAS Server, keep SAS Desktop
- FPS Board to the Cloud (will complete in 2025)
- Work Order Lifecycle (not in this portfolio but CPM is heavily involved)

Potential Opportunities & Considerations

A – CPM Data Analytics
Potential project to re-platform SAS, Analytics and modeling along with restructuring of our current SAS offering.

B – Artificial Intelligence Considerations
As the use of AI grows across all industries we need to be aware of the trends and consider the implications and use-cases for Eversource in all technology and business decisions. The usage is growing with both ourselves and our vendors which has many facets but chiefly security.

C – Ingest New Data Sources into the EPI & EDP to Enrich Reporting & Insights
While the initial implementation of Eversource Performance Insights & EDP has greatly improved the Performance Management capabilities, these systems can provide greater power and flexibility when connected with other datasets and systems.

D – Initiate and Prioritize RPA Opportunities Across Landscape
Prioritizing the current backlog of RPAs to deliver in 2024 with potential to expand the scope of delivery if other opportunities are explored and value is realized.

Engaged Team

Bryan Barbera, Dan Driscoll, Liz Foley, Terri Eberhart, Joe Canina, Leanne Landry, Marie Tobio, Rachel Keller, Rich Tardif, Tom Boehm

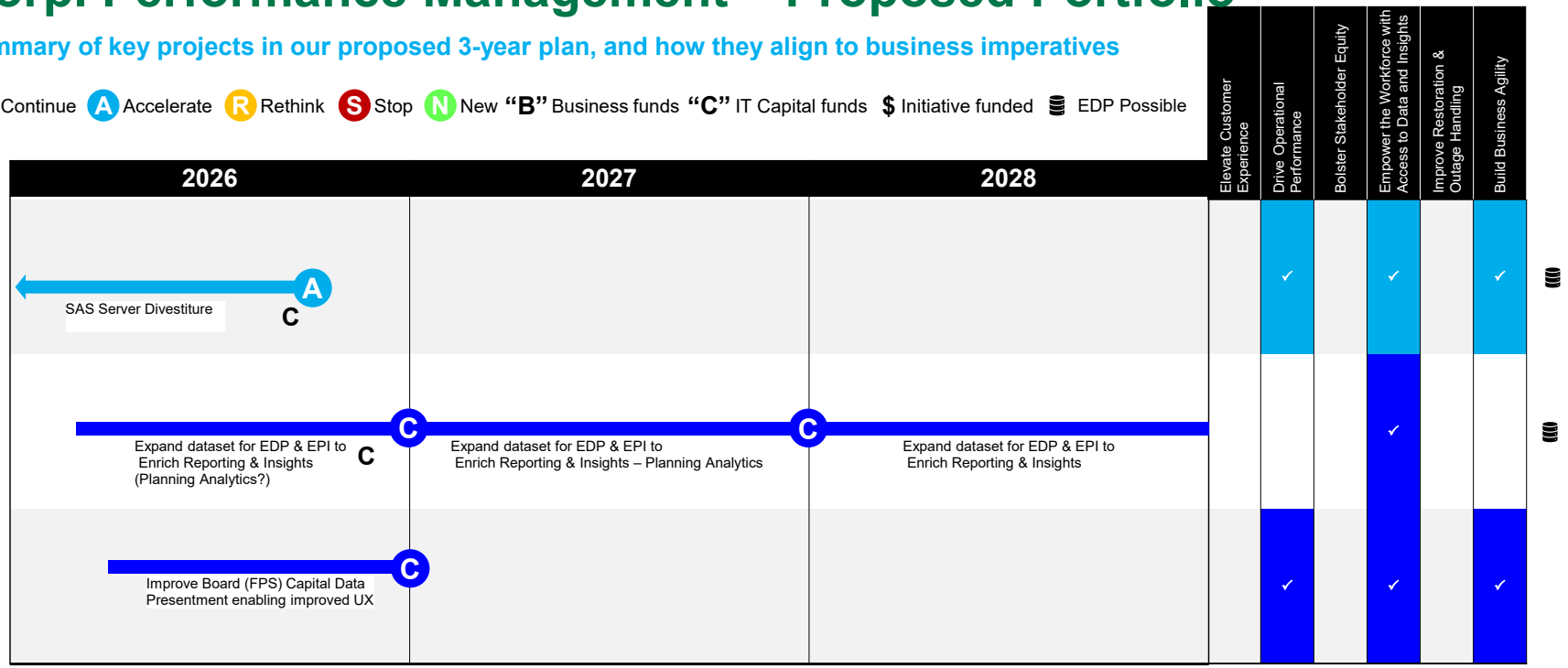
4 – SHARED SERVICES

EVERSOURCE

Corp. Performance Management – Proposed Portfolio

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible

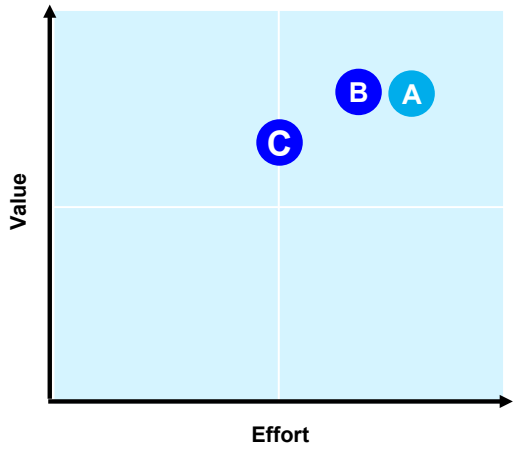


EVERSOURCE

Corp. Performance Management – 2026 Initiatives

2026 Continue, Accelerate, and New Initiatives to consider

Continue Accelerate New



Imperative Legend:

- Elevate Customer Experience
- Improve Restoration & Outage Handling
- Drive Operational Performance
- Bolster Stakeholder Equity
- Build Business Agility
- Reduce O&M Spend
- Empower the Workforce with Access to Data and Insights
- Enable Green House Gas and 2030 Carbon Neutrality Goals

Initiative	Description	Imperatives
A **SAS Environments Restructuring / CPM Data Analytics** (Demand ID: 0002307, 0002306)	Potential project to re-platform SAS analytics into existing EDP instead of restructuring SAS. Vendor recommends restructuring based on their newest best practices and updated architecture.	
B **Expand dataset for EDP & EPI to Enrich Reporting & Insights** (Demand ID: 0002305)	Build out a pipeline between EDP and EPI to share an expanded bi-directional data set to improve reporting and analytics capabilities.	
C **Improve Board (FPS) Capital Data Presentment enabling improved UX** (Demand ID: 0002111)	Re-evaluate and possibly make changes to the current data flow to support an improved and more flexible presentation of the data & user experience.	

EVERSOURCE

Business Executive Socialization

Guidelines to support delivering the roadmap in partnership between the IT Director and Business Lead(s)

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4 SHARED SERVICES

Corp. Performance Management – Current Portfolio

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EVERSOURCE

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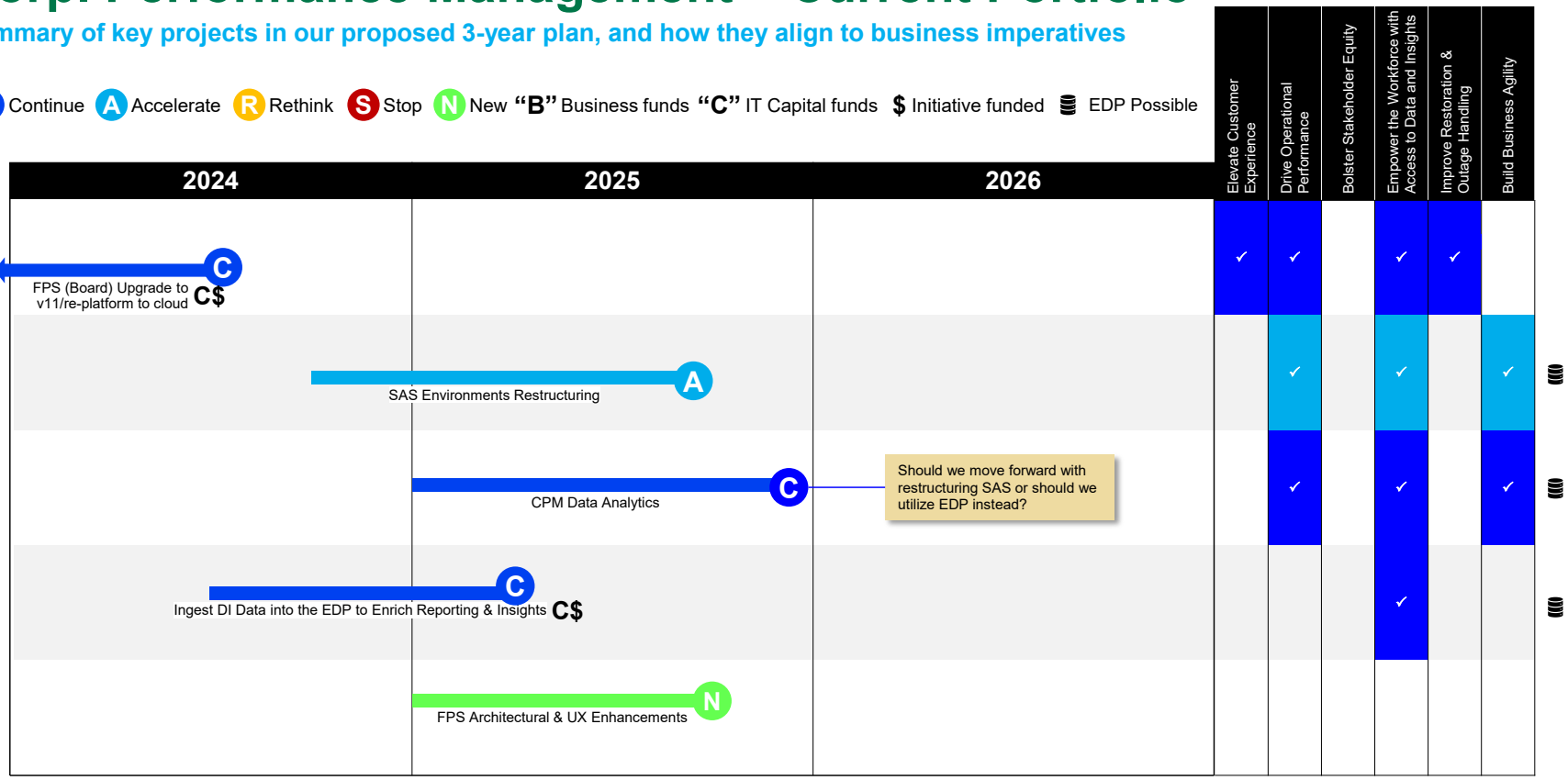
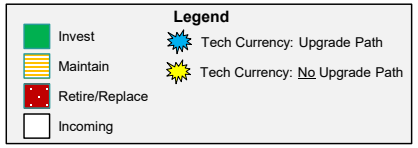
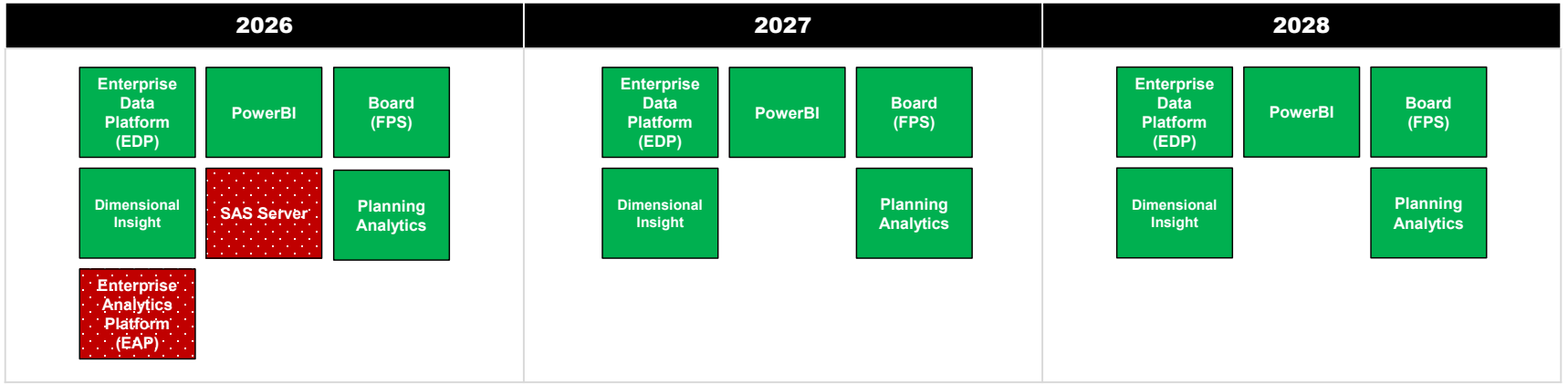


4 – SHARED SERVICES

Corp. Performance Management – Our Technology Landscape

EVERSOURCE





EVERSOURCE

Major Initiatives in the Shared Services Roadmap

Over the next 3 years, these major cross-functional strategic initiatives will dominate our focus

DEFINE INTEGRATED FINANCE & SUPPLY CHAIN FUTURE STATE

Define integrated future state of Finance, Accounting and Supply Chain applications and offer new functionality to include the new EDP to *drive operational performance.*

UPLIFT & REPLACE FINANCIAL CAPABILITIES

Modernize core financial capabilities to *empower the workforce with access and traceability to financial data* and *drive operational performance.*



CRM

This multi-phased effort of bringing the entire company onto an enterprise CRM application will improve communication, correspondence and relationships with key customer contacts (i.e. National Accounts, Municipalities, Governmental Representatives, etc.). The business groups can seamlessly collaborate and share vital information to *elevate customer experience and build business agility*.

GHG

A multi-phased effort to provide a more reliable process and repository to generate, gather and house Sustainability's GHG data to *enable Green House Gas and 2030 Carbon Neutrality goals.*

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TALENT ACQUISITION AND ELEVATING EMPLOYEE EXPERIENCE

Improving our HR systems to nurture a positive candidate engagement and to create an efficient onboarding & vetting process thereby *reducing O&M spend.*

4 SHARED SERVICES

Finance & Accounting

Improve Restoration & Outage Handling | Reduce O&M Spend | Empower the Workforce with Access to Data and Insights | Drive Operational Performance | Build Business Agility

Major Business Themes

Lack of Data Accessibility (B, E)
- Currently, it is difficult to find and extract the correct data needed for reporting (esp. from PowerPlan)
- The situation is particularly bad when it comes to preparation for filings
- Any solution should not negatively affect the source system(s)
- Need to define different user personas to understand the tooling and training on EDP to frame training strategy
- Training on the usage of EDP data lake for query and business data analytics is needed to mitigate data accessibility issues

Automation (B, D, E)
- There are currently several processes in the Finance department that are far more manual than they need to be (e.g., the close process, workflow management, **Close Dashboard**)
- Investigating automation into regulatory documents & support.
- Even if full-scale transformation (i.e., a cloud ledger solution) is on its way, there are several RPA solutions that can quickly be put in place with full ROI

Issues with Core Process and Systems (A, B, C)
- There have been ongoing issues with a lack of exception handling in core processes, resulting in end users not being notified that systems are malfunctioning
- New exceptions and processes are currently being added which should ameliorate this issue
- (e.g. Maximo Reconciliation, PowerPlan Adapter, Accruals, UVL system)

Work Order Lifecycle Workflow Validation Reconciliation and Improvement (A)
- We currently have major processes which span multiple systems and organizations which are in need of day-to-day validation and reconciliation.
- Select obsolete workflows for uplifts or replacements

Engaged Team

Aaron Cullen, Brendan O'Brien, Chris Sablinski, Clement Lewis, Danielle Munson, Denise Ouimet, Liz Foley, Terri Eberhart, Jenn Ullram, John Griffin, John Faits Jr., John Griffin, Kelly Sikorski, Kevin Morrissey, Leanne Landry, Marie Tobio, Michael Dipietro, Renee Sogliuzzi, Tom Desrosiers

Success Measures
- Increased Efficiency (e.g., data availability, process automation, eliminated rework)
- Time to Close
- Close Success
- Reduced Risk / Improved Control (e.g., timely capital in-service, coding error identification)

Key Projects (Active, Planned)
- Upgrade Oracle EBS Application
- Upgrade FPS & cloud migration
- Sundry Consolidation/Replacement
- Finance of the Future Plan

Potential Opportunities & Considerations

A — Invoicing Process
Identify processes in storm management and storm invoices that can be automated end-to-end.

B — Define an Integrated Finance and Tech Future State (ITFA)
Investigate opportunity to consolidate EBS & PowerPlan with a modernized ERP solution. Consolidate & rationalize the different systems used to process Sundry Billing into a single app providing all the functionality relied upon today. Ideally, this is a solution that integrates with future systems seamlessly.

C — Accrual Process
Address the end-to-end accrual process including UVLs and core system processes through process and system improvements.

D — Robotic Process Automations (RPAs)
Invest in automation across the portfolio wherever it provides value and efficiencies for the end users.

E — EDP Use Case Identification & Pipeline Creation
Identify additional use cases to relay with the EDP team to continue to expand upon the EDP pipeline. Potential use case is moving transmission capital and PIS data that needs to go into financial systems Access database.

F — Artificial Intelligence Considerations
As the use of AI grows across all industries, we need to be aware of the trends and consider the implications and use-cases for Eversource in all technology and business decisions.

4 SHARED SERVICES

Finance & Accounting – Proposed Portfolio

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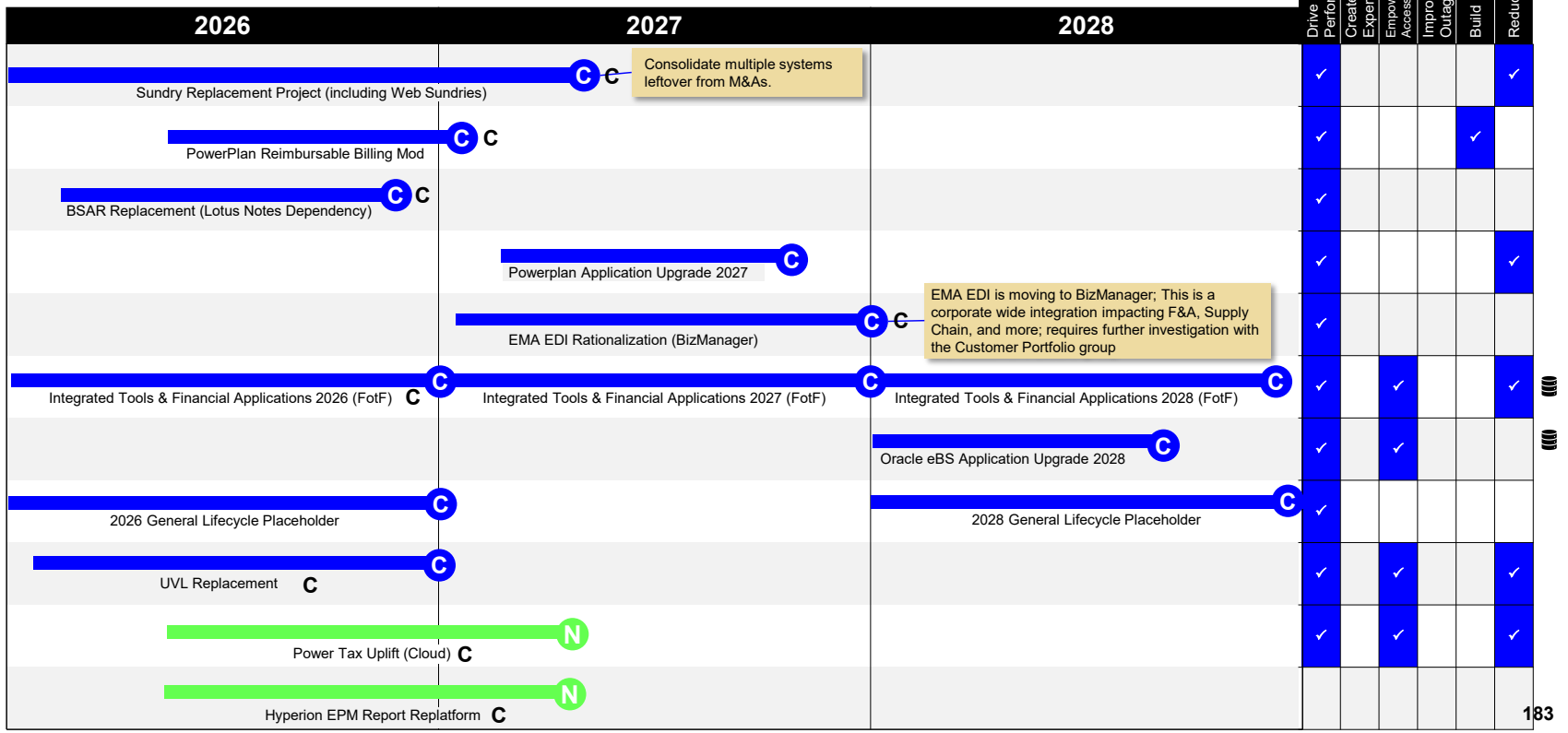

EVERSOURCE

Finance & Accounting – 2026 Initiatives

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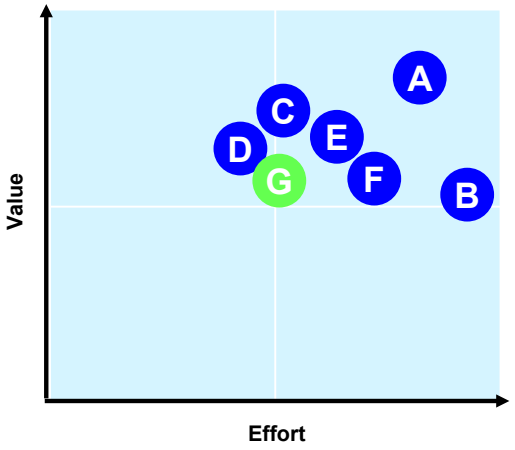

Imperative Legend:

- Improve Workforce & Customer Safety
- Improve Restoration & Outage Handling
- Drive Operational Performance
- Build Business Agility
- Reduce O&M Spend
- Empower the Workforce with Access to Data and Insights

Initiative	Description	Imperatives
A **Integrated Tools & Financial Applications** (FotF) (Demand ID: 0002278)	Start to lay groundwork and design a fully integrated future state for our Financial application landscape.	
B **Sundry Replacement Project (including Web Sundries)** (Demand ID: 0002274)	Consolidate and rationalize the many different systems we use to process Sundry Billing into a single application that provides all the necessary functionality we rely on today.	
C **PowerPlan Reimbursable Biling Mod** (Demand ID: 0002106)	Add additional module to Powerplan to allow for Reimbursable Billing.	
D **BSAR Replacement** (Demand ID: 0002273)	Replatform or replace existing BSAR to allow Lotus Notes retirement.	
E **UVL Replacement**	Replace or replatform the current aging UVL system.	
F **EMA EDI Rationalization) (BizManager)** (Demand ID: 0002281)	Determine & implement future state for ETL/EDI structure. Rationalize EMA EDI to in-house support.	
G Power Tax Cloud Upgrade	Upgrade Power Tax module and move to cloud per Powerplan Vendor's roadmap.	

EVERSOURCE

Business Executive Socialization

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4 SHARED SERVICES

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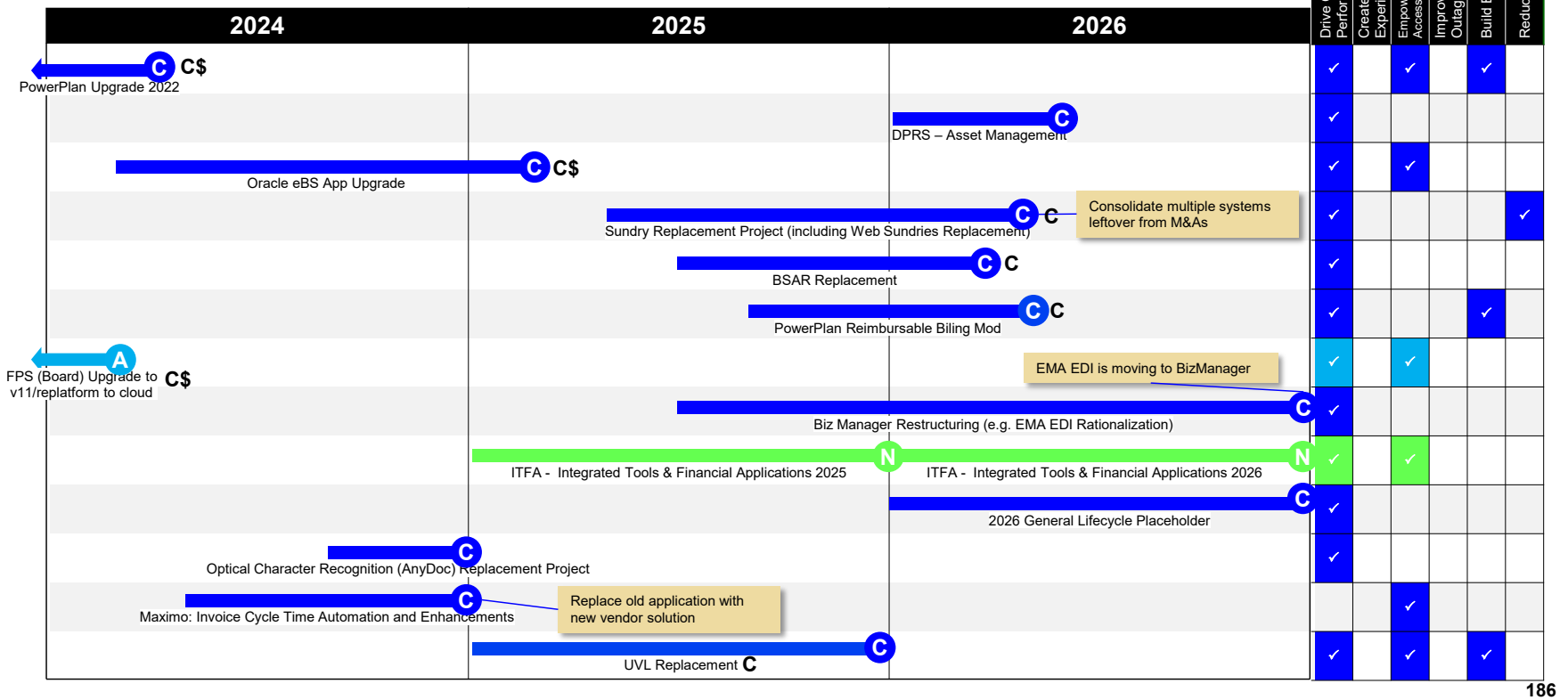
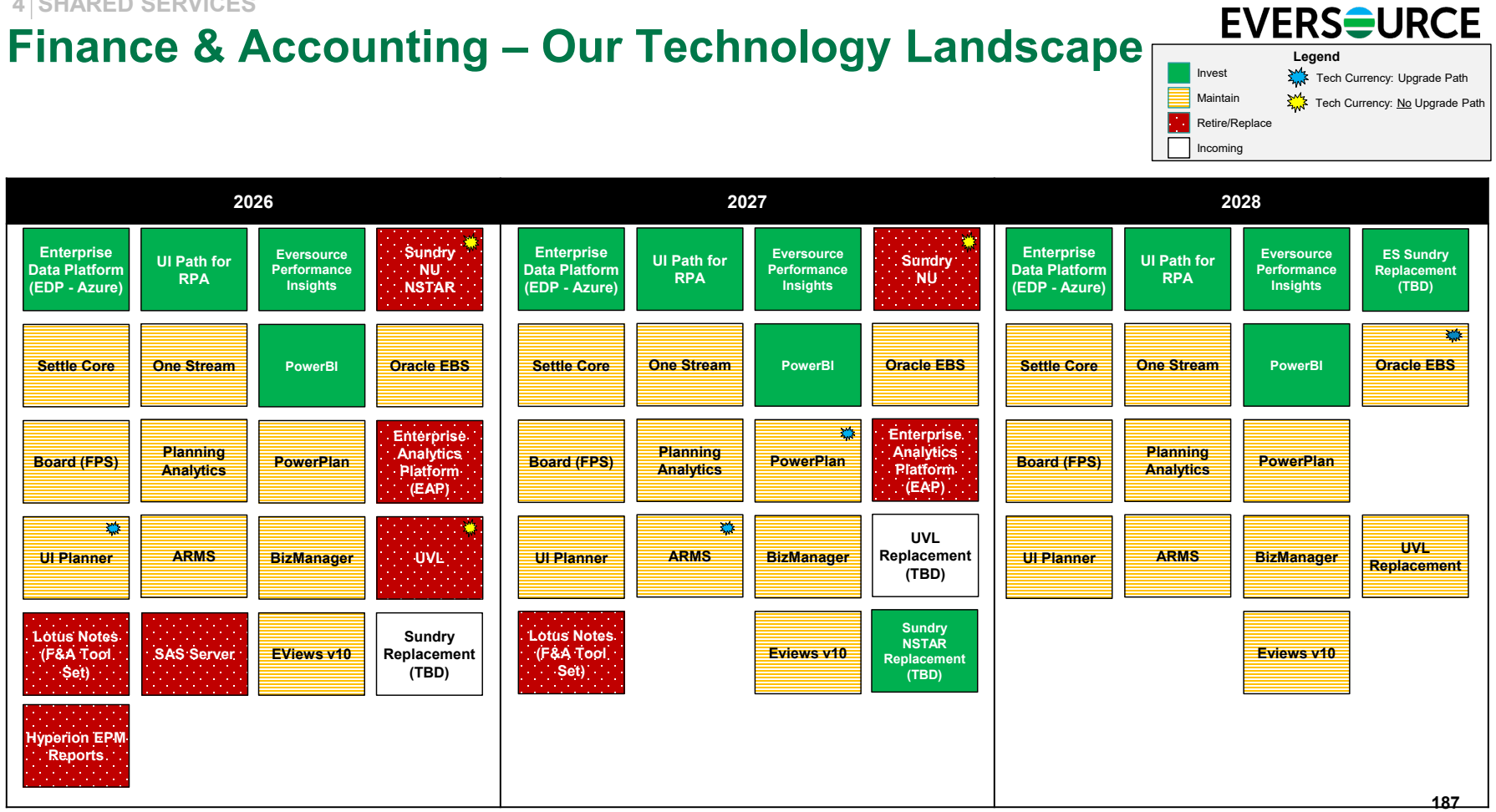


4 | SHARED SERVICES

Finance & Accounting – Our Technology Landscape



EVERSOURCE

Major Initiatives in the Shared Services Roadmap

Over the next 3 years, these major cross-functional strategic initiatives will dominate our focus

POWERPLAN

Upgrading the application, databases, and associated servers to the latest versions to maintain currency and offer new functionality to include the new EDP to *drive operational performance*

DATA & ANALYTICS

Define and implement an enterprise-wide data governance strategy to *empower the workforce with access to data*



MSP

Replacing our incumbent Managed Service Provider (MSP) for contractor management and transferring all data/interfaces to this new MSP thereby *building business agility*

GHG

A multi-phased effort to provide a more reliable process and repository to generate, gather and house Sustainability's GHG data to *enable Green House Gas and 2030 Carbon Neutrality goals*

GTS PHASE 3

Enhancements to incorporate Yankee Gas customers and a marketer portal to the Gas Transportation System (GTS), add Eversource Supply functionality to the Eversource Nomination Portal (ENP), and consolidate some GTS and ENP data and processes to *drive operational performance*

TALENT ACQUISITION AND ONBOARDING OPTIMIZATION

Improving our HR systems to nurture a positive candidate engagement and to create an efficient onboarding & vetting process thereby *reducing O&M spend*

Drive Operational Performance | Build Business Agility | Empower Workforce with Access to Data and Insights
Improve Restoration & Outage Handling | Reduce O&M Spend | Enable Green House Gas and 2030 Carbon Neutrality Goals

Facilities & Real Estate

Major Business Themes

Data Management and Analytics (B)
- Large amounts of facilities, property/lease, and building data will need to be accompanied by a data governance and analytics strategy.

Need for Increased Automation Post-Process Improvements (C)
- Technology and automation can take the redundancy out of manual processes, preventing spending increases, and can also identify errors.
  - Large scale quarterly reporting on facilities data are error-prone
  - Annual process for reporting on facilities maintenance expense efficiency is a highly manual process
  - Annual process for reporting on meter data consumption
- Potential synergy with energy efficiency processes.

Improved Cross Functional Planning Collaboration (A)
- Real Estate and Right of Way teams are siloed across functional lines and states in some cases driving vastly different application requirements, priorities, and processes.
- Improving cross-functional collaboration could mitigate rework and configuration complexity.

Aging technology needs to be addressed (A, B, C)
- Several older applications and BMS solutions are outdated and need to be updated, replaced, and/or retired.

Process Improvements & Future Technologies (D, E)
- Inconsistency and lack of standardization in room A/V solutions complicates the process of outfitting new rooms. Also includes Budget/Funding Sourcing Process Documentation.
- More broadly, there is an opportunity to investigate long term smart building technologies towards improving existing processes.

Michael Dorval, Jason St. Martin, Tom McDermott, Brent Kilgore, Kim Bianchi, Tim Powers, Mark Olszewski

Success Measures
- Operational Efficiency
- Business Partner Engagement

Key Projects (Active, Planned)
- BMS 2024 implementation
- Planon & Legacy App Retirements

Potential Opportunities & Considerations

A — Evaluate Legacy BMS Solutions & Potential Consolidated Monitoring/Controlling
As we transition to business as usual for new BMS implementations with our preferred BMS partners, we need to evaluate options for securing and standardizing legacy BMS implementations.

B — Consolidate and Retire Legacy Applications
With the addition of Visual Lease, we need to evaluate any remaining gaps to be addressed before we can retire the legacy applications in this space, including Planon, RE Catalog, RELM, RMLG, Right of Way DB, and PROWL. Include T&D Right of Way, Real Estate, and Facilities teams in requirements discussions and solution evaluation to ensure full coverage.

C — Investigate Opportunities to Leverage EDP with Real Estate & Facilities Data
Opportunity to investigate how to leverage EDP to improve data access and insights. Example: multiple opportunities exist to automate facilities reporting processes, including: a) Quarterly reports are lengthy to gather and prone to error, and b) Annual reporting for facilities maintenance expense efficiency is highly manual and dependent on data from annual budget process.

D — Investigate Smart Building & Space Management Technologies of the Future
Define the long-term strategy for smart technology for corporate & field offices. Also possible enhancements in space management tools/processes – SpaceTi (current pilot w/ conference rooms).

E — Document Standardized A/V Plan For Conference Rooms
Lack of consistency in A/V solutions in different types of conferences rooms complicates outfitting (e.g. what types of conferencing tools are needed).

4 – Shared Services

EVERSOURCE

Facilities & Real Estate – Proposed Portfolio

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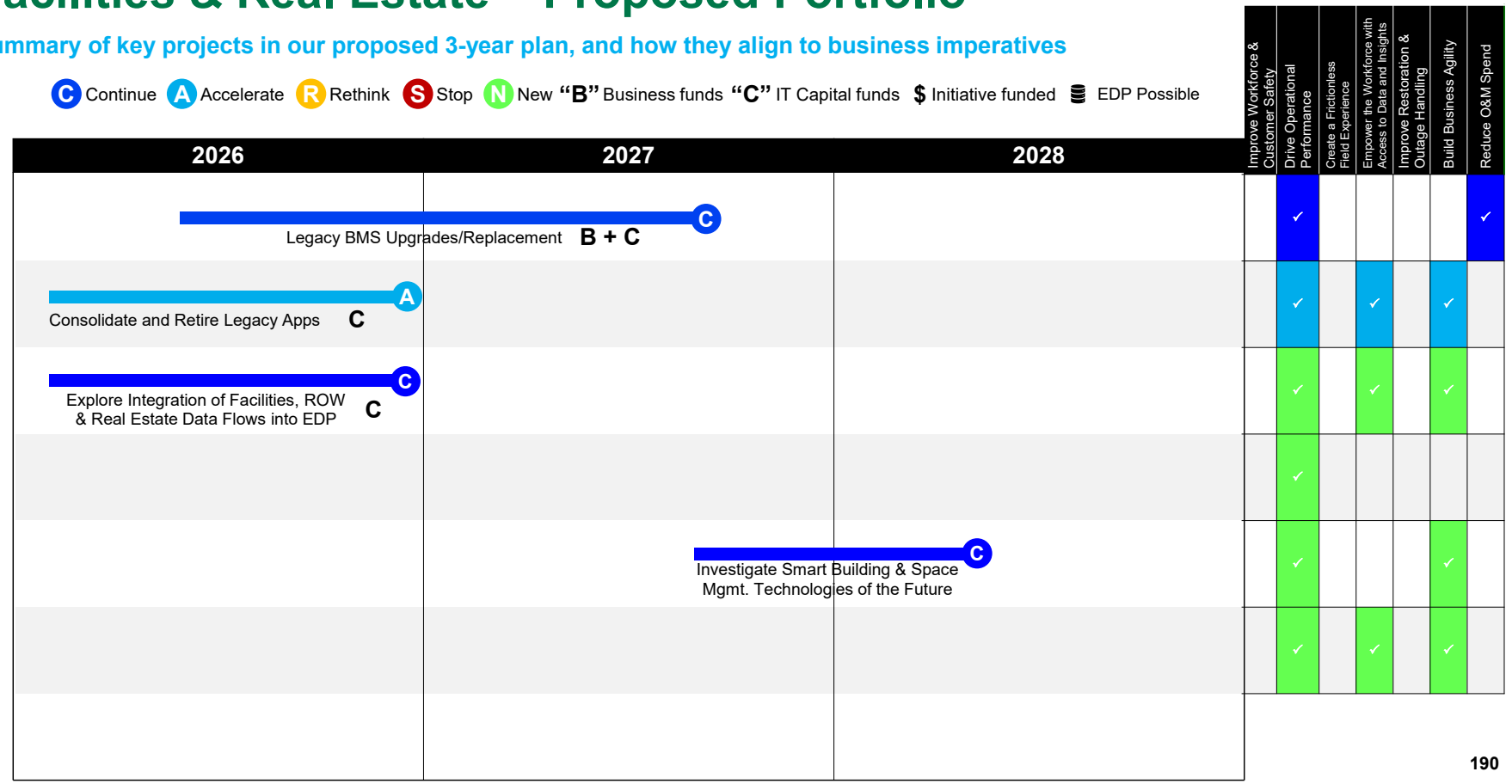

Improve Workforce & Customer Safety	Drive Operational Performance	Create a Frictionless Field Experience	Empower the Workforce with Access to Data and Insights	Improve Restoration & Outage Handling	Build Business Agility	Reduce O&M Spend
	✓					✓
	✓		✓		✓	
	✓		✓		✓	
	✓					
	✓				✓	
	✓		✓		✓	

4 – Shared Services

Facilities & Real Estate – 2026 Initiatives

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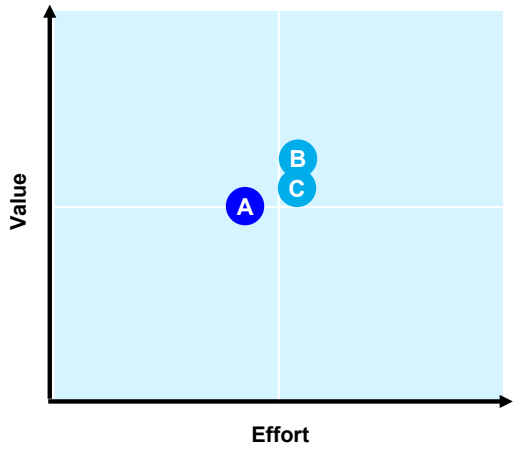

Initiative	Description	Imperatives
A Legacy BMS Upgrades/Replacement		
B Consolidate & Retire Legacy Apps	Explore and implement options to replace Planon as a document management, retention, and task management solution.	
C Explore Integration of Facilities, ROW & Real Estate Data Flows into EDP	Explore options for integrating data flows across Facilities, Right of Way (ROW), and Real Estate into the Enterprise Data Platform (EDP) to improve visibility, consolidation, access, and reporting ability for cross-functional organizational data.	

Imperative Legend:

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4 SHARED SERVICES

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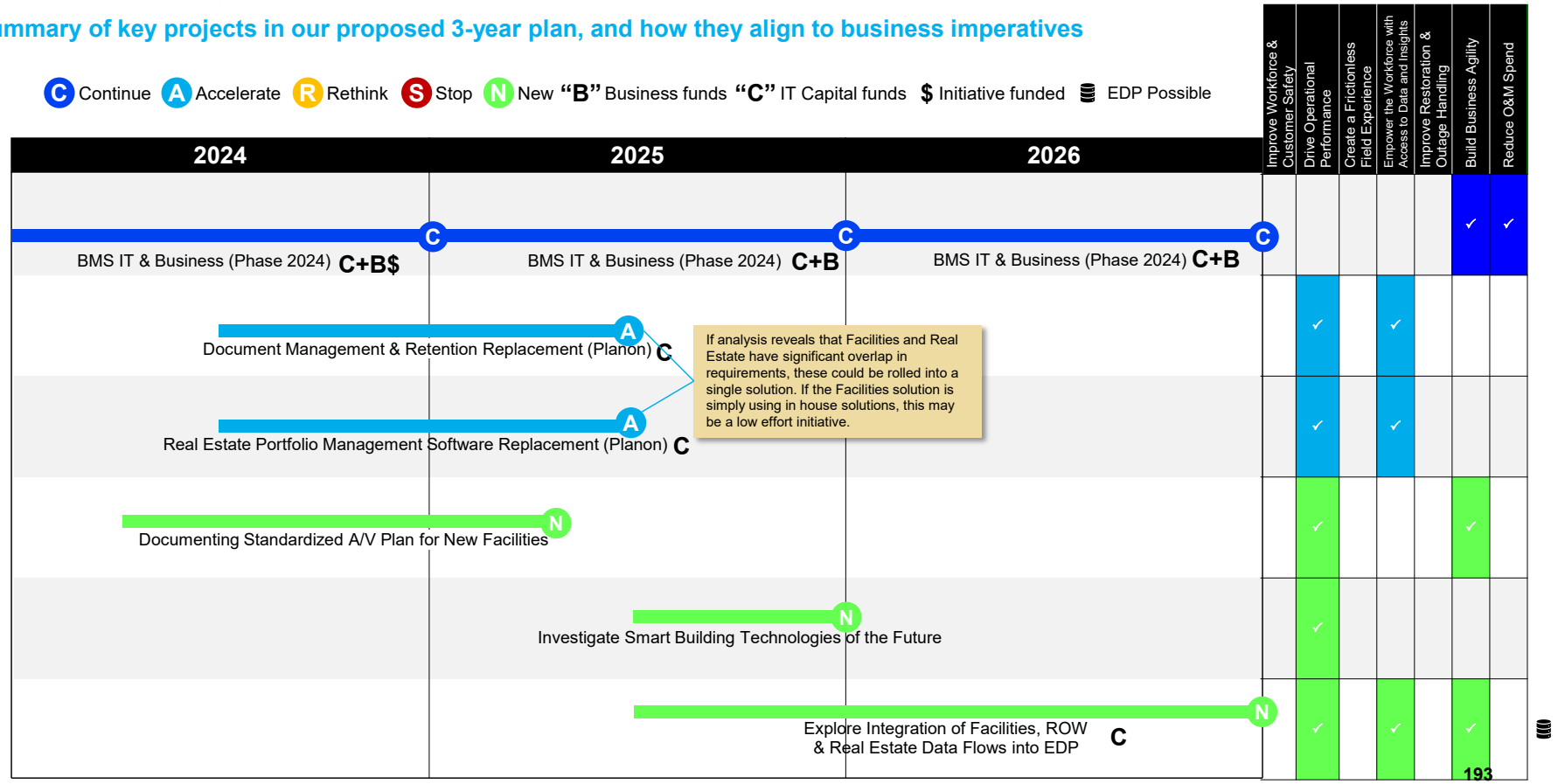
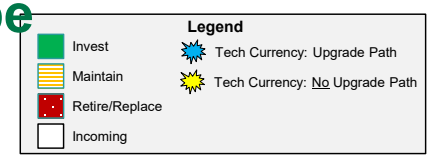


Facilities & Real Estate – Our Technology Landscape

4 – Shared Services

EVERSOURCE



2025	2026	2027
Building Management Systems	Building Management Systems	Building Management Systems
BizManager	BizManager	BizManager
Visual Lease	Visual Lease	Visual Lease
RE Catalog	Real Estate Portf. Mgmt Replacement	Real Estate Portfolio Mgmt Replacement
ROW DB	Epturra	Epturra
Planon		
RMLG		
Prowl		
Real Estate Lease Mgmt (REALM)		
HIPPO CMMS		
Epturra		

EVERSOURCE

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Drive Operational Performance | Reduce O&M Spend | Empower Workforce with Access to Data and Insights | Improve Restoration & Outage Handling | Build Business Agility

Supply Chain

4 – SHARED SERVICES

Major Business Themes

Data Management and Analytics (E)
- A top-down data governance & analytics strategy is needed to manage the flow of data between major systems.

Need for Improved Process for Accounts Payable (C)
- SAP Ariba to be investigated further to maximize OCR and accounts payable capabilities, as Maximo is causing a bottleneck.
- SAP Ariba could streamline invoice processing due to efficient data handling.
- Improved receipt entry and invoice approval method is suggested for addressing the offsite pain point.

Process Improvements (A, B)
- There is no process in place in terms of training the entire workforce on the major systems they are utilizing.
- Storm Invoice Improvements and Report
- Sole source contact justification changes being implemented at leaderships request.
- Warehouse management process to be investigated for automation. Consider integrating warehouse task management solutions with handheld devices.

Document Tagging (A, C)
- Current guidance for contract reconciliation is to use SignNow, but DocuSign is recommended as Maximo can be integrated.
- Ability to tag certain document types and report on documents by type.

Service PO Types (A)
- Support of Service PO types in Maximo will be beneficial to vendors to identify whether this is a service line or material line. All POs go over to suppliers as material POs, which impacts charges suppliers are provided from Ariba.
- Front end implementation of PO types is beneficial.

Need for Increased Automation Post-Process Improvements (A)
- Technology and automation can take the redundancy out of manual processes, preventing spending increases, and can also identify errors

Data Reconciliation (E)
- A major pain point across the organization is trying to sync up / reconcile data between source and destination systems across the organization
- Due to the lack of transparency on what the true source systems are, the business users are unable to make accurate decisions due to data integrity issues

Engaged Team

Jason Craig, Tim Roukey, Denise Ouimet, Kelly Kurban, Matthew Correia

Success Measures
- Operational Efficiency
- Business Partner Engagement

Key Projects (Active, Planned)
- Barcode Scanners & Label Printers Replacements
- EPIQ Investment Recovery Upgrade
- Supply Chain Platform Reimagining & Improvements
- SAP Ariba: Supplier Lifecycle Performance

Potential Opportunities & Considerations

A – Perform Assessment to Identify Process Improvements & Waste Reduction
Eradicate and/or optimize processes, then leverage technology solutions and automation to improve operation activities, reduce risk and improve the efficiency of work in Supply Chain. Increasing availability of advanced reporting will provide needed transparency. Include OCR, COI, and PCARD, Storm Invoices.

B – Improvement of Current Onboarding Training
We need to empower our end users across the organization with better training and documentation that provides convenient, self-service guidance on how to perform key processes in our systems.

Note: Some of these activities may be impacted by the Maximo Upgrade

C – Information Availability (Ariba Systems) to improve reconciliations
The information housed in both Ariba Sourcing & Ariba Network is foundational to our work in the Supply Chain. Having data more easily accessible would improve the overall groups effectiveness and efficiency. This includes document tagging. Also need to look at how we implement/manage tax codes.

D – Upgrade Ariba Sourcing Modules (SIPM to SLP)
Replace the end-of-life and unsupported SIPM module with the new SLP module, which enables new capabilities like supplier contract management, reporting, data import, and ERP integration. SLP standup will be starting around 2026. COI and vendor risk management may benefit from this upgrade.

E – Discovery Process to Identify Application Health & Policy Adhere Monitoring Gaps
Focus on appropriate levels of monitoring, whether the automated notifications are sufficient, and whether sufficient information is provided in support of troubleshooting and core processes are followed

4 – SHARED SERVICES

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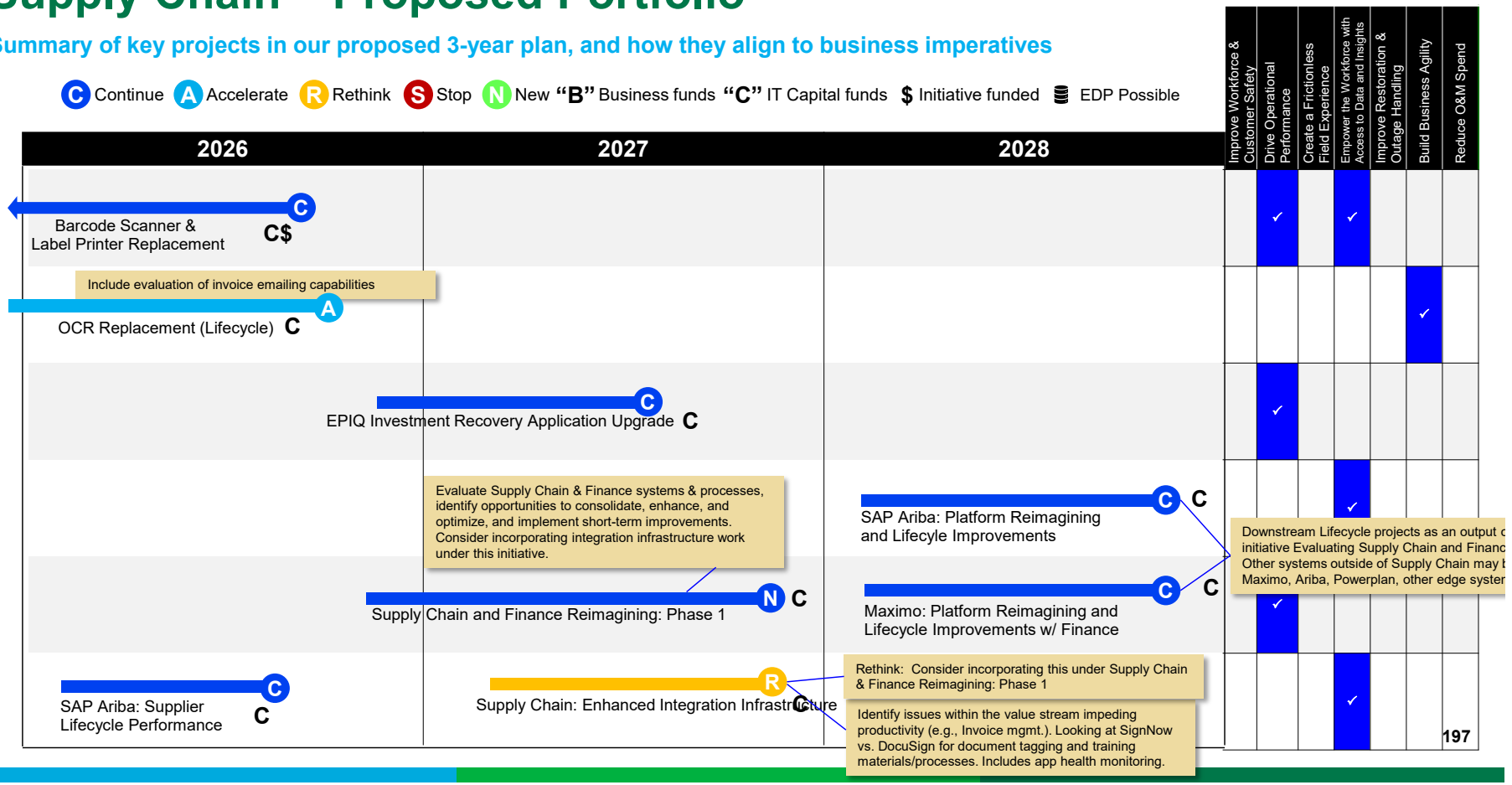
Supply Chain – Proposed Portfolio

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded EDP Possible



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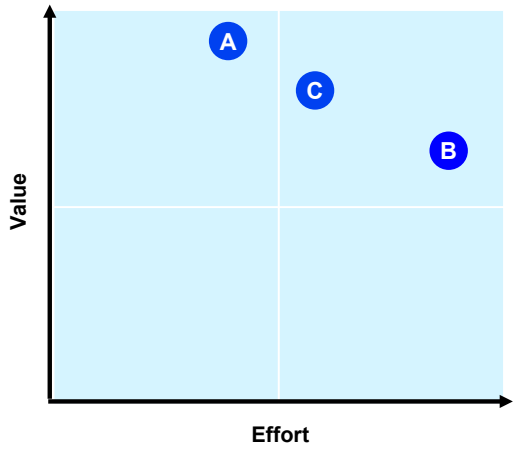
Supply Chain – 2026 Initiatives

2026 Continue, Accelerate, and New Initiatives to consider

Rethink Continue Accelerate New



Initiative	Description	Imperatives
A **SAP Ariba: Supplier Lifecycle Performance(OCR)**	Replaces aging/beyond end-of-life scanners	
B **Supply Chain and Finance Reimagining: Phase 1**	Evaluate Supply Chain & Finance systems & processes, identify opportunities to consolidate, enhance, and optimize, and implement short-term improvements.	
C **EPIQ Investment Recovery Application Upgrade** (Demand ID: 0002118)	Upgrade EPIQ software to potentially include: single sign-on (SSO), sustainability reporting abilities, feeds for redeployment of items into Maximo and upgrades to track scrap transformer dollar transactions and financial returns, as well as configuring auctions module.	

Imperative Legend:

- Improve Workforce & Customer Safety
- Improve Restoration & Outage Handling
- Drive Operational Performance
- Build Business Agility
- Reduce O&M Spend
- Empower the Workforce with Access to Data and Insights

EVERSOURCE

Business Executive Socialization

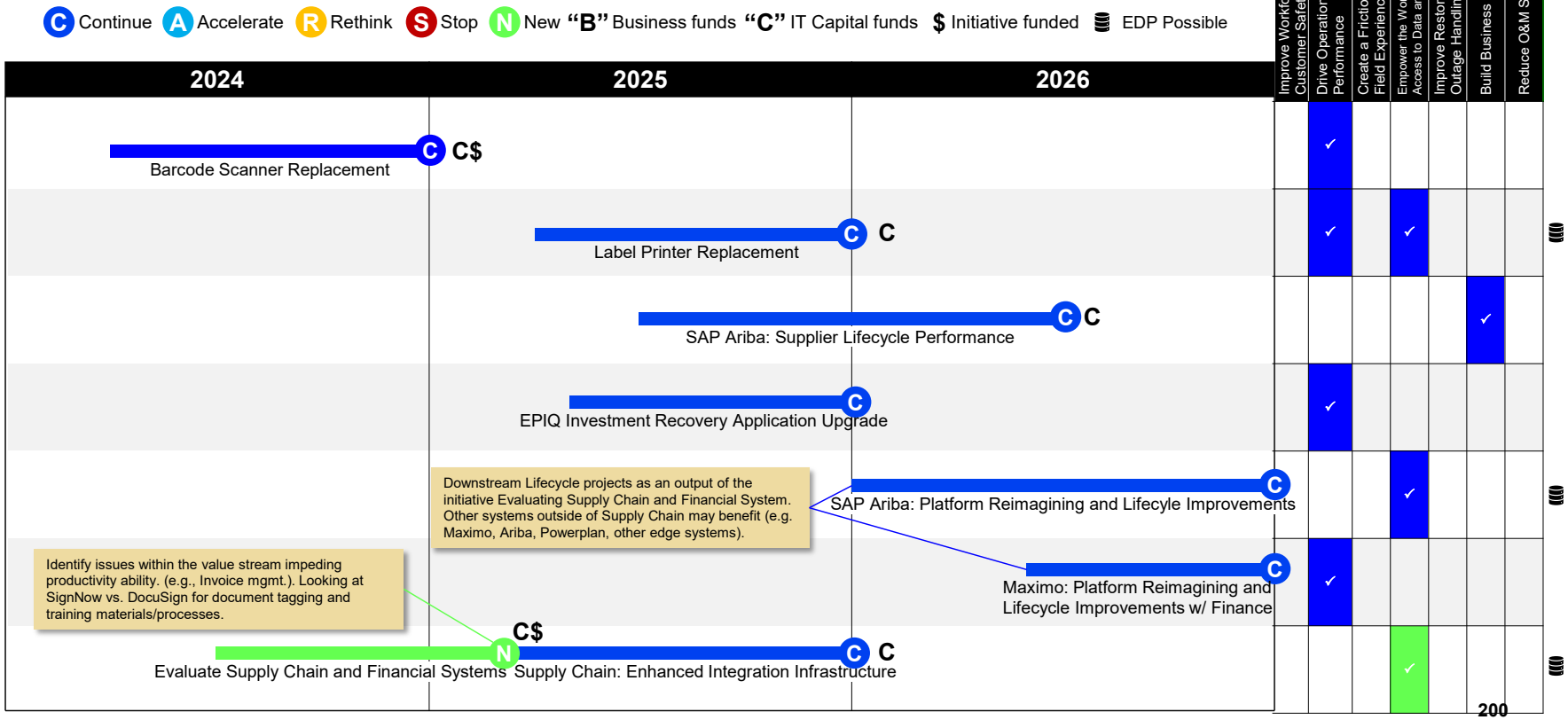
Guidelines to support delivering the roadmap in partnership between the IT Director and Business Lead(s)

	Agenda Item	Slide Topic	Primary Presenter	Supporting Presenter
<5 Minutes	**Executive Overview of the IT Roadmap Refresh**	Introduction: Objectives	Ron U.	IT Director
		2024 Current Refresh Approach	IT Director	Roadmap Core Team
		Roadmap Section & Chapter Structure	IT Director	Roadmap Core Team
<5 Minutes	**Review of Business Imperatives & Capabilities**	Engaged Stakeholders	IT Director	Business Lead(s)
		Business Imperatives	Business Lead(s)	IT Director
		Business Capabilities	Business Lead(s)	IT Director
<1 Minutes	**Review Tech Landscape (2025 – 2027)**	Our Tech Landscape (1 slide per year)	IT Director	Portfolio Architect(s)
40 Minutes	**Review Proposed Project Portfolio (2025 – 2027)**	Major Initiatives	IT Director	Business Lead(s)
		Existing Portfolio	IT Director / Business Lead(s)	PLMs
		Proposed Portfolio	IT Director / Business Lead(s)	PLMs
		2025 Initiatives	IT Director	Business Lead(s)
<5 Minutes	**Next Steps**	Immediate Decisions & Focus Areas	IT Director	Business Lead(s)
		Immediate Next Steps	IT Director	Business Lead(s)

4 – SHARED SERVICES

Supply Chain – Current Portfolio

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives



Supply Chain – Our Technology Landscape

4 – SHARED SERVICES

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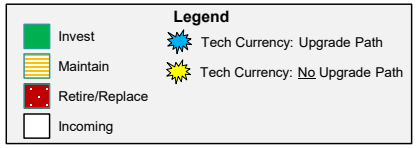

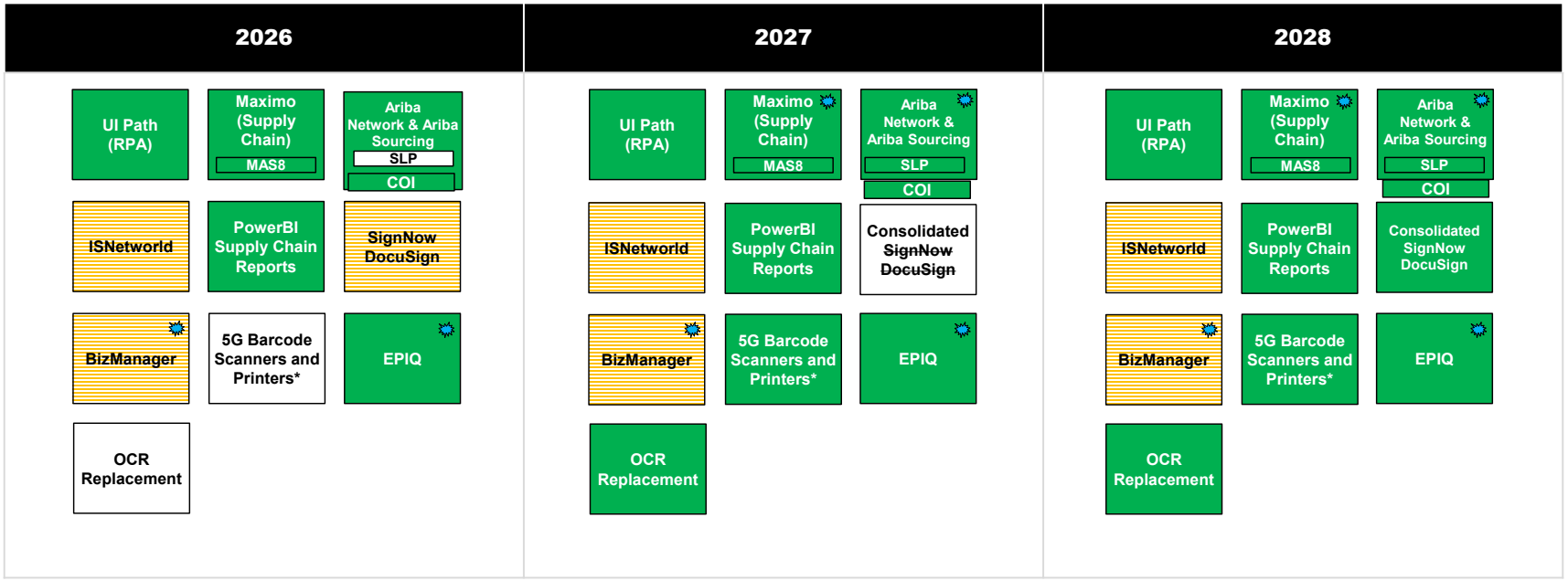

**Note: this refers to hardware units; Barcode scanners will interface directly with customized Maximo Mobile App*

Drive Operational Performance | Build Business Agility | Empower the Workforce with Access to Data and Insights

Legal, Internal Audit, Physical Security

Major Business Themes

Issue Tracking (A,D)
- Find permanent COTS solution for Issue Tracking
- Investigating litigation case management tools to efficiently manage cases and data with Gartner

Lotus Notes Replacement – Auto Audit (A)
- Losing functionality as we get Windows upgrades
- Workpaper tracking, retrieval, & management; issue reporting

Data Analytics/Artificial Intelligence (B,C, D)
- Leverage data analytics in support of more comprehensive internal audits and fraud testing.

Upgrading Access Control, Video Management & Physical Security Systems
- Building agility into our physical security systems to enable easy addition of new devices.

Engaged Team*

David Tabol, Ron Smith

Success Measures

- Better User experience
- Streamline and Organize Information
- Enhance Productivity

Key Projects (Active, Planned)

- Lotus Notes replacement to a better platform (need 2026)
- Access Control System Replacement (Genetech complete in 2025)

Potential Opportunities & Considerations

A **Lotus Notes Replacement**

Develop holistic approach to replace/retire all Lotus Notes solutions inclusive of Audit Workpapers. This is critical as it is a 20+ year old system losing functionality due to Windows OS upgrade.

B **Artificial Intelligence Considerations**

As the use of AI grows across all industries we need to be aware of the trends and consider the implications and use-cases for Eversource in all technology and business decisions. The usage is growing with both ourselves and our vendors which has many facets but chiefly security.

C **Exploration of New Use Cases for EDP**

Internal audit use cases have already been developed and utilized for EDP. Continue effort to explore additional use cases for with EDP.

D **Audit Issue Tracker – Find Permanent Solution**

Due to security issues, Catsweb issue tracking system was sunset. A temporary replacement platform was implemented but a permanent solution needs to be confirmed and planned (*Archer possible*?)

4 – Shared Services

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Legal, Internal Audit, Physical Security – Proposed Portfolio

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

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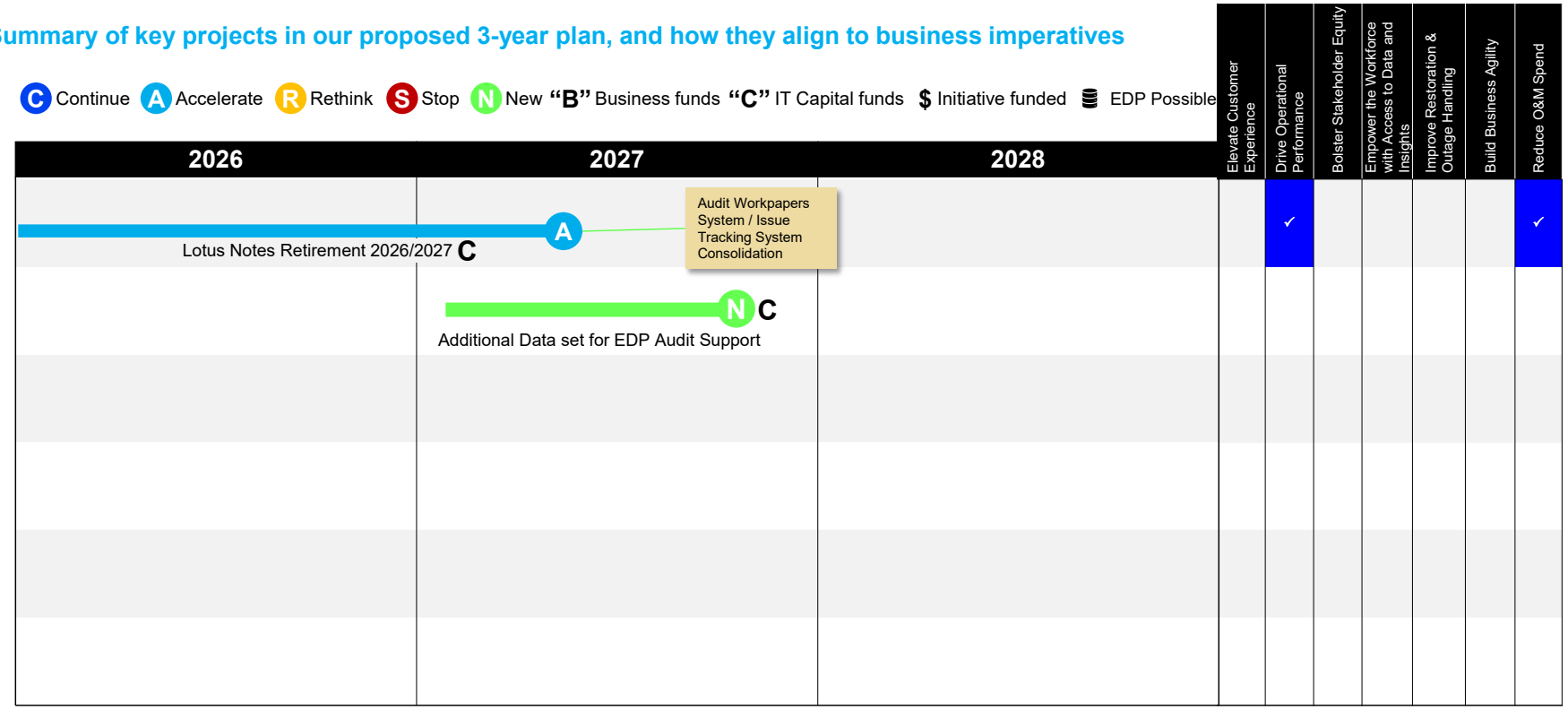

Internal Audit, Physical Security – Our Technology Landscape

4 – Shared Services

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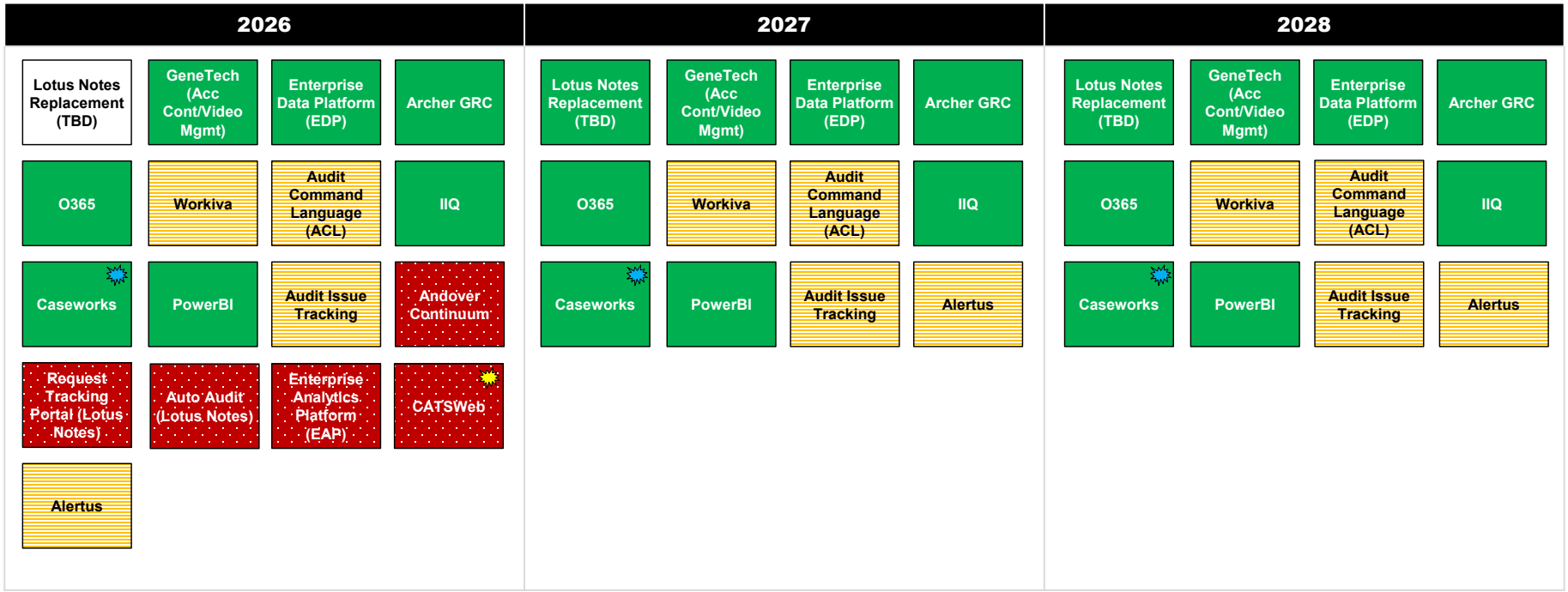

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Major Initiatives in the Shared Services Roadmap

Over the next 3 years, these major cross-functional strategic initiatives will dominate our focus

DEFINE INTEGRATED FINANCE & SUPPLY CHAIN FUTURE STATE

Define integrated future state of Finance, Accounting and Supply Chain applications and offer new functionality to include the new EDP to *drive operational performance.*

UPLIFT & REPLACE FINANCIAL CAPABILITIES

Modernize core financial capabilities to *empower the workforce with access and traceability to financial data* and *drive operational performance.*



CRM

This multi-phased effort of bringing the entire company onto an enterprise CRM application will improve communication, correspondence and relationships with key customer contacts (i.e. National Accounts, Municipalities, Governmental Representatives, etc.). The business groups can seamlessly collaborate and share vital information to *elevate customer experience and build business agility*.

GHG

A multi-phased effort to provide a more reliable process and repository to generate, gather and house Sustainability's GHG data to *enable Green House Gas and 2030 Carbon Neutrality goals.*

BMS

Installing Building Management Systems (BMS) to provide automated, remotely accessible lighting and HVAC control in many of our facilities across CT, MA, and NH. Includes setting up new BMS solutions and replacing or updating existing BMS solutions to *drive operational performance.*

TALENT ACQUISITION AND ELEVATING EMPLOYEE EXPERIENCE

Improving our HR systems to nurture a positive candidate engagement and to create an efficient onboarding & vetting process thereby *reducing O&M spend.*

Drive Operational Performance | Build Business Agility | Empower the Workforce with Access to Data and Insights

Legal, Internal Audit, Physical Security

Major Business Themes

Issue Tracking (A,E)
- Find permanent COTS solution for Issue Tracking
- Investigating litigation case management tools to efficiently manage cases and data with Gartner

Multiple Document Management Tools across Enterprise (A)
- Multiple document management tools are being used across the enterprise with varying effectiveness
- The governance for all document management tools fall under Legal

Data Retention Policies (A)
- Ensure data retention policies are effectively implemented across the enterprise

3rd Party Data Sharing (A)
- Enable improved sharing of data in secured ways internally (among Eversource teams) and externally (with 3rd parties including outside counsel, opposing counsel, and regulators in relation to legal data)
- More broadly, how to securely communicate data to 3rd parties

Legal Research Tools
- Investigate consolidation around single platform
- Explore integration of AI technology via pilots using existing products

Legal eBilling Tools
- RFI to test the market for new eBilling tool (current tool being Legal Tracker from Thompson Reuters)

3rd Party Risk Management Tools
- Tools used to screen 3rd parties in relation to procurement processes

Engaged Team*

Paula Taupier, Daphne Vayos, Duncan MacKay

Success Measures

- Better User experience
- Streamline and Organize Information
- Enhance Productivity

Key Projects (Active, Planned)

- Lotus Notes replacement to a better platform (need 2026)

Potential Opportunities & Considerations

A — Governance for Document Management Tools

Establish a document management counsel (or review board) and ensure all document management tools will adhere to the principles set forth by the counsel.

B — Lotus Notes Replacement

Develop holistic approach to replace/retire all Lotus Notes solutions inclusive of Audit Workpapers. This is critical as it is a 20+ year old system losing functionality due to Windows OS upgrade.

C — Artificial Intelligence Considerations

As the use of AI grows across all industries we need to be aware of the trends and consider the implications and use-cases for Eversource in all technology and business decisions. The usage is growing with both ourselves and our vendors which has many facets but chiefly security.

D — Exploration of New Use Cases for EDP

Possible internal audit use case has already been identified for EDP. Effort is underway to explore additional use cases for Legal with EDP.

E — Legal Functionality Suite RFI/RFP

Conduct RFI to investigate a replacement for several Legal systems.
eBilling, Litigation (Case) Management, eDiscovery, Legal Research, Matter Management

F — Catalogue & Mainstream Existing Internal and 3rd Party Data Sharing Solutions

Assess and gather what tools are currently used for information sharing internally and with 3rd parties, assessing which tools are most appropriate for use, and mainstreaming standard solutions in the future

4 – Shared Services

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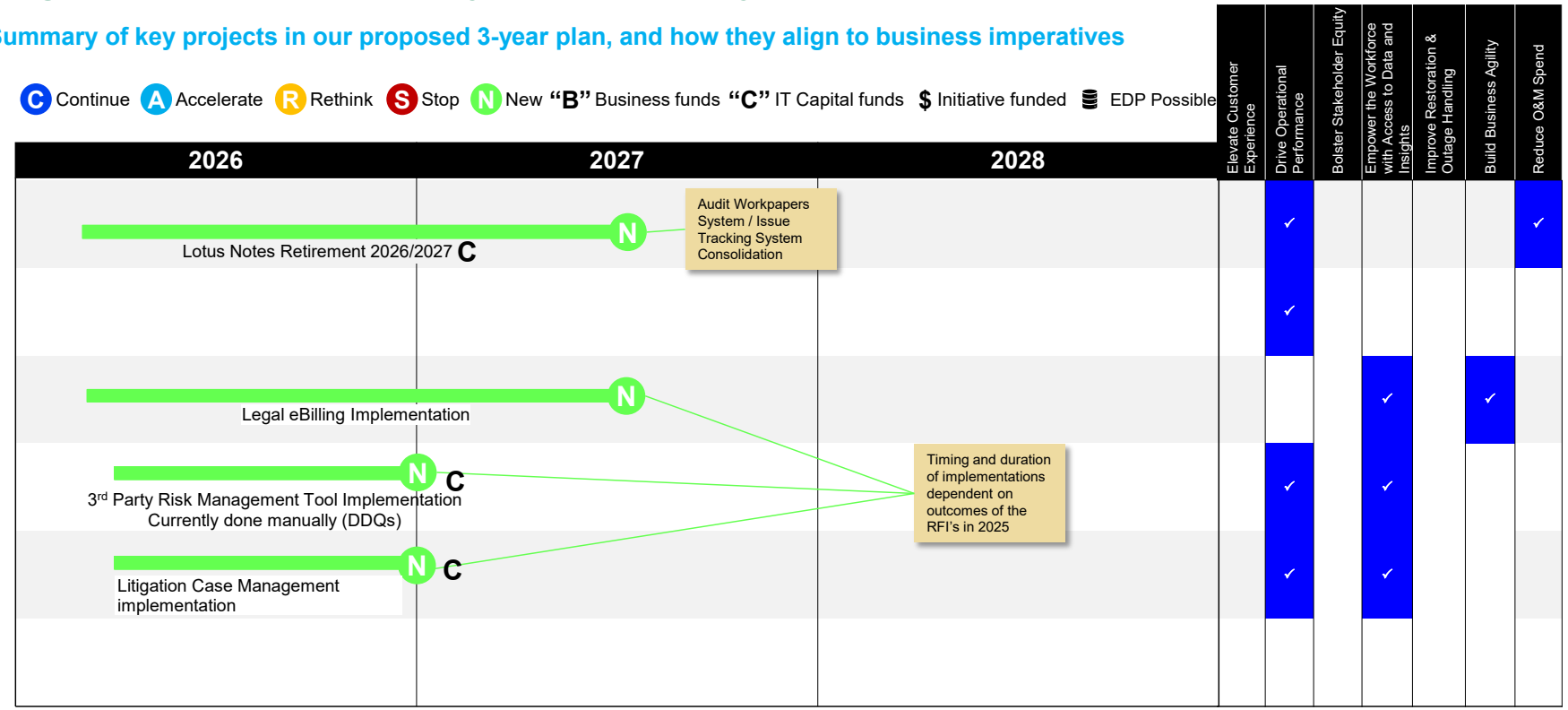
Legal, Internal Audit, Physical Security – Proposed Portfolio

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives

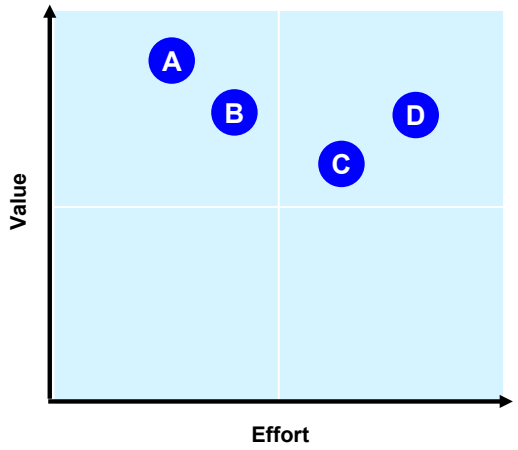


4 – Shared Services

Legal, Internal Audit, Physical Security – 2026 Initiatives

2026 Continue, Accelerate, and New Initiatives to consider

Continue Accelerate New



Imperative Legend:

- Elevate Customer Experience
- Improve Restoration & Outage Handling
- Drive Operational Performance
- Bolster Stakeholder Equity
- Build Business Agility
- Reduce O&M Spend
- Empower the Workforce with Access to Data and Insights
- Enable Green House Gas and 2030 Carbon Neutrality Goals

Initiative	Description	Imperatives
A **Lotus Notes Retirement 2026/2027** (Demand ID: 0002302)	Retire or re-platform remaining LN applications including Auto Audit. Audit Workpapers system will be part of re-platform strategy.	
B **3rd Party Risk Management Tool Implementation**	Potential project dependent on discovery work regarding replacements for our current 3rd Party Risk Management system.	
C **Litigation Case Management implementation**	Potential project dependent on discovery work regarding replacements for our current Litigation Case Management system.	
D **Legal eBilling**	Potential project dependent on discovery work regarding replacements for our current legal eBilling system.	

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Business Executive Socialization

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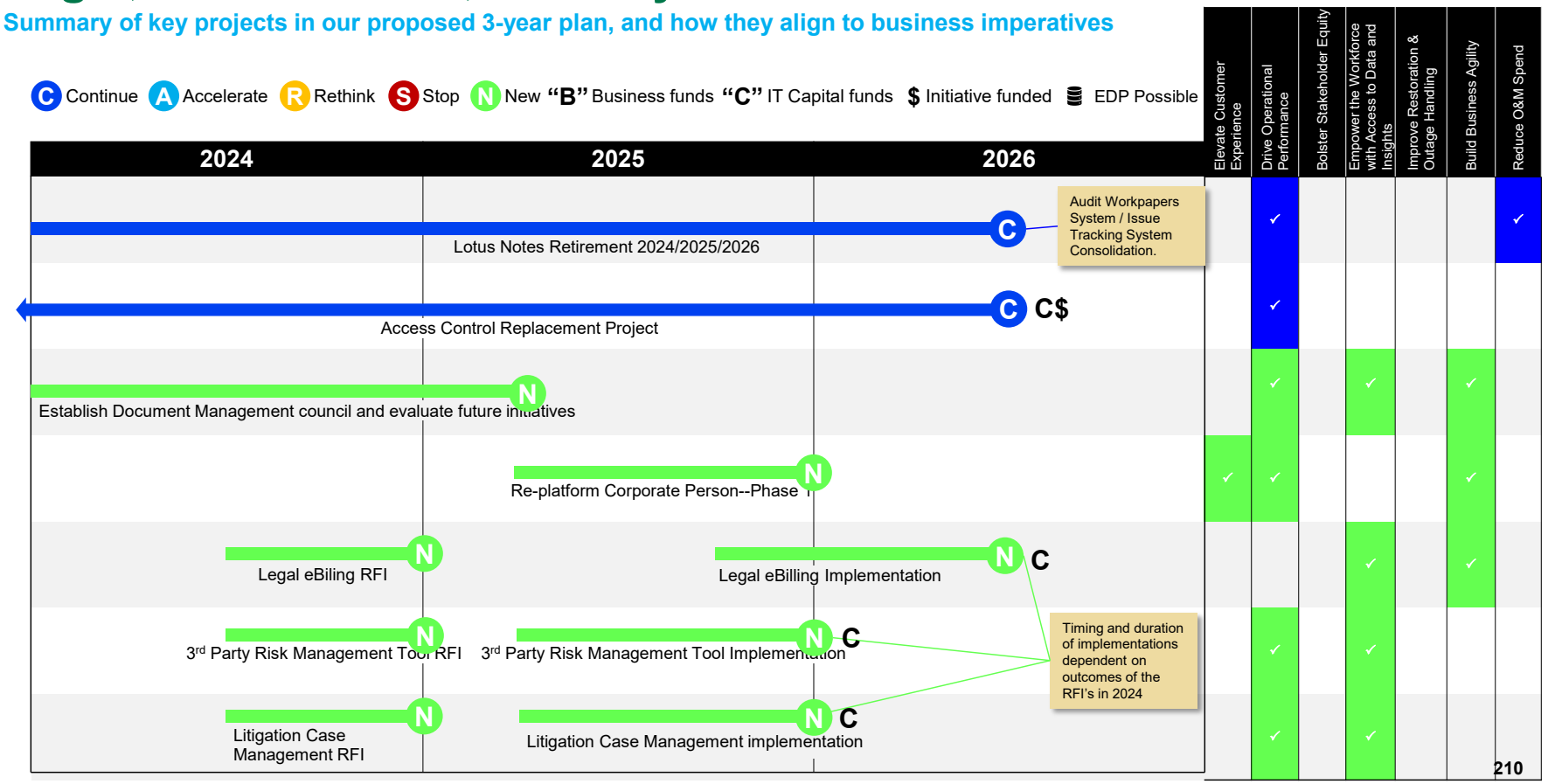
4 SHARED SERVICES

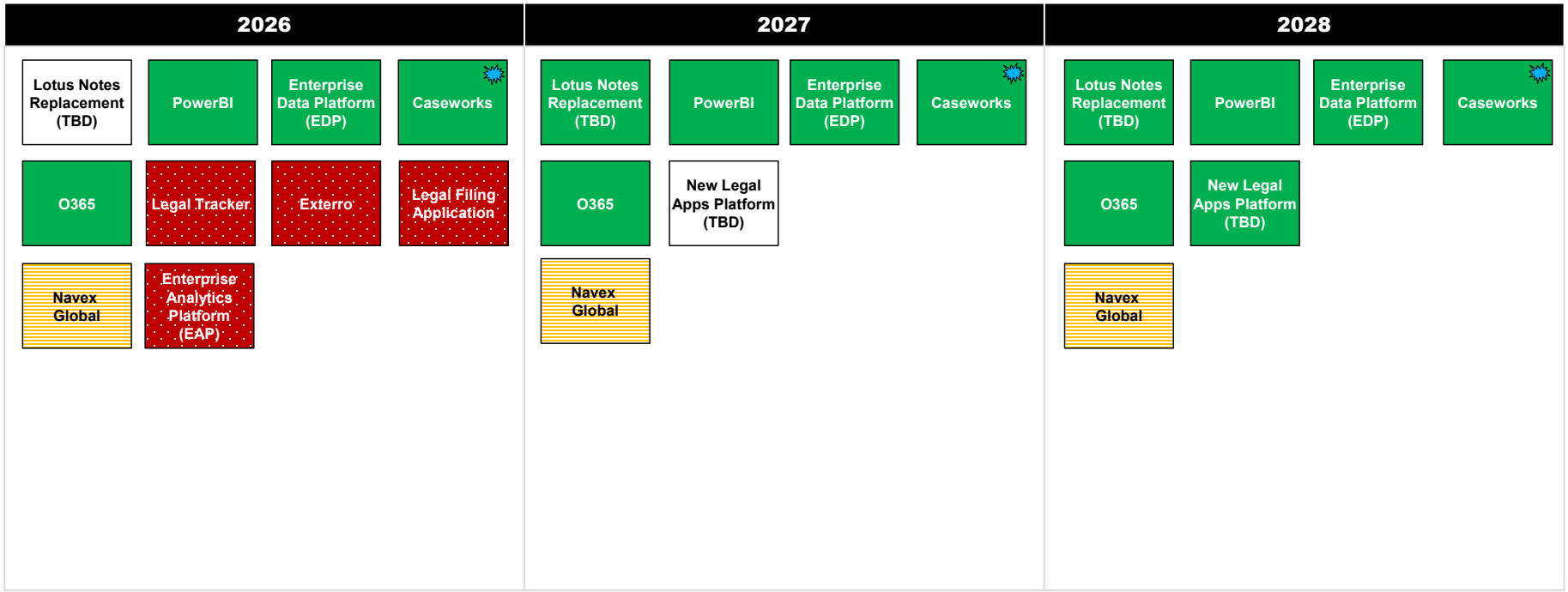
Legal, Internal Audit, Security – Current Portfolio

Summary of key projects in our proposed 3-year plan, and how they align to business imperatives



Legal – Our Technology Landscape

4 – Shared Services



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TECH SERVICES
Strategic Roadmap

May 2025

Major Data Initiatives in Our Roadmap

Over the next 3 years these major strategic initiatives will dominate our focus

DATA CENTER RELOCATION

We are planning to move our Berlin Data Center to a colocation provider somewhere in the Boston Area. This will improve resiliency and capabilities of our second data center. As well as provide a broader physical separation of our data centers

ENTERPRISE HYBRID INTEGRATIONS

Sunsetting webMethods integrations and converting them to Mulesoft Platform.



ITSM TOOL & PROCESS

The ITSM Tool and Process project supports continual process improvement across IT Service management. This includes yearly tool upgrades, tool enhancement, new functionality development in ITConnect (ServiceNow) and xMatters. ITIL process continual improvement initiatives will focus on process maturity, ease of engagement and tool enablement.

IMPROVED COST MANAGEMENT

Optimizing license contracts to lower IT costs, while also targeting the reduction of duplicate end-user devices and implementing a showback model for infrastructure components.

DISASTER RECOVERY PROGRAM

Drive improvement within the disaster recovery program continuing to harden platforms and application reliability.

HYPERVISOR REPLACEMENT

We are actively migrating from Hypervisor to Nutanix

5.1&3 Phase 2 – Redefine: Business Imperatives

Our Business Imperatives

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Through careful analysis and multiple cross-functional working sessions, we have identified consistent themes throughout the organization that translate into a set of business imperatives aligned to our enterprise vision

Elevate Customer Experience

Drive customer success and usability across all channels and strengthen stakeholder relationships

Bolster Stakeholder Value

Proactively evaluate initiatives in consideration of our most underserved customers and communities.

Drive Operational Performance

Prioritize work that strengthens reliability, operational excellence & enables growth

Build Business Agility

Enable rapid support of new programs, products, and services, including re-platforming the EAP, with a strong focus on people & culture

Reduce O&M Spend*

Drive top tier financial performance through efficiencies and optimization of operational costs and free up FTEs to focus on value-add work for our customers by leveraging IT automation while accounting for Bad Debt

Improve Workforce & Customer Safety

Reduce accidents and injuries through effective work-safe practices and behaviors

Enable GHG and 2030 Carbon Neutrality Goals*

Enhance GHG data integrity by streamlining the collection of source data required for the GHG inventory including building controls for function-level data validation and approvals, forthcoming Science Based Target and eventual SEC Climate Disclosure Rule

Create a Frictionless Field Experience

Creating a seamless exchange of information to the field workforce, enabling an efficient and intuitive capacity to receive, perform, and document work

Empower the Workforce with Access to Data & Insights*

Utilize an enterprise-wide data strategy and governance model to ensure end-users have easy access to high quality and accurate information, as well as the ability to leverage data and insights to perform advanced analytics

Improve Restoration & Outage Handling

Maximize resource allocation and workforce efficiency to restore outages safely and quickly, while also communicating effectively to maintain customer confidence

**Definitions may slightly vary by Chapter*

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Capabilities to Enable Business Imperatives

To achieve our business imperatives, we need to enhance and build new capabilities; below are the major capabilities for the Tech services

		Major Business Imperatives						
Capability[1]	**Definition**	**Elevate Customer Experience**	**Drive Operational Performance**	**Build Business Agility**	**Reduce O&M Spend**	**Improve Restoration & Outage Handling**	**Enable GHG and 2030 Carbon Neutrality Goals***	**Create a Frictionless Field Experience**
Application Services	Software solutions that improve the speed, security, and operability of applications.	■	■	■	■		■	■
Identity	Services that provide a centralized and secure way to manage user accounts, groups, and permissions, enabling control of who has access to what resources within the organization.	■	■	■	■		■	■
Data Center Facility Services	Facility Management (power, cooling and floor space), physical security, and operations maintaining support of Eversource's major data centers. (Windsor and Berlin)		■	■			■	■
Hosting Services	Hosting service provides the underlying infrastructure to support application and business needs through providing compute, server and virtualization capabilities.		■		■		■	■
Data Services	Providing database, backup, disaster recovery and storage solutions for the enterprise		■		■	■	■	■
End user Computing	Providing reliable state of the art end user devices running modern collaboration tools.	■	■	■		■	■	■
Service Management Office (SMO)	Leverage the ITIL process framework and ITConnect (ServiceNow) to further advance Information Technology services ability to support a strong customer experience.	■	■		■	■		
Mainframe Services	An offering within Data Center Services program that provides uniform and consistent management of mainframe data processing. Mainframe Services supports applications that require high availability and response time.		■		■			

Technical Services

Application Services

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Build Business Agility

Reduce O&M Spend

Enable GHG and 2030 Carbon Neutrality Goals*

Drive Operational Performance

Create a Frictionless Field Experience

Major Business Themes

Improve productivity (C)
- Continue to grow the collaborative possibilities between individuals and teams to contribute on efforts simultaneously
- Eliminate redundant tasks by introducing automation, freeing up time to focus on making better decisions

Reduce downtime and incidents (B,A)
- Review and implement best practices for managing change and resolving problems
- Grow the use and functionality of our service management practices, including our tools
- Upgrade server operating systems to maintain technical currency of N-1
- Review and streamline redundant technologies

Engaged Team

Hyatt Hollman, Luz Marrero, Kevin Lindblom, Akbar Dar, Greg Burwell, Max Kizilov, Mark Milano, Shannon Fascendini,

Success Measures

- Reduced O&M spend on extended support
- Faster system recovery times (RTO)
- Replacement of 80+ webMethods APIs with Mulesoft APIs

Key Projects (Active, Planned)

- Enterprise Hybrid Integration

Potential Opportunities & Considerations

A **Retire legacy systems**

Retiring legacy systems can help to reduce costs by eliminating the need for maintenance and support of outdated systems. Additionally, it can help to improve security and reduce the risk of system failures, as well as enable the implementation of new technologies and capabilities.

B **Reduce redundant technologies**

Reducing redundant technologies can help to improve efficiency and reduce costs by eliminating the need for multiple systems and their associated maintenance and support. Additionally, it can help to improve collaboration by ensuring that everyone is working with the same tools and information.

C **Assess AI agents and effects on productivity**

AI has the potential to greatly enhance productivity by automating repetitive tasks and providing intelligent insights. AI can help employees focus on more important tasks and make better decisions. It can also help streamline workflows, improve collaboration, and drive innovation, leading to increased efficiency and effectiveness.

D **Message Queue Replacement**

Investigate the functionality of Confluent Kafka as a replacement for IBM MQ

Application Services – Proposed Portfolio

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C Continue A Accelerate R Rethink S Stop N New $ Initiative funded

Capabilities	2026	2027	2028	Elevate Customer Experience	Drive Operational Performance	Build Business Agility	Reduce O&M Spend	Improve Restoration & Outage Handling	Enable GHG and 2030 Carbon Neutrality Goals*	Create a Frictionless Field Experience
Enterprise Hybrid Integration	R webMethods	R webMethods					✓			
	There is an on-going project to replace webMethods integrations with Mulesoft.									
Enterprise Hybrid Integration	N Mulesoft	C Mulesoft		✓	✓	✓				
	Mulesoft is our current standard for application integrations.									

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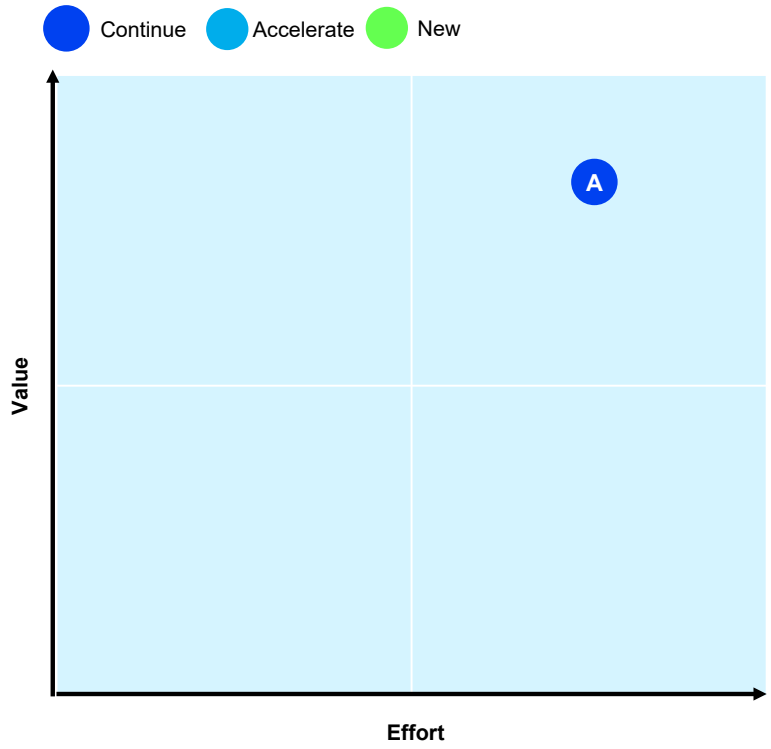
TS – 2026 Application Services

2026 Continue, Accelerate, and New Initiatives that we need to jointly prioritize and sequence



Initiatives*	
A	Enterprise Hybrid Integration

*Continue and Accelerate initiatives are assigned an ID so we can map them in the chart

Our Technology Landscape – 2026 - 2028

Through the consolidation of new and existing platforms we will mitigate technical currency issues, drive operational excellence, and establish a nimble tech foundation to achieve our business imperatives

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Legend

- Incoming
- Invest
- Maintain
- Retire/Replace
- Tech Currency: Upgrade Path
- Tech Currency: No Upgrade Path
- Tech Currency: High risk No Upgrade Path

Capability		Technology Landscape
Application Services	2026	webMethods → MuleSoft
	2027	webMethods → MuleSoft
	2028	MuleSoft

[1]*This view includes incoming applications that will be in place by December 2026.*

Technical Services

Data Center – Facility Services

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Improve Restoration & Outage Handling

Drive Operational Performance

Enable GHG and 2030 Carbon Neutrality Goals*

Create a Frictionless Field Experience

Major Business Themes

Drive Operational Performance (B)
- Continue to grow the collaborative possibilities between individuals and teams to contribute on efforts simultaneously
- By providing the capability for fully redundant systems
- Securing physical access to the data center keeping data safe
- Implement real time power management to avoid unplanned device failure

Enable GHG and 2030 Carbon Neutrality Goals (A)
- Assist with identifying candidates that can move from on premise to the cloud
- Ensure proper hot cold aisle to optimize data center cooling

Improve Restoration and Outage Handling & Create (B,C) Frictionless Field Experience
- Both data center hosts CIP and SCADA devices. Providing fully redundant hosting environments helps with operational uptime for these systems.
- Provide fully redundant power and data across data centers.

Facility Optimization for day to day operations: (B)
- Installations
- Cable management
- Device organization
- Power management
- Asset management and rack elevations
- Rack Management
- Decommission of Assets

Engaged Team

Hyatt Hollman, Luz Marrero, Kevin Lindblom, Akbar Dar, Greg Burwell, Max Kizilov, Mark Milano, Shannon Fascendini,

Success Measures

- Zero unplanned data center downtime
- Real time data center resource management (power, HVAC, floor and rack space)
- Timely equipment install and decommission

Key Projects (Active, Planned)

- Berlin Data Center Relocation
- Data Center strategy/Windsor Data Center Improvements

Potential Opportunities & Considerations

A **Berlin Data Center Remediation**
Berlin Data Center is at capacity for power and floorspace. Plan for co-lo, expansion or cloud remediation.

B **Leverage Data Center management software**
Integrate a data center infrastructure management tool to allow real time floor asset tracking and rack elevation.

C **Data Center Strategy/Windsor Data Center Imporements**
There are opportunities in the Windsor Data Center to improvement the space. These improvements include refreshing racks, updating power management and cooling, adding a man-trap, modernizing our sign-in process, and cleaning up our cable management.

C **Expand Data Center services across all facilities with compute devices**
Include other compute facility areas under IT Data Center Services with all its benefits

Data Center – Facility & Services – Proposed Portfolio

EVERSOURCE

C Continue A Accelerate R Rethink S Stop N New $ Initiative funded

Capabilities	2026	2027	2028	Elevate Customer Experience	Drive Operational Performance	Build Business Agility	Reduce O&M Spend	Improve Restoration & Outage Handling	Enable GHG and 2030 Carbon Neutrality Goals*	Create a Frictionless Field Experience
Berlin Data Center Relocation	N **Move Workloads to Collocation DC**				✓	✓	✓	✓	✓	
	Initiative begins in 2025 to replace Berlin data center. In 2025 we will choose a collocation site, get network/telco communication up and running and seed the site with some equipment. 2026 we will move workloads from Berlin to the new collocation site.									
Windsor Data Center Improvements	C **Windsor DC Improvements**	C Windsor DC Improvements	C Windsor DC Improvements	✓	✓	✓		✓	✓	✓
	Data Center Improvements 1. Look at power distribution amongst racks. 2. Begin and complete moving MV-90, AIX to new racks. 3. Distribute MV-90, AIX across racks for A/B power resiliency. 4. Research and begin implementing cold isle cooling. 5. Trace and begin removing old cabling. 6. Begin replacing cable conveyance systems. 7. Complete construction of man-trap.	**Data Center Improvements** 1. Continue looking at power distribution amongst the racks. 2. Begin and complete moving ESX, DMZ, and General Compute, to new racks. 3. Distribute ESX, DMZ and General Compute racks for A/B power resiliency. 4. Continue implementing cold isle cooling. 5. Continue to trace and remove old cabling. 6. Continue replacing cable conveyance systems.	**Data Center Improvements** 1. Complete power distribution amongst the server racks. 2. Begin and complete moving Nutanix and Synergy to new racks. 3. Distribute Nutanix and Synergy racks for A/B power resiliency. 4. Complete cold isle cooling. 5. Complete cable clean-up. 6. Conduct another audit for future data center enhancements.							

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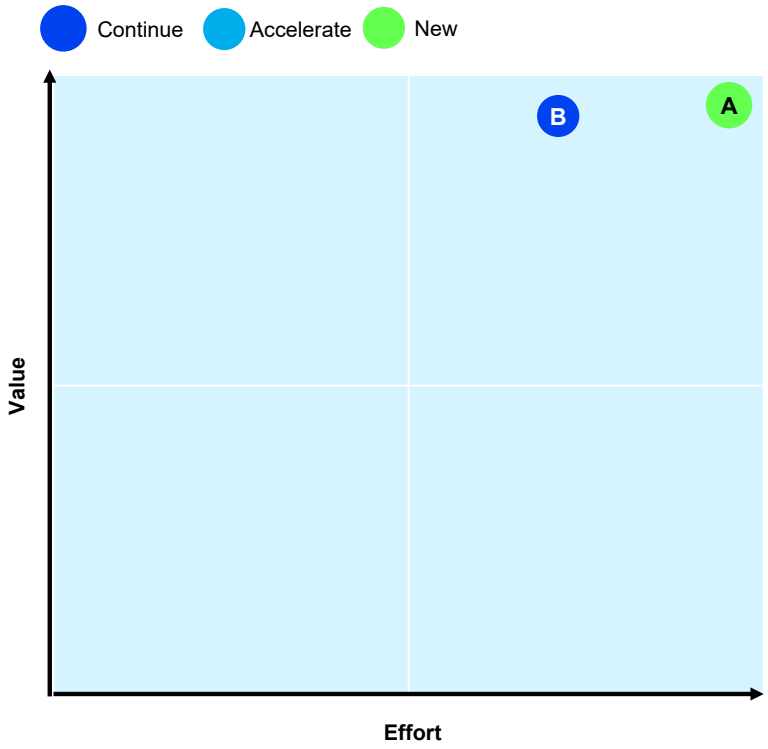
TS – 2026 Data Center Initiatives

2026 Continue, Accelerate, and New Initiatives that we need to jointly prioritize and sequence



Initiatives*	
A Berlin Data Center Relocation	B Windsor Data Center Improvements

Continue and Accelerate initiatives are assigned an ID so we can map them in the chart

2.1 | Tech Services

Our Technology Landscape – 2026 - 2028

Through the consolidation of new and existing platforms we will mitigate technical currency issues, drive operational excellence, and establish a nimble tech foundation to achieve our business imperatives

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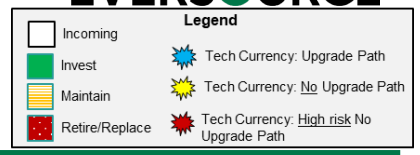


Capability	Year	Technology Landscape
Data Center Services (Hosting and Facilities)	2026	Berlin Data Center → New CoLo Data Center; Windsor DC Improvements
	2027	Berlin Data Center → New CoLo Data Center; Windsor DC Improvements
	2028	New CoLo Data Center; Windsor DC Improvements

[1]*This view includes incoming applications that will be in place by December 2026.*

Technical Services

Hosting Services

EVERSOURCE

Reduce O&M Spend

Drive Operational Performance

Enable GHG and 2030 Carbon Neutrality Goals*

Create a Frictionless Field Experience

Major Business Themes

Drive Operational Performance (A, B, D)
- Continue to improve reliability through reduction of technical debt
- Ongoing efforts to upgrade operating systems to N-1 standards

Enable GHG and 2030 Carbon Neutrality Goals (C)
- Support through replacement of physical servers with virtualized environments
- Move compute resources to Azure

Reduce O&M spend (B, C)
- Through the reduction of EoS hardware and EoL operating systems

Engaged Team

Kevin Lindblom, Akbar Dar, Noah Goldman, Wilbert Gedeon, Greg Burwell, Max Kizilov

Success Measures

- Reduction of 20% for EoL/EoS operating servers

Key Projects (Active, Planned)

- Annual Resiliency Program - Server OS
- VMware Hypervisor Replacement (Nutanix)

Potential Opportunities & Considerations

A **Annual Resiliency Program**

Continue our annual efforts to upgrade server operating systems and database SQL versions to current standards and eliminate technical debt across the enterprise.. This includes Windows, Linux (RHEL), Unix/AIX, MS SQL, and Oracle.

B **Hypervisor replacement**

Due to recent acquisition by Broadcom there is a need to re-evaluate our virtualization strategy. We will work to reduce our VMware footprint and move to Nutanix over time.

C **Citrix Conversion – Persistent VDI to Non-Persistent VDI**

We will continue to reduce our persistent VDI footprint by migrating users to non-persistent VDIs. This will allow us to reclaim resources within our Citrix environment.

D **AIX Resource Pooling**

We will consolidate our AIX environments by using IBMs Power Enterprise Pool (PEP). This is IBM's on-premise cloud solution that will allow us to auto-scale resources as needed and pay for what we use.

Data Center Hosting Services – Proposed Portfolio

EVERSOURCE

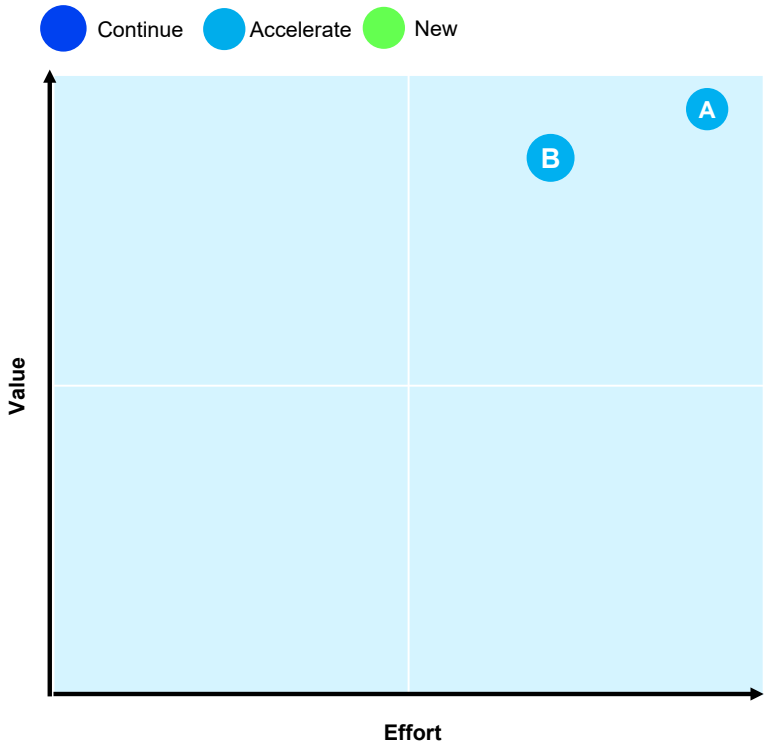
C Continue A Accelerate R Rethink S Stop N New $ Initiative funded

Capabilities	2026	2027	2028	Elevate Customer Experience	Drive Operational Performance	Build Business Agility	Reduce O&M Spend	Improve Restoration & Outage Handling	Enable GHG and 2030 Carbon Neutrality Goals*	Create a Frictionless Field Experience
ARP – Server OS Upgrades	**N Operating Systems**	**N Operating Systems**	**N Operating Systems**	✓	✓	✓	✓	✓		
	Windows OS 1. Server 2012 - extended support ends 10/26. 2. Continue decommissioning/upgrading server 2012/2012 R2 to our current standard (2022). 3. Windows server 2025 will be the new standard. 4. ES for 2016 ends 1/12/27. Consider ESU program in 2027 to receive security patches. **RHEL** 1. Continue decommissioning/upgrading version 7. **AIX** 1. Continue decommissioning/upgrading versions 5.3, 6/1, and 7.1. 2. Consolidate frames and upgrade environment to Power Enterprise Pool (on-prem cloud). **SUSE** 1. Maintain latest version.	**Windows OS** 1. Continue/complete decommissioning/upgrading server 2012/2012 R2 to our standard (2025). 2. Server 2016 is EoL as of 1/27. No new security patches to be released unless part of an ESU program. 3. Begin planning to decommission/upgrade server 2016. **RHEL** 1. Maintain current versions. **AIX** 1. Plan to decommission/upgrade v7.3 (TL3). 2. Define new OS version standard. **SUSE** 1. Begin to plan a migration to RHEL.	**Windows OS** 1. Begin decommissioning/upgrading server 2016. 2. Begin assessing end of extended support of 2019. Extended support ends 1/9/29. Consider ESU for 2029. **RHEL** 1. Begin planning to decommission/upgrade version 8. Maintenance support ends on 5/31/2029. **AIX** 1. Continue decommissioning/upgrading 7.3 (TL3). **SUSE** 1. Migrate to current RHEL OS supported standard.							
VMware Hypervisor Replacement (Nutanix)	**R VMWare**	**R VMWare**	**S VMWare**	✓	✓	✓	✓			
	Hypervisor solution as the current Eversource standard									
VMwawre Hypervisor Replacement (Nutanix)	N Nutanix	N Nutanix	N Nutanix	✓	✓	✓	✓		✓	
	Hypervisor solution as the evolving Eversource standard. We are beginning to migrate and will be standing up new non-prod workloads in Nutanix.									

EVERSOURCE

TS – 2026 Hosting Services Initiatives

2026 Continue, Accelerate, and New Initiatives that we need to jointly prioritize and sequence



Initiatives*	
A Annual Resiliency Program	B VMware Hypervisor Replacement (Nutanix)

Continue and Accelerate initiatives are assigned an ID so we can map them in the chart

2.1 | Tech Services

Technology Landscape – 2026 - 2028

Through the consolidation of new and existing platforms we will mitigate technical currency issues, drive operational excellence, and establish a nimble tech foundation to achieve our business imperatives

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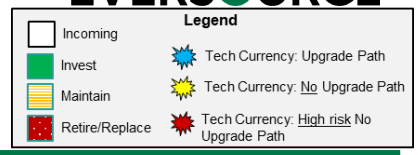

Capability		Technology Landscape
Hosting Services	2026	Windows 2016 2025 · RHEL · SUSE · AIX · VMWare → Nutanix · Microsoft SQL Server · Oracle
	2027	Windows 2016 2025 · RHEL · SUSE · AIX · VMWare → Nutanix · Microsoft SQL Server · Oracle
	2028	Windows 2016 2025 · RHEL · AIX → Nutanix · Microsoft SQL Server · Oracle

[1]*This view includes incoming applications that will be in place by December 2026.*

Technical Services

Data Services (storage)

EVERSOURCE

Build Business Agility

Reduce O&M Spend

Drive Operational Performance

Major Business Themes

Improve productivity (A, C)
- Continue to improve performance and reliability of our platforms

Reduce downtime and incidents (A, B, C)
- Review and implement best practices for managing change and resolving problems
- Grow the use and functionality of our backup and replication solutions and tools

Reallocation of Storage Resources (A, C)
- Migrate from legacy storage

Success Measures

- Provide safe and secure backup
- Meet retentions and retore needs
- Retire unsupported DB platforms
- Continue to meet reliability services

Key Projects (Active, Planned)

- Cyber Vault Solution

Engaged Team

Jonathan Cassella, Greg Burwell, Diane Preissel, Wilbert Gedeon

Potential Opportunities & Considerations

A **Disaster Recovery**
Highlighting the new features and capabilities within the product

B **Maintain software currency**
Highlighting the new features and capabilities within the product

C **Implement an offline cyber vault solution**
Protect our data from ransomware attacks

Data Services (storage & backup)– Proposed Portfolio

EVERSOURCE

C Continue A Accelerate R Rethink S Stop N New $ Initiative funded

Capabilities	2026	2027	2028	Elevate Customer Experience	Drive Operational Performance	Build Business Agility	Reduce O&M Spend	Improve Restoration & Outage Handling	Enable GHG and 2030 Carbon Neutrality Goals*	Create a Frictionless Field Experience
CyberVault Solution	N **Cybervault (immutable backup)**	N **Cybervault (immutable backup)**		✓		✓		✓		
	A secure, isolated backup environment designed to protect critical data and systems employing immutability, air-gapping and robust access controls.									
	Request funding for Fort Knox Storage Increase = 250TBs	Request funding for Fort Knox Storage Increase = 250 TBs								

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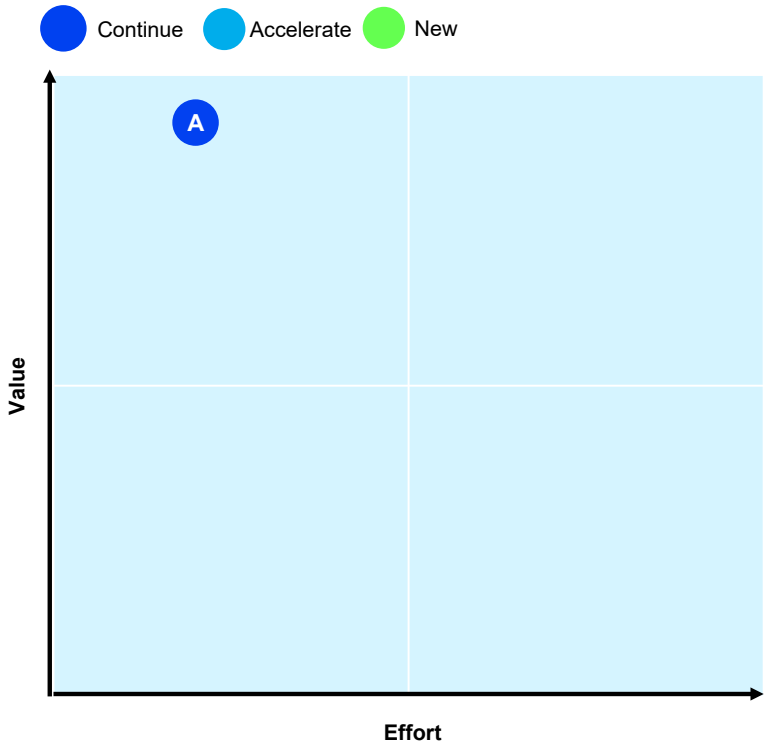
Technical Services – 2026 Initiatives

2026 Continue, Accelerate, and New Initiatives that we need to jointly prioritize and sequence



Initiatives*	
A	CyberVault Solution

*Continue and Accelerate initiatives are assigned an ID so we can map them in the chart

2.1 | Tech Services

Our Technology Landscape – 2026 - 2028

Through the consolidation of new and existing platforms we will mitigate technical currency issues, drive operational excellence, and establish a nimble tech foundation to achieve our business imperatives

EVERSOURCE

Legend

- Incoming
- Invest
- Maintain
- Retire/Replace
- Tech Currency: Upgrade Path
- Tech Currency: No Upgrade Path
- Tech Currency: High risk No Upgrade Path

Capability		Technology Landscape
Data Services – Storage, Backup and Disaster Recovery	2026	Cybervault Immutable backup
	2027	Cybervault Immutable backup
	2028	Cybervault Immutable backup

[1]*This view includes incoming applications that will be in place by December 2026.*

Technical Services

End User Computing

EVERSOURCE

Elevate Customer Experience | **Build Business Agility** | **Enable GHG and 2030 Carbon Neutrality Goals***

Drive Operational Performance | **Improve Restoration & Outage Handling** | **Create a Frictionless Field Experience**

Major Business Themes

Operational excellence (B, C)
- Prioritizing work that strengthens reliability and enables growth.
- Ensure our systems are at vendor-supported levels and operating efficiently and securely.

Operational performance (A, C, D)
- Driving top-tier performance through efficiencies and optimization of equipment and operational costs.

Business agility (A, B, C, D)
- Enabling rapid support of new programs, products, and services, with a strong focus on people and culture.

Employee digital experience (C, D)
- Proactively prevent issues by identifying troublesome hardware or software and developing automation to report or resolve the issues.

Environmental factors (A)
- Proactively evaluating initiatives in consideration of environmental impact

Engaged Team

Mark Milano, Jeffry Lauria, Paul Spillane, David Lew

Success Measures

- Number of devices refreshed
- Reduced hardware incidents
- Proactive Issue Resolution

Key Projects (Active, Planned)

- Modern Desktop
- M365 Upgrades
- Remote Support Tool
- Audio Visual Program

Potential Opportunities & Considerations

A **Implement Device Choice best practices**

A device choice program can improve employee satisfaction and productivity by allowing them to choose the device that best suits their needs and preferences. Application testing will drive our best practices to ensure compatibility with our devices.

B **Improve automation capabilities**

Providing more self-service and automation around applications will give our users the autonomy to install and use the software they need. This will improve end-user experience by removing the wait for manual installs and requests.

C **Focus on digital experience**

By dedicating resources to the investigation of data in our Digital Experience tool and empowering them to act on their findings, we will proactively eliminate incidents and improve performance and satisfaction scores.

D **Focus on taking advantage of enhancements as well as features**

Software enhancements help to improve the functionality of existing systems while keeping them on vendor-supported versions. This will reduce costs by eliminating the need for maintenance and support of outdated systems, and improve security by addressing vulnerabilities and reducing the risk of system failures.

End User Computing – Proposed Portfolio

EVERSOURCE

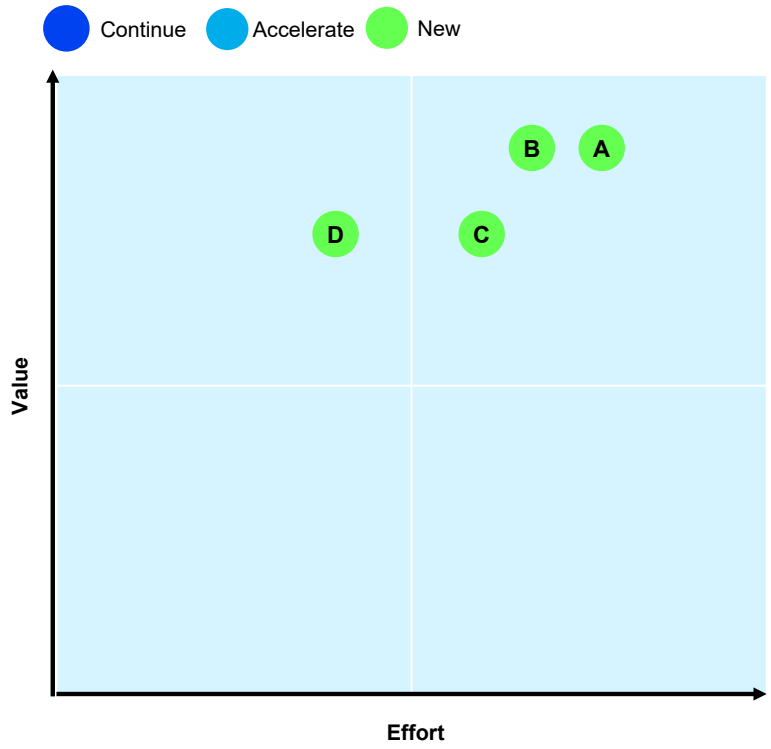
C Continue A Accelerate R Rethink S Stop N New $ Initiative funded

Capabilities	2026	2027	2028	Elevate Customer Experience	Drive Operational Performance	Build Business Agility	Reduce O&M Spend	Improve Restoration & Outage Handling	Enable GHG and 2030 Carbon Neutrality Goals*	Create a Frictionless Field Experience
Productivity	N **Modern Desktop**	N **Modern Desktop**	N **Modern Desktop**	✓	✓	✓		✓	✓	✓
	Determine strategic standards around PC hardware and accessories. Procure new PCs for new hires and employees. Deliver upgrades to Persona functionality enhancing onboarding experience. Develop and deploy self-service automation through Nexthink for end users, and dashboards for support teams.									
Collaboration	N **M365 Upgrades**	N **M365 Upgrades**	N **M365 Upgrades**	✓	✓	✓			✓	✓
	Provide new versions and functionality for M365 products to ensure supportability and compliance with security standards; development capabilities for low-code applications to improve business processes									
Productivity	N **Remote Support Tool**				✓	✓				✓
	Technology that allows our support personnel to remotely connect to PCs to provide better experiences and faster solutions									
Collaboration	N **Audio-Visual Program**	N **Audio-Visual Program**	N **Audio-Visual Program**			✓				✓
	Provides Video Conferencing equipment and digital signage to conference rooms and offices									

EVERSOURCE

TS – 2026 End User Computing Initiatives

2026 Continue, Accelerate, and New Initiatives that we need to jointly prioritize and sequence



Initiatives*	
A Modern Desktop	B M365 Upgrades
C Remote Support Tool	D Audio-Visual Program

Continue and Accelerate initiatives are assigned an ID so we can map them in the chart

2.1 | Tech Services

Our Technology Landscape – 2026 – 2028

Through the consolidation of new and existing platforms we will mitigate technical currency issues, drive operational excellence, and establish a nimble tech foundation to achieve our business imperatives

EVERSOURCE

Legend
- Incoming
- Invest
- Maintain
- Retire/Replace
- Tech Currency: Upgrade Path
- Tech Currency: No Upgrade Path
- Tech Currency: High risk No Upgrade Path

Capability	Year	Technology Landscape
Productivity	2026	Desktop, Laptop, Tablet Hardware; End-User O/S (Windows, MacOS, iPadOS); Virtual Desktop OS; Onboarding Personas; Device/Platform Management; 3rd Party Patching; Browser (Edge, Chrome); Remote Support tool; Digital Experience Tool; Image Testing Tool; RYAN (Canon Printer support); PC Deskside Support
	2027	Desktop, Laptop, Tablet Hardware; End-User O/S (Windows, MacOS, iPadOS); Virtual Desktop OS; Onboarding Personas; Device/Platform Management; 3rd Party Patching; Browser (Edge, Chrome); Remote Support tool; Digital Experience Tool; Image Testing Tool; RYAN (Canon Printer support); PC Deskside Support
	2028	Desktop, Laptop, Tablet Hardware; End-User O/S (Windows, MacOS, iPadOS); Virtual Desktop OS; Onboarding Personas; Device/Platform Management; 3rd Party Patching; Browser (Edge, Chrome); Remote Support tool; Digital Experience Tool; Image Testing Tool; RYAN (Canon Printer support); PC Deskside Support
Collaboration	2026	Office 365 OneDrive for Business; SharePoint Online (SaaS); Video Conf Hardware; Microsoft Teams; Power Platform COE; Video Conf Support
	2027	Office 365 OneDrive for Business; SharePoint Online (SaaS); Video Conf Hardware; Microsoft Teams; Power Platform COE; Video Conf Support
	2028	Office 365 OneDrive for Business; SharePoint Online (SaaS); Video Conf Hardware; Microsoft Teams; Power Platform COE; Video Conf Support

[1]*This view includes incoming applications that will be in place by December 2026.*

Technical Services

Identity

EVERSOURCE

Elevate Customer Experience | **Build Business Agility** | **Create a Frictionless Field Experience**

Major Business Themes

Security and compliance (C, D)
- Ensuring that the right people have access to the right resources at the right time, while meeting regulatory requirements.

User experience (B, A, D)
- Providing a seamless and user-friendly experience for authentication and authorization, while maintaining security.

Scalability and flexibility (A, C)
- Ensuring that the identity management system can scale to meet the needs of a growing organization and adapt to changing business requirements.

Integration (B, A)
- Integrating identity management with other systems and applications to provide a unified and consistent experience for users.

Automation (B, D)
- Automating identity management processes to improve efficiency and reduce the risk of errors.

Engaged Team

Mark Milano, Shannon Fascendini, Rebecca Hall, Jon Cassella, Greg Burwell

Success Measures

- Reduced password incidents
- Reduced applications without SSO integration
- Clicks Saved

Key Projects (Active, Planned)

- One Identity
- AD Audit Tool

Potential Opportunities & Considerations

A **Identity Management and Access Control**

Leverage One Identity for network-based access to Linux/Unix/AIX systems. This will allow for user access to be controlled through Active Directory instead of relying on local accounts on non-windows based operating systems.

B **Active Directory Audit Tool**

Implement a tool that will audit actions performed within Active Directory and ensure logging of this information spans longer than one year.

C **Rationalize GPOs**

Rationalize the Active Directory Group Policy Objects (GPO's) and determine what can be and needs to be moved to Intune. This will make our AD environment more efficient by processing less policies, which will lead to faster performance in areas like login duration.

Identity Services – Proposed Portfolio

EVERSOURCE

C Continue A Accelerate R Rethink S Stop N New $ Initiative funded

Capabilities	2026	2027	2028	Elevate Customer Experience	Drive Operational Performance	Build Business Agility	Reduce O&M Spend	Improve Restoration & Outage Handling	Enable GHG and 2030 Carbon Neutrality Goals*	Create a Frictionless Field Experience
OneIdentity	N OneIdentity			✓	✓	✓	✓			✓
	Integrate AD management of Users, Groups and GPOs for Unix and Linux platforms									
AD Audit Tool	N AD Audit Tool			✓	✓	✓				✓
	Tool to meet auditing compliance requirements									

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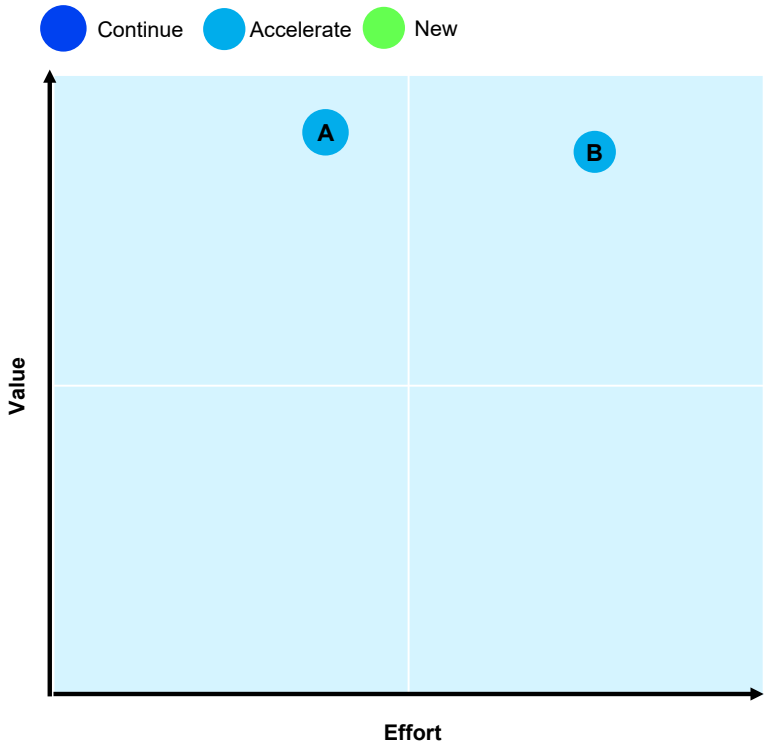
Technical Services – 2026 Initiatives

2026 Continue, Accelerate, and New Initiatives that we need to jointly prioritize and sequence



Initiatives*	
A One Identity	B AD Audit Tool

Continue and Accelerate initiatives are assigned an ID so we can map them in the chart

2.1 | Tech Services

Our Technology Landscape – 2026 - 2028

Through the consolidation of new and existing platforms we will mitigate technical currency issues, drive operational excellence, and establish a nimble tech foundation to achieve our business imperatives

EVERSOURCE

Legend

- Incoming
- Invest
- Maintain
- Retire/Replace
- Tech Currency: Upgrade Path
- Tech Currency: No Upgrade Path
- Tech Currency: High risk No Upgrade Path

Capability		Technology Landscape
Identity	2026	OneIdentity; AD Audit Tool
	2027	OneIdentity; AD Audit Tool
	2028	OneIdentity; AD Audit Tool

[1]*This view includes incoming applications that will be in place by December 2026.*

Technical Services

IT Service Management (ITSM)

EVERSOURCE

Improve Restoration & Outage Handling | **Drive Operational Performance** | **Elevate Customer Experience** | **Reduce O&M Spend**

Major Business Themes

Improve Restoration and Outage Handling (A,B,C)
- Through process, reduce incident counts leveraging the problem management process to fix repeat issues through root cause analysis.
- Reduce MTTR for all major incidents with quicker response and coordinated effort.
- Review and implement best practices for change management, discipline change process decreases overall incident rates.
- Service Mapping and CMDB support provides IT environment baselines to better understand impact and help with multiple maintenance and security initiatives

Drive Operational Performance (B, C,D)
- Improved efficiency and productivity by reducing variability and errors.
- Enhanced quality of service delivery through consistent practices.
- Easier scalability and adaptability of IT services.
- Facilitated compliance with regulatory requirements.

Reduce O&M Spend (C,B)
- ITIL process metrics are essential for cost reduction, as they allow IT operations teams to identify and eliminate waste, optimize resource utilization, improve service quality, and align IT with business value.

Elevate Customer Experience (C)
- ITIL helps organizations to develop a customer-centric approach to IT service delivery. A key component for IT engagement is the Service Catalog.

Engaged Team

Hyatt Hollman, Luz Marrero, SMO Team

Success Measures

- Demonstrate process maturity through metrics
- Demonstrate process efficiencies through metrics
- Improve overall IT customer satisfaction through improved operations and engagement

Key Projects (Active, Planned)

- ITConnect and xMatters
  - ServiceNow Portal Enhancements
  - ServiceNow Upgrade and New Modules
  - XMatters Upgrade

Potential Opportunities & Considerations

A **ITSM Process and Tool Upgrade**

ITSM application upgrade projects support continual process improvement across IT Service management. This includes yearly upgrades, tool enhancement, and adding new functionality to ITConnect (ServiceNow) and xMatters. ITIL process improvement through lean principles and leveraging new tool functionality.

B **Leverage under utilized or not used products**

Invest more effort and time into under utilized or not sued products within ITConnect (ServiceNow).

C **Implement Gen AI Tools**

Virtual Agent and ITSM Data Analysis harness generative AI to enhance the ServiceNow user experience by automating tasks, generating knowledge articles, improving chatbots, optimizing workflows, delivering valuable data insights, and streamlining processes across industries. This results in faster issue resolution and lower operational costs.

D **NUPager Replacement w/xMatters**

NUPager is moving to end of life with possible replacement being xMatters.

IT Service Management (ITSM)

EVERSOURCE

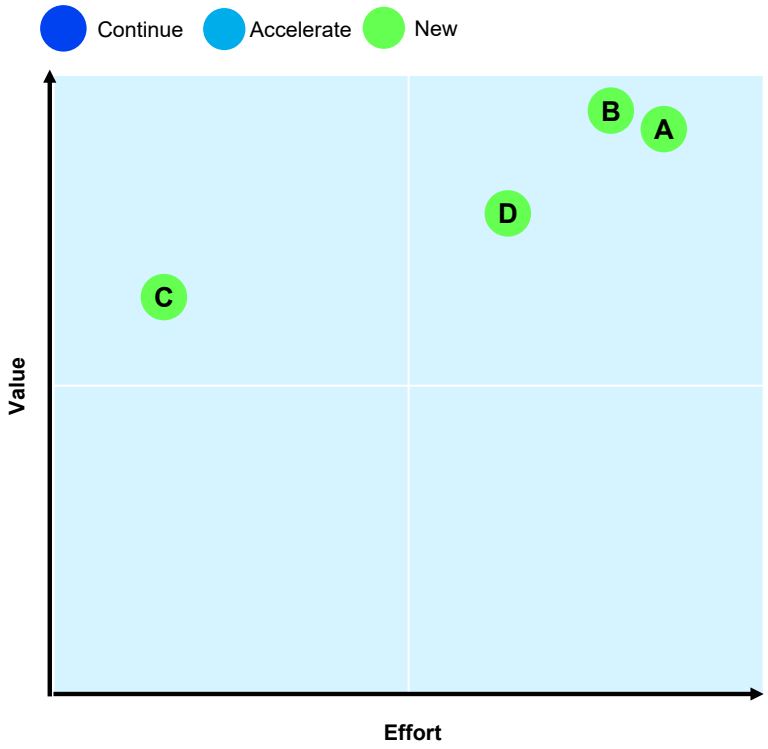
C Continue A Accelerate R Rethink S Stop N New $ Initiative funded

Capabilities	2026	2027	2028	Elevate Customer Experience	Drive Operational Performance	Build Business Agility	Reduce O&M Spend	Improve Restoration & Outage Handling	Enable GHG and 2030 Carbon Neutrality Goals*	Create a Frictionless Field Experience
ITSM Tools	N ITConnect Upgrade	N ITConnect Upgrade	N ITConnect Upgrade	✓	✓		✓	✓		✓
ITSM Tools	N ITConnect New Enhancements	N ITConnect New Enhancements	N ITConnect New Enhancements	✓	✓		✓	✓		
	Module: Service Mgmt (GenAI) Module: Metric Intelligence Module: Virtual Agent	Module: Governance & Risk Compliance Module: Employee Center	Module: Customer Service Mgmt Module: Field Service Management							
ITSM Tools	N xMatters Upgrade	N xMatters Upgrade	N xMatters Upgrade	✓	✓		✓	✓		
ITSM Tools	N NuPager Replacement			✓	✓		✓	✓		
	Replace NuPager with xMatters									

EVERSOURCE

IT Service Management (ITSM) – 2026 Initiatives

2026 Continue, Accelerate, and New Initiatives that we need to jointly prioritize and sequence



Initiatives*	
A ITSM Tool Upgrade ITConnect	C ITSM Tool Upgrade xMatters
B NuPager replacement with xMatters	D ITConnect New Enhancements

Continue and Accelerate initiatives are assigned an ID so we can map them in the chart

2.1 | Tech Services

Our Technology Landscape – 2026 – 2028

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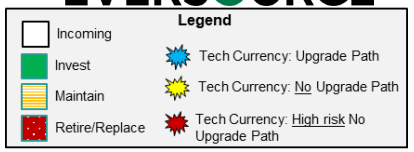

Capability	Year	Technology Landscape		
ITSM Tools	2026	ServiceNow Upgrade	xMatters	NuPager Retire
	2027	ServiceNow Upgrade	xMatters	
	2028	ServiceNow Upgrade	xMatters	

[1]*This view includes incoming applications that will be in place by December 2026.*

Technical Services

Mainframe

EVERSOURCE

Drive Operational Performance

Reduce O&M Spend

Major Business Themes

Drive Operational Performance (A)

- Ensure all batch processing completes on time and without error allowing for timely business critical reporting.
- Upgrading the mainframe to the latest software and hardware providing a high availability platform with zero outages.
- Maintain high level of availability, Consistently meet/beat billing SLAs
- Minimize outages (scheduled or unscheduled), Minimize impact of necessary software and/or hardware upgrades, Provide high level/direct support for challenging issues,

Reduce O&M Spend (A, B, C)

- Eliminate licenses and maintenance no longer in use
- Set the state for Mainframe retirement by moving to the cloud eliminating all on-prem costs.
- Negotiate multi-year software renewals (where appropriate) to maintain and/or reduce costs over a longer term, Push for application retirement and/or re-platforming to avoid costly software renewals, Eliminate renewals where/when possible,

Engaged Team

Hyatt Hollman, Kerry Preissel, ENSONO, Diane Preissel

Success Measures

- Reduction of Mainframe Incidents
- Reconciliation of Licensing

Key Projects (Active, Planned)

- Adabas Assessment

Potential Opportunities & Considerations

A — Reduce Storage Needs

Evaluate contract management; important to consider the needs of offshore wind and solar energy as well, so that it can all be run out of one system.

B — Mainframe Hosting

Migrate the Berlin DR Mainframe from on-prem model to a vendor hosted, co-located hosted, or cloud hosted model

C — Retire/Service Agreement Renewal Mainframe by 2027

The 2027 date aligns with the last year of our 5y contract with Ensono (mainframe support services). There are limited termination fees if the mainframe is to be retired earlier.

Mainframe Services – Proposed Portfolio

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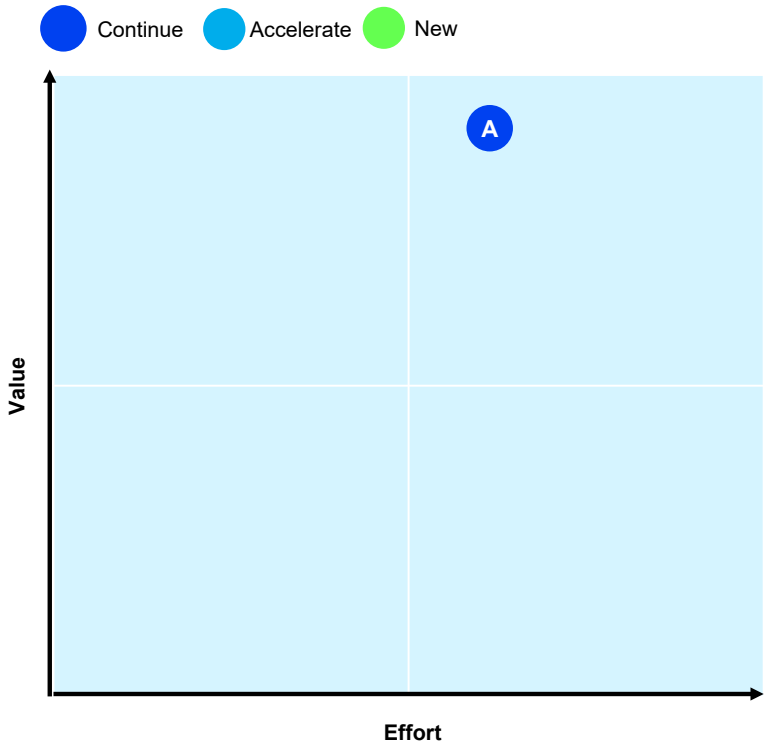
C Continue A Accelerate R Rethink S Stop N New $ Initiative funded

Capabilities	2026	2027	2028	Elevate Customer Experience	Drive Operational Performance	Build Business Agility	Reduce O&M Spend	Improve Restoration & Outage Handling	Enable GHG and 2030 Carbon Neutrality Goals*	Create a Frictionless Field Experience
Adabas Assessment	R Adabas	R Adabas	S Adabas				✓			

EVERSOURCE

Technical Services – 2026 Initiatives

2026 Continue, Accelerate, and New Initiatives that we need to jointly prioritize and sequence

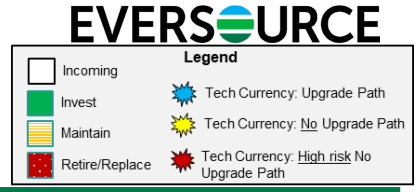


Initiatives*	
A Adabas Assessment	

*Continue and Accelerate initiatives are assigned an ID so we can map them in the chart

Our Technology Landscape – 2026

Through the consolidation of new and existing platforms we will mitigate technical currency issues, drive operational excellence, and establish a nimble tech foundation to achieve our business imperatives



Capability		Technology Landscape
Mainframe Services	2026	Adabas
	2027	Adabas
	2028	Adabas

[1]*This view includes incoming applications that will be in place by December 2026.*

2.1 | Tech Services

Our Technology Landscape – 2026

Through the consolidation of new and existing platforms we will mitigate technical currency issues, drive operational excellence, and establish a nimble tech foundation to achieve our business imperatives

EVERSOURCE

Legend
- Incoming
- Invest
- Maintain
- Retire/Replace
- Tech Currency: Upgrade Path
- Tech Currency: No Upgrade Path
- Tech Currency: High risk No Upgrade Path

Capability	Technology Landscape
Application Services	Service Now; AI; Emp Ctr; webMethods; AppViewX; SharePoint Online (SaaS); Azure App Services; Autosys; Microsoft IIS; F5; WebLogic; WebSphere; Azure Services; xMatters (SaaS); MuleSoft; Confluent Kafka; Accelleon Kiteworks
Data Center Services (Hosting and Facilities)	System Center Operations Manager 2016; CoLo Data Center; Nutanix; Citrix; Windows 2016 2025; AIX; VMWare; RHEL; SUSE; Windows Patching tool; Ansible; Sectigo; Device42; BAN; Datacenter facilities Berlin retire Colo; TSM
Data Services	Microsoft SQL Server; Oracle; Pure; Cohesity; Cybervault Immutable backup; Zerto; BizManager; Informatica
End User Computing	Desktop, Laptop, tablet (windows, iPad); Virtual Desktop OS; Device/Platform Management; Worker Personas; Video Conf; Video Conf Support; Google Chrome; MS Edge; Office 365 OneDrive for Business; RYAN (Canon Printer support); Microsoft Teams; Remote Support tool; Power Platform COE
Identity	Azure Active Directory (SaaS); Active Directory 2016 2022; OneIdentity; AD Audit Tool
Mainframe Services	DB2; Adabas

[1]*This view includes incoming applications that will be in place by December 2026.*

2.1 | Tech Services

Our Technology Landscape – 2027

Through the consolidation of new and existing platforms we will mitigate technical currency issues, drive operational excellence, and establish a nimble tech foundation to achieve our business imperatives

EVERSOURCE

Legend
- Incoming
- Invest
- Maintain
- Retire/Replace
- Tech Currency: Upgrade Path
- Tech Currency: No Upgrade Path
- Tech Currency: High risk No Upgrade Path

Capability	Technology Landscape
Application Services	Service Now; AI; Emp Ctr; webMethods; AppViewX; SharePoint Online (SaaS); Azure App Services; Autosys; Microsoft IIS; F5; WebLogic; WebSphere; Azure Services; xMatters (SaaS); MuleSoft; Confluent Kafka; Accelleon Kiteworks
Data Center Services (Hosting and Facilities)	System Center Operations Manager; 2016; 2022; CoLo Data Center; Nutanix; Citrix; Windows; 2019; 2025; AIX; VMWare; RHEL; SUSE; Windows Patching tool; Ansible; Sectigo; Device42; BAN; TSM
Data Services	Microsoft SQL Server; Oracle; Pure; Cohesity; Cybervault Immutable backup; Zerto; BizManager; Informatica
End User Computing	Desktop, Laptop, tablet (windows, iPad); Virtual Desktop OS; Device/Platform Management; Worker Personas; Video Conf; Video Conf Support; Google Chrome; MS Edge; Office 365; OneDrive for Business; RYAN (Canon Printer support); Microsoft Teams; Remote Support tool; Power Platform COE
Identity	Azure Active Directory (SaaS); Active Directory; OneIdentity; AD Audit Tool
Mainframe Services	DB2; Adabas

[1]*This view includes incoming applications that will be in place by December 2026.*

2.1 | Tech Services

Our Technology Landscape – 2028

Through the consolidation of new and existing platforms we will mitigate technical currency issues, drive operational excellence, and establish a nimble tech foundation to achieve our business imperatives

EVERSOURCE

Legend
- Incoming
- Invest
- Maintain
- Retire/Replace
- Tech Currency: Upgrade Path
- Tech Currency: No Upgrade Path
- Tech Currency: High risk No Upgrade Path

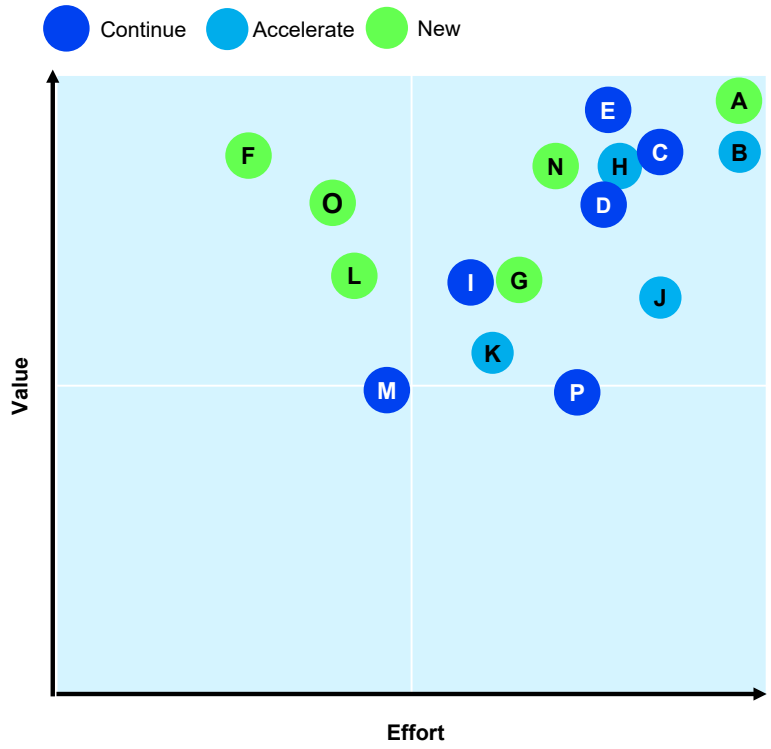
Capability	Technology Landscape
Application Services	Service Now; AppViewX; SharePoint Online (SaaS); Azure App Services; Autosys; Microsoft IIS; F5; WebLogic; WebSphere; Azure Services; xMatters (SaaS); MuleSoft; Confluent Kafka; Accelleon Kiteworks
Data Center Services (Hosting and Facilities)	System Center Operations Manager 2022; CoLo Data Center; New Hypervisor implementation; Citrix; Windows 2019 2025; AIX; RHEL; Windows Patching tool; Ansible; Sectigo; Device42; BAN; CoLo Windsor Data Center; TSM
Data Services	Microsoft SQL Server; Oracle; Pure; Cohesity; Cybervault Immutable backup; Zerto; BizManager; Informatica
End User Computing	Desktop, Laptop, tablet (windows, iPad); Virtual Desktop OS; Device/Platform Management; Worker Personas; Video Conf; Video Conf Support; Google Chrome; MS Edge; Office 365 OneDrive for Business; RYAN (Canon Printer support); Microsoft Teams; Remote Support tool; Power Platform COE
Identity	Azure Active Directory (SaaS); Active Directory 2025; OneIdentity; AD Audit Tool
Mainframe Services	DB2

[1]*This view includes incoming applications that will be in place by December 2025.*

EVERSOURCE

Technical Services – 2026 Initiatives

2026 Continue, Accelerate, and New Initiatives that we need to jointly prioritize and sequence



Initiatives*			
A	Berlin Data Center Remediation	L	Audio-Visual Program
B	VMware Hypervisor replacement (Nutanix)	M	CyberVault (Fort Knox)
C	ITSM Tool & Process	N	M365 Upgrades
D	Enterprise Hybrid Integrations	O	NU Pager replacement with xMatters
E	Improved Cost Management	P	Adabas Assessment
F	Remote Support Tool		
G	Modern Desktop		
H	Annual Resiliency Program		
I	Windsor Data Center Improvements		
J	OneIdentity		
K	AD Audit Tool		

Continue and Accelerate initiatives are assigned an ID so we can map them in the chart

EVERSOURCE

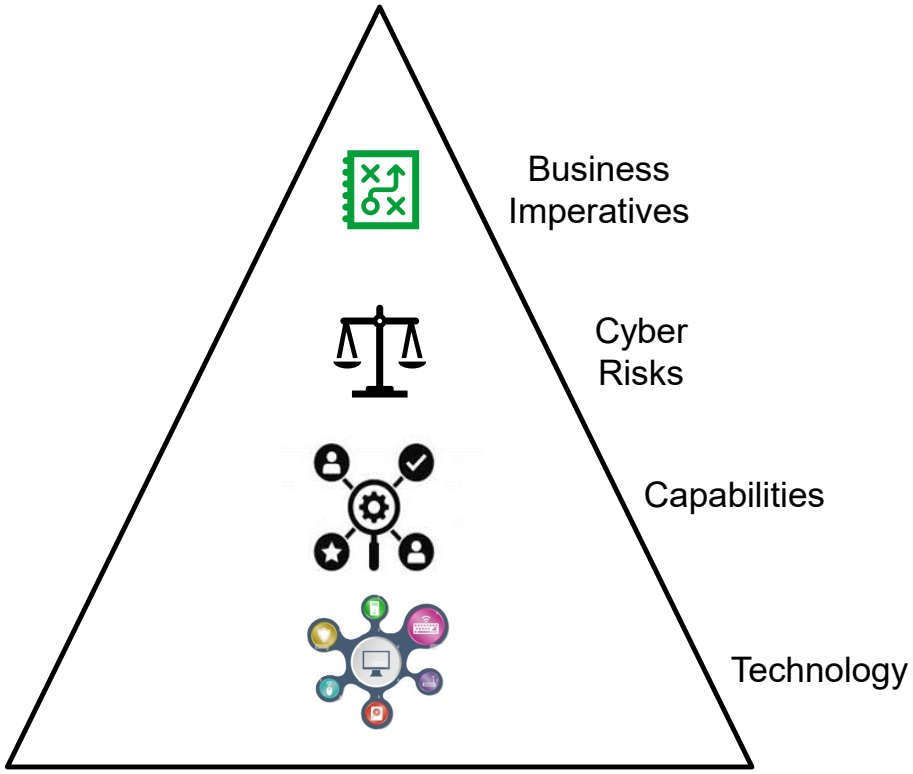
NETWORK & SECURITY

Strategic Roadmap

April 2025

EVERSOURCE

Mapping Overview – Imperatives, Risks, and Capabilities



EVERSOURCE

Our Enterprise Business Imperatives

Through careful analysis and multiple cross-functional working sessions, we have identified consistent themes throughout the organization that translate into a set of business imperatives aligned to our enterprise vision

Elevate Customer Experience

Drive customer success and usability across all channels and strengthen stakeholder relationships

Bolster Stakeholder Value

Proactively evaluate initiatives in consideration of our most underserved customers and communities while continuing to enhance the customer value

Drive Operational Performance

Prioritize work that strengthens reliability, operational excellence & enables growth

Build Business Agility

Enable rapid support of new programs, products, and services, including re-platforming the EAP, with a strong focus on people & culture

Reduce O&M Spend*

Drive top tier financial performance through efficiencies and optimization of operational costs and free up FTEs to focus on value-add work for our customers by leveraging IT automation while accounting for Bad Debt

Improve Workforce & Customer Safety

Reduce accidents and injuries through effective work-safe practices and behaviors

Enable GHG and 2030 Carbon Neutrality Goals*

Enhance GHG data integrity by streamlining the collection of source data required for the GHG inventory including building controls for function-level data validation and approvals, forthcoming Science Based Target and eventual SEC Climate Disclosure Rule

Create a Frictionless Field Experience

Creating a seamless exchange of information to the field workforce, enabling an efficient and intuitive capacity to receive, perform, and document work

Empower the Workforce with Access to Data & Insights*

Utilize an enterprise-wide data strategy and governance model to ensure end-users have easy access to high quality and accurate information, as well as the ability to leverage data and insights to perform advanced analytics

Improve Restoration & Outage Handling

Maximize resource allocation and workforce efficiency to restore outages safely and quickly, while also communicating effectively to maintain customer confidence

*Definitions may slightly vary by Chapter

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Our Cybersecurity , Governance & Risk

Cybersecurity and governance business imperatives focus on the operational aspects of protecting the organization from cyber threats, and together, contribute to a robust security posture that safeguards the organization's assets and reputation.

- Cyber-attack disrupts Eversource operations
- Cyber-attack on our supply chain
- Insider threat impacts systems or data
- Significant Unauthorized release of sensitive information
- Failure to comply to regulatory requirements
- Cyber-attack on our vendors results in loss of data or system availability

EVERSOURCE

Cyber Capabilities to Risk

To achieve our business imperatives, we need to enhance and build new capabilities;



Enterprise Risks

- Cyber-attack disrupts Eversource operations
- Significant Unauthorized release of sensitive information

Department Risks

- Insider threat impacts systems or data
- Cyber-attack on our supply chain
- Cyber-attack on our vendors results in loss of data or system availability
- Failure to comply to regulatory requirements

5.1 EXECUTIVE SUMMARY

EVERSOURCE

Cyber Risks that Could Impact Business Imperatives

To achieve our business imperatives, we need to enhance and build new capabilities; below are the capabilities for the Network & Security group

		Business Imperatives									
Cyber Risk	**Definition**	**Elevate Customer Experience**	**Bolster Stakeholder Equity**	**Drive Operational Performance**	**Build Business Agility**	**Reduce O&M Spend**	**Improve Workforce and Customer Safety**	**Enable GHG & 2030 Carbon Neutrality Goals**	**Create A frictionless Field Experience**	**Empower the Workforce With Access to Data & Insights**	**Improve Restoration and Outage Handling**
Cyber-attack disrupts Eversource operations	Availability of IT systems that enable the business imperatives are disrupted by cyber activity	■	■	■		■					■
Significant Unauthorized release of sensitive information	Confidentiality of sensitive customer, employee and technical information is lost	■	■			■					
Insider Threat Impacts Systems or Data	Availability of IT systems that enable the business imperatives are disrupted by an employee or contractor	■		■		■					■
Cyber Attack on Our Supply Chain	Availability and integrity of products and services is impacted by cyber activity			■			■				■
Cyber-attack on our vendors results in loss of data or system availability	Confidentiality, availability and integrity of Eversource systems and data is negatively impacted by cyber activity on a vendor/3rd party	■		■							■
Failure to comply to regulatory requirements	Lack of compliance to cyber related laws and regulations results in fines or penalties	■	■			■					

5.1 EXECUTIVE SUMMARY

Capabilities to Enable Business Imperatives

To achieve our business imperatives, we need to enhance and build new capabilities; below are the capabilities for the Network & Security group

		Business Imperatives									
Capability	**Definition**	**Elevate Customer Experience**	**Bolster Stakeholder Equity**	**Drive Operational Performance**	**Build Business Agility**	**Reduce O&M Spend**	**Improve Workforce and Customer Safety**	**Enable GHG & 2030 Carbon Neutrality Goals**	**Create A frictionless Field Experience**	**Empower the Workforce With Access to Data & Insights**	**Improve Restoration and Outage Handling**
Identify	The organization's current cybersecurity risks related to the organizations prioritized assets are understood	■	■	■						■	
Protect	Safeguards to manage the organization's cybersecurity risks are used	■		■							
Detect	Possible cybersecurity attacks and compromises are found and analyzed	■	■	■						■	
Respond	Actions regarding a detected cybersecurity incident are taken.	■		■							■
Recover	Assets and operations affected by a cybersecurity incident are restored	■	■	■		■					■
Governance	The organization's cybersecurity risk management strategy, expectations, and policy are established, communicated, and monitored	■		■						■	

5.1 EXECUTIVE SUMMARY

EVERSOURCE

Capabilities to Enable Business Imperatives

To achieve our business imperatives, we need to enhance and build new capabilities; below are the capabilities for the Network & Security group

		Business Imperatives									
Capability	**Definition**	**Elevate Customer Experience**	**Bolster Stakeholder Equity**	**Drive Operational Performance**	**Build Business Agility**	**Reduce O&M Spend**	**Improve Workforce and Customer Safety**	**Enable GHG & 2030 Carbon Neutrality Goals**	**Create A frictionless Field Experience**	**Empower the Workforce With Access to Data & Insights**	**Improve Restoration and Outage Handling**
Network & Tele-communications	Provide expertise in designing, configuring, and deploying scalable and resilient wired, wireless, and cellular network architectures that meet current and future voice & data needs with digital transformation and technology advancements in mind.	■		■	■		■		■		■
Grid Communications	Provide robust Cellular network access outside of Eversource and support modern Station communication protocols	■		■	■		■		■		■
Governance and management of IT Contracts	Ensure that the agreed outcomes of a Contract between two or more Parties are being fulfilled.		■	■	■	■					
Intelligence Augmentation	Enhancing human expertise and productivity by embedding AI into everyday workflows for faster, smarter decision-making.		■	■	■	■					
AI Delivery	Bringing AI solutions from idea to impact through secure, scalable, and repeatable development, testing, and deployment processes.		■	■	■	■					
AI Operations	Managing and monitoring AI tools, platforms, and models to ensure reliability, compliance, and continuous performance optimization.		■	■	■	■					
AI Agents / Data / Automations	Deploying intelligent agents that leverage enterprise data and automation to execute tasks, answer questions, and streamline operations.		■	■	■	■	■		■	■	
Developer Productivity	Accelerating the AI development lifecycle with tools, templates, environments, and best practices that empower teams to build faster and smarter.		■	■	■	■					

5.1 Executive Summary

EVERSOURCE

Capabilities to Enable Network & Security Risk Mitigations

To manage our cyber risk, we need to enhance and build new capabilities; below are the capabilities for the Network & Security group

Capability	Definition	Cyber-attack disrupts Eversource operations	Significant Unauthorized release of sensitive information	Insider threat impacts systems or data	Cyber-attack on our supply chain	Cyber-attack on our vendors results in loss of data or system availability	Failure to comply to regulatory requirements
Identify	The organization's current cybersecurity risks related to the organizations prioritized assets are understood						
Protect	Safeguards to manage the organization's cybersecurity risks are used						
Detect	Possible cybersecurity attacks and compromises are found and analyzed						
Respond	Actions regarding a detected cybersecurity incident are taken.						
Recover	Assets and operations affected by a cybersecurity incident are restored						
Governance	The organization's cybersecurity risk management strategy, expectations, and policy are established, communicated, and monitored						

5.1A Network & Security

Section A: IT Security

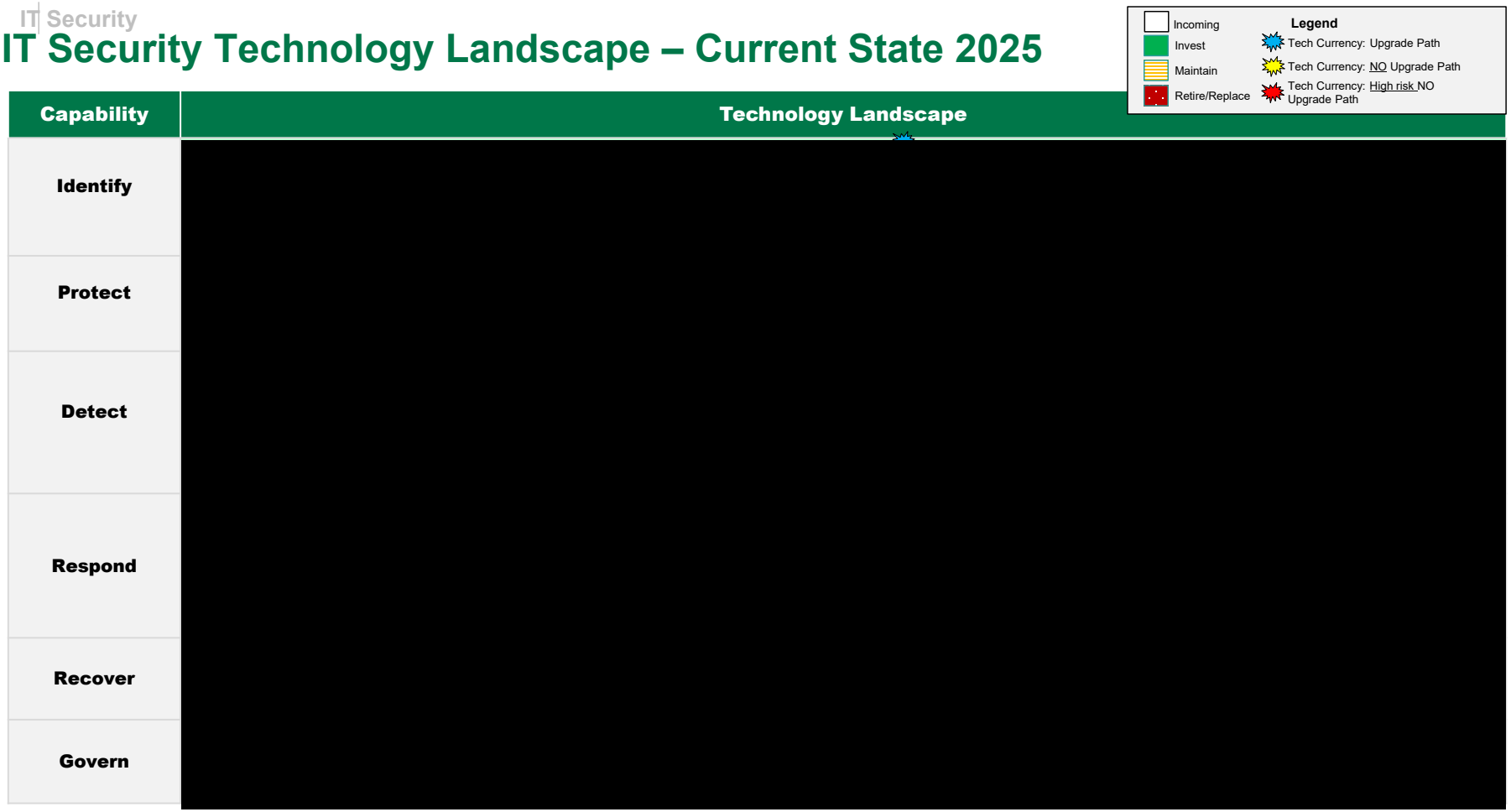
CyberThreat – Security Operations and Incident Response

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded



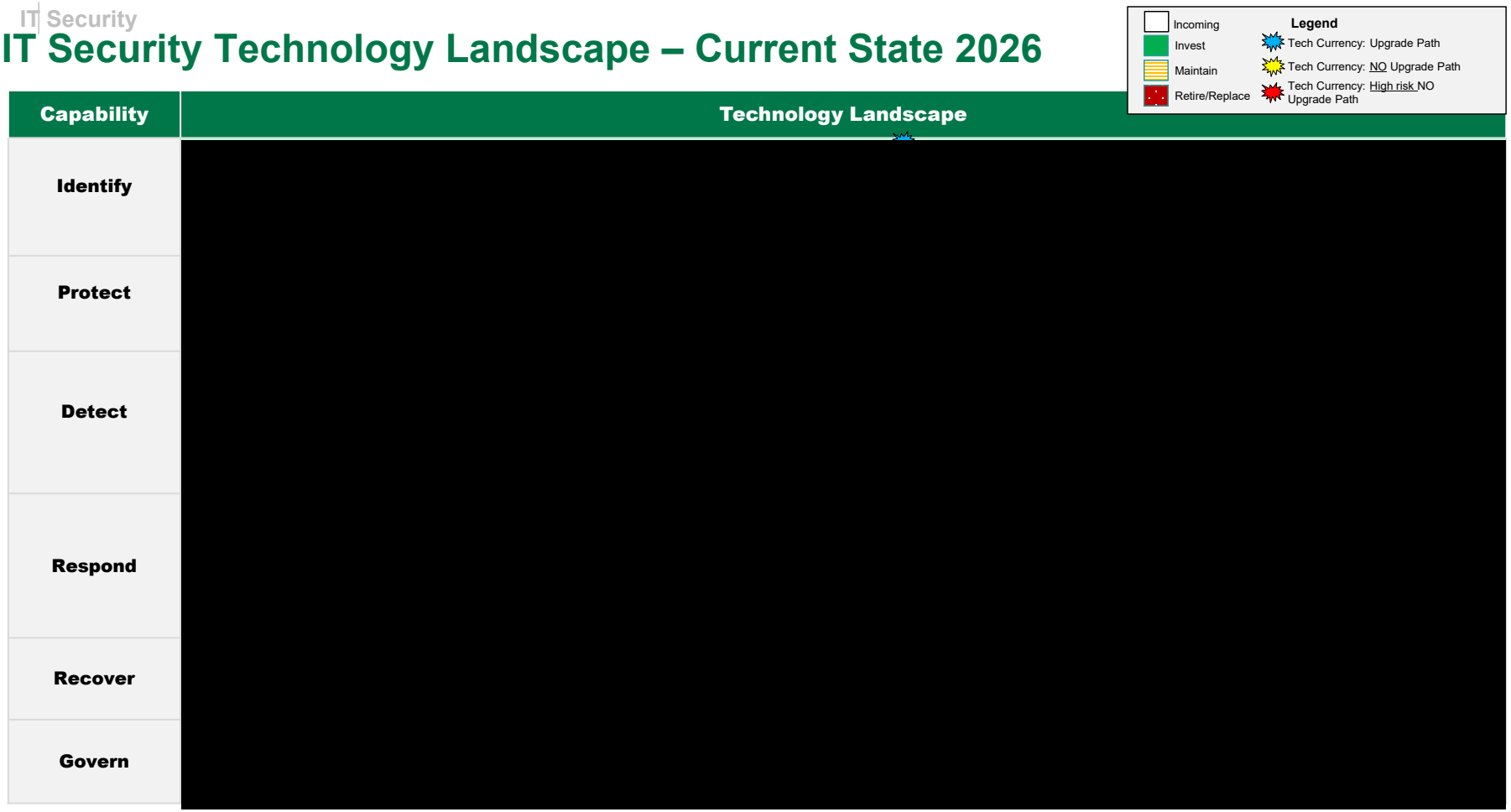
IT Security

IT Security Technology Landscape – Current State 2025



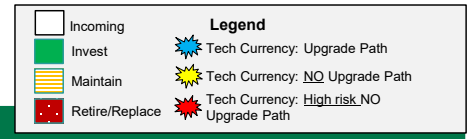
IT Security

IT Security Technology Landscape – Current State 2026



IT Security

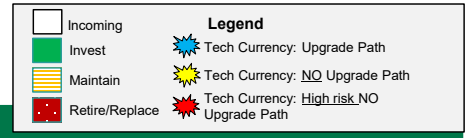
IT Security Technology Landscape – Current State 2027



Capability	Technology Landscape
Identify	[redacted]
Protect	
Detect	
Respond	
Recover	
Govern	

IT Security

IT Security Technology Landscape – Current State 2028



Capability	Technology Landscape
Identify	[redacted]
Protect	
Detect	
Respond	
Recover	
Govern	

5.1B Network & Security

Section B: OT Security

OT Cybersecurity

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded

2026	2027	2028

Cyber-attack disrupts Eversource operations

Significant Unauthorized release of sensitive information

Insider threat impacts systems or data

Cyber-attack on our supply chain

Cyber-attack on ur vendors results in loss of data or ystem availability

Failure to comply to regulatory requirements

[redacted]

OT Security

OT Technology Landscape – Current State 2025

EVERSOURCE

Capability	Technology Landscape
Identify	[redacted]
Protect	
Detect	
Respond	
Recover (In Partnership BCP DR	
Govern	

Legend
Incoming
Invest
Tech Currency: Upgrade Path

OT Security

OT Technology Landscape – Current State 2026

EVERSOURCE

Capability	Technology Landscape
Identify	[redacted]
Protect	
Detect	
Respond	
Recover (In Partnership BCP DR	
Govern	

Legend
Incoming
Invest
Tech Currency: Upgrade Path

OT Security

OT Technology Landscape – Current State 2027

EVERSOURCE

Capability	Technology Landscape
Identify	[redacted]
Protect	
Detect	
Respond	
Recover (In Partnership BCP DR	
Govern	

Legend
Incoming
Invest
Tech Currency: Upgrade Path

OT Security

OT Technology Landscape – Current State 2028

EVERSOURCE

Capability	Technology Landscape
Identify	[redacted]
Protect	
Detect	
Respond	
Recover (In Partnership BCP DR	
Govern	

Legend
Incoming
Invest
Tech Currency: Upgrade Path

5.1c Network & Security

Section C: Governance, Risk, Identity & Access Management

IT Governance, Risk & Identity Access Management (GRIAM)

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded

2026	2027	2028	Cyber-attack disrupts Eversource operations	Significant Unauthorized release of sensitive information	Insider threat impacts systems or data	Cyber-attack on our supply chain	Cyber-attack on our vendors results in loss of data or system availability	Failure to comply to regulatory requirements
[redacted]								

IT Governance, Risk & Identity Access Management (GRIAM)

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded

2026	2027	2028
[redacted]		

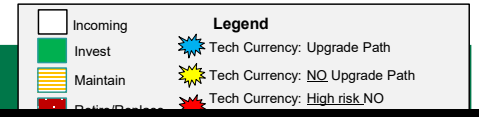
Cyber-attack disrupts Eversource operations	Significant Unauthorized release of sensitive information	Insider threat impacts systems or data	Cyber-attack on our supply chain	Cyber-attack on our vendors results in loss of data or system availability	Failure to comply to regulatory requirements

IT Governance, Risk & Identity Access Management

GRIAM Technology Landscape – Current State 2025

EVERSOURCE

Capabilities	Technology Landscape
Identify	[redacted]
Protect	
Detect	
Respond	
Recover	
Govern	

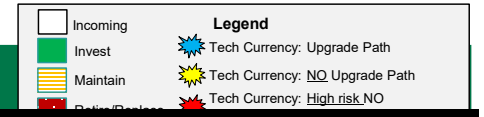


IT Governance, Risk & Identity Access Management

GRIAM Technology Landscape – Future State 2026

EVERSOURCE

Capabilities	Technology Landscape
Identify	[redacted]
Protect	
Detect	
Respond	
Recover	
Govern	

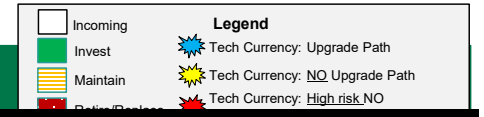


IT Governance, Risk & Identity Access Management

GRIAM Technology Landscape – Future State 2027

EVERSOURCE

Capabilities	Technology Landscape
Identify	[redacted]
Protect	
Detect	
Respond	
Recover	
Govern	

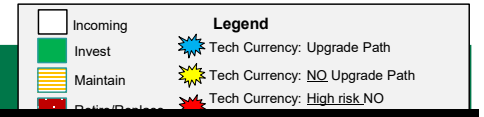


IT Governance, Risk & Identity Access Management

GRIAM Technology Landscape – Future State 2028

EVERSOURCE

Capabilities	Technology Landscape
Identify	[redacted]
Protect	
Detect	
Respond	
Recover	
Govern	



The Connecticut Light and Power Company
d/b/a Eversource Energy
Docket No. 26-05-10
Set OCC-01
Date Issued July 28, 2026
OCC-135 Attachment 1 REDACTED
Page 280 of 311

5.1D Network & Security

Section D: Network & Telecom

Network & Telecom Service

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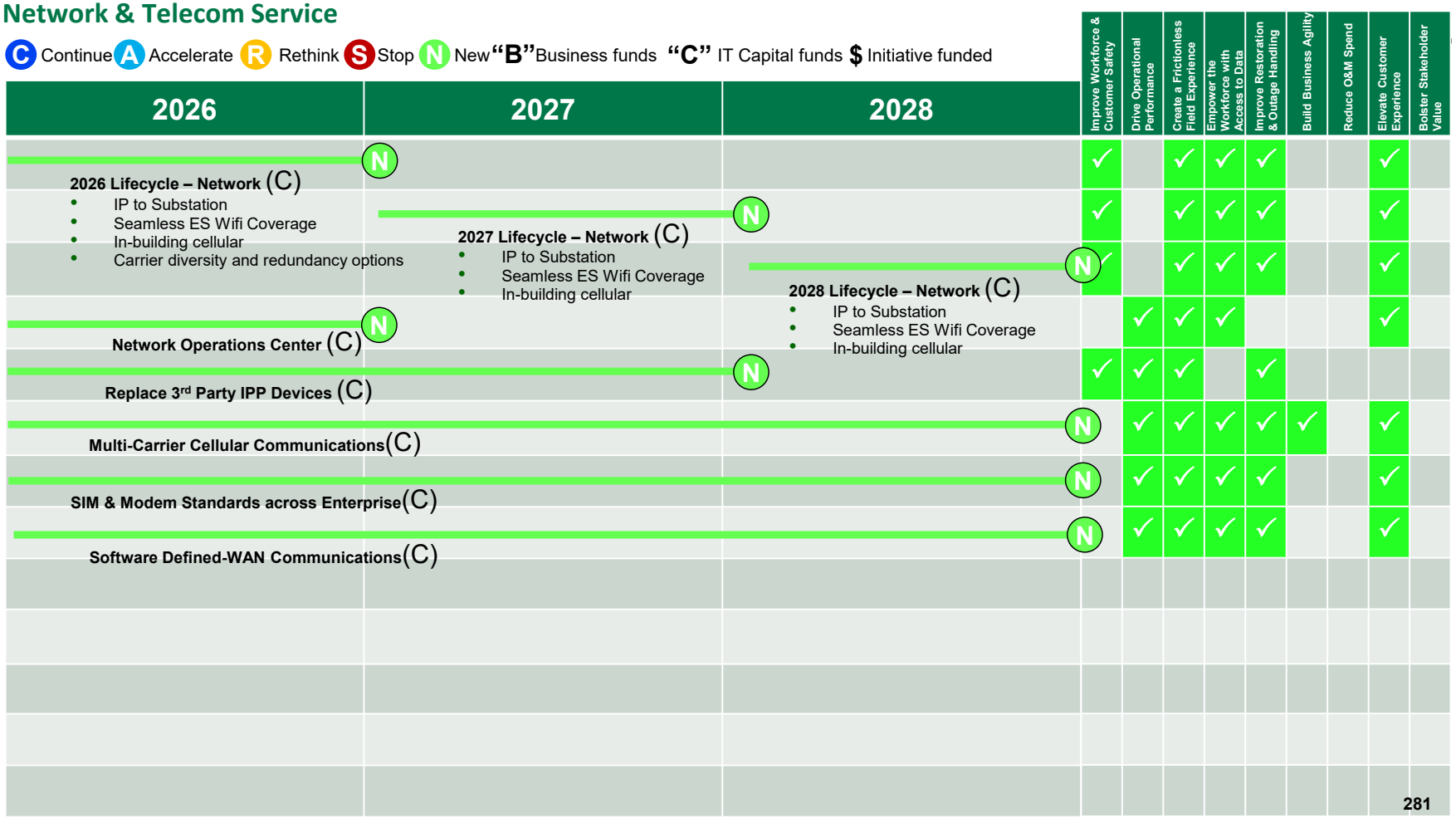
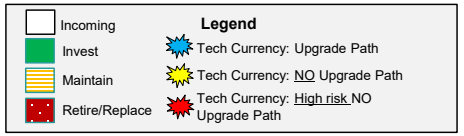


NETWORK & TELECOM SERVICES

Our Technology Landscape – Current Landscape 2025

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded

EVERSOURCE



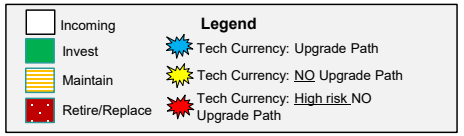
Capability	Technology Landscape
On site networking	PULSE VPN; Solar Winds; Cisco Routers & Switches; Riverbed; Network Operations Center
Wireless networking	WIFI Access Upgrades
Cellular Communications	In Building Cellular; Private Virtual Network Operations (PVNO); Multi-Carrier Cellular Configurations
ERP& Field Communications	Non-Terrestrial Communication

NETWORK & TELECOM SERVICES

Our Technology Landscape – 2026

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded

EVERSOURCE



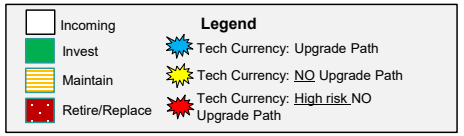
Capability	Technology Landscape
On site networking	NetScout Monitoring and visibility; Solar Winds; Cisco Routers & Switches; NAC
Wireless networking	WIFI Access Upgrades
Cellular Communications	In Building Cellular; Fleet Cellular
ERP& Field Communications	Non-Terrestrial Communication

NETWORK & TELECOM SERVICES

Our Technology Landscape – 2027

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded

EVERSOURCE



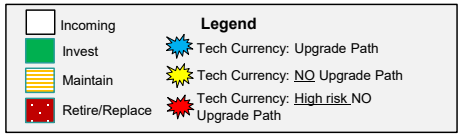
Capability	Technology Landscape
On site networking	NetScout Monitoring and visibility; Solar Winds; Cisco Routers & Switches; NAC
Wireless networking	WIFI Access Upgrades
Cellular Communications	In Building Cellular; Fleet Cellular
ERP& Field Communications	Non-Terrestrial Communication

NETWORK & TELECOM SERVICES

Our Technology Landscape – 2028

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded

EVERSOURCE



Capability	Technology Landscape
On site networking	NetScout Monitoring and visibility; Solar Winds; Cisco Routers & Switches; NAC
Wireless networking	WIFI Access Upgrades
Cellular Communications	In Building Cellular; Fleet Cellular
ERP& Field Communications	Non-Terrestrial Communication

ADDED *

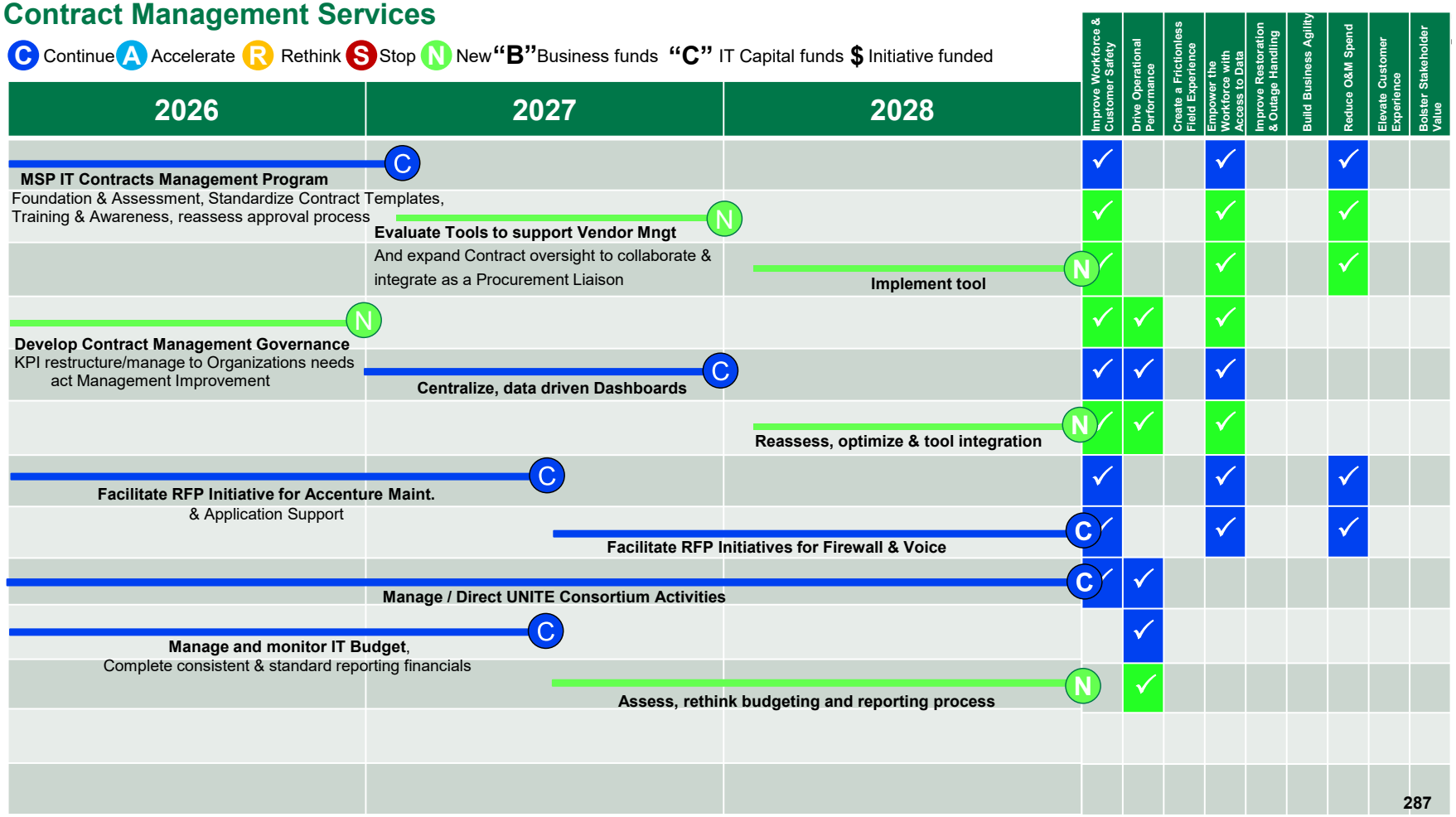
5.1E Network & Security

Section E: Contract Management Services



Contract Management Services

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded



5.1F Network & Security

Section F: AI

What is Intelligence Augmentation?

Empowering Humans with AI — Not Replacing Them

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Putting AI Tools in the Hands of Users

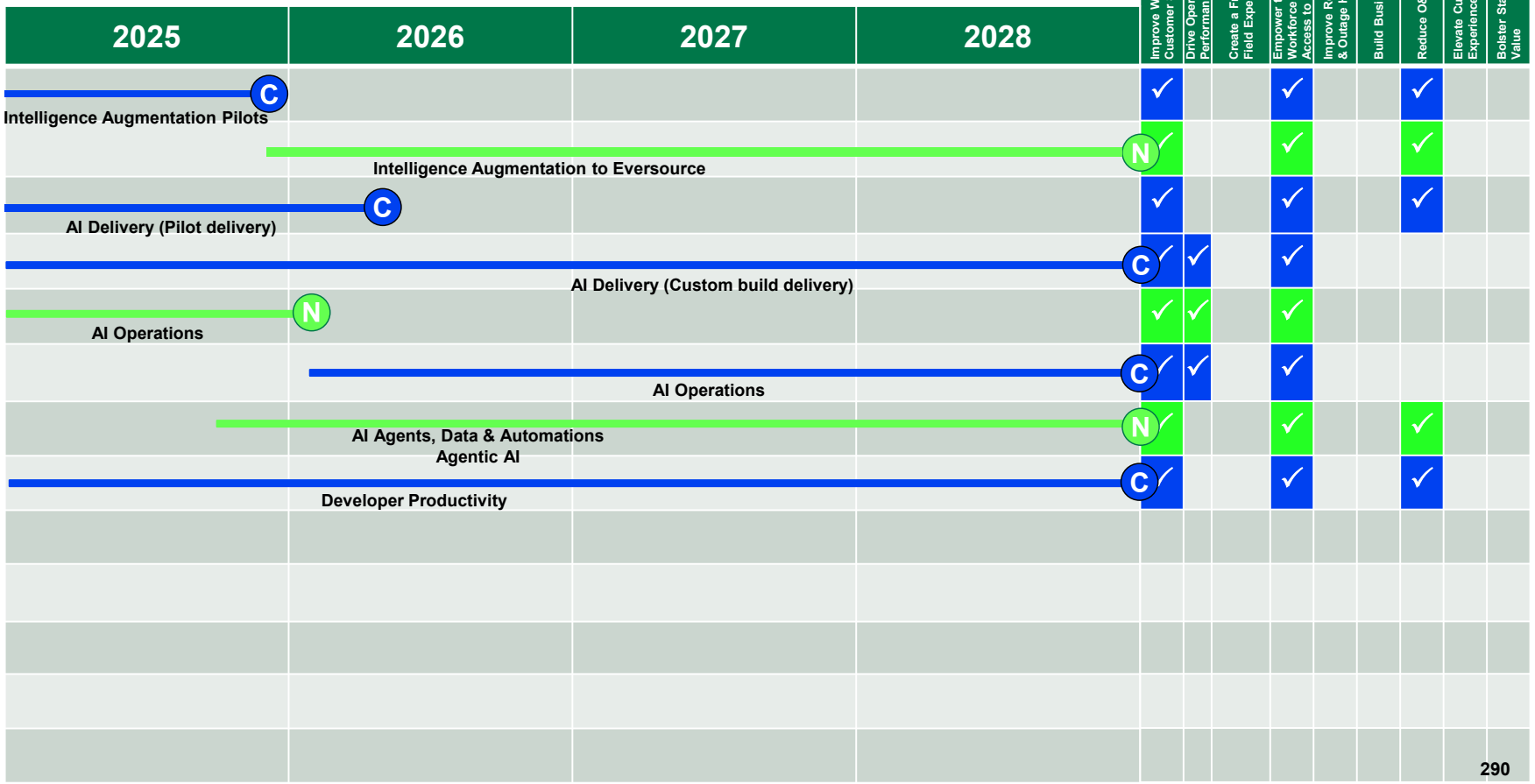
- Equip employees with generative AI (e.g. Microsoft CoPilot Chat) to supercharge research, writing, analysis and routine tasks
- Promote responsible and secure use through training, prompt libraries, and department-based use cases
- Encourage innovation at the edge – empowering subject matter experts to co-create solutions

Building In-House Infrastructure for AI Use at Scale

- Establish secure AI Platforms (e.g. Safe Sandbox in Azure + Databricks)
- Integrate with enterprise data to deliver contextual intelligence and real-time insights
- Develop reusable components
- Support governance, access control, and monitoring to ensure safe use and ethical deployment

Artificial Intelligence Capabilities

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded



Our Technology Landscape – Current State (2025)

AI Hub

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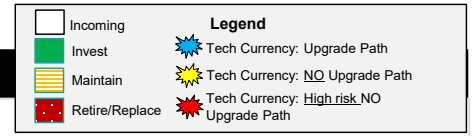

Capability	Technology Landscape
AI Delivery	RKE; Revenue Assurance; CSR Assistant; Control Room Call Scoring; Customer Call Insight
Intelligence Augmentation	Open AI; Microsoft Copilot Chat
Developer Productivity	Harness AI; GitHub AI; Tosca AI; Mosaic AI Databricks Assistant
AI Agents, Data & Automations	TBD AI Workflow Engine; TBD Data Pipeline Tool; TBD Data Ingest Tool; Mage AI

Our Technology Landscape – 2026

AI Hub

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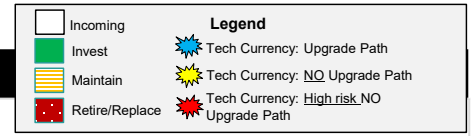

Capability	Technology Landscape
AI Delivery	CSR Assistant; Control Room Call Scoring; Customer Call Insight; TBD
Intelligence Augmentation	Open AI; Microsoft Copilot Chat
Developer Productivity	Harness AI; GitHub AI; Tosca AI; Mosaic AI Databricks Assistant
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Our Technology Landscape – 2027

AI Hub

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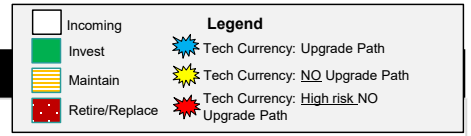

Capability	Technology Landscape
AI Delivery	TBD, TBD, TBD, TBD
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Developer Productivity	Harness AI, GitHub AI, Tosca AI, Mosaic AI Databricks Assistant
AI Agents, Data & Automations	TBD AI Workflow Engine, TBD Data Pipeline Tool, TBD Data Ingest Tool, Mage AI

Our Technology Landscape – 2028

AI Hub

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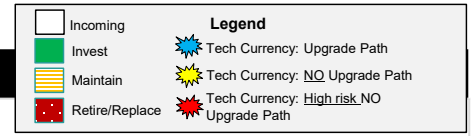

Capability	Technology Landscape
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Our Business Imperatives

Through careful analysis and multiple cross-functional working sessions, we have identified consistent themes throughout the organization that translate into a set of business imperatives aligned to our enterprise vision

Elevate Customer Experience

Drive customer success and usability across all channels and strengthen stakeholder relationships

Bolster Stakeholder Value

Proactively evaluate initiatives in consideration of our most underserved customers and communities

Drive Operational Performance

Prioritize work that strengthens reliability, operational excellence & enables growth

Build Business Agility

Enable rapid support of new programs, products, and services with a strong focus on people & culture

Reduce O&M Spend

Drive top tier financial performance through efficiencies and optimization of operational costs

Improve Workforce & Customer Safety

Reduce accidents and injuries through effective work-safe practices and behaviors

Enable Green House Gas and 2030 Carbon Neutrality Goals

Enhance Green House Gas (GHG) data integrity by streamlining the collection of source data required for the GHG inventory including building controls for function-level data validation and approvals, forthcoming Science Based Target and eventual SEC Climate Disclosure Rule.

Create a Frictionless Field Experience

Creating a seamless exchange of information to the field workforce, enabling an efficient and intuitive capacity to receive, perform, and document work.

Empower the Workforce with Access to Data and Insights

Utilize an enterprise-wide data strategy and governance model to ensure end-users have easy access to real-time and accurate information, as well as the ability to leverage data to perform advanced analytics.

Improve Restoration & Outage Handling

Maximize resource allocation and workforce efficiency to retore outages safely and quickly, while also communicating effectively to maintain customer confidence.

Enterprise Data Focus Areas

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Focus Areas

AMI Data as an Asset
- Drive business process efficiencies by enabling additional use cases
- Establish Data Governance for AMI data

Customer Analytics Advancement
- Opportunistically expand customer data model
- Enable iterative growth and replace legacy systems like EAP and CGDR.

Enterprise Data Capabilities
- Unify cross-domain data to enable enterprise-wide insights and strategic decision-making
- Establish enterprise data governance and metadata management standards
- Consolidate legacy data and reporting platforms

Other IT Data Initiatives
- Ongoing enhancement, maintenance, and support

Engaged Team

Snimar Chhabra, Ankit Manglik, Sathish Mallegowda, Glenn Lithgow, Brock Wagenaar, Orlando Esquivel Ruiz

Elevate Customer Experience

Drive Operational Performance

Build Business Agility

Reduce O&M Spend

Empower the Workforce with Access to Data and Insights

Improve Restoration & Outage Handling

Success Measures

- Maintain current low - ADIR as we continue to expand
- Drive the retirement of CGDR (Customer Group Data Repository) and EAP (Enterprise Analytics Platform)

Key Projects (Active, Planned)

- AMI Data Analytics
- Customer Data Model Expansion
- Platform Consolidation and Capability Expansion

Core Capabilities

A **Standardize data consumption across business units**

Establish a robust and integrated **architecture** framework.
Eversource Unified Data Model (**EUDM**) will bring data together from multiple business domains and provide a unified view and improved data resilience.

B **Establish Data Governance practice**

Establish, implement and continuously evolve a **Data Governance** program through an Enterprise Data Catalog for Customer and Advanced Metering Infrastructure (AMI) data products.

C **Enhance core platform capabilities through data engineering practice**

Enhance core **platform capabilities** by applying engineering best practices, tools and technology to improve data quality, reliability, performance, and accessibility.

AMI Data as an Asset

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Major Business Themes

Drive business process efficiencies

- Provide detailed insight and proactive insight to data collection systems and processes in support of customer billing. (C)
- Unlock 6 additional business use cases (A, C)
- Enable streamlined and accelerated triaging of various operational system business process exceptions. (B)

Empower data consumers with self – service

- Provide application savvy data consumers with operational data store enabling them to triage process issues more efficiently. (B)
- Assure robust and accurate Data Catalog by including stakeholder involvement in object descriptions. (A, B)
- Provide an Analytics Workbench for queries and analytics, combining with additional data sources, and persisting custom result sets to storage for efficient reuse and sharing. (B)


Elevate Customer Experience


Drive Operational Performance


Empower the Workforce with Access to Data and Insights


Build Business Agility


Improve Restoration & Outage Handling

Success Measures

- EDP is the single version of truth for AMI business intelligence.
- Business analyst teams come back for more, requesting additional data elements and source systems.

Key Projects (Active, Planned)

- AMI Meter-to-Cash Analytics Enhancements
- Six (6) additional AMI Analytics Use Cases
- Data Governance & Cataloging

Core Capabilities

A **Standardize data consumption across business units**

Enhance EUDM with operational and domain data to support additional six AMI Analytics Use Cases through the application of standardized solution designs.

B **Standardize procedures to align accountability and responsibility for data products.**

Establish Data Governance for AMI Analytics, enabling operating model, align catalog to use cases, and user adoption.

C **Drive Insights with Secure and Scalable Foundation**

Implement scalable and secure data ingestion with real-time streaming and monitoring.

Customer Analytics Advancement

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Major Business Themes

Create a Single Source for Customer Analytics (A)
- **Consolidate disparate data repositories onto the EDP, reducing technologies and centralizing support**
- Eliminate duplicative sources that provide conflicting results
- Establish a common data "language" (data definitions, naming conventions, and derivations)
- Simplify the skillset and toolkit required to access data

Improve Data Quality & Availability (B)
- **Integrate data across all operating companies under one data model framework to ensure consistent results**
- Provide data products that are certified for analytics, with shared IT & Business governance
- Reduce the time from source systems to analytic availability
- Implement automated quality checks, error handling and alerts to insulate business from bad/incomplete data

Opportunistically Expand Customer Data Model (C)
- **Grow analytic capabilities over time** by incorporating strategic Customer domain data (Digital Interactions, Billing, etc)
- Initially, target foundational customer data elements and those required to retire EAP & CGDR

Elevate Customer Experience

Drive Operational Performance

Build Business Agility

Reduce O&M Spend

Empower the Workforce with Access to Data and Insights

Success Measures

- Migration of EAP & CGDR analytic use cases to EDP by end of 2027
- Migration of 300+ users from legacy analytics platforms to EDP
- Reduce rate of new service requests by 25%

Key Projects (Active, Planned)

- Foundational Data Model Build
- Digital & Call Center Data Expansion
- AMI Customer Domain Use Cases
- EAP & CGDR Consolidation

Core Capabilities

A — Standardize data consumption across business units

Provide a consolidated source of customer data to all business users via the Eversource Unified Data Model (EUDM) and standardized data products ensuring a single, trusted view of customer data.

B — Enable reliable and trustworthy data across multiple business groups

Establish roles & responsibilities, processes and procedures for the effective monitoring and maintenance of high-quality data products and access.

C — Unlock business value through integrated datasets

Empower users to focus on analytics and make faster and more accurate decisions with high quality datasets, eliminating time spent on data collection and cleansing steps.

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Data Capabilities: Working towards an Eversource Unified Data Model

Data Capabilities for a more unified, governed, and analytics-ready data ecosystem in Eversource.

Eversource Unified Data Model (EUDM) architecture brings business domains data together to provide a cross-business unified view.

In order to achieve this each business area must follow the following Data Capabilities:

DATA INTEGRATION

Encompassing the creation of a robust technical backbone (Data Ingestion) that **collects, stores, processes, unifies, and secures data**, and structuring this **data into a unified and analytics-ready format** (Data Modeling) that reflects business concepts and supports business needs.

DATA INSIGHTS

Encompassing the processes of making data **accessible, understandable, and usable** across the organization (Data Enablement), and applying tools and techniques to analyze data to **gain meaningful patterns, trends, and conclusions** that support informed decision-making (Data Analytics).

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Capabilities to Enable Business Imperatives

To achieve our business imperatives, we need to enhance and build new capabilities; below are the major capabilities for the Data team.

		Major Business Imperatives					
Capability	**Definition**	**Elevate Customer Experience**	**Drive Operational Performance**	**Build Business Agility**	**Reduce O&M Spend**	**Empower the Workforce with Access to Data and Insights**	**Improve Restoration & Outage Handling**
Data Integration	Software solutions that enhance the speed, security, and usability of data by enabling efficient ingestion, consolidation, modeling, and governance—transforming raw data into unified, analytics-ready formats aligned with business needs..						
Data Insights	Services that make data accessible, comprehensible, and actionable across the organization, enabling discovery of insights through analysis, visualization, and informed decision-making.						

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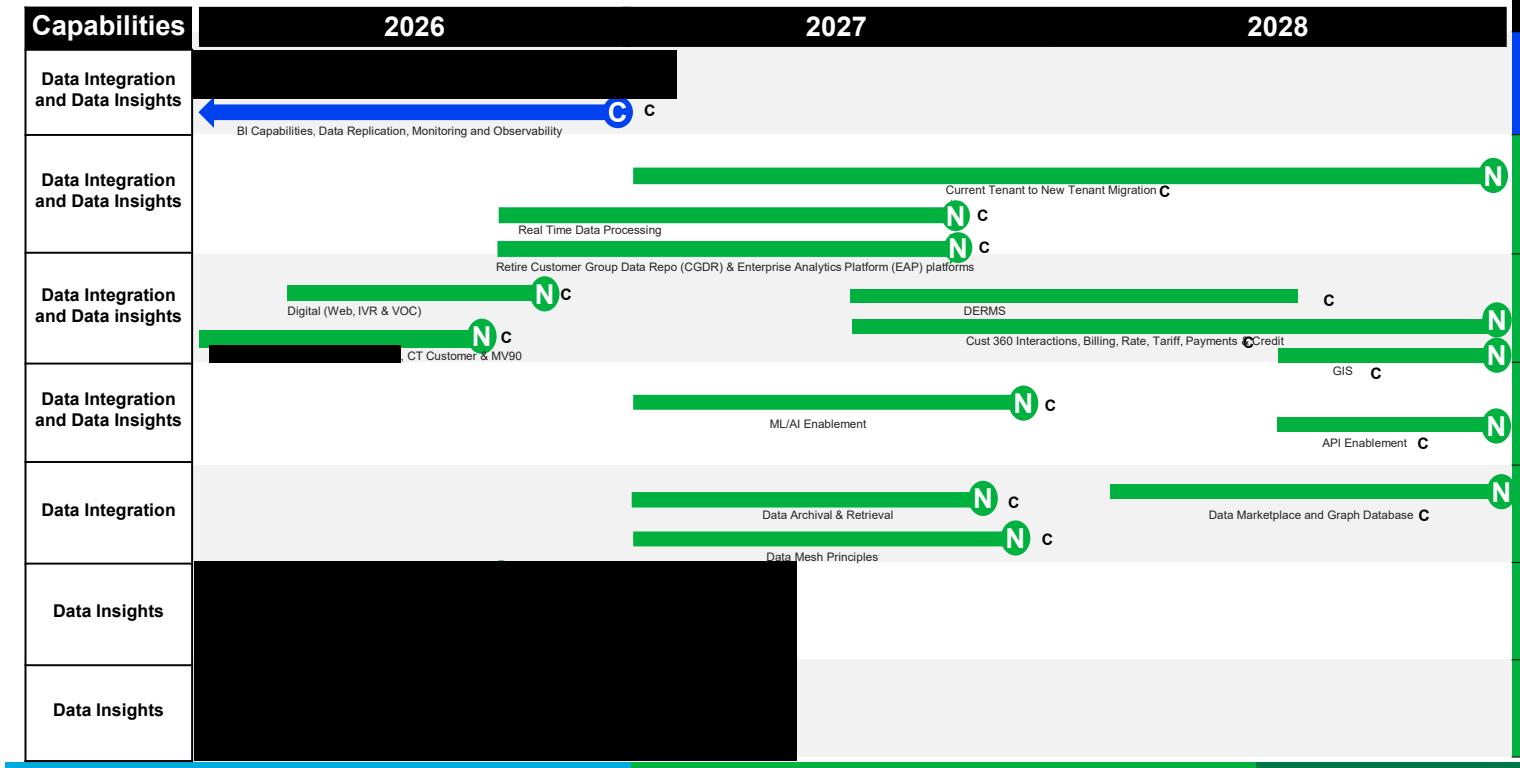
Data - Current & Proposed Portfolio (Data Team Led Initiatives)

C Continue A Accelerate R Rethink S Stop N New "B" Business funds "C" IT Capital funds $ Initiative funded



Enable Customer Experience	Drive Operational Performance	Empower the Workforce with Access to Data and Insights	Build Business Agility	Reduce O&M Spend	Improve Restoration and Outage Handling
✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓	
✓	✓	✓	✓	✓	
✓	✓	✓	✓		✓
✓	✓	✓	✓		✓

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Data - Current & Proposed Portfolio (Other IT groups Led Initiatives)

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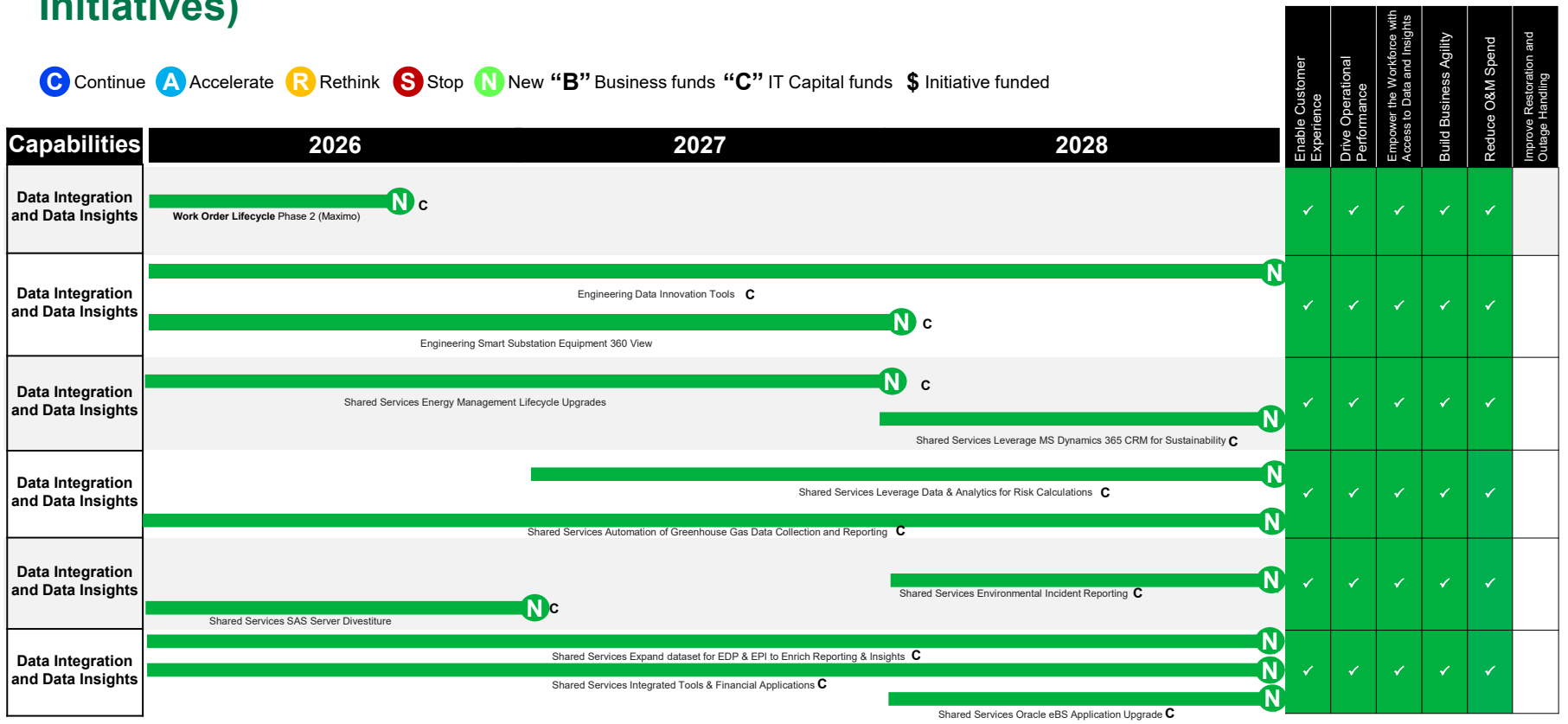

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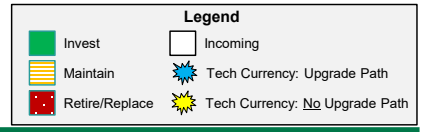
Our Technology Landscape – 2026

Through the consolidation of new and existing platforms we will mitigate technical currency issues, drive operational excellence, and establish a nimble tech foundation to achieve our business imperatives



Capability	Technology Landscape
Data Integration	Databricks; Expand Data Modeling; Azure Data Factory; EDP; Enterprise Analytics Platform & Customer Group Data Repository; Data Monitoring and Observability; Data Replication
Data Insights	Purview/Data Catalog; Collibra Data Catalog; PowerBI; Exponam; Anaconda; MATLAB; VS Code for Python; Alteryx

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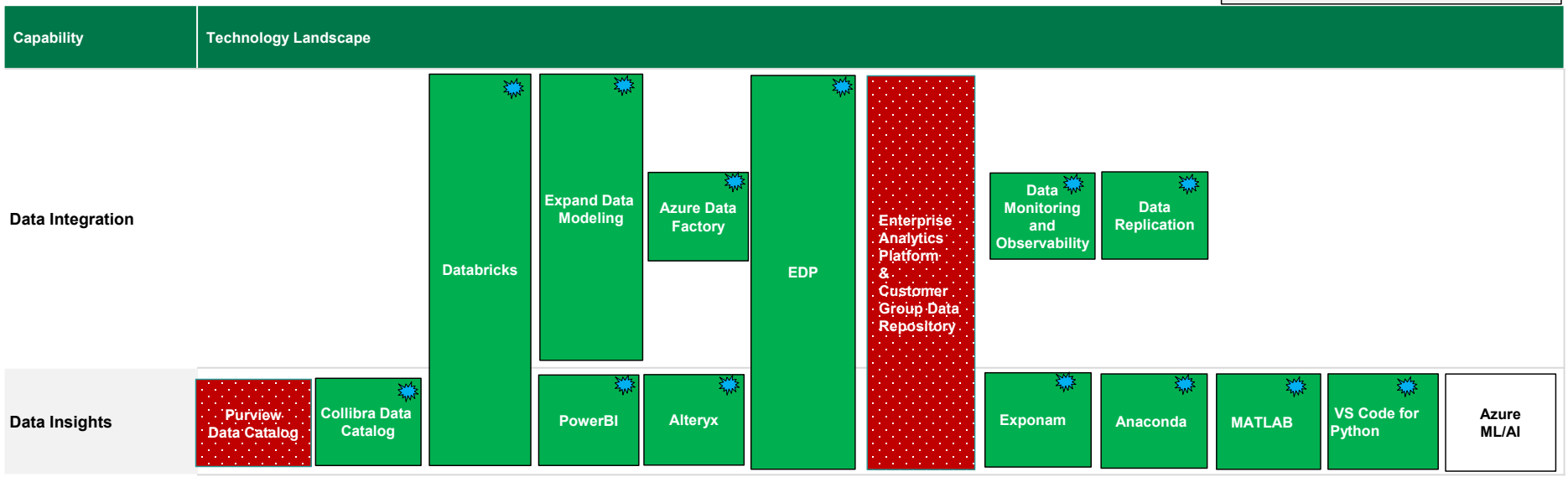
Our Technology Landscape – 2027

Through the consolidation of new and existing platforms we will mitigate technical currency issues, drive operational excellence, and establish a nimble tech foundation to achieve our business imperatives



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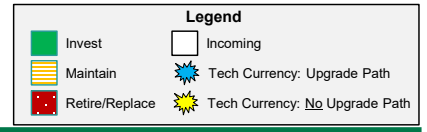
Our Technology Landscape – 2028

Through the consolidation of new and existing platforms we will mitigate technical currency issues, drive operational excellence, and establish a nimble tech foundation to achieve our business imperatives

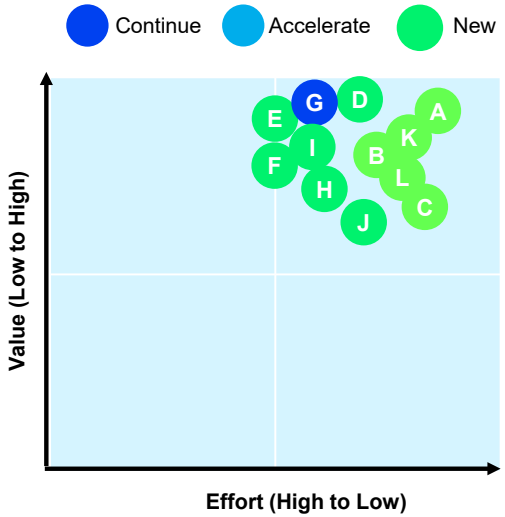


Capability	Technology Landscape
Data Integration	Databricks; Expand Data Modeling; Azure Data Factory; EDP; Data Monitoring and Observability; API Enablement; Graph Database; Data Marketplace; Azure ML/AI; Data Replication
Data Insights	Collibra Data Catalog; PowerBI; Alteryx; Exponam; Anaconda; MATLAB; VS Code for Python

[1]*This view includes incoming applications that will be in place by December 2024*

Data – 2026 Initiatives

2026 Continue, Accelerate, and New Initiatives that we need to jointly prioritize and sequence



Imperative Legend:

- Drive Operational Performance
- Reduce O&M Spend
- Build Business Agility
- Empower the Workforce with Access to Data
- Elevate Customer Experience
- Improve Restoration & Outage Handling

Initiatives	
A	[redacted]
B	[redacted]
C	[redacted]
D	[redacted]
E	[redacted]
F	[redacted]
G	[redacted]
H	[redacted] NH, CT Customer & MV90
I	Retire Customer Group Data Repo (CGDR) & Enterprise Analytics Platform (EAP)
J	Digital (Web, IVR & VOC)
K	Energy Efficiency Analytic Use Cases.
L	Engineering Capabilities

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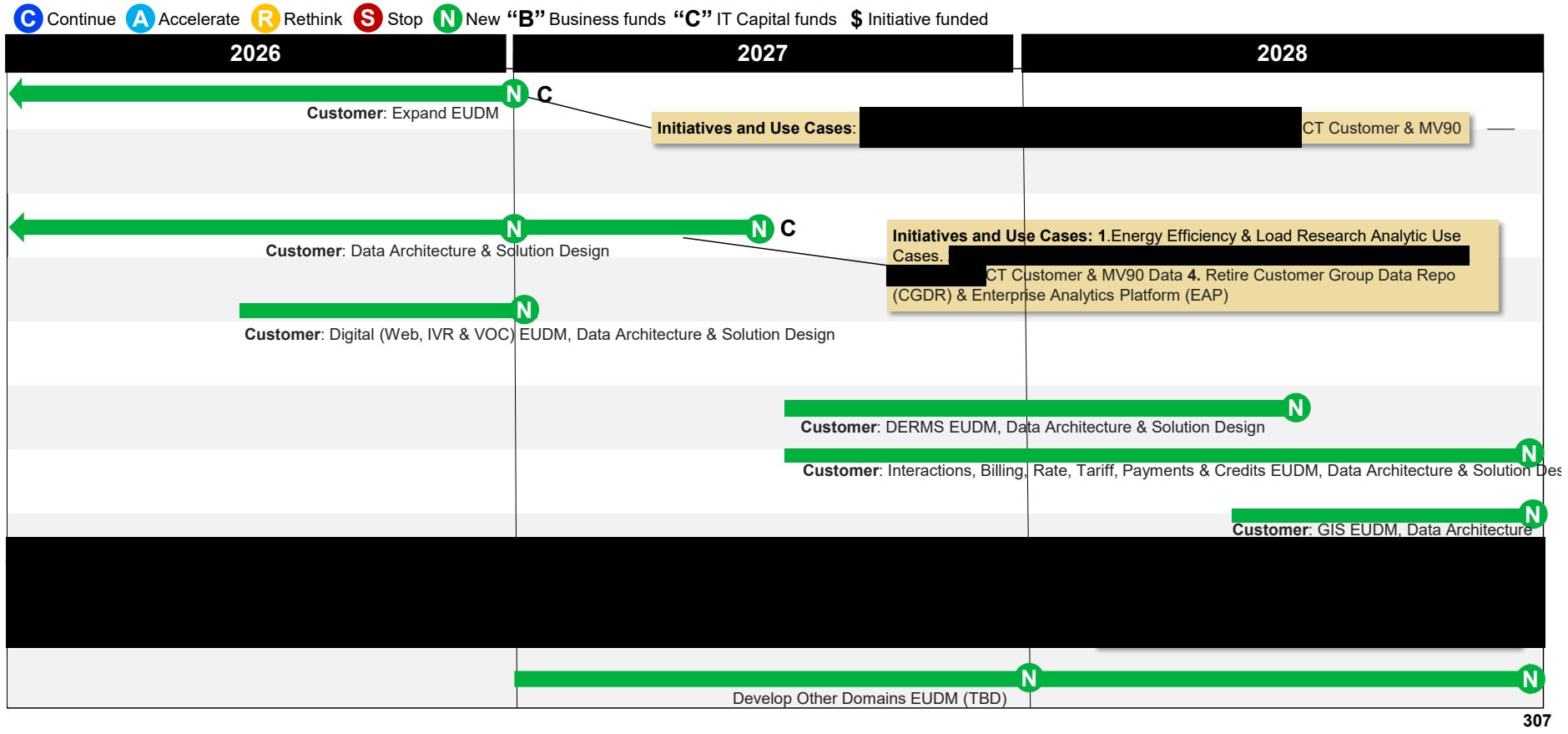
Data Architecture and Design - Current & Proposed Portfolio



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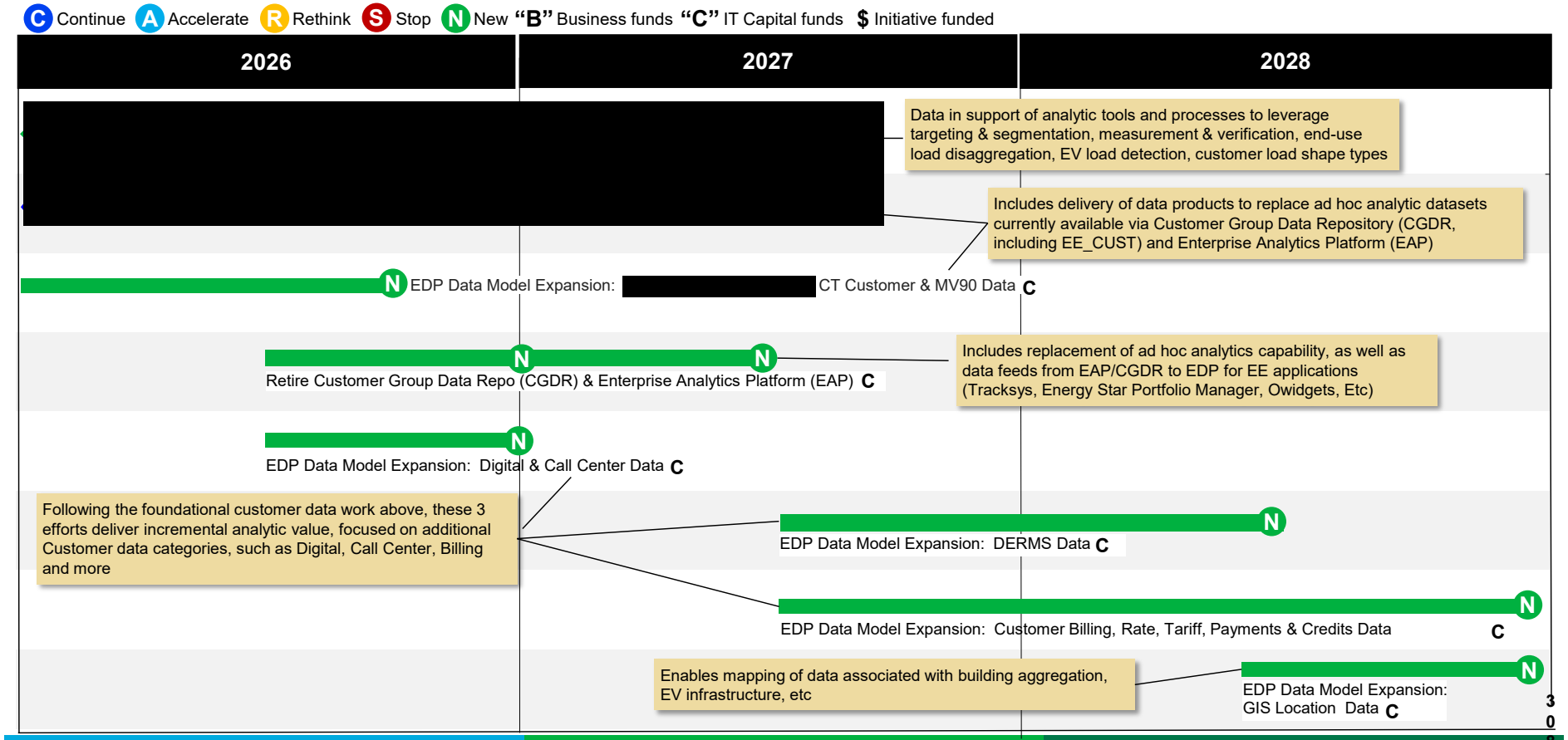
Customer Data, Current & Proposed Portfolio



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AMI Data as an Asset, Current Portfolio

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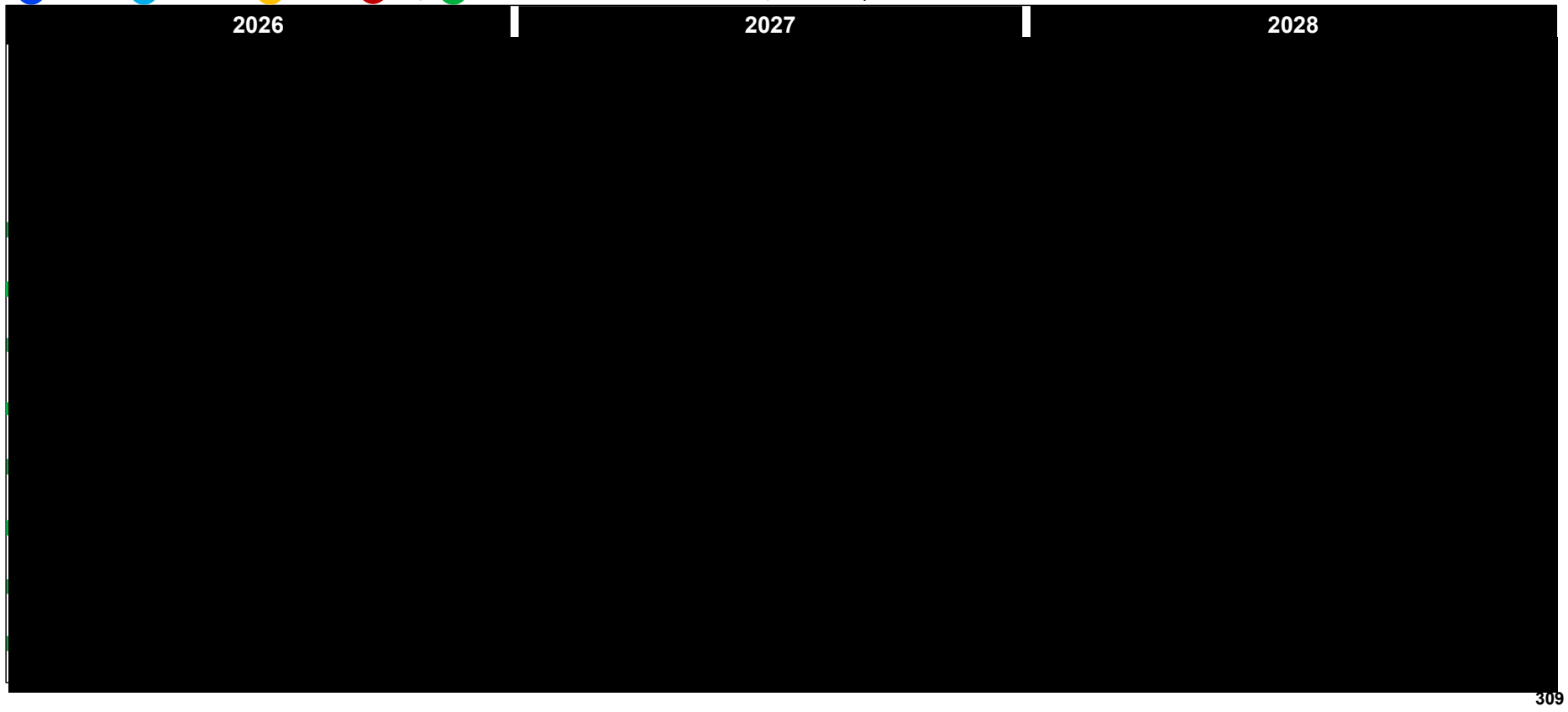

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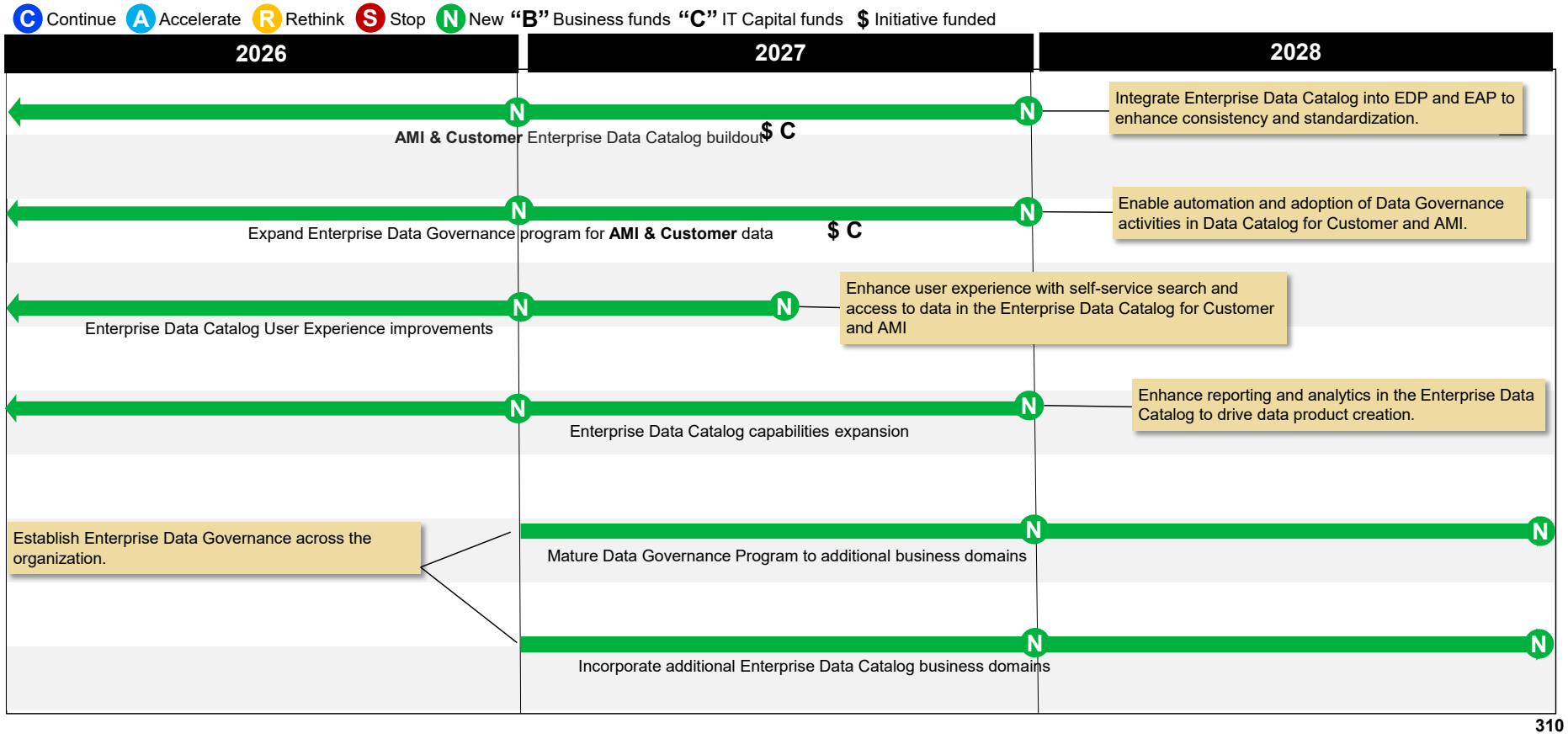
Data Governance - Current & Proposed Portfolio



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Data Engineering - Current & Proposed Portfolio

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