MANAGING ENVIRONMENTAL, SOCIAL AND GOVERNANCE ISSUES

JANUARY 2022
Safe Harbor

Except for the historical statements contained in this presentation, the matters discussed herein are forward-looking statements that are subject to certain risks, uncertainties and assumptions. Such forward-looking statements, including future sales, future expenses, future tax rates, future operating performance, projected emission reductions and other environmental impacts, estimated base capital expenditures, projected capital additions and forecasted annual revenue requirements with respect to rider filings, expected rate increases to customers, expectations and intentions regarding regulatory proceedings, and expected impact on our results of operations, financial condition and cash flows of resettlement calculations and credit losses relating to certain energy transactions, as well as assumptions and other statements are intended to be identified in this document by the words “anticipate,” “believe,” “could,” “estimate,” “expect,” “intend,” “may,” “objective,” “outlook,” “plan,” “project,” “possible,” “potential,” “should,” “will,” “would” and similar expressions. Actual results may vary materially. Forward-looking statements speak only as of the date they are made, and we expressly disclaim any obligation to update any forward-looking information. The following factors, in addition to those discussed in Xcel Energy’s Annual Report on Form 10-K for the fiscal year ended Dec. 31, 2020 and subsequent filings with the Securities and Exchange Commission, could cause actual results to differ materially from management expectations as suggested by such forward-looking information: uncertainty around the impacts and duration of the COVID-19 pandemic; operational safety, including our nuclear generation facilities; successful long-term operational planning; commodity risks associated with energy markets and production; rising energy prices and fuel costs; qualified employee workforce and third-party contractor factors; ability to recover costs, changes in regulation and subsidiaries’ ability to recover costs from customers; reductions in our credit ratings and the cost of maintaining certain contractual relationships; general economic conditions, including inflation rates, monetary fluctuations and their impact on capital expenditures and the ability of Xcel Energy Inc. and its subsidiaries to obtain financing on favorable terms; availability or cost of capital; our customers’ and counterparties’ ability to pay their debts to us; assumptions and costs relating to funding our employee benefit plans and health care benefits; our subsidiaries’ ability to make dividend payments; tax laws; effects of geopolitical events, including war and acts of terrorism; cyber security threats and data security breaches; seasonal weather patterns; changes in environmental laws and regulations; climate change and other weather; natural disasters and resource depletion, including compliance with any accompanying legislative and regulatory changes; and costs of potential regulatory penalties.

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Strategy, Vision and Mission

VISION
We will be the preferred and trusted provider of the energy our customers need.

MISSION
We provide our customers the safe, clean, reliable energy services they want and value at a competitive price.

VALUES
Connected  Committed  Safe  Trustworthy

PRIORITIES

Lead the Clean Energy Transition
- Electricity: 80% carbon reduction by 2030, 100% carbon-free by 2050
- Natural gas: 25% GHG reduction by 2030, net-zero by 2050

Enhance the Customer Experience
- Conservation, new products/services
- 1.5 million EVs enabled by 2030

Keep Bills Low
Average bill increases ≤ rate of inflation

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Keep Bills Low
Average bill increases ≤ rate of inflation
Sustainability Embedded in Strategy

We are retiring coal plants, adding renewables, helping electrify other sectors and exploring clean fuels and technologies, while providing more options for customers and keeping their bills low.

LEAD THE CLEAN ENERGY TRANSITION
- Climate
- Innovation
- Human capital
- Diversity, equity, inclusion

ENHANCE THE CUSTOMER EXPERIENCE
- Safety and security
- Reliability/resiliency
- Clean energy

KEEP CUSTOMER BILLS LOW
- Affordability
- Community vitality
Comprehensive Sustainability Goals

- **CO₂**
  - 80% lower emissions by 2030*
  - 100% carbon-free by 2050*

- **Natural Gas (NATGAS)**
  - 25% lower emissions by 2030**
  - Net zero by 2050**

- **Water**
  - 70% less water consumption by 2030*

- **Carbon-Free**
  - < rate of inflation customer bill increases

- **Electricity (ELECTRIC)**
  - 1.5 million EVs powered by 2030

- **Social Impacts**
  - Net zero by 2050**
  - Social impacts of coal closures mitigated

- **Workforce**
  - Workforce reflects our communities

- **Local Communities**
  - Local communities supported

- **Net Zero**
  - 10% of spend with diverse suppliers

---

* Includes owned and purchased electricity serving customers
** Spans natural gas supply, distribution and customer use
## Sustainability Goals - Tangible Progress

<table>
<thead>
<tr>
<th>GOAL</th>
<th>PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CO₂</strong> Carbon emissions down 80% by 2030*</td>
<td>51% reduction 2005 - 2020</td>
</tr>
<tr>
<td><strong>Net GHG emissions down 25% by 2030</strong></td>
<td>To be reported in 2022</td>
</tr>
<tr>
<td><strong>Water consumption down 70% by 2030</strong></td>
<td>34% reduction 2005 - 2020</td>
</tr>
<tr>
<td><strong>Bill increases ≤ rate of inflation</strong></td>
<td>Residential CAGR flat 2013 - 2020</td>
</tr>
<tr>
<td><strong>1.5 million EVs powered by 2030</strong></td>
<td>Programs approved in MN, CO, WI, NM</td>
</tr>
<tr>
<td><strong>Mitigate coal retirement impacts</strong></td>
<td>7 plant closures, 0 layoffs</td>
</tr>
<tr>
<td><strong>Support local economies</strong></td>
<td>&gt;70% supply chain spend local (2020)</td>
</tr>
<tr>
<td></td>
<td>~$900 million investment; 3,000 jobs (2020)</td>
</tr>
<tr>
<td><strong>Workforce reflects our communities</strong></td>
<td>Board - 23% female, 15% diverse (YE 2021)</td>
</tr>
<tr>
<td></td>
<td>Workforce - 23% female, 16% diverse (YE 2020)</td>
</tr>
<tr>
<td><strong>~10% spend with diverse suppliers</strong></td>
<td>~13%, or $560 million (YE 2021)</td>
</tr>
</tbody>
</table>

* Includes owned and purchased electricity serving customers  
** Spans natural gas supply, distribution and customer use
Clear ESG Governance Structure

- Operational Risks, Including Carbon
  Board Operations, Nuclear, Environmental and Safety Committee

- ESG Oversight
  Board Governance, Compensation and Nominating Committee

- Chairman, President and CEO

- SVP Strategy, Planning and External Affairs
Voluntary Disclosures

FRAMEWORKS & STANDARDS
- GRI Alignment
- SASB Alignment
- TCFD Alignment
- Sustainable Development Goals Alignment
- Climate Registry Founding Member
- ICMA LMA LSTA Member
- Sustainable Finance Principles Alignment

REPORTS & DISCLOSURES
- Sustainability Report
- Carbon Scenarios
- TCFD Response
- EEI/AGA Template
- Natural Gas Vision
- Political Contributions
- EEO-1 Report
- Financing Framework
- Green Bond Impacts

POLICIES & POSITION STATEMENTS
- Environmental Policy
- Anti-Discrimination
- Anti-Retaliation
- Lobbying & Contributions
- Human Rights
- Responsible Transition
- Compliance Program
- Employee/Supplier Codes of Conduct

Available in ESG library on investor web site
ENVIRONMENTAL LEADERSHIP

• First major U.S. utility to set carbon-free electricity goal; over halfway to 100% carbon-free with 51% reduction since 2005
• IPCC lead author review of carbon goals with climate scenarios that achieve Paris Agreement targets*
• Carbon reduction tied to executive pay since 2005
• Voluntary third-party verified annual GHG disclosure since 2005
• Net zero goal for natural gas emissions, including customer use
• Electric vehicle vision and industry-leading programs

* Intergovernmental Panel on Climate Change
Leading Carbon Reduction Goals

First Major Utility to Commit to 100% Carbon-Free Electricity

- **51% Reduction**
  - 2020

- **80% Reduction**
  - 2030E

- **100% Carbon Free**
  - 2050E

Goal includes both owned (scope 1) and purchased (scope 3, category 3) power

Electricity serving customers as compared to 2005 baseline
Goals Aligned With Paris Accord

Carbon Reduction Goals Align with IPCC Scenarios Likely to Achieve 2° and 1.5° C

<table>
<thead>
<tr>
<th>Carbon Change</th>
<th>51% Reduction</th>
<th>80% Goal</th>
<th>100% Carbon-Free</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-20%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-40%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-60%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-80%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-100%</td>
<td></td>
<td></td>
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</tbody>
</table>

Scientifically validated by an Intergovernmental Panel on Climate Change lead author

Range of scenarios

Xcel Energy carbon trajectory

Goal includes owned and purchased power
Pragmatic Fleet Transition

Pace Governed by Reliability and Customer Affordability

80% Carbon Reduction by 2030
- Clear path to achieve goal
  - Reflected in filed resource plans
- Current technology sufficient
  - Renewables, nuclear, natural gas
- Affordable for customers
  - Bill increases < rate of inflation

100% Carbon-Free Electricity by 2050
- New carbon-free resources
  - Dispatchable, scalable, economic
- Technology agnostic approach
  - Agnostic approach; multiple solutions needed
- Supportive public policy critical
  - R&D incentives, funding, development
Significant Renewable Additions

Nearly 10 GW of Additional Renewables Over Next Decade

- 9% Renewable in 2005
- 34% Renewable in 2020
- 66% Renewable by 2030E

Based on approved and proposed plans and assumptions
Geographic Advantage for Renewables

High Capacity Factors Enable Greater Efficiency and Lower Costs

Wind Speed

Solar Intensity

<table>
<thead>
<tr>
<th>Speed (m/s)</th>
<th>KWh/M²/Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;10.5</td>
<td>6.8</td>
</tr>
<tr>
<td>&lt;4.0</td>
<td>4.0</td>
</tr>
</tbody>
</table>

National Renewable Energy Laboratory with modification
Steel for Fuel - Attractive Economics for Renewables

Replacing Coal with Lower-Cost Wind

Variable cost of coal generation

$22-23/ MWh

Levelized cost of wind generation

< $20/ MWh

Less carbon, fewer coal assets, lower labor costs

Fuel savings offset new investment; bills stay low

Over 3,600 MW
New owned wind (2018-2021) \times 8,760 Hours/year \times 50% Capacity factor = \approx 16 million MWh annually
Steel for Fuel - Expanding Renewables Profile

Targeting 50% Ownership of New Resources

GW

Solar includes universal scale and community solar gardens
Expanding Solar Capacity

~2,300 MW Today

UNIVERSAL ~760 MW
3 voluntary programs, 12,000 participants

GARDENS ~890 MW
~400 sites, 22,000 subscribers

PRIVATE ~660 MW
~70,000 customer and third-party systems

Significant Growth by 2030

• Proposed ~3,150 MW in Minnesota IRP
• Proposed ~1,600 MW in Colorado IRP
• Proposed ~1,200 MW solar DG in Colorado IRP
• Proposed ~460 MW at retiring Sherco plant
• Approved 74 MW owned facility in Wisconsin
**Tangible Carbon Reduction Plans**

**Significant Shift in Energy Mix**

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2020</th>
<th>2025</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coal</td>
<td>56%</td>
<td>23%</td>
<td>13%</td>
<td>3%</td>
</tr>
<tr>
<td>Natural Gas</td>
<td>12%</td>
<td>13%</td>
<td>23%</td>
<td>18%</td>
</tr>
<tr>
<td>Nuclear</td>
<td>9%</td>
<td>34%</td>
<td>12%</td>
<td>13%</td>
</tr>
<tr>
<td>Renewables</td>
<td>21%</td>
<td>32%</td>
<td>52%</td>
<td>66%</td>
</tr>
</tbody>
</table>

- **Coal**
- **Natural Gas**
- **Nuclear**
- **Renewables**
Out of Coal by 2034

Completed

<table>
<thead>
<tr>
<th>Year</th>
<th>Plant</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>High Bridge 3-6</td>
<td>353 MW</td>
</tr>
<tr>
<td>2008</td>
<td>Riverside 6-8</td>
<td>371 MW</td>
</tr>
<tr>
<td>2010</td>
<td>Cameo 1-2</td>
<td>73 MW</td>
</tr>
<tr>
<td>2011</td>
<td>Cherokee 2</td>
<td>106 MW</td>
</tr>
<tr>
<td>2012</td>
<td>Cherokee 1</td>
<td>107 MW</td>
</tr>
<tr>
<td>2013</td>
<td>Arapahoe 3-4</td>
<td>144 MW</td>
</tr>
<tr>
<td>2015</td>
<td>Cherokee 3</td>
<td>152 MW</td>
</tr>
<tr>
<td>2015</td>
<td>Black Dog 3-4</td>
<td>282 MW</td>
</tr>
<tr>
<td>2015</td>
<td>Bay Front 4*</td>
<td>15 MW</td>
</tr>
<tr>
<td>2017</td>
<td>Cherokee 4*</td>
<td>352 MW</td>
</tr>
<tr>
<td>2017</td>
<td>Valmont 5</td>
<td>184 MW</td>
</tr>
<tr>
<td>2020</td>
<td>Bay Front 5-6</td>
<td>41 MW</td>
</tr>
</tbody>
</table>

~8,100 MW

~6,500 MW

Approved

<table>
<thead>
<tr>
<th>Year</th>
<th>Plant</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>Comanche 1</td>
<td>325 MW</td>
</tr>
<tr>
<td>2023</td>
<td>Sherco 2</td>
<td>682 MW</td>
</tr>
<tr>
<td>2025</td>
<td>Comanche 2</td>
<td>335 MW</td>
</tr>
<tr>
<td>2025</td>
<td>Craig 1</td>
<td>42 MW**</td>
</tr>
<tr>
<td>2026</td>
<td>Sherco 1</td>
<td>680 MW</td>
</tr>
<tr>
<td>2028</td>
<td>Craig 2</td>
<td>40 MW**</td>
</tr>
</tbody>
</table>

~4,400 MW

Proposed

<table>
<thead>
<tr>
<th>Year</th>
<th>Plant</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2024</td>
<td>Harrington*</td>
<td>1,018 MW</td>
</tr>
<tr>
<td>2026</td>
<td>Pawnee*</td>
<td>505 MW</td>
</tr>
<tr>
<td>2027</td>
<td>Hayden 2</td>
<td>136 MW**</td>
</tr>
<tr>
<td>2028</td>
<td>Hayden 1</td>
<td>97 MW**</td>
</tr>
<tr>
<td>2028</td>
<td>King</td>
<td>511 MW</td>
</tr>
<tr>
<td>2030</td>
<td>Sherco 3</td>
<td>517 MW**</td>
</tr>
<tr>
<td>2032</td>
<td>Tolk</td>
<td>1,067 MW</td>
</tr>
<tr>
<td>2034</td>
<td>Comanche 3</td>
<td>500 MW**</td>
</tr>
</tbody>
</table>

* Conversion from coal to natural gas
** Based on Xcel Energy's ownership interest
Diverse Asset Base

2020

Electric Distribution 21%
Electric Transmission 23%
Renewables 15%
Generation 8%
Coal 8%
Nuclear 5%
Natural Gas LDC 12%
Other 8%

$34 Billion

2026

Electric Distribution 28%
Electric Transmission 29%
Renewables 10%
Generation 7%
Coal 3%
Nuclear 3%
Natural Gas LDC 13%
Other 7%

$49 Billion

Coal Rate Base Declines from 8% to 3%
Future Coal Retirements

80% Carbon Reduction by 2030, Full Coal Exit by 2034

**NSPM/NSPW**
Alternative resource plan achieves:
- 85% carbon reduction
- Full coal exit by 2030
- ~5,800 MW new renewables

**PSCo**
Proposed resource plan achieves:
- 87% carbon reduction by 2030
- Full coal exit by 2034
- ~3,900 MW new renewables
- ~1,200 MW solar DG

**SPS**
Full coal exit by 2032:
- Harrington (1,018 MW) – proposed conversion to natural gas by 2024
- Tolk (1,067 MW) – seasonal dispatch, accelerate retirement to 2032
Full coal exit by 2030
- King (511 MW) retire 2028
- Sherco 3 (517 MW) retire 2030

Firm peaking capacity (reliability driven)
- 800 MW of hydrogen ready CTs
- 300 MW of repowered black start CTs
- 1,900 MW of dispatchable capacity

Significant renewable additions
- Universal scale solar (3,150 MW)
- Wind (2,650 MW)

Nuclear extension (Monticello to 2040)

85% Carbon Reduction & Coal Exit by 2030

June 2021
Updated filing

August 2021
Intervenor comments

2022 Q1
Anticipated decision
Colorado Resource Plan

87% Carbon Reduction by 2030 & Coal Exit by 2034

**Full coal exit by 2034**
- Hayden 1 & 2 (233 MW) retire 2028/2027
- Pawnee (505 MW) convert to nat gas 2026
- Comanche 3 (500 MW) retire 2034; reduced operations begin 2025

**Significant renewable additions**
- Wind (~2,300 MW)
- Universal scale solar (~1,600 MW)
- Distributed solar (~1,200 MW)

**Firm peaking capacity**
- ~1300 MW flexible resources
- ~400 MW storage

**Transmission expansion**
Pathway enables additional renewables while improving reliability

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March 2021
Filed

November 2021
Settlement reached

2022 H1
Anticipated decision
Reductions Beyond Carbon

Environmental Improvement Since 2005

- Sulfur Dioxide: 87%
- Nitrogen Oxides: 83%
- Mercury: 93%
- Coal Ash: 62%
- Water Consumption: 34%
Net Zero Natural Gas Service

25% Net GHG Emission Reduction by 2030, Net Zero by 2050

INFLUENCE SUPPLIERS
Pursue certified low/no net emissions supply

OPERATE THE CLEANEST SYSTEM POSSIBLE
Incorporate clean fuels to achieve net-zero methane emissions by 2030

OFFER CUSTOMERS OPTIONS
Promote conservation & beneficial electrification

Goal compared to 2020 baseline; includes gas supply for electric system
Net zero assumes use of biologic offsets and carbon capture technologies
Hydrogen Opportunities

Renewables power electrolyzers

Electrolyzers produce green hydrogen

POWER GEN (GAS CT/CCs)

Hydrogen blending

Lower-carbon electricity delivered to customers

LOWER GASEOUS HYDROGEN FRACTION IN NATURAL GAS SYSTEM

Lower carbon emissions from customer gas use

$2 - $4 billion potential investment

Assumes up to 5% blending in natural gas system
New gas generation and retrofits by 2031
Electric Vehicle Vision 2030

1.5 Million EVs Enabled

5 million CO$_2$ tons avoided annually
80% lower vehicle emissions when charging with Xcel Energy

$1 billion annual customer savings
~$1/gallon and lower using off-peak energy; rebates drive adoption

$2 billion investment
Service connections, charging infrastructure and programs

0.6% to 0.7% incremental annual retail sales growth
~6-7 million MWh new load keeps customer bills low
Sustainable Financing Impacts

$4.7 Billion Green Bonds Issued to Fund Fourteen Wind Projects

- **Climate**
  - ~3 Gigawatts Renewable Energy
  - ~140 Million Tons Carbon Emissions Avoided

- **Affordability**
  - Low-cost wind, record-low coupons

- **Economic Sustainability**
  - ~3,000 jobs, ~$470 million property taxes

- **Supplier Diversity**
  - 17 diverse suppliers, ~$500 million spend
Sustainable Financing Framework

Eligible Financing Categories

- Renewable generation
- Clean fuels & technology
- Clean transportation
- Grid resiliency & efficiency
- Access to affordable, clean energy
- Socioeconomic advancement & equity

Standards Alignment
ICMA 2021 Green Bond Principles (GBPs)
ICMA 2021 Social Bond Principles (SBPs)
ICMA 2021 Sustainability Bond Guidelines (SBGs)
LMA/LSTA/APLMA 2021 Green Loan Principles (GLPs)
LMA/LSTA/APLMA 2021 Social Loan Principles (SLPs)

Second Party Opinion
Provided by S&P Global
LEADERSHIP ON SOCIAL ISSUES

• Keeping average bill increases at or below the rate of inflation
• Responsibly transitioning our generation fleet
• Committed to human rights, racial equity and social justice
• Engaging and supporting our communities
• Practicing Safety Always
Committed to Affordability

Declining Fuel Component of Bill = Customer Savings

<table>
<thead>
<tr>
<th>Year</th>
<th>Fuel-related</th>
<th>Base</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>46%</td>
<td>54%</td>
</tr>
<tr>
<td>2020</td>
<td>32%</td>
<td>68%</td>
</tr>
<tr>
<td>2025</td>
<td>28%</td>
<td>72%</td>
</tr>
<tr>
<td>2030</td>
<td>25%</td>
<td>75%</td>
</tr>
</tbody>
</table>
Bill Increases at or Below Rate of Inflation

Flat Average Monthly Residential Bills

- Electric: $84, $83, $80, $81, $81, $84, $80, $84
- Natural Gas: $53, $62, $48, $42, $45, $48, $51, $44


Nearly $1.8 Billion in Customer Savings from Wind Energy

- Includes avoided fuel costs and PTCs

2017, $150; 2018, $150; 2019, $250; 2020, $400; 2021, $800

$ Millions
Responsibly Transitioning Out of Coal

Proven Commitment to Mitigate Impacts

Demonstrated commitment to our people
• Advanced notice, integrated workforce planning
• Job shadowing, training, tuition reimbursement, relocations
• Helping employees change union locals and job classifications

Meaningful support for our communities
• Collaborating with community, business, & government leaders
• Helping preserve property tax base through new business

7
PLANTS RETIRED

0
LAYOFFS
Keeping Employees, Contractors and the Public Safe

**Prevention**
All employees have "stop work responsibility"
Focus on highest risks (life-altering injuries)

**Culture**
Fostering transparency, open dialogue and organizational learning

**Governance**
Designated Board committee oversight and cross-functional managerial committee
DEI Progress Tied to Compensation

Focus, Commitment and Accountability

INTERVIEW PANELS
Diversity in background, race, ethnicity, gender and perspectives

EXECUTIVE SPONSORSHIP
Over 30 female and minority employees paired with members of senior leadership

INCLUSION INDEX
Keeping a pulse on how employees are doing and taking action to better support them
Workforce Representation

- **BOARD**: 23% female | 15% diverse
- **CEO DIRECT REPORTS**: 38% female | 13% diverse
- **MANAGEMENT**: 22% female | 10% diverse
- **WORKFORCE**: 23% female | 16% diverse
- **NEW HIRES**: 33% female | 22% diverse
- **INTERNS**: 33% female | 28% diverse

Workforce figures as of YE 2020, Board as of YE 2021
Workforce Composition and Turnover

**Worker Type**
- 44% Bargaining
- 56% Non-Bargaining

**Ethnicity**
- White 84%
- Hispanic/Latino 9%
- Black/African Am. 2%
- American Indian 1%
- Other 4%

**Generation**
- 39% Gen X
- 35% Millennials
- 24% Baby Boomers
- 2% Gen Z

**Overall Turnover:** 7%
- Bargaining: 6%
- Non-bargaining: 9%

**Turnover Drivers**
- Resignations: 51%
- Retirements: 38%
- Other: 11%

**Retirement Eligibility**
- 26% over next 5 years
- 38% over next 10 years

As of YE 2020
## Workforce Flexibility - Sample Benefits

<table>
<thead>
<tr>
<th>WHAT WE OFFER</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paid parental leave</td>
<td>Applies to fathers and mothers</td>
</tr>
<tr>
<td>Adoption assistance</td>
<td>Reimbursement of eligible expenses</td>
</tr>
<tr>
<td>Paid time off (PTO)</td>
<td>Used for a variety of reasons, including vacation, illness and personal days</td>
</tr>
<tr>
<td>PTO assistance bank</td>
<td>Employees can donate and ask for help</td>
</tr>
<tr>
<td>Volunteer paid time off</td>
<td>Up to 40 hours annually</td>
</tr>
<tr>
<td>Military time away from work</td>
<td>Includes compensation for difference between base and military pay</td>
</tr>
<tr>
<td>Personal floating holidays</td>
<td>Five days annually</td>
</tr>
<tr>
<td>Flexible work policy</td>
<td>Up to 80% telecommuting</td>
</tr>
</tbody>
</table>

Benefits can vary based on employee eligibility and bargaining agreements
Supplier Diversity Program

Over two decades encouraging and working with diverse business owners

WOMEN
ETHNICALLY AND RACIALLY DIVERSE
LGBTQ
VETERANS
DISABLED

Spend With Diverse Suppliers

<table>
<thead>
<tr>
<th>Year</th>
<th>Women</th>
<th>Ethnically and Racially Diverse</th>
<th>LGBTQ</th>
<th>Veterans</th>
<th>Disabled</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$400</td>
<td>11%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>$380</td>
<td>11%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>$530</td>
<td>12%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>$490</td>
<td>12%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>$640</td>
<td>13%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>$560</td>
<td>13%</td>
<td></td>
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</tr>
</tbody>
</table>

% of total normal goods and services spend

Supplier Diversity Economic Impact Report available
Xcel Energy Foundation

2020 COMMITMENTS

~$20 Million
In near- and long-term giving, including COVID-19 relief, racial equity and social justice

$500,000
Donated to support racial equity and social justice

$4.5 Million
Employee and Foundation gifts to United Way

* Science, technology, engineering and mathematics

PRIORITIES

STEM Education*
Developing the future workforce

Economic Sustainability
Promoting workforce development and economic self-sufficiency

Environmental Stewardship
Helping protect our environment

Arts and Culture
Increasing accessibility to all
STRONG GOVERNANCE

• Diverse, engaged Board
• Clear Board and managerial oversight
• Comprehensive risk management practices
• Strong business continuity capabilities
• Carbon reduction tied to long-term incentive pay since 2005
• ESG fully embedded in annual incentive program, including DEI
Diverse and Engaged Board

1 Executive
12 Independent
38% Female/Diverse
6 Years Avg Tenure

- Mandatory retirement age and tenure limit
- Lead independent director elected annually
- Independent committee chairs
- Board and committee performance evaluations
- No supermajority approval provisions
- Proxy access adopted
- Annual advisory vote on compensation
- Overboarding policies

Eight new directors within past five years; see Xcel Energy’s ESG deck for governance highlights
Managing Risk

**CLIMATE**
- Early coal retirements
- Proactive wildfire mitigation
- Clean fuels and technology

**FINANCIAL**
- Strong governance
- Conservative planning approach
- Focus on affordability, economic health

**OPERATIONS**
- Safety and business continuity focus
- Integrated security – physical and cyber
- Reliability core to successful transition

**REPUTATION**
- Robust compliance and conduct program
- Multiple reporting pathways
Managing Risk - Strong Governance

Clear Board Committee and Management Accountability

**Governance, Compensation & Nominating**
Board effectiveness, executive compensation, political contributions, ESG oversight

- Chief Human Resources Officer

**Finance**
Capital structure and financing, dividend policy, insurance coverage, investor relations

- Chief Financial Officer

**Operations, Nuclear, Environmental & Safety**
Safety and operational risk, climate change, reliability, physical and cyber security, environmental performance

- Chief Operations Officer

**Audit**
Effectiveness of controls, financial statements/disclosures, legal and regulatory compliance, business conduct/ethics

- Controller
Managing Risk - Wildfires

GOVERNANCE
Direct oversight by designated Board committee
Embedded in enterprise risk management processes

PREVENTION
Robust inspections using drones, LIDAR and infrared technologies
Disciplined vegetation management
Comprehensive mitigation plans

MANAGEMENT
Strong emergency response and business continuity capabilities
Adequate insurance
Colorado standard is simple negligence
Managing Risk - Security

Enterprise Risk Management Governance Framework

BOARD OVERSIGHT
- Full Board
  Operational risks, including physical and cyber security; meets 4 times/year
- Operations, Nuclear, Environmental & Safety Committee

MANAGEMENT OVERSIGHT
- C-Level Security & Emergency Management Committee
  Policy development and adherence; meets quarterly
- VP-Level Steering Committee
  Planning and program oversight; meets monthly

EXECUTION
- Business Security Liaisons, Front-line Leaders and Employees
  Threat monitoring, testing, drills, and continuous improvement
Managing Risk - Security

Comprehensive, Integrated Physical and Cyber Program

Common Operating Picture
Integrated Enterprise Command Center and organization structure: cyber, physical and emergency management

Leading Threat Intelligence Practices
Active engagement with intelligence community and peers; third-party cyber assessments shared with board

Strong Controls
Strong preventative and detective controls, mapping assets to critical processes

Effective Response Management
Strong business continuity, emergency preparedness and response capabilities
Managing Risk - Cybersecurity

Relentless Focus on Strong Cyber Hygiene

Program based on NIST framework

Follow NERC Critical Infrastructure Protection (CIP) standards

Actively engaged in DOE’s information sharing program (CRISP)

Industry leadership through DOE Clean Energy Cybersecurity Accelerator program

PRACTICES & CULTURE

✓ 24x7 threat monitoring
✓ Training, testing and transparency to results
✓ Frequent employee communication
✓ Peer-to-peer company reviews
Ethics and Compliance Oversight

- **Board Audit Committee**
- **Chief Risk, Audit & Compliance Officer**
- **Director of Corporate Compliance**
- **Compliance & Business Conduct Council**

**Compliance and Business Conduct** program

**Code of Conduct** training required annually

**Anti-retaliation** policy

**Human rights** position statement

**Multiple reporting paths** for employees

Annual corporate compliance report available
## DEI Oversight

<table>
<thead>
<tr>
<th>Board Governance, Compensation &amp; Nominating Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Human Resources Officer</td>
</tr>
<tr>
<td>Director of Inclusion &amp; Diversity</td>
</tr>
<tr>
<td>Diversity &amp; Inclusion Council (employee-led)</td>
</tr>
</tbody>
</table>

- **Equal opportunity employment** policy
- **Anti-discrimination** policy
- **Board oversight** of workforce strategy and DEI initiatives
- **DEI performance** tied to annual incentive pay

Diversity and inclusion brief available
ESG Embedded in Compensation

Long-Term Incentive Tied to Environment

<table>
<thead>
<tr>
<th></th>
<th>CARBON REDUCTION 30%</th>
</tr>
</thead>
<tbody>
<tr>
<td>XEL</td>
<td>30%</td>
</tr>
<tr>
<td>Peer 1</td>
<td>14%</td>
</tr>
<tr>
<td>Peer 2</td>
<td>13%</td>
</tr>
<tr>
<td>Peer 3</td>
<td>10%</td>
</tr>
<tr>
<td>Peer 4</td>
<td>10%</td>
</tr>
</tbody>
</table>

Xcel Energy has tied environmental goals to NEO pay since 2005

Annual Incentive Tied to ESG Issues

- Safety
- Reliability
- Customer/Employee Sat
- Environment
- DEI

Source data from Meridian