

EXECUTIVE SUMMARY

2021 Strategic Plan



⇒ Our strategic plan demonstrates how the company is actively planning over a 10-year time horizon for the technological, public policy and environmental changes that promise to reshape our economy and our power system.

Key Areas of Strategic Focus

» Evolving State & Federal Policy

The NYISO is committed to facilitating the transition to a more sustainable grid. We are increasing adoption of renewable energy sources to mitigate climate change, improve air quality, increase energy security and resilience, and provide other benefits.

» Reliability & Market Considerations

We are uniquely positioned to frame the challenges and continually assess the reliability, economic, and public policy aspects of the transition to a renewable and a more distributed power grid.

» Evolving Business Delivery

Our market applications provide customers flexibility and options to adjust their market participation models as resources change. We must continually enhance our markets so they can integrate emerging clean-energy technologies and support long-term needs shaped by public policy.

Leader in Technology

» We are investing in flexible resources and capabilities to adapt to dynamic operational and planning requirements for managing a more complex grid of the future.



Building on our more than 20-year legacy of service, we remain committed to meeting consumer needs and expectations while being mindful of the broader economic, social, and environmental impacts of our business — critical factors that work together to ensure our shared success.

— Rich Dewey
President & CEO,
New York ISO



The Roles of the NYISO

» Reliable Operations

Maintaining bulk power system reliability is the cornerstone of the NYISO's mission and focus, shaping how we operate, design markets, and conduct system planning.

Efficient Markets

» Competitive wholesale electric markets provide reliable power at the lowest possible cost to meet consumer needs. We conduct and monitor competitive auctions of wholesale electricity including needed ancillary services every five minutes, every day of the year.

» Comprehensive Planning

An important step in supporting New York's ambitious clean energy goals is to study the future grid to promote a better understanding of what will be needed, including emerging technologies, to meet reliability.

» Authoritative Source

A pillar of our focus is to serve as an independent source of fact-based information on the evolving electric system.

We are uniquely positioned to

- frame the challenges associated with rapid transformation of the grid
- provide solutions to integrate new resources
- facilitate the difficult transition away from fossil power generation



⇒ We've made important changes to our Core Values and Mission Statement, and we have established for the first time a forward-looking Vision statement. Together, these elements communicate and guide our people and purpose-driven commitments in a time of great change.

Mission & Vision

Our refined Mission provides the foundation from which all our responsibilities are delivered. Our new Vision statement informs the future we strive to achieve. Our Core Values provide the basis for achieving our Strategic Objectives and Initiatives, as well as a reference guide to decision making and action at all levels of the organization.

✓ Mission

Ensure power system reliability and competitive markets for New York in a clean energy future

🔍 Vision

Working together with stakeholders to build the cleanest, most reliable electric system in the nation

Core Values

Our core values inform our work and how we conduct ourselves while providing guiding principles for the company as we work together to fulfill our mission and vision.

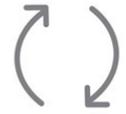
- ✓ **Our people**
Working, learning and growing together, respecting and embracing our differences
- ✓ **Customer Focus**
Valuing our stakeholders' perspective
- ✓ **Integrity**
Commitment to honest, ethical, and transparent actions

- ✓ **Innovation**
Creating sound solutions in an environment of constant change
- ✓ **Excellence**
Accountability for excellence in all that we do

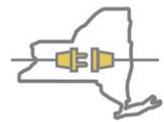
⇒ For more on how we reliably manage New York's power grid & wholesale energy markets visit www.nyiso.com/2040grid

Strategic Objectives

For the allocation of human, financial & technology resources



Leader in Reliability



Excellence in Execution



Leader in Application Technology



Robust System Planning



Leader in Market Design & Performance



Authoritative Source of Information on Key Issues

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