

# Performance Summary Chart

2014- 2019

	2014	2015	2016	2017	2018	2019
<b>EMPLOYEES</b>						
OSHA Recordable Injuries	44	43	32	33	36	41
Employee Engagement Score <sup>1</sup>	78%	NA	81%	NA	NA	83%
<b>OPERATIONAL EXCELLENCE</b>						
SAIFI <sup>2</sup>	0.78	0.82	0.86	0.75	0.84	0.84
Total Renewable Energy (MWh) <sup>3</sup>	2,710,644	2,835,779	2,873,099	2,905,708	2,992,274	2,946,449
Energy Efficiency Savings (MWh) <sup>4</sup>	495,410	552,424	572,189	628,539	392,022	516,383
Total Energy Sources (MWh) <sup>5</sup>	34,447,000	35,274,000	33,433,000	32,762,000	32,646,000	33,402,000
<b>ENVIRONMENT</b>						
Reportable Environmental Incidents <sup>6</sup>	5	4	6	8	3	3
Environmental Notices of Violation <sup>7</sup>	3	0	1	3	0	1
Carbon Avoidance (million metric tons) <sup>8</sup>	NA	3.8	4.7	5.1	4.5	5.1
Total Water for generation (acre-foot) <sup>9</sup>	112,022	110,369	101,915	107,579	106,067.89	104,763
<b>CUSTOMERS &amp; COMMUNITIES</b>						
Total Giving	\$9,930,397	\$10,684,068	\$10,000,000	\$9,800,000	\$10,800,000	\$9,800,000
Volunteer Hours	147,000	127,000	120,000	110,000	121,000	90,000
<b>SHAREHOLDER VALUE</b>						
Total Shareholder Returns	34.5%	-2.0%	25.3%	12.7%	3.6%	9.0%
PNW Earnings Per Share	\$3.58	\$3.92	\$3.95	\$4.35	\$4.54	\$4.77

1 Employee Engagement Score: Reflects the percentage of employees that feel connected to their own success, success of their teams and the organization as measured by a standardized survey. Surveys are conducted every two to three years.

2 SAIFI (System Average Interruption Frequency Index): Indicates average number of interruptions a customer experiences in a given year.

3 Total Renewable Energy: Includes APS-owned solar, purchase power agreements (solar, wind, geothermal, biogas) and distributed energy,

4 Energy Efficiency Savings: Includes savings generated from customer demand side management programs.

5 Total Energy Sources: Includes total generation production and purchased power.

6 Reportable Environmental Incidents: The number of reports or notices required to be submitted to a regulatory agency due to a violation of an environmental law, regulation, permit or as a result of a spill, release or any unauthorized discharge.

7 Environmental Notices of Violation: A notice received from a regulatory agency that a violation of an environmental law, regulation, or permit has occurred.

8 Carbon Avoidance: Reflects carbon savings from renewable energy, energy efficiency, closing coal units, facility efficiencies and fleet electrification.

9 Total Water: Includes groundwater, surface water and effluent.

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