



Business Planning process:

Flexing your business plan to
mitigate uncertainty

Kate Hearn, PPL Corporation

Texting Through The Tangle: Leadership in Motion

Scene 1: The Morning Scramble



- A dishwasher repair is scheduled for 11:00AM
- Sarah has a critical meeting and needs to leave in the next 20 mins (9:00AM). She asks her Mom to grab the keys and be there for the appointment.
- The response? It'll take me 20 mins to get there I won't make it in time.
- A quick pivot – “Let's meet at the college before your meeting at 9:30am to exchange keys.”

Does her Mom make it to college in time to get the keys from her before her critical meeting starts at 9:30AM?

Scene 2: Navigating the Network



- The schedule is tight – 40 mins to get keys before the critical meeting at 9:30AM.
- The conversation shifts to train routes – Provençal to the College.
- Don't take L7 – it goes to Sabadell or Teressa University.
- The exchange is fast, practical and precise.

It's not just about trains – it's about **knowing the terrain, avoiding missteps, and guiding others.**

Scene 3: Uncertainty and Adaptability



- The repair's team arrival time is unclear.
- “They could come at 11 or maybe noon”
- The ambiguity doesn't derail the plan.
- Instead, it prompts contingency thinking.

This is leadership in action: **adapting to the unknown, communicating clearly, and keeping the team aligned.**

Scene 4: The Human Element



- As the day heats up – literally (“It’s so humid today”)
- The team uses google maps to navigate to IQS University
- They debate train lines – L1 or L2? L6 or S1/S2?
- The conversation is peppered with practical details and personal observations.
- It’s not just getting from A to B – it’s about **staying connected, sharing the load, and being present.**

Mom makes it to college in time to get the keys from Sarah before her critical meeting starts at 9:30AM

Closing reflection: Leadership in Every Message



- These texts aren't just logistical notes
- They're a window into how leaders operate: with urgency, empathy and clarity.
- They show that **leadership isn't confined to boardrooms or strategy decks**
- It's in the everyday texts, the quick pivots, the shared burdens, and the human moments



PPL Overview



CUSTOMERS



SERVICE AREA



SERVICES

Pennsylvania

PPL Electric Utilities



1.4M Electric

10,000mi²

- Electric Distribution
- Electric Transmission

Kentucky

LG&E and KU



1.0M Electric

0.3M Gas

9,400mi²

- Electric Distribution
- Electric Transmission
- Gas Distribution
- Gas Transmission
- Regulated Generation

Rhode Island

Rhode Island Energy



0.5M Electric

0.3M Gas

1,200mi²

- Electric Distribution
- Electric Transmission
- Gas Distribution

■ Represents service territory

6,700

Dedicated employees

3.5M

Customers Served

\$12B

of planned infrastructure
investments over five years

\$37B+

Total assets

20,600mi²

Service Area

Why Budgeting and Forecasting Are Essential During Uncertain Times?



- The unpredictable nature of the modern world
- Create a financial roadmap that adjusts as conditions change
- With the right approach, these tools help you to:
 - Stay focused on financial goals
 - Allocate resources to where they are needed most
 - Monitor cash flow more effectively
 - Identify emerging trends or risks in time to mitigate them

Business Planning Cycle: Overview



Business Plan (Annual):

- 5-year Business Plan
- Approved by the Board
- Quarterly updates

Forecast (monthly):

- Primarily focused on current year
- Reviewed and updated as part of the month end process
- Deep dives during the month for areas of concern

Utilities Macro-Environment: Overview

US Utilities face a rapidly changing macroeconomic environment:

Macro-Economic Factors

Positive:

- Equity Values
- AI Enablement
- Cost Curve
- Electric Demand
- Federal Policy (Fossil/Nuclear)

Neutral:

- Inflation
- Capital Policies
- State RPS
- Gas Demand
- Rate Making

Negative:

- Tariffs
- USD Value
- Interest Rates
- Fuel Costs
- Federal Policy (Wind/Solar)



Strategic Priorities

- Energy security and affordability
- Customer Experience
- Capital Expenditure for demand growth
- Workforce Planning
- Execution excellence
- Decarbonization

Contingency Planning



- Allocate a portion of your budget to cover unforeseen costs.
- Set aside funds for investments or opportunities that may arise during uncertain periods
- Be ready to pivot your financial priorities quickly when the unexpected happens.
- A well-designed contingency plan can be the difference between survival and failure during turbulent times.

Questions