

<b>WEC Business Services LLC</b>					
Actual O&M Charges to MERC					
Direct & Allocated					
Year-To-Date December 31	2017 \$ Total Actual	2018 \$ Total Actual	2019 \$ Total Actual	2020 \$ Total Actual	2021 \$ Total Actual
<b>Shared Services:</b>					
Administrative Services	826,068	561,680	505,371	448,110	396,415
Communications ^	0	248,140	226,815	245,296	262,895
Customer	5,636,733	5,511,520	5,477,878	4,818,252	4,793,920
Environmental	222,266	242,846	146,668	134,005	121,310
Executive Management	298,658	321,552	287,931	294,545	311,633
External Affairs ^	1,007,320	678,128	433,228	574,852	812,632
Finance	1,727,818	1,673,233	1,620,178	1,540,426	1,543,640
Human Resources	659,519	675,021	714,444	734,065	775,881
Information Technology	3,701,092	3,456,724	3,469,296	3,455,338	3,370,198
Legal and Governance	578,082	985,729	949,139	987,312	1,079,483
Supply Chain	88,078	137,023	159,582	115,162	90,300
<b>Operational Services:</b>					
Operational Support & Development	43,050	0	0	0	0
Wholesale Energy and Fuels	1,531,368	1,313,050	1,593,884	1,355,173	1,063,142
<b>Other Corporate Charges:</b>					
Workspace Overhead	862,420	532,232	424,399	508,471	316,657
OCC Benefits	936,291	1,041,049	2,112,490	1,425,913	815,384
OCC Dues and Memberships	96,779	43,934	63,466	71,889	75,592
OCC Other	4,013	103,199	(90,685)	273,520	(79,040)
OCC Return and Depreciation *	1,498,607	1,330,333	547,046	484,601	673,871
<b>Total</b>	<b>19,718,162</b>	<b>18,855,394</b>	<b>18,641,133</b>	<b>17,466,930</b>	<b>16,423,912</b>

^ In 2017, External Affairs and Communications was combined into one group for the filing. 2018 going forward they are reflected on separate lines.

\* WBS assets were transferred to the benefiting utility starting in 2018 actuals.

WEC Business Services LLC	Minnesota Energy Resrcs
Actual O&M Charges Direct & Allocated Year-To-Date December 31, 2017	<b>\$ Total Actual</b>

**Shared Services:**

Administrative Services	826,068
Customer	5,636,733
Environmental	222,266
Executive Management	298,658
External Affairs & Communications	1,007,320
Finance	1,727,818
Human Resources	659,519
Information Technology	3,701,092
Legal and Governance	578,082
Supply Chain	88,078

**Operational Services:**

Operational Support & Development	43,050
Wholesale Energy and Fuels	1,531,368

**Other Corporate Charges:**

Workspace Overhead	862,420
OCC Benefits	936,291
OCC Dues and Memberships	96,779
OCC Other	4,013
OCC Return on Assets & Depreciation	1,498,607

<b>Total O&amp;M</b>	<b>19,718,162</b>
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<b>WEC Business Services LLC</b> Actual Total Charges Direct & Allocated Year-To-Date December 31, 2018	4500
	Minnesota Energy Resrcs
	Total Test Year
<b>Shared Services:</b>	
Administrative Services	673,750
Customer	5,734,819
Environmental	162,039
Executive Management	266,570
External Affairs	1,316,475
Finance	1,782,419
Human Resources	785,574
Information Technology	3,739,377
Legal and Governance	392,410
Supply Chain	134,963
<b>Operational Services:</b>	
Operational Support & Development	84,340
Wholesale Energy and Fuels	1,706,552
<b>Other Corporate Charges:</b>	
Workspace Overhead	912,143
OCC Benefits	128,767
OCC Other	(15,141)
OCC Return & Depreciation *	4,193,268
<b>Total</b>	<b>21,998,325</b>

WEC Business Services LLC																
Actual O&M Charges																
Direct & Allocated																
Year-To-Date																
December 31, 2018																
	Current Year \$		Current Year \$		Peoples Gas	North Shore	Wisconsin	Michigan Gas	UPPER MI		Bluewater Gas	Wisconsin	Total		WEC Holding	Total Non-
	Current Year \$	Cost Causal	General	Current Year \$	Light & Coke \$	Gas Company	Public Service	Utilities \$	RESRCS \$ Total	Minnesota	Storage LLC \$	Electric Power	Wisconsin Gas	Regulated	Company \$	Regulated
	Direct	Allocators	Corporate	Total Actual	Total Actual	\$ Total Actual	\$ Total Actual	Total Actual	Actual	\$ Total Actual	Total Actual	\$ Total Actual	\$ Total Actual	Total Actual	Total Actual	Total Actual
<b>Shared Services:</b>																
Administrative Services	1,561,374	14,840,062	0	16,401,437	4,043,236	380,077	2,971,232	361,056	202	561,680	0	6,909,042	1,070,515	16,297,039		104,398
Communications	4,203,937	4,085,969	1,717,705	10,007,611	2,558,804	625,907	1,605,377	188,779	123,694	248,140	11,589	3,443,686	1,085,203	9,891,179	48,484	67,948
Customer	22,007,502	57,083,451		79,090,953	24,258,717	4,270,353	10,280,752	4,079,670	399,806	5,511,520		22,559,321	7,730,815	79,090,953		0
Environmental	12,888,537	176,585	6,360,710	19,425,832	1,410,227	262,612	3,743,229	148,593	17,748	242,846	109,375	12,637,537	217,072	18,789,240	38,253	598,339
Executive Management	932,216	0	12,703,434	13,635,650	4,443,458	488,115	1,777,984	217,569	75,078	321,552	68,171	4,797,201	750,504	12,939,633	588,193	107,824
External Affairs	6,889,212	3,002,188	3,339,621	13,231,021	2,316,197	521,952	2,763,484	352,000	399,975	678,128	44,906	5,473,306	509,564	13,059,511	121,579	49,932
Finance	10,185,637	2,721,493	31,314,854	44,221,984	8,806,379	1,621,473	7,079,780	1,142,507	226,068	1,673,233	204,198	17,300,296	3,031,549	41,085,484	1,797,561	1,338,939
Human Resources	4,315,751	13,245,134		17,560,885	4,076,524	504,108	3,594,140	355,149	11,663	675,021	4,133	7,162,860	978,228	17,361,825		199,060
Information Technology	20,540,432	73,132,843	3,201,812	96,875,087	20,282,383	2,538,754	18,795,946	2,697,849	393,209	3,456,724	123,808	40,864,852	6,991,942	96,145,465	80,369	649,252
Legal and Governance	11,063,193		12,444,235	23,507,427	5,071,156	443,714	3,008,629	404,783	444,983	985,729	200,466	10,612,888	1,268,847	22,441,195	748,902	317,330
Supply Chain	4,966,037	2,634,995	0	7,601,032	880,594	114,959	1,407,637	84,392	38,222	137,023	14,528	4,410,136	262,633	7,350,124	4,730	246,178
<b>Operational Services:</b>																
Operational Support & Development	9,895,274	5,404,016		15,299,290	14,205,355	1,093,936								15,299,290		0
Wholesale Energy and Fuels	5,577,141	6,212,817		11,789,958	2,707,947	611,759	804,857	768,191	7,890	1,313,050	2,792,449	1,377,316	1,398,048	11,781,507		8,451
<b>Other Corporate Charges:</b>																
Workspace Overhead	2,132,863	13,623,142	0	15,756,004	6,693,204	616,676	2,370,558	339,043	152,449	532,232	268,311	3,811,980	784,219	15,568,673	115,647	71,684
OCC Benefits	988,387	8,188,455	29,341,723	38,518,565	8,338,895	978,477	6,405,246	716,279	155,506	1,041,049	236,952	16,934,757	2,591,709	37,398,869	952,686	167,000
OCC Dues & Memberships	1,900,916	0	318,431	2,219,346	280,243	44,280	378,507	37,105	21,310	43,934	0	1,161,344	252,623	2,219,346	0	0
OCC Other	0	2,859,387	203,540	3,062,927	738,050	75,977	570,335	69,493	(6,943)	103,199	(63)	1,346,305	171,349	3,067,702	4,343	(9,118)
OCC Return and Depreciation	20,137,378	0	0	20,137,378	9,238,176	1,334,012	5,512,826	921,036	61,950	1,330,333	(5,524)	1,250,013	231,771	19,874,594	(165,297)	428,080
<b>Total</b>	<b>140,185,785</b>	<b>207,210,538</b>	<b>100,946,063</b>	<b>448,342,387</b>	<b>120,349,544</b>	<b>16,527,141</b>	<b>73,070,519</b>	<b>12,883,494</b>	<b>2,522,808</b>	<b>18,855,394</b>	<b>4,073,300</b>	<b>162,052,842</b>	<b>29,326,590</b>	<b>439,661,632</b>	<b>4,335,449</b>	<b>4,345,306</b>

WEC Business Services LLC																
Actual O&M Charges																
Direct & Allocated																
Year-To-Date																
December 31, 2019																
	Current Year \$												Total	WEC Holding	Total Non-	
	Current Year \$	Current Year \$	General	Peoples Gas	North Shore	Wisconsin	Michigan Gas	UPPER MI	Minnesota	Bluewater Gas	Wisconsin	Wisconsin	Regulated	Company \$	Regulated	
	Direct	Cost Causal	Corporate	Light & Coke \$	Gas Company	Public Service	Utilities \$	RESRCS \$ Total	Energy Resrcs	Storage LLC \$	Electric Power	Wisconsin Gas	Companies \$	Total Actual	Companies \$	
		Allocators	Allocator	Total Actual	Total Actual	\$ Total Actual	Total Actual	Actual	\$ Total Actual	Total Actual	\$ Total Actual	\$ Total Actual	Total Actual	Total Actual	Total Actual	
<b>Shared Services:</b>																
Administrative Services	946,167	15,150,147	0	16,096,314	4,495,331	427,800	2,758,690	334,874	269	505,371	14,789	6,357,884	1,112,190	16,007,198	0	89,116
Communications	4,356,916	4,447,286	1,656,293	10,460,495	2,813,520	606,170	1,478,469	172,607	121,057	226,815	11,631	3,747,496	1,201,446	10,379,211	16,577	64,707
Customer	23,559,146	47,900,023	0	71,459,169	25,398,581	3,506,773	10,053,949	4,390,690	432,610	5,477,878	0	16,394,276	5,804,413	71,459,169	0	0
Environmental	10,811,307	179,920	3,445,811	14,437,038	1,028,894	228,092	2,293,765	108,111	154,929	146,668	81,095	9,524,307	235,417	13,801,279	78,349	557,409
Executive Management	818,829	0	10,716,340	11,535,169	3,650,112	452,772	1,569,269	219,519	100,017	287,931	55,568	4,123,345	650,477	11,109,008	344,620	81,541
External Affairs	6,502,180	3,731,500	3,140,966	13,374,645	2,652,398	552,955	2,821,010	335,663	420,459	433,228	67,445	5,272,419	685,037	13,240,613	73,436	60,596
Finance	9,251,902	3,115,275	29,478,949	41,846,127	8,276,749	1,638,123	6,753,128	1,109,905	294,941	1,620,178	469,244	16,171,568	2,905,465	39,239,302	1,152,243	1,454,581
Human Resources	4,086,092	15,490,122		19,576,214	4,546,122	581,691	3,625,767	368,444	7,793	714,444	4,389	8,216,483	1,207,574	19,272,707		303,506
Information Technology	18,926,135	72,417,638	2,616,839	93,960,612	21,934,085	2,607,123	18,550,750	2,587,927	347,841	3,469,296	127,684	37,447,402	6,128,790	93,200,898	23,887	735,827
Legal and Governance	8,012,166		13,309,355	21,321,522	5,164,662	583,151	2,912,808	406,374	448,192	949,139	148,945	9,082,838	1,229,705	20,925,814	146,433	249,275
Supply Chain	4,765,455	2,961,789		7,727,244	1,174,157	174,388	1,428,179	91,816	40,269	159,582	9,482	4,242,444	176,592	7,496,908	3	230,332
<b>Operational Services:</b>																
Operational Support & Development	9,772,255	5,204,024	0	14,976,279	13,149,674	1,140,768	154,105	0	0	0	531,733	0	14,976,279	0	0	
Wholesale Energy and Fuels	7,084,616	6,779,760	0	13,864,376	3,326,469	656,407	1,039,568	910,374	13,679	1,593,884	2,958,972	1,498,958	1,347,143	13,345,454	496,715	22,207
<b>Other Corporate Charges:</b>																
Workspace Overhead	2,626,468	11,089,838	0	13,716,306	6,165,767	532,904	1,750,371	260,495	97,452	424,399	238,882	3,233,734	853,669	13,557,674	97,724	60,908
OCC Benefits	802,490	22,184,302	48,545,228	71,532,021	16,394,255	2,149,297	12,235,543	1,387,076	455,529	2,112,490	540,341	30,159,367	5,140,376	70,574,274	692,995	264,752
OCC Dues & Memberships	565,462	1,398,392	272,256	2,236,110	243,949	43,825	392,078	97,839	52,491	63,466	0	1,109,164	233,298	2,236,110	0	0
OCC Other	0	(3,602,434)	747,864	(2,854,569)	(819,274)	(86,639)	(609,130)	(52,860)	(22,415)	(90,685)	(14,189)	(970,627)	(181,569)	(2,847,388)	428	(7,610)
OCC Return and Depreciation	11,525,759	0	0	11,525,759	7,024,560	844,002	2,394,275	412,844	(86,538)	547,046	39,542	(104,911)	(582)	11,070,238	(35,485)	491,006
<b>Total</b>	<b>124,413,345</b>	<b>208,447,584</b>	<b>113,929,901</b>	<b>446,790,830</b>	<b>126,620,010</b>	<b>16,639,603</b>	<b>71,602,594</b>	<b>13,141,697</b>	<b>2,878,574</b>	<b>18,641,133</b>	<b>4,753,820</b>	<b>156,037,878</b>	<b>28,729,441</b>	<b>439,044,750</b>	<b>3,087,926</b>	<b>4,658,154</b>

WEC Business Services LLC Actual O&M Charges Direct & Allocated Year-To-Date December 31, 2020	Current Year		Current Year	Current Year	Peoples Gas	North Shore	Wisconsin	Michigan Gas	UPPER MI		Bluewater	Wisconsin		Total	WEC Holding	Total Non-	
	Current Year	Dollars \$ Cost	Dollars \$	Dollars \$	Light & Coke \$	Gas Company	Public Service	Utilities \$	ENERGY	Minnesota	Gas Storage	Electric Power	Wisconsin Gas	Regulated	Company \$	Regulated	
	Dollars \$	Causal	Corporate	Dollars \$ Total	Total Actual	\$ Total Actual	\$ Total Actual	\$ Total Actual	RESRCS \$	Energy Resrcs	LLC \$ Total	\$ Total Actual	\$ Total Actual	Companies \$	Total Actual	Total Actual	Companies \$
	Direct	Allocators	Allocator	Actual	Total Actual	\$ Total Actual	\$ Total Actual	\$ Total Actual	Total Actual	\$ Total Actual	Actual	\$ Total Actual	\$ Total Actual	Total Actual	Total Actual	Total Actual	Total Actual
<b>Shared Services:</b>																	
Administrative Services	1,002,677	14,204,098	0	15,206,774	4,117,940	436,730	2,633,857	304,244	0	448,110	12,502	6,058,381	1,111,933	15,123,698	0	83,076	
Communications	2,890,991	5,098,100	1,207,399	9,196,490	2,349,140	528,989	1,087,953	202,410	216,980	245,296	8,899	3,346,027	1,144,795	9,130,490	9,673	56,326	
Customer	19,353,340	50,438,535		69,791,875	22,185,740	3,399,336	10,794,810	3,728,189	467,854	4,818,252		17,842,043	6,555,651	69,791,875		0	
Environmental	10,311,569	193,477	2,590,460	13,095,505	1,071,523	199,355	2,315,837	101,780	259,249	134,005	55,285	8,012,230	379,186	12,528,450	22,323	544,732	
Executive Management	302,578	0	8,912,646	9,215,224	1,898,862	224,539	1,624,921	190,786	102,295	294,545	60,780	3,749,049	671,248	8,817,024	257,786	140,413	
External Affairs	5,310,821	2,809,333	3,607,148	11,727,302	2,278,871	522,221	2,407,223	346,909	261,463	574,852	58,279	4,451,562	681,499	11,582,879	73,814	70,609	
Finance	7,762,330	2,903,532	29,635,393	40,301,255	8,461,377	1,500,874	7,126,708	1,093,152	416,407	1,540,426	234,956	14,883,879	2,906,032	38,163,812	849,436	1,288,007	
Human Resources	3,683,880	15,439,907		19,123,787	4,483,433	571,952	3,384,422	310,164	209	734,065	4,322	8,153,496	1,245,771	18,887,834		235,953	
Information Technology	18,228,835	72,776,821	1,871,024	92,876,680	21,101,732	2,562,121	17,697,682	2,477,076	360,862	3,455,338	137,311	37,679,292	6,659,188	92,130,601	14,487	731,591	
Legal and Governance	9,162,219	0	11,569,893	20,732,113	5,140,984	479,806	2,593,141	503,034	545,914	987,312	162,609	8,374,650	1,300,475	20,087,925	183,150	461,038	
Supply Chain	4,472,518	2,833,140		7,305,658	939,725	177,652	1,345,995	49,419	46,674	115,162	11,002	4,045,665	164,617	6,895,913	12	409,734	
<b>Operational Services:</b>																	
Operational Support & Development	11,844,476	4,178,626	0	16,023,102	14,431,510	1,060,359	79,255		0			451,978	0	16,023,102	0	0	
Wholesale Energy and Fuels	3,365,682	5,806,993	0	9,172,676	2,431,810	576,731	753,953	791,159	8,144	1,355,173	778,512	1,370,416	1,090,259	9,156,156	(364)	16,884	
<b>Other Corporate Charges:</b>																	
Workspace Overhead	3,702,735	12,156,797	0	15,859,532	7,835,129	690,034	1,762,759	281,264	116,832	508,471	275,509	3,290,013	918,344	15,678,356	80,442	100,734	
OCC Benefits	520,600	15,277,911	29,906,201	45,704,713	11,438,168	1,512,875	7,730,975	911,284	401,660	1,425,913	428,107	17,692,885	3,413,776	44,955,642	368,374	380,697	
OCC Dues & Memberships	92,595	1,856,089	268,526	2,217,210	241,798	44,762	386,676	90,990	73,054	71,889	228	1,076,962	230,850	2,217,210		0	
OCC Other	0	4,698,624	553,215	5,251,839	735,538	106,389	1,142,006	149,827	35,039	273,520	(20,827)	2,461,028	384,556	5,267,076	(6,044)	(9,193)	
OCC Return and Depreciation	14,937,843	0	0	14,937,843	6,660,625	858,613	2,312,444	346,008	(133,297)	484,601	58,916	3,459,607	487,504	14,535,021	(33,628)	436,451	
<b>Total</b>	<b>116,945,691</b>	<b>210,671,982</b>	<b>90,121,905</b>	<b>417,739,578</b>	<b>117,803,905</b>	<b>15,453,340</b>	<b>67,180,617</b>	<b>11,877,695</b>	<b>3,179,339</b>	<b>17,466,930</b>	<b>2,266,391</b>	<b>146,399,162</b>	<b>29,345,686</b>	<b>410,973,064</b>	<b>1,819,461</b>	<b>4,947,052</b>	

WEC Business Services LLC Actual O&M Charges Direct & Allocated Year-To-Date December 31, 2021	Current Year																
	Current Year	Current Year	Current Year	Peoples Gas	North Shore	Wisconsin	Michigan Gas	UPPER MI	Bluewater	Wisconsin	Total	Total	Total	Total	Total	Total	
	Dollars \$	Dollars \$ Cost	Dollars \$	Gas	Gas	Public Service	Utilities \$	ENERGY	Gas Storage	Electric	Wisconsin	Regulated	WEC Holding	Non-	Non-	Non-	
	Dollars \$	Causal	Corporate	Light & Coke	Company	Company	Company	RESRCS \$	LLC \$ Total	Power \$ Total	Gas \$ Total	Companies \$	Company \$	Regulated	Regulated	Regulated	
Direct	Allocators	Allocator	Actual	\$ Total Actual	\$ Total Actual	\$ Total Actual	Total Actual	Total Actual	\$ Total Actual	Actual	Actual	Actual	Total Actual	Total Actual	Total Actual	Total Actual	
<b>Shared Services:</b>																	
Administrative Services	1,289,889	12,627,567	0	13,917,456	4,029,061	512,272	2,317,863	264,229	789	396,415	5,272	5,189,570	1,011,089	13,726,560	2,726	188,171	
Communications	2,711,363	4,712,081	1,388,281	8,811,725	2,221,827	408,212	1,244,367	235,884	161,779	262,895	8,698	3,132,366	1,048,470	8,724,497	12,479	74,748	
Customer	18,452,964	58,286,389		76,739,354	20,503,955	3,038,464	12,183,840	3,793,098	539,142	4,793,920		23,346,497	8,540,436	76,739,354		0	
Environmental	10,779,770	32,605	2,573,246	13,385,621	1,149,595	180,243	2,227,370	122,707	241,139	121,310	157,131	8,383,133	345,299	12,927,928	20,566	437,127	
Executive Management	552,314	0	9,628,794	10,181,108	2,196,821	238,722	1,724,728	194,527	148,620	311,633	59,588	3,964,708	737,724	9,577,072	369,464	310,586	
External Affairs	5,663,958	3,031,050	3,323,038	12,018,046	2,380,161	566,466	2,485,252	352,548	291,671	812,632	52,928	4,209,312	719,941	11,870,912	62,572	84,562	
Finance	7,557,542	2,922,858	29,297,361	39,777,761	8,619,826	1,395,521	6,850,652	1,095,984	521,323	1,543,640	237,333	14,184,381	3,090,653	37,539,312	679,489	1,482,945	
Human Resources	3,959,287	14,525,426		18,484,714	4,398,161	601,771	3,379,053	322,172	2,524	775,881	2,870	7,582,774	1,189,358	18,254,563		230,151	
Information Technology	16,316,838	73,427,590	1,489,186	91,233,613	20,703,822	2,547,450	16,425,421	2,410,490	319,804	3,370,198	107,343	37,261,925	7,378,015	90,524,468	15,685	693,460	
Legal and Governance	8,433,341		11,089,138	19,522,479	4,669,712	537,218	3,079,470	510,452	511,678	1,079,483	135,817	7,229,296	1,131,511	18,884,636	158,383	479,460	
Supply Chain	4,221,970	2,604,766		6,826,736	1,009,450	129,756	1,246,058	51,111	51,217	90,300	9,431	3,703,931	145,565	6,436,820		389,916	
<b>Operational Services:</b>																	
Operational Support & Development	12,049,821	4,407,735	0	16,457,556	14,557,786	1,246,904	81,226		0			441,102	0	16,327,019		130,538	
Wholesale Energy and Fuels	4,873,209	5,272,292	0	10,145,501	2,281,535	543,347	1,919,626	585,050	10,202	1,063,142	736,525	1,804,711	1,089,677	10,033,815	77,608	34,078	
<b>Other Corporate Charges:</b>																	
Workspace Overhead	2,696,546	8,476,397	0	11,172,943	5,890,468	498,122	1,356,585	196,925	105,402	316,657	56,314	2,043,304	561,355	11,025,132	59,130	88,681	
OCC Benefits	561,905	9,333,738	15,734,798	25,630,441	6,735,282	874,921	4,459,286	520,094	293,423	815,384	137,273	9,328,118	1,858,245	25,022,026	262,677	345,738	
OCC Dues and Memberships	92,595	1,918,283	428,210	2,439,088	252,322	46,752	392,483	93,412	73,338	75,592	89	1,233,594	271,505	2,439,088		0	
OCC Other	0	(1,679,413)	(459,605)	(2,139,018)	(597,712)	(73,626)	(439,596)	(40,976)	(26,936)	(79,040)	(8,374)	(703,378)	(142,665)	(2,112,304)	(9,111)	(17,603)	
OCC Return and Depreciation	19,864,962	0	0	19,864,962	9,655,936	1,267,765	3,343,180	473,699	(158,742)	673,871	99,635	3,623,424	562,147	19,540,916	(61,813)	385,859	
<b>Total</b>	<b>120,078,274</b>	<b>199,899,366</b>	<b>74,492,446</b>	<b>394,470,085</b>	<b>110,658,007</b>	<b>14,560,278</b>	<b>64,276,867</b>	<b>11,181,409</b>	<b>3,086,373</b>	<b>16,423,912</b>	<b>1,797,873</b>	<b>135,958,768</b>	<b>29,538,326</b>	<b>387,481,813</b>	<b>1,649,856</b>	<b>5,338,417</b>	

WEC Business Services LLC												
Total O&M Charges to MERC												
Direct & Allocated												
Year-To-Date												
December 31												
	2021 Actual	2021 Actual	2021 Actual	2021 Actual	2022 Projected	2022 Projected	2022 Projected	2022 Projected	2022 Projected	2023 Test Year	2023 Test Year	2023 Test Year
	Dollars \$ Direct	Dollars \$ Cost	Dollars \$ General	Dollars \$ Total	Dollars \$ Direct	Dollars \$ Cost	Dollars \$ General	Dollars \$ Total	Dollars \$ Direct	Dollars \$ Cost	Dollars \$ General	Dollars \$ Total
		Causal Allocators	Corporate Allocator			Causal Allocators	Corporate Allocator			Causal Allocators	Corporate Allocator	
<b>Shared Services</b>												
Administrative Services	10,744	385,671		396,415	11,480	410,698	0	422,178	11,866	424,859	0	436,725
Communications	159,211	64,608	39,076	262,895	169,703	67,513	41,047	278,264	175,512	70,181	42,612	288,305
Customer	3,141,352	1,652,569		4,793,920	3,372,440	2,410,167	0	5,782,608	3,481,537	2,776,168	0	6,257,706
Environmental	47,229		74,082	121,310	49,592	0	77,826	127,418	51,487	0	80,790	132,277
Executive Management	7,034		304,599	311,633	7,335	0	317,959	325,294	7,629	0	330,611	338,241
External Affairs	740,346	11,683	60,603	812,632	784,381	12,204	63,380	859,965	812,483	12,687	65,871	891,041
Finance	693,113	92,078	758,449	1,543,640	726,913	96,203	797,281	1,620,396	754,924	100,008	827,510	1,682,442
Human Resources	384,169	391,712		775,881	401,102	409,238	0	810,340	417,041	425,430	0	842,471
Information Technology	439,045	2,885,066	46,086	3,370,198	471,861	3,062,708	49,234	3,583,803	486,990	3,720,836	50,890	4,258,716
Legal and Governance	758,725		320,758	1,079,483	815,085	0	340,916	1,156,002	841,310	190,000	352,844	1,384,154
Supply Chain	6,020	84,280		90,300	6,278	87,974	0	94,252	6,529	91,476	0	98,005
<b>Operational Services</b>												
Wholesale Energy and Fuels	496,374	566,767		1,063,142	519,070	591,792	0	1,110,862	539,477	615,297	0	1,154,774
<b>Other Corporate Charges</b>												
Workspace Overhead		316,657		316,657	0	340,406	0	340,406	0	351,299	0	351,299
OCC Benefits	45,278	329,100	441,006	815,384	46,693	354,431	460,793	861,916	48,705	84,778	479,010	612,492
OCC Dues and Memberships		75,193	399	75,592	0	80,833	429	81,261	0	83,419	442	83,862
OCC Other		(64,792)	(14,248)	(79,040)	0	(69,652)	(15,515)	(85,167)	0	(71,881)	(15,960)	(87,840)
OCC Return and Depreciation	673,871			673,871	491,457	0	0	491,457	729,871	0	0	729,871
<b>Total</b>	<b>7,602,510</b>	<b>6,790,592</b>	<b>2,030,810</b>	<b>16,423,912</b>	<b>7,873,391</b>	<b>7,854,514</b>	<b>2,133,351</b>	<b>17,861,256</b>	<b>8,365,363</b>	<b>8,874,556</b>	<b>2,214,621</b>	<b>19,454,539</b>