



THE POWER OF PEOPLE



2026 Strategic Plan

NPPD Board of Directors Meeting
December 2025

Conrad Saltzgaber, VP Strategy &
Transformation
Heather Macholan, Director Strategy &
Performance



Nebraska Public Power District

Always there when you need us

DRAFT

Our Journey to Power Nebraska's Future

2026-2028 STRATEGIC PLAN



Nebraska Public Power District

Always there when you need us

A Message From Tom Kent, CEO

The future's not waiting—and neither are we

At NPPD, the future isn't something we wait for — it's something we create, every single day. Our 2026–2028 Strategic Plan is the guide in our public power story. It welcomes change while staying reliable, affordable, sustainable and true to our values.

Electricity demand is rising across Nebraska and the nation. That's not something to fear. It's a signal that the future is full of possibility. It means more jobs, more innovation and more chances to serve our customers in new ways.

Let's be clear: Nebraska is not running out of power. We are seeing new growth, and we're making smart decisions today so we can power homes, farms and businesses tomorrow — and for years to come.

Our plan embraces the future with clarity, commitment to NPPD's mission and alignment to our strategic priorities:

1. Enhancing the Customer Experience

By embedding a customer-first mindset across every team, we're delivering smarter services, more responsive communication and long-term value that evolves with our customers and communities.

2. Carbon Business Risk and Resource Adequacy

We're expanding our generation portfolio to meet growing demand while staying true to our resource adequacy commitments and sustainability goals.

3. Cost Competitiveness

Through data-driven financial planning and strategic investments, we're ensuring NPPD remains a trusted partner with best-quartile rates and long-term affordability.

4. Enhance the Teammate Experience

By investing in our people, we're creating a culture of excellence, growth and innovation that empowers every teammate to lead.

5. Transform and Innovate our Business

We're using new tools, data and ideas to work smarter and faster. Innovation helps us stay ahead and serve our customers even better.

We're not standing still. We're lighting the path forward, together.



Delivering on Our Promise



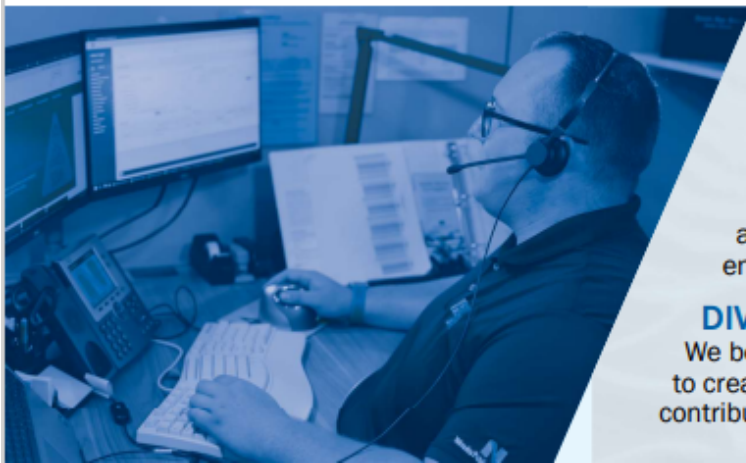
Mission

Safely generate and deliver reliable, low-cost, sustainable energy and related services, while **providing outstanding customer service.**



Vision

We are a **premier energy provider** bringing the best of public power to Nebraskans, powering everyday life and a brighter future.



Values

SAFETY

We all share in the responsibility of making safety a top priority with every action we take at work and at home, and we achieve a fully interdependent safety culture by taking care of each other and staying healthy and safe.

CUSTOMER FOCUS

We create and deliver value-added services and products for our customers and put their diverse needs first when making decisions because they are our reason for being.

EMPLOYEES & TEAMWORK

We eagerly collaborate with and support one another in the spirit of innovation, inclusivity and growth, celebrating individual, team and corporate achievements.

INTEGRITY

We prioritize doing what is right for our customers, communities and teammates by exhibiting honesty, accountability and high ethical standards that establish trust and transparency.

EXCELLENCE

We strive to be the best of the best in individual and industry performance.

PUBLIC SERVICE

We are actively engaged in our local communities through volunteerism and business partnerships which yield positive environmental, economic and societal outcomes for all.

ENVIRONMENTAL STEWARDSHIP

We each play a role in protecting our natural resources for current and future generations, and we work together to generate and deliver electricity in a balanced, sustainable and environmentally responsible manner.

DIVERSITY & INCLUSION

We believe diversity makes our team stronger and more successful, and we are committed to creating a safe workplace where respect is nonnegotiable, all are welcome, and everyone's contributions are valued.

Managing Our Present

Everyday Excellence

We measure our present with **Everyday Excellence** metrics that focus on key areas throughout the District.



Operational
Excellence



Customer
Value



Workforce
Effectiveness



Financial
Performance



Public
Perception

Creating Our Future

Strategic Destination

Providing best quartile rates while maintaining reliability/resiliency and pursuing decarbonization goals and strong, long-term customer relationships.



- ▶ Enhance the Customer Experience
- ▶ Carbon Business Risk & Resource Adequacy
- ▶ Cost Competitiveness
- ▶ Enhance the Teammate Experience
- ▶ Transform & Innovate Our Business



Our Strategic Priorities



Enhance the Customer Experience

- Customers are our priority, and we will continue to educate and ingrain a customer-focused culture for all teammates.
- Structure NPPD to be the Partner of Choice as we evolve with customers through increased responsiveness and agile, cross-departmental solutions and innovations.
- Be the energy leader of tomorrow by providing long-term value over the life of the customer journey through enhanced products, services and innovations to meet diverse, evolving customer needs.

Underlying Strategic Directives

SD-01	SD-06	SD-07
SD-08	SD-09	SD-10



Carbon Business Risk & Resource Adequacy

- Evaluate carbon capture at Gerald Gentleman Station (GGS) Unit 2.
- Develop a portfolio of options for long-term operation of Sheldon Station (SS).
- Submit subsequent license renewal application to Nuclear Regulatory Commission (NRC) for Cooper Nuclear Station (CNS).
- Optimize our energy and capacity resource portfolio.
- Complete the preparatory phase for the potential to add new nuclear in Nebraska.

Underlying Strategic Directives

SD-01	SD-03	SD-04
SD-05	SD-06	SD-07
SD-11		



Cost Competitiveness

- Be the wholesale Partner of Choice by developing a dynamic financial plan to support new generation and load requirements and drive to the strategic destination of best quartile rates within the Cooperative Finance Corporation (CFC).
- Be the retail Partner of Choice by developing a dynamic financial plan to ensure we remain among the lowest 15% of providers within the Energy Information Administration (EIA).
- Mature the existing Enterprise Risk Management (ERM) program (ensuring alignment with strategy and financial management).

Underlying Strategic Directives

SD-01	SD-02	SD-03
SD-04		



Enhance the Teammate Experience

- Advance our position as Employer of Choice through focused engagement and retention strategies that strengthen teammate connections, reinforce shared purpose, and cultivate a meaningful and rewarding employee experience.
- Elevate our established workforce development program to build a sustainable, future-ready talent pipeline and reinforce a culture of continuous learning and organizational adaptability.
- Continue to build a sustainable rewards strategy linking compensation/benefit programs with talent requirements.

Underlying Strategic Directives

SD-01	SD-02	SD-03
SD-04	SD-06	



Transform & Innovate Our Business

- Implement a unified data ecosystem that centralizes District-wide data sources, enhances employee data literacy, and enables advanced analytics for better decision-making and operational efficiency.
- NPPD has optimized and integrated Enterprise Resource Planning (ERP) processes and systems to drive operational efficiency demonstrated through improved and streamlined asset tracking and workflows.
- Ensure core corporate support functions are aligned to support the District's growth objectives through implemented scalability plans and proven efficiency improvements.
- Leverage smart systems and solutions (e.g., IoT, AI, predictive analytics) to deliver actionable real-time insights, demonstrate proactive decision-making, and verify improvements in operational performance and service delivery.

Underlying Strategic Directives

SD-01	SD-02	SD-03
SD-04	SD-06	SD-11

Everyday Excellence



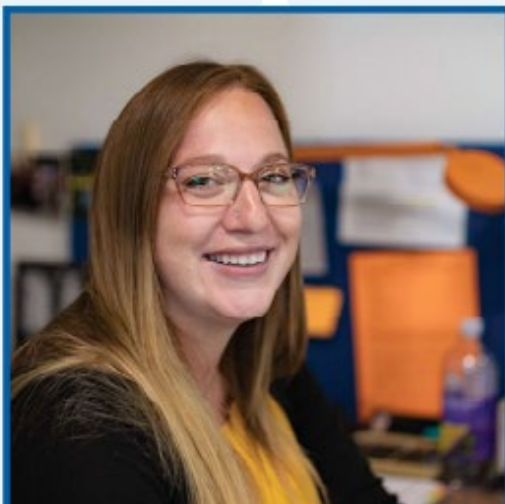


Enhance the Customer Experience

NPPD desires to remain the Partner of Choice for our customers. To meet this goal, we will ingrain a District culture that ensures we always put the customer first; build an internal structure that is agile, responsive, and able to react cross-departmentally for the good of the customer; and provide long-term value through product offerings, services and innovations.

Key Trends:

- ▶ Projected new economic growth across the state
- ▶ The value of sustainable long-term customer relationships
- ▶ The evolving diversity of customer requirements and expectations



Customers are our priority, and we will continue to educate and ingrain a customer-focused culture for all teammates.



Structure NPPD to be the Partner of Choice as we evolve with customers through increased responsiveness and agile, cross-departmental solutions and innovations.



Be the energy leader of tomorrow by providing long-term value over the life of the customer journey through enhanced products, services and innovations to meet diverse, evolving customer needs.



Carbon Business Risk & Resource Adequacy

NPPD is focused on balancing global pressure to decarbonize along with some customers' needs for lower carbon intensity energy with the requirement to provide low-cost, reliable energy to maintain resource adequacy.

Key Trends:

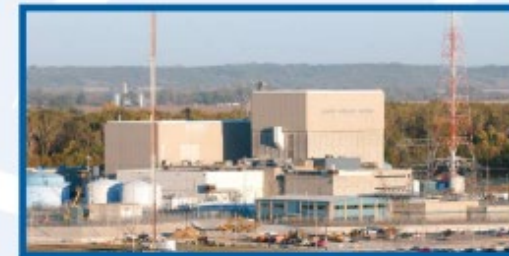
- ▶ New projected load growth brings the need for new generation capacity
- ▶ Global trend for decarbonization
- ▶ Evolving U.S. policy trends



Evaluate carbon capture at Gerald Gentleman Station (GGS) Unit 2.



Develop a portfolio of options for long-term operation of Sheldon Station (SS).



Submit subsequent license renewal application to Nuclear Regulatory Commission (NRC) for Cooper Nuclear Station (CNS).



Optimize our energy and capacity resource portfolio.



Complete the preparatory phase for the potential to add new nuclear in Nebraska.

Cost Competitiveness



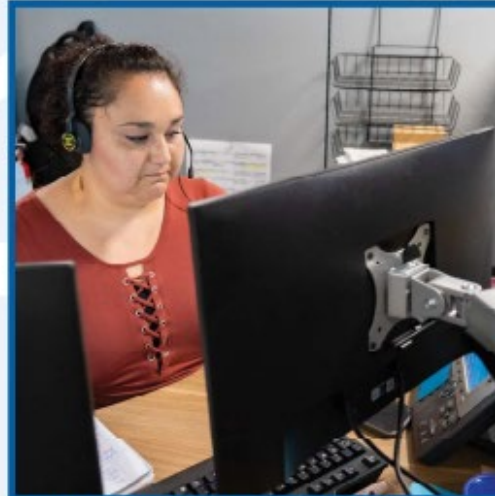
NPPD remaining cost competitive is foundational to being the Partner of Choice for our customers, now and in the future. Rate stability continues to be a high priority for the District. This priority will support the District's commitment to long-term cost competitiveness while balancing strategic priorities, board directives and related metrics.

Key Trends:

- ▶ Factoring the financial impact for new load, new generation and federal funding opportunities
- ▶ The value of long-term relationships with customers



Be the wholesale Partner of Choice by developing a dynamic financial plan to support new generation and load requirements and drive to the strategic destination of best quartile rates within the Cooperative Finance Corporation.



Be the retail Partner of Choice by developing a dynamic financial plan to ensure we remain among the lowest 15% of providers within the Energy Information Administration.



Mature the existing Enterprise Risk Management program (ensuring alignment with strategy and financial management).



Enhance the Teammate Experience

NPPD strives to be the Employer of Choice for all current and future teammates to engage and retain the most talented employees available in the marketplace. We will be a workplace that fosters teammate engagement, promotes growth opportunities, and excels in development and training at every stage of a teammate's career.

Key Trends:

- ▶ A highly evolving job market
- ▶ The changing priorities of the new workforce
- ▶ Meeting the needs of new load and generation requirements
- ▶ Increasing regulatory and compliance requirements



Advance our position as Employer of Choice through focused engagement and retention strategies that strengthen teammate connections, reinforce shared purpose, and cultivate a meaningful and rewarding employee experience.



Elevate our established workforce development program to build a sustainable, future-ready talent pipeline and reinforce a culture of continuous learning and organizational adaptability.



Continue to build a sustainable total rewards strategy linking compensation/benefit programs with talent requirements.



Transform & Innovate Our Business

NPPD will drive organizational change through solutions and tools which foster adaptability to industry shifts and which catalyze transformational change across the District in our pursuit of excellence. The priority will focus on efforts to inspire the organization for the future and embrace industry-leading best practices. Our work will continue to build on our solid foundation and prepare us for a stronger tomorrow.

Key Trends:

- ▶ Maximizing the value of data and data-driven decisions, including Artificial Intelligence (AI)
- ▶ Anticipated growth of the District to meet customer needs
- ▶ Adoption of growth mindset and drive for excellence



Implement a unified data ecosystem that centralizes District-wide data sources, enhances employee data literacy, and enables advanced analytics for better decision-making and operational efficiency.



NPPD has optimized and integrated Enterprise Resource Planning processes and systems to drive operational efficiency demonstrated through improved and streamlined asset tracking and workflows.



Ensure core corporate support functions are aligned to support the District's growth objectives through implemented scalability plans and proven efficiency improvements.



NPPD leverages smart systems and solutions (e.g., IoT, AI, predictive analytics) to deliver actionable real-time insights, demonstrate proactive decision-making, and verify improvements in operational performance and service delivery.

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Questions

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