WHY THIS PROJECT?

WHAT WE'VE LEARNED

WHAT'S COMING

The most important question we must ask ourselves is,

Are we being good ancestors?

JONAS SALK

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Where the interviews agree

Twenty-three one-on-one conversations across the board, the leadership team and wholesale customers. Six findings came back consistently, and mostly unprompted.

- **The moment is generational.** The first build cycle since Cooper and Gerald Gentleman. No one interviewed believes NPPD is overbuilding.
- **Nuclear is the long-term answer.** The most common response to what would make NPPD future-ready. Today's gas build is understood as a bridge.
- **The public power model is worth defending.** Low-cost, not-for-profit and locally accountable — described as core identity, not just structure.
- **A diversified portfolio is the structural strength.** Nuclear, coal, hydro, gas and renewables together are described repeatedly as the safety net.
- **People are the competitive advantage.** The quality of the workforce and the leadership team was the most consistently volunteered strength.
- **NPPD does not tell its own story.** Raised independently of any single issue, and as often framed as a Nebraska trait ("we don't brag")as an NPPD one.

Broad agreement on where NPPD stands today — and on what it will take to stay there.

Two areas of opportunity

1
Governing a build whose price will not hold still

- Costs moving faster than the decisions: one project from roughly $1.2B to over $3B in 18 months
- SPP reserve margin has increased
- Capacity-constrained by 2028; new generation must be online 2029

2
Defining what "affordable" means

- The first rate increase in over a decade is now in front of customers
- Two definitions are in play: lowest possible cost, and best long-term value
- They point to different portfolios, different customers, different rate designs

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Strategic Foresight is…

a proven process used by the oil and gas industry, NATO, the world bank, the U.S. military, Disney, and other Fortune 500 and global NGOs to identify risk, plan for uncertainty, mitigate disruption, unlock creativity, drive innovation, and shape the future. Strategic foresight is a competitive advantage yet less than 3% of senior leaders' time is spent thinking strategically about the future.

The figure on the right is NGC's four phase foresight process: sensing (horizon scanning); imagining (scenarios); defining (plans and milestones); and doing (getting things done.)

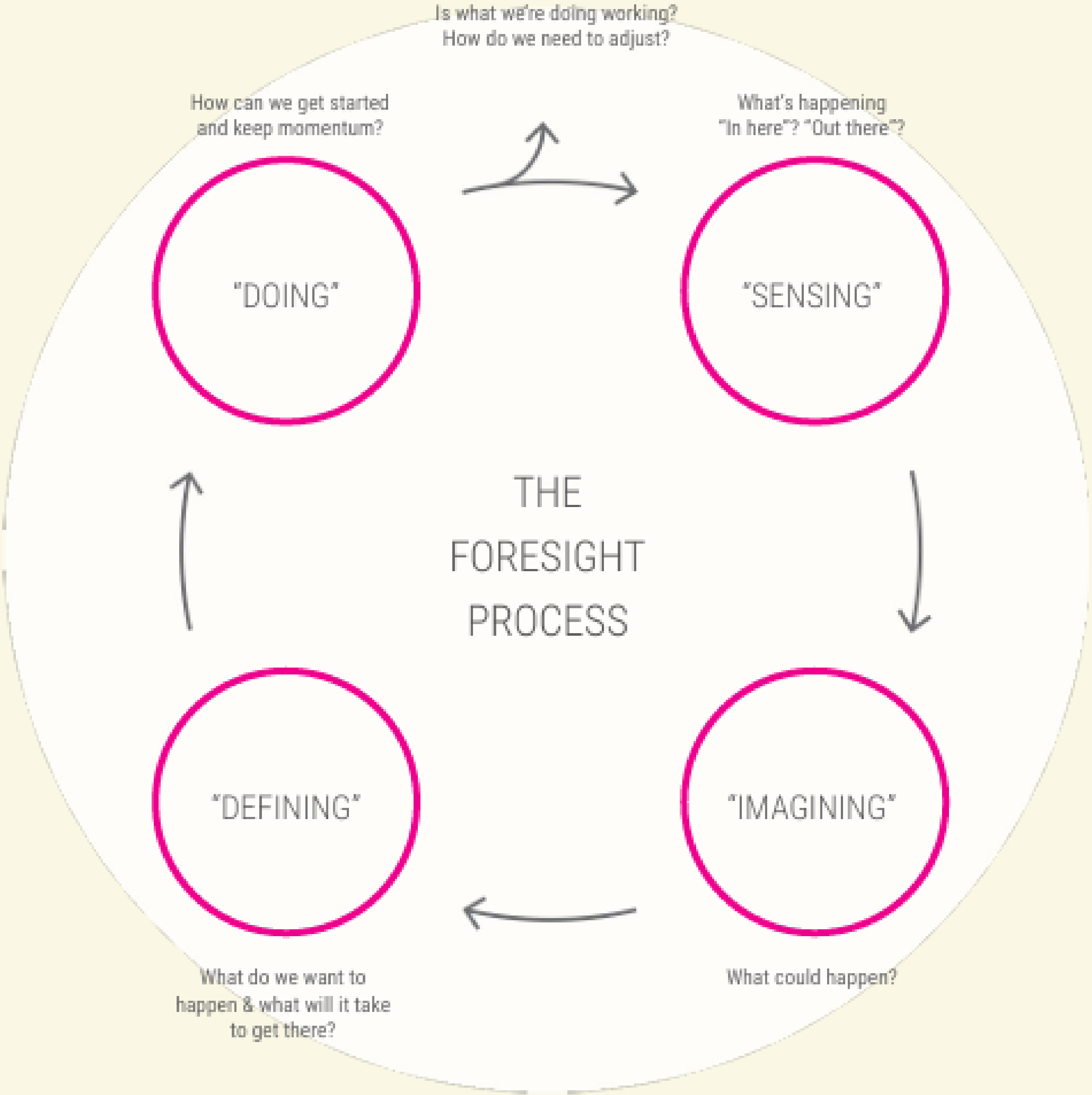

Image: NEXT Generation Consulting strategic foresight process.

People support what they help build.

	VPs	Employees	Board	Customers
1-on-1 Interviews	Yes	Select	Yes	Wholesale
Red Teaming	Yes	12-20	No	No
The Big Sort*	Yes	Select	BGSP	Cust Comm
Scenario Development	Yes	Select	No	No
Focus Areas	Prioritization	Identification	No	Prioritization
Backcasting	Yes	Select	No	By invitation