

Strategic Plan 2022 – 2024



Our mission

Reliable, Safe Electricity, Rate Competitive, Robust Governance, Excellent Member Experience, Recognized Employer

Our way

Put People First. Stay Safe. Innovate. Own It.

Strategic pillars

Reliability & Safety

Maintain the highest reliability and safety standards

Sustainability/Rates

Leverage technology for future power cost management, sustainability and low rates

Financial Stability

Continuously improve our financial profile

Employee Engagement

Be a great place to work

Member Experience

Committed to our Members

Strategies

- **Deliver best in class reliability** demonstrated through best-in-class reliability metrics
- **Maintain a strong cybersecurity posture** through network performance and employee behavior – while providing services that help reduce risk of security vulnerabilities and threats
- **Innovate safety delivery** to keep employees engaged

- **Maintain competitive low rates through stable power contracts** including renewable resources
- Appropriate **member rates options** based on changing usage
- Maintain a **forward-looking Distributed Energy Resource (DER) and Sustainability strategy**
- **Enhanced hedging program** to reduce exposure to higher gas prices

- Continuously **improve the Financial Profile** of Cobb EMC through a defined capital retirement policy, efficient capital deployment and spend and fiscal prudence in controllable costs
- Effective management of **capital retirement program and debt management**
- Maintain a **strong investment grade public financial rating** from a top 3 rating agency

- **Strengthen the Our Way culture** and alignment around our four core values
- Provide a **Total Rewards package that is competitive** and fairly rewards employees for their efforts
- Ensure our **work environment is inclusive, respectful and values diversity**
- Clear plan for **optimal workforce of the future**

- **Increase brand awareness** among our membership
- Expand and innovate community engagement programs
- **Increase value-added products and services** to members including Gas South and Energy Network
- Continue strong **electric vehicle promotion** and become a valued **partner in member EV adoption**

KPIs

- SAIDI 5% better than our rolling 10-year average
- Define a risk score based on a three-year average, as measured by our internal security parameters of devices, applications, and compliance metrics – EOY 2022

- Top 5 PSC summer survey among EMCs in 1000 kWh category
- Complete potential selection of long term power supply counterparties by Q1 2023
- Campus microgrid (Solarbe II) - Q2 2022

- Manage Gas South dividend to ensure sufficient to meet cash flow requirements
- Meet or exceed approved Budgets - manage EMC's earnings to ~\$10mm annually
- Renew bank lines of credit for a three year term in 2022

- High and improving employee engagement scores
- Deliver Front line and Rfactor leadership programs annually
- Strong succession plan in place that effectively backfills critical roles throughout the company including retirement mitigation plan

- JD Power overall score greater than 800 & ACSI score over 85
- Implement touchless member registration process
- Member outage communication tool in place by Q2 2022
- Capital credits retired at member termination
- Call technology project completion

