



2026 & BEYOND

STRATEGIC PLAN



Introduction

For more than 85 years, CORE Electric Cooperative has powered Colorado's Front Range. Since our founding as Intermountain Rural Electric Association in 1938, CORE has grown from 15 miles of line and 23 members to more than 375,000 consumers in 11 counties across nearly 5,000 square miles. Powering our communities through this level of growth and change requires dedicated planning, strategic foresight and rugged resilience.

As a cooperative, our members, partners and communities are at the forefront of all we do. CORE is dedicated to advancing energy solutions, fostering responsible growth and providing value for our members and communities. New technology, increasing expectations and a more complex and uncertain energy future require us to think strategically, and plan, build and evolve accordingly.

During uncertain times, a clear strategy and defined roadmap help us stay on course. Sound strategic planning ensures we establish clear priorities, allocate resources effectively and align employees toward common goals. Our Strategic Plan is built on three fundamental pillars — organizational excellence, operational optimization and business transformation — aimed at providing our members and communities *The Energy to Thrive*.

Business Transformation

In an era of rapid technological advancements and shifting industry dynamics, CORE is committed to transforming our cooperative to stay ahead of the curve. We are building the grid of the future, expanding our service offerings and embracing innovation to create a more flexible and member-centric organization. Our goal is to drive responsible long-term growth and deliver exceptional value to our members as an innovative power provider and trusted energy adviser.

Operational Optimization

Operational efficiency is crucial to our success. Through the deployment of cutting-edge technologies and refinement of our operational practices, we strive to enhance our performance, reduce costs and improve service reliability. Our focus on operational optimization ensures we can meet the growing energy demands of our communities while maintaining the highest standards of safety, reliability and fiscal responsibility.

Organizational Excellence

At CORE Electric Cooperative, we believe excellence begins within our organization. We are committed to fostering a culture of continuous improvement, professional development and innovation. By investing in our people, technology and workplace, we aim to build a resilient and agile organization adaptable to the evolving energy landscape while delivering exceptional value to our members.

As we forge ahead on our strategic journey, we remain steadfast in our mission to improve lives and communities through choice and innovation.

Strategic Planning Terminology and Framework

Mission

Our purpose; why we exist

Vision

What we aspire to be; a picture of our desired future

Values

Beliefs and principles that are important to us and guide our decisions and behavior

Strategic Focus Area

A key priority requiring concentrated efforts and resources to achieve sustainable success; the first step in translating mission and vision into specific Strategic Goals

Strategic Goal

A long-term objective foundational to delivering on the mission; each identifies a current or potential challenge or opportunity and guides decision-making and resource allocation

Strategic Initiative

The first step in translating strategic planning into action; a high-impact, complex, cross-functional project with multiple stakeholders, designed to drive significant improvement to achieve a Strategic Goal

Strategy Map

A visual representation of our strategy that serves as a roadmap for our organization

Scorecard

The framework for translating mission and visions into actionable strategy; monitors progress toward achieving strategy and performance against Strategic Goals, using performance measures and targets

Performance Measure

Objective evidence of progress toward achieving goals

Performance Target

The level of performance that must be achieved



Strategic Foundation

CORE's Strategic Plan is a comprehensive blueprint for success. Built collaboratively with employees and our Board of Directors, it serves as our guide as we navigate a rapidly changing energy landscape and keeps our organization focused and aligned to deliver on our mission in support of our members, partners and communities.

Our Mission

Improve lives and communities through choice and innovation

Our Vision

Be the premier provider of solutions for an ever-changing future

Our Values

TOGETHER: Every person will contribute as one to achieve our common goals

HEALTH: Our people and our organization will be safe and strong in body, mind and spirit

RESPECT: We will treat each other as we expect to be treated

INGENUITY: We will continuously evaluate our processes and leverage technology and innovation to identify new solutions, optimize service delivery and enhance value for our members

VALUE: We will provide our members with more than what they pay for

ENDURANCE: We will have the resilience to overcome adversity and sustain superior performance over time

Strategy Map

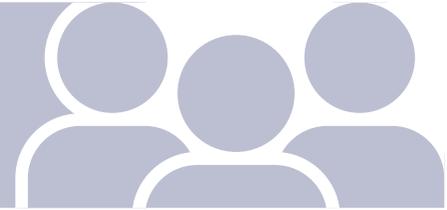
The Strategy Map is a visual representation of our priorities. It identifies our Strategic Focus Areas — key priorities requiring concentrated effort and resources to achieve sustained success — and Strategic Goals — long-term objectives foundational to delivering on the mission. The map provides clarity and helps align efforts across various departments and teams toward the highest priorities and common objectives.



Business Transformation

A focus on cutting-edge service delivery fuels our vision.

MEMBERS • PARTNERS • COMMUNITIES



BUSINESS TRANSFORMATION

A focus on cutting-edge service delivery fuels our vision.

OPERATIONAL OPTIMIZATION

Strong fundamentals support a sustainable future.

ORGANIZATIONAL EXCELLENCE

An aligned workforce and premier employee experience foster individual and organizational success.



Growth

Promote responsible business member growth to stabilize rates and help our communities thrive.



Grid

Build and operate tomorrow's grid to predict needs and protect resiliency.



Service

Deliver exceptional service and programs as an innovative power provider and trusted energy adviser.



Creditworthy

Maintain an operational and financial profile that protects our member resources and secures a thriving organization.



Reliable

Combine best practices and new technology with execution to sustain reliable operations.



Safe

Put safety first in everything we do in our organization and communities.



People

Value employees through leading compensation, benefits and development.



Workplace

Provide an inclusive, healthy work environment for all employees.



Technology

Equip employees with integrated tools and technology to excel.

Growth

Promote responsible business member growth to stabilize rates and help our communities thrive.

- CORE service is highly sought by businesses planning to expand and relocate.
- Our rates, shovel-ready sites and personalized service are attractive to employers and large energy users.
- We are committed to expanding our Commercial and Industrial membership, with a focus on job creation, capital investment and tax revenue generation for the communities we serve.

Grid

Build and operate tomorrow's grid to predict needs and protect resilience.

- CORE utilizes intelligent, data-driven solutions to optimize energy consumption, minimize environmental impact and drive sustainable cost savings across all operations. Our grid supports a two-way flow of energy and is ready for increased demand created by growth, electrification and extreme weather events.
- A comprehensive, intelligent platform proactively optimizes distribution grid operations to maximize reliability, resilience and efficiency by leveraging real-time data analytics and advanced controls, enabling seamless integration of distributed energy resources and facilitating a future-ready, member-centric grid.
- CORE's energy future is clearly mapped, and we have a diverse portfolio of clean energy resources to meet growing demand and state greenhouse gas reduction goals.

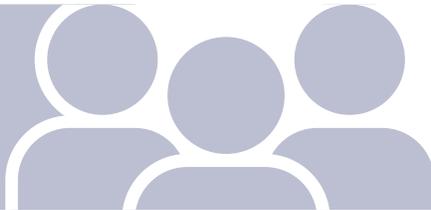
Service

Deliver exceptional service and programs as an innovative power provider and trusted energy adviser.

- CORE thoroughly understands members' needs and preferences. We are easy to do business with and provide exceptional service during member interactions.
- We offer the service programs, cost-effective payment channels and delivery methods members need and desire.
- Members engage with CORE at the time most convenient for them and through their preferred channels. Tools and information guide member decisions about their energy use.
- Our service delivery application process is transparent and efficient. Members have clear expectations of service requirements and timelines.

Operational Excellence

Strong fundamentals support a sustainable future.

MEMBERS • PARTNERS • COMMUNITIES


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<p style="text-align: center;">OPERATIONAL OPTIMIZATION</p> <p style="text-align: center;">Strong fundamentals support a sustainable future.</p>	 <p>Creditworthy</p> <p>Maintain an operational and financial profile that protects our member resources and secures a thriving organization.</p>	 <p>Reliable</p> <p>Combine best practices and new technology with execution to sustain reliable operations.</p>	 <p>Safe</p> <p>Put safety first in everything we do in our organization and communities.</p>
<p style="text-align: center;">ORGANIZATIONAL EXCELLENCE</p> <p style="text-align: center;">An aligned workforce and premier employee experience foster individual and organizational success.</p>	 <p>People</p> <p>Value employees through leading compensation, benefits and development.</p>	 <p>Workplace</p> <p>Provide an inclusive, healthy work environment for all employees.</p>	 <p>Technology</p> <p>Equip employees with integrated tools and technology to excel.</p>

Creditworthy

Maintain an operational and financial profile that protects our member resources and secures a thriving organization.

- Sound financial strategies promote financial stability and the ability to provide reliable, competitively priced electricity.
- Transparent reporting keeps stakeholders informed about CORE's financial health, including past performance and forecasts.
- CORE maintains sufficient cash reserves and an adequate liquidity cushion to cover operational expenses, unexpected contingencies and future capital investments.
- We balance the use of long-term loans and equity funds to finance growth and system improvements, minimize interest expenses, and meet financial obligations.
- We control capital and operating expenses and adjust rates to ensure CORE remains financially sustainable while providing members reliable, competitively priced electricity.
- Our long-term capital improvements plan prioritizes investments in infrastructure, technology and renewable energy projects, and aligns with Strategic Goals and member needs.

Reliable

Combine best practices and new technology with maintenance to sustain reliable operations.

- CORE invests in the proactive maintenance and modernization of equipment to promote reliable service delivery.
- Our data-driven strategy and a best-in-class outage management system minimize service interruption durations and provide members accurate information and restoration times.
- We mitigate the risk of wildfire and protect our members, employees and distribution system. We focus on situational awareness, physical mitigations — such as removing small copper conductor — and operational mitigations — such as our alternate relay settings.
- Detailed risk analysis and mitigation keep our members safe, protect our facilities and equipment, and promote ongoing operations.
- A comprehensive business continuity and emergency response program secures our ability to maintain operations, respond to emergencies and protect our employees and communities.

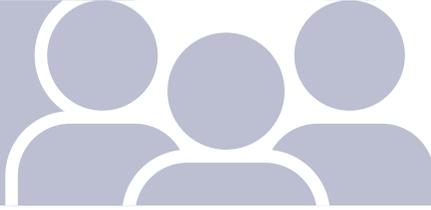
Safe

Put safety first in everything we do in our organization and communities.

- Leaders visibly demonstrate their commitment to safety, encourage open communications about safety concerns and drive accountability at all levels.
- Hazard identification, assessment and mitigation are top priorities. Structured audits and inspections establish accountability, and employees conduct peer-to-peer safety inspections and consistently recognize, evaluate and effectively address potential hazards before they result in incidents.
- All safety procedures, processes and training are clearly documented, communicated and reviewed annually.
- Employees are meaningfully involved in the safety and health management system. They actively participate in safety goals and initiatives, and safety information is readily accessible and understood.

Organizational Excellence

An aligned workforce and premier employee experience foster individual and organizational success.

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People

Value employees through leading compensation, benefits and development.

- Employees are our most valuable assets.
- We have exceptional talent to meet both current and future business demands.
- CORE delivers a premier employee experience to attract, develop and retain talent.
- Our Total Rewards strategy enhances employee engagement and clearly defines performance expectations to support positive outcomes for our cooperative and its members.
- CORE offers leading compensation, comprehensive health and wellness benefits, attractive fringe benefits and professional development opportunities.

Workplace

Provide an inclusive, healthy work environment for all employees.

- CORE's welcoming, safe, inclusive work environment drives engagement and productivity through the integration of people, processes and places.
- Our physical work environment exemplifies CORE's values and brand, and supports employees' mental and physical health.
- Efficiently planned buildings with correctly sized furniture and team layouts promote collaboration and partnership.
- Our facilities plan supports strategic organizational growth, including workforce planning and land acquisitions and divestitures.
- Thoughtful expansion of current offerings and addition of new amenities to office spaces drive a positive employee experience.

Technology

Equip employees with integrated tools and technology to excel.

- CORE's secure and innovative digital ecosystem empowers our employees, enhances member services and drives operational excellence.
- Well-equipped, job-suited endpoint devices facilitate rapid response to incidents and service requests.
- We consistently upgrade and patch systems to improve reliability and user productivity.
- Advanced telecommunications infrastructure provides employees and field personnel dependable and secure communications capabilities.
- Our compliance standards meet or exceed those of the North American Electric Reliability Corporation's (NERC) Critical Infrastructure Protection (CIP) program.
- Advanced tools and resources, including the appropriate use of artificial intelligence, continuously improve productivity, collaboration and efficiency.
- CORE maintains the highest standards of cybersecurity to protect our critical infrastructure and member data. Our cybersecurity program utilizes proactive threat detection and robust defense mechanisms.

2026 Strategic Initiatives

Strategic planning is translated into action through Strategic Initiatives. These high-impact, cross-functional programs drive meaningful progress toward our Strategic Goals.

Grid Advancement

Transition CORE's energy supply to a dynamic, diversified portfolio. Enable greater member control and maintain a competitive rate structure. Buy and sell energy through a regional energy market — either an energy imbalance market (EIM) or regional transmission organization (RTO) — as member demand fluctuates. Develop a member-centric, future-ready grid that integrates distributed resources and maximizes reliability, resilience and efficiency through real-time data analytics and advanced controls.

Member Experience Strategy

Build and foster a member-focused culture that differentiates service from experience. Capture accurate member sentiment, and position and equip employees to better meet member expectations. Adapt to member needs and elevate service touchpoints to create positive, lasting impacts on member interactions and satisfaction.

Capital Improvements Planning

Prioritize investments in major projects through long-term capital improvements planning that balances reliable service delivery with competitive rates. Conduct scenario analyses and develop a prioritization methodology and corresponding five-year impact forecast.

Business Continuity

Develop continuity and emergency responses to minimize impacts to operations during disruptive, potentially catastrophic events and ensure members are informed of critical developments. Implement comprehensive plans, streamline communications with external public safety partners, and conduct regular training and exercises to safeguard assets, protect employees and maintain member and stakeholder trust.

Continuous Improvement

Drive operational excellence and efficiency. Analyze, improve and document processes to streamline operations, reduce waste and enhance internal collaboration. Integrate improvements into daily operations through training programs and a comprehensive change management process.

Data Strategy and Roadmap

Manage and leverage data effectively through a clear vision and well-defined objectives. Analyze existing data and harness artificial intelligence to better assess stakeholders' needs. Determine the necessary technology, infrastructure, change management and capability-building to transform how work is accomplished and enable employees to focus on higher-value tasks.