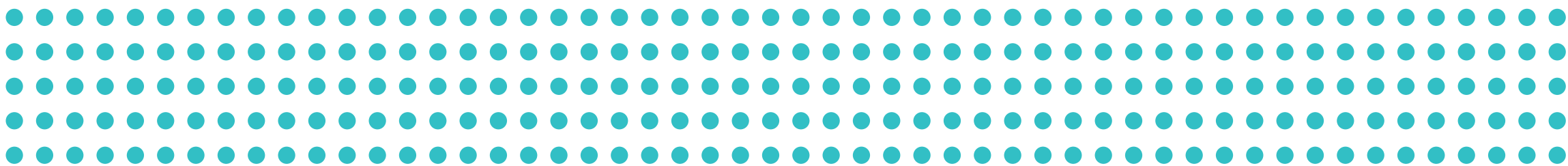


2022 ANNUAL REPORT





2022
NRECA
Annual Report

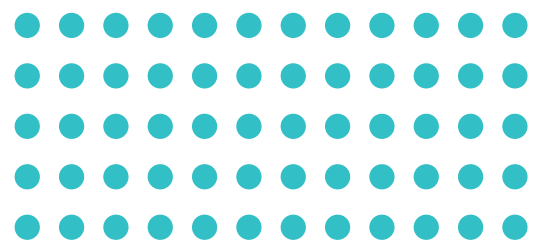
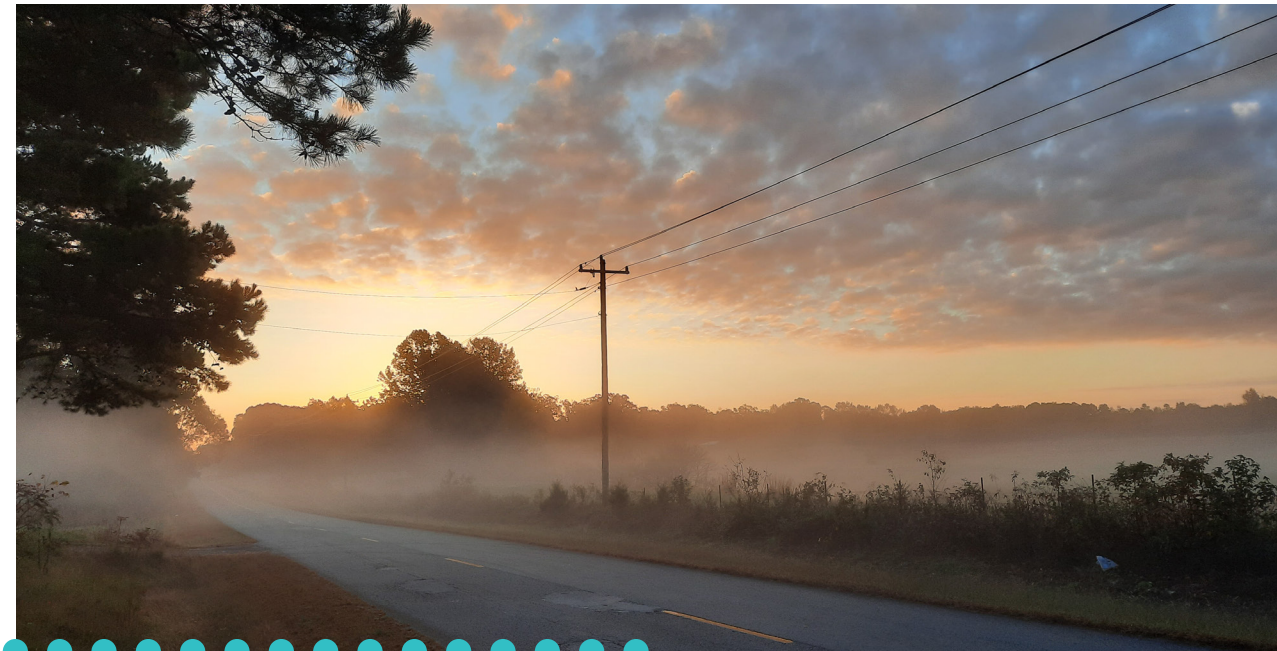




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THE POWER TO AMAZE

The multitude of services our national association offers our members always amazes me. I am so proud of this organization as it adapts to our needs.

In this report, you will see a snapshot of how NRECA maintains strong value for members through new opportunities to advance the cooperative mission.

In 2022, NRECA helped co-ops achieve access to direct-pay energy tax credits that had previously been out of reach. It launched an Infrastructure Resource Hub to aid co-ops of all sizes in getting federal funding for new advancements. It created broadband services to focus advocacy efforts and provide guidance for co-ops participating in the telecommunications arena. And it enhanced benefit plans, our collective cybersecurity posture and communications with members.

I've had a closer view than many into the association's commitment to members in the past year, and this report is a glimpse of the immense value that comes from being part of NRECA and the cooperative network. I am thankful for NRECA's leadership and staff, who work diligently to meet the evolving needs of 900+ electric cooperatives. I'm also grateful for you and all those in our co-op family who continue to build on these successes.

Chris Christensen, NRECA President

OUR COLLECTIVE STRENGTH

The collective strength of America's electric cooperatives was on full display in 2022. Together, we secured generational wins that will help NRECA members power and empower local communities for years to come. This report highlights many of these transformational opportunities and lays the groundwork that we will build from as we work to expand these successes in the future.

Change is a constant force in today's marketplace. At NRECA, we are focused on providing your cooperatives with the tools you need to help navigate change in its many forms.

Amid this change, however, the focus of electric co-ops remains unchanged. Our priority is reliably keeping the lights on at a cost local families and businesses can afford. As you will read in this report, that focus on reliability was central to many of our efforts throughout the last year and will continue to be as we look to the future.

As your national association, NRECA's most important work is to support you. The snapshots in this report provide an overview of our ongoing work to meet your needs and ensure you have the resources you need to successfully navigate the future.

Thank you for your continued commitment to the communities you serve and to NRECA. Your voice and your partnership are vital as we work toward a brighter future together.

Jim Matheson, NRECA CEO

2022 NRECA BOARD OF DIRECTORS

(As of Dec. 31, 2022)

BOARD OFFICERS

Chris Christensen

President | Montana

Tony Anderson

Vice President | Michigan

Joe Martin

Secretary-Treasurer | Colorado



From left to right: Joe Martin, Chris Christensen and Tony Anderson.

Tony Anderson | Michigan

Danny Berthelot | Louisiana

Bryan Case | Idaho

Chris Christensen | Montana

Ken Colburn | New Hampshire

Mel Coleman | Arkansas

Ed Crawford | Ohio

Olin Davis, III | Maryland

Marion Denger | Iowa

Kevin Doddridge | Mississippi

Don Douglas | Vermont

Hunter Emory | Delaware

Norris Fowler | South Carolina

Warren Goetsch | Illinois

Scott Hallowell | Maine

Chris Hamon | Missouri

David Hembree | Alabama

Gene Herritt | Pennsylvania

Mark Hofer | South Dakota

David Iha | Hawaii

Lynn Jacobson | North Dakota

Kerry Kelton | Texas

J. Ingrid Kessler | Oregon

Randy Kleaving | Indiana

Meera Kohler | Alaska

John Lee, Jr. | Virginia

Marty Littrel | Kentucky

Tom Madsen | New Jersey

Joe Martin | Colorado

Galen Mills | Georgia

Patrick Morse | Kansas

Jessica Nelson | California

Curtis Nolan | Arizona

Mike Partin | Tennessee

Jeff Peterson | Utah

Reuben Ritthaler | Wyoming

Daniel Saulsgiver | New York

Randy Shaw | Florida

Chuck Simmons | Wisconsin

Tim Smith | Oklahoma

Donnie Spivey | North Carolina

David Spradlin | New Mexico

Greg Strehle | Nebraska

Carolyn Turner | Nevada

Tim Velde | Minnesota

Steve Walter | Washington

Ron Watson | West Virginia

Jeffery Wright | Rhode Island

Generational

FUNDING OPPORTUNITIES FOR COOPERATIVES

NRECA achieved one of the most significant public policy outcomes in the association's history with the inclusion of two electric cooperative priorities in the Inflation Reduction Act, the product of sustained engagement between electric co-op leaders and lawmakers.



DIRECT-PAY TAX INCENTIVES

Allows electric co-ops, for the first time, to have access to direct-pay energy tax credits that had previously only been available to for-profit companies, all while maintaining electric co-ops' tax-exempt status.

USDA FINANCIAL ASSISTANCE FOR CLEAN ENERGY

A voluntary \$9.7 billion U.S. Department of Agriculture (USDA) grant and loan program, designed specifically for electric co-ops, for purchasing or building new clean energy systems.



Bissell testifies before the Senate Committee on Energy and Natural Resources.

“Direct-pay incentives will lower the cost of energy innovation.”

— David Bissell, CEO
Kaua'i Island Utility Cooperative



ADVOCATING SIMPLICITY FOR PROGRAM ACCESS

NRECA is working with the White House and relevant federal agencies to ensure electric co-ops realize maximum benefit from these new programs. On behalf of our members, NRECA is petitioning for a flexible, straightforward approach to the U.S. Department of Agriculture (USDA) grant and loan program and pushing the U.S. Treasury Department to implement a simple, user-friendly tax filing form to maximize participation in the direct-pay incentives program.

Maximizing INFRASTRUCTURE OPPORTUNITIES

With our sights set on maximizing funding opportunities created by the bipartisan infrastructure package, NRECA worked to influence policy development and launched resources to power successful funding outcomes for our members.



Cyber and
Physical Security



Electric
Vehicles



Microgrids



Natural
Hazards



Smart Grids
and Data

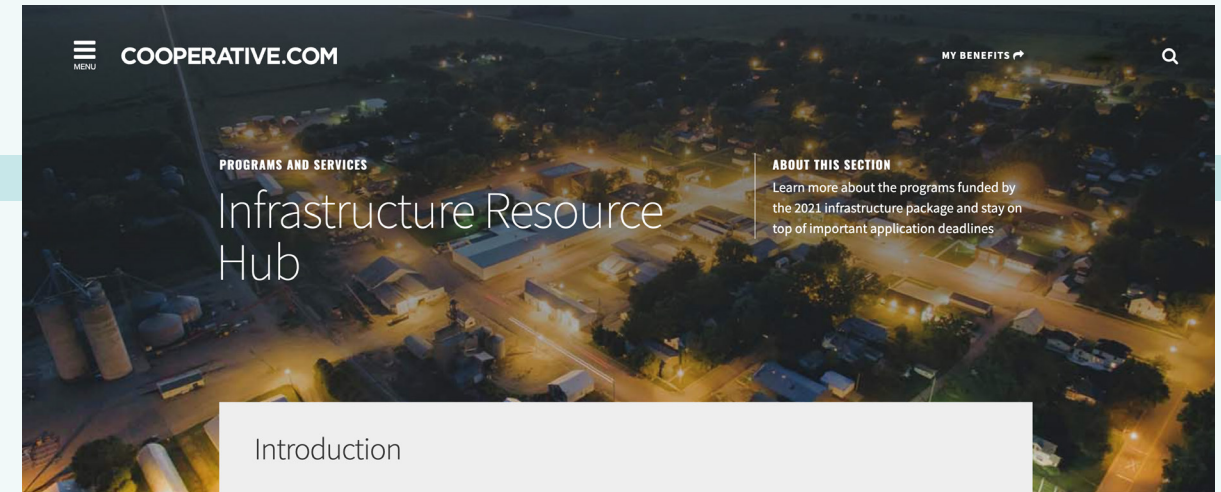
270+

Participating
Cooperatives*
and Counting

POWERING FUNDING EFFORTS WITH CO-OP CONSORTIA

Electric co-ops always are stronger together. With this in mind, NRECA established **five consortia** to maximize potential access to certain infrastructure funds. The groups harness the collective strength of co-ops to influence infrastructure program rules and facilitate successful joint funding applications when possible.

**As of December 31, 2022.*



Introduction

The bipartisan infrastructure law includes significant investment and funding opportunities for co-ops and the communities they serve. NRECA continues to work with co-ops, Congress and federal agencies as these programs are developed to ensure our members have access to these crucial funds. This hub provides resources to help co-op leaders stay informed, evaluate opportunities, and be ready to apply for funding opportunities as soon as the application windows open.

Featured Resources

INFRASTRUCTURE RESOURCE HUB

NRECA's Infrastructure Resource Hub is the nexus for resources for co-op leaders to stay informed on program updates, evaluate funding opportunities and ultimately enable readiness to apply for funding as application windows open.

Resource Hub Includes:

- Application Information
- Federal Funding Opportunities Webinars
- Infrastructure Funding Guidebook
- Grant Writing Assistance

\$100+ Billion

in Available Funding
Across 30 Programs

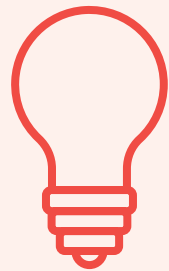


Visit the
Infrastructure
Hub

Leading

THE CHARGE FOR RELIABILITY AND SUPPLY CHAIN SOLUTIONS

NRECA led national conversations on the importance of a responsible energy transition and the threats to energy reliability due to supply chain constraints and other factors. Petitioning policymakers and engaging the media, we fought for the interests of our members and communities as we raised the level of discourse on these vital topics.



“American families and businesses expect the lights to come on whenever they flip the switch, and we’re concerned that the reliability of the grid is at great risk. Failure is not an acceptable option for the consumers we serve.”

— Jim Matheson, CEO
NRECA

CARRYING OUR MESSAGE TO LAWMAKERS

NRECA CEO Jim Matheson testified before the Senate Environment and Public Works Committee, addressing energy security and the need for a reasonable energy transition. His testimony made clear that “a resilient and reliable electric grid that affordably keeps the lights on is the cornerstone of American energy security and the national economy.”



Buddy Hasten,
President and CEO
Arkansas Electric
Cooperative Corp.

NRECA AND COOPERATIVE CEOS LEAD THE CHARGE FOR SUPPLY CHAIN SOLUTIONS

NRECA worked with our co-op members to carry a strong message to the White House and the U.S. Department of Energy, strengthening ties with key officials to elevate awareness of the impact of supply chain challenges. With Buddy Hasten, president and CEO of Arkansas Electric Cooperative Corp., as chair of the Electricity Subsector Coordinating Council’s Supply Chain Tiger Team and three other co-op CEOs involved, electric co-op leaders are working with federal agencies to unveil potential near-term solutions to ease the ongoing disruptions.



Significant STRIDES TO BRIDGE THE DIVIDE

As America's electric cooperatives play an increasing role in bridging the digital divide, NRECA continues to help members navigate the complex telecommunications landscape. The launch of NRECA Broadband, a first-of-its-kind service for participating members, was core to these efforts.

NRECA BROADBAND

With more than 90 participants* and counting, NRECA Broadband is strengthening and unifying the telecommunications business for America's electric cooperatives. Participants benefit from federal regulatory and congressional advocacy, timely intelligence and resources, and exclusive education and events to bolster their broadband business.



*As of December 31, 2022.

2022 BROADBAND LEADERSHIP SUMMIT SPEAKER



“...We want to learn from you and work with you to understand which obstacles you need us to clear.”

— Alan Davidson, Asst. Secretary of Commerce for Communications and Information and the Administrator of the National Telecommunications and Information Administration (NTIA)

INAUGURAL SUMMIT JOINS MEMBERS AND AGENCY LEADERS

NRECA Broadband participants, agency and congressional leaders and decision-makers engaged in candid discussions to shape the future of broadband in rural America at the first **Broadband Leadership Summit**.



ADVOCACY AND GUIDANCE ON BROADBAND CONTINUES



With tens of billions of funding dollars at stake, NRECA served as a strong advocate for robust broadband infrastructure and helped position members for funding opportunities.

- Members received timely guidance and updates on NTIA's Broadband Equity, Access, and Deployment Program and the U.S. Department of Agriculture's ReConnect Grant and Loan Program.
- NRECA's outreach and advocacy contributed to the Federal Communications Commission's rejection of nearly \$2 billion in flawed Rural Digital Opportunity Fund bids, making these areas available for other funding.

RURAL ELECTRIC BROADBAND BENCHMARKING REPORT



NRECA and the National Rural Telecommunications Cooperative joined forces to compile data from 88 co-ops that helps members evaluate their broadband position and plan future technology investments.

Harnessing THE POWER OF OUR COLLECTIVE VOICE

NRECA, our members and the communities they serve united to advance the priorities of America's electric cooperatives. From a modernized grassroots network to convening members and policymakers on key co-op priorities, our most effective advocacy tool was at work—*our collective voice*.

HALF A MILLION VOICES STRONG

Leveraging the power of social media to build and support a network of advocates to influence policy decisions, NRECA's national grassroots program, Voices for Cooperative Power (VCP), grew exponentially. Comprised of co-op consumer-members, **more than 500,000 advocates*** have signed on to champion co-op priorities and made their presence felt in several states.



STORIES OF LOCAL IMPACT

- Persistent efforts of VCP advocates in Oklahoma aided a favorable amendment to a proposed House bill that would have restricted state co-ops from setting pole attachment rates.
- Michigan advocates united against a plan to prematurely close power plants in that state. Although regulators approved the plan, the impact powered by VCP sparked important dialogue about electric reliability in Michigan.

**As of December 31, 2022.*



BUILDING LIFELONG CO-OP ADVOCATES

More than 1,300 student delegates representing co-ops across 28 states gathered in Washington for NRECA's Electric Cooperative Youth Tour. The program enables students and parents to learn about the impact of electric co-ops in their community and on national policy—developing lifelong advocates for co-ops on the issues that matter most.

CONVENING CO-OP LEADERS AND LAWMAKERS ON CAPITOL HILL

More than 780 cooperative members participated in NRECA's Legislative Conference, meeting with policymakers to share the cooperative story and wield the power of a shared voice on legislative priorities.

“The 2022 Legislative Conference was a good opportunity to hear from folks in Washington and a great opportunity to show co-op political strength by showing up in numbers.”

— Charles Sanders, Assistant Secretary-Treasurer
Aiken Electric Cooperative Inc.

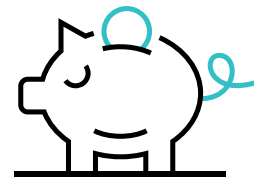
Enhancing BENEFIT PROGRAMS FOR FLEXIBILITY AND MEMBER SAVINGS

With ongoing enhancements to member benefit programs top-of-mind, NRECA launched a new feature for the Retirement Security (RS) Plan and achieved a member savings milestone yielded through the national network strategy.

\$2 BILLION IN MEMBER SAVINGS YIELDED THROUGH NATIONAL NETWORK STRATEGY



Since its launch in 2014, NRECA's national network strategy with UnitedHealthcare has yielded more than \$2 billion* in savings to the NRECA Medical Plan. These savings directly benefit NRECA's members by ensuring strong reserves, continued investment in product enhancements and competitive premium pricing.



INCREASING FLEXIBILITY THROUGH THE RS PLAN CASH BALANCE FEATURE

NRECA launched the RS Plan's new cash balance feature, offering member co-ops the choice of an additional benefit accrual formula. The feature allows cooperatives to manage costs and allocate benefits differently than the traditional formula, while still offering participants the security of a defined benefit at retirement. Member co-ops and participants benefit from flexible design choices that allow the employer to customize the benefit based on specific needs and goals.



SUPPORTING A DEVASTATED CO-OP COMMUNITY

South Louisiana Electric Cooperative Association (SLECA) continues to help its community rebuild from Hurricane Ida's devastating blow. The co-op family joined in as more than 100 NRECA staff and Interact Conference attendees aided clean-up efforts at SLECA's temporary offices and a local church and community center.

“While many people have forgotten the work that still needs to be done here, NRECA's Interact Conference volunteers have not. It means so much to know that we are part of a bigger family—the co-op family.”

— Joe Ticheli, General Manager
SLECA

*As of December 31, 2022.

Strengthening OUR MEMBERS' SECURITY POSTURE

NRECA's commitment to help strengthen the security posture of America's electric cooperatives was bolstered by the launch of new cybersecurity programs and resources and securing new government funding to advance technology defenses for our members.

DOE AWARDS NRECA \$15 MILLION FOR ICS SECURITY

The Department of Energy (DOE) awarded a three-year, \$15 million cybersecurity grant to NRECA, disbursing \$10 million in 2022. With the award funds, NRECA is teaming with members to identify and deploy industrial control system (ICS) monitoring technologies, then will leverage learnings to help enhance ICS security for all co-ops.

“As threats and threat actors evolve, electric cooperatives consistently work to improve their cyber defenses. Funding like this helps co-ops stay ahead of the curve.”
— Jim Matheson, CEO
NRECA

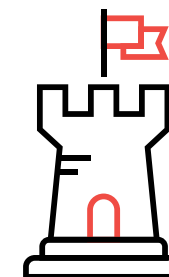


2022 CO-OP CYBER TECH CONFERENCE CONNECTS CO-OPS WITH GOVERNMENT EXPERTS

NRECA's first cybersecurity conference convened more than 300 technical professionals from member co-ops, industry and government. The sold-out event provided learning opportunities and the chance to network with peers and experts in cybersecurity technology.

INFLUENCING FEDERAL CYBER INCIDENT REPORTING RULES

Passage of a new law directed the Cybersecurity and Infrastructure Security Agency (CISA) to develop and implement cyber incident reporting requirements, duplicating co-op efforts. NRECA filed comments requesting CISA's coordination with the Department of Energy and the Federal Energy Regulatory Commission to ensure existing reporting requirements for co-ops are preserved and prevent disruption to the information sharing structure at the federal level.



NEW TOOLS TO PROTECT YOUR CO-OP

- The on-demand Cyber Incident Response Plan Development Workshop provides examples of cyber incident response plans and a starter template for developing a tailored plan.
- NRECA's Cybersecurity Lexicon provides research-based guidance integral to effective cybersecurity communications, complete with a messaging playbook.
- A Reputation Management and Cybersecurity Crisis Communications Guide includes recommendations to help establish a cybersecurity crisis communications plan and other strategies essential for protecting your reputation.

Powering MEMBER COMMUNICATIONS

NRECA continued to evolve efforts to equip cooperative leaders with the communications skills, resources and intelligence to seize opportunities and navigate challenges. From direct crisis communications support to consumer-member-facing assets, NRECA helped power our members' engagement.



PUTTING NEW SKILLS INTO ACTION

Media training workshop participant Rachel Johnson, Cherryland Electric Cooperative, discussed grid reliability with reporter Scott Thuman for a story that aired in 43 million U.S. households.

EMPOWERING MEMBERS TO BE EFFECTIVE MESSENGERS

NRECA debuted a media training workshop to help co-op leaders comfortably lead the conversation, stay on message and boost credibility with local media. The comprehensive curriculum, including on-camera interviews and critiques, arms members with the skills and confidence needed to share their co-op stories.

Words alone cannot describe the level of value the media training workshop has given us. I'm so thankful!

— Casey Clark,
Director of Communications and Marketing,
Michigan Electric Cooperative Association

SUPPORTING OUR MEMBERS WHEN THEY NEED IT MOST

When co-ops are in crisis, they turn to NRECA for rapid response communications. During Hurricane Ian and in the immediate aftermath of a substation attack in North Carolina, NRECA provided affected member co-ops with strategic guidance, messaging, media outreach and social media support to bolster their communications.



NRECA's communications department has provided invaluable assistance to us through this storm [Hurricane Ian].

— Charlotte Heston, Vice President of Corporate Services,
Peace River Electric Cooperative

Value of Electricity



Value of Electricity



HELPING MEMBERS NAVIGATE RATE INCREASES

In response to the impact of inflation, rising fuel costs and supply chain disruptions, NRECA convened co-op communicators to discuss leading strategies and practices for communicating cost increases. The result was timely resources to help co-ops more effectively position rate increases with their members.

Bringing LIGHT TO COMMUNITIES WORLDWIDE

NRECA International has provided electricity for more than 160 million people worldwide. In its 60th year, the organization continues to advance its mission to empower people to improve their quality of life.

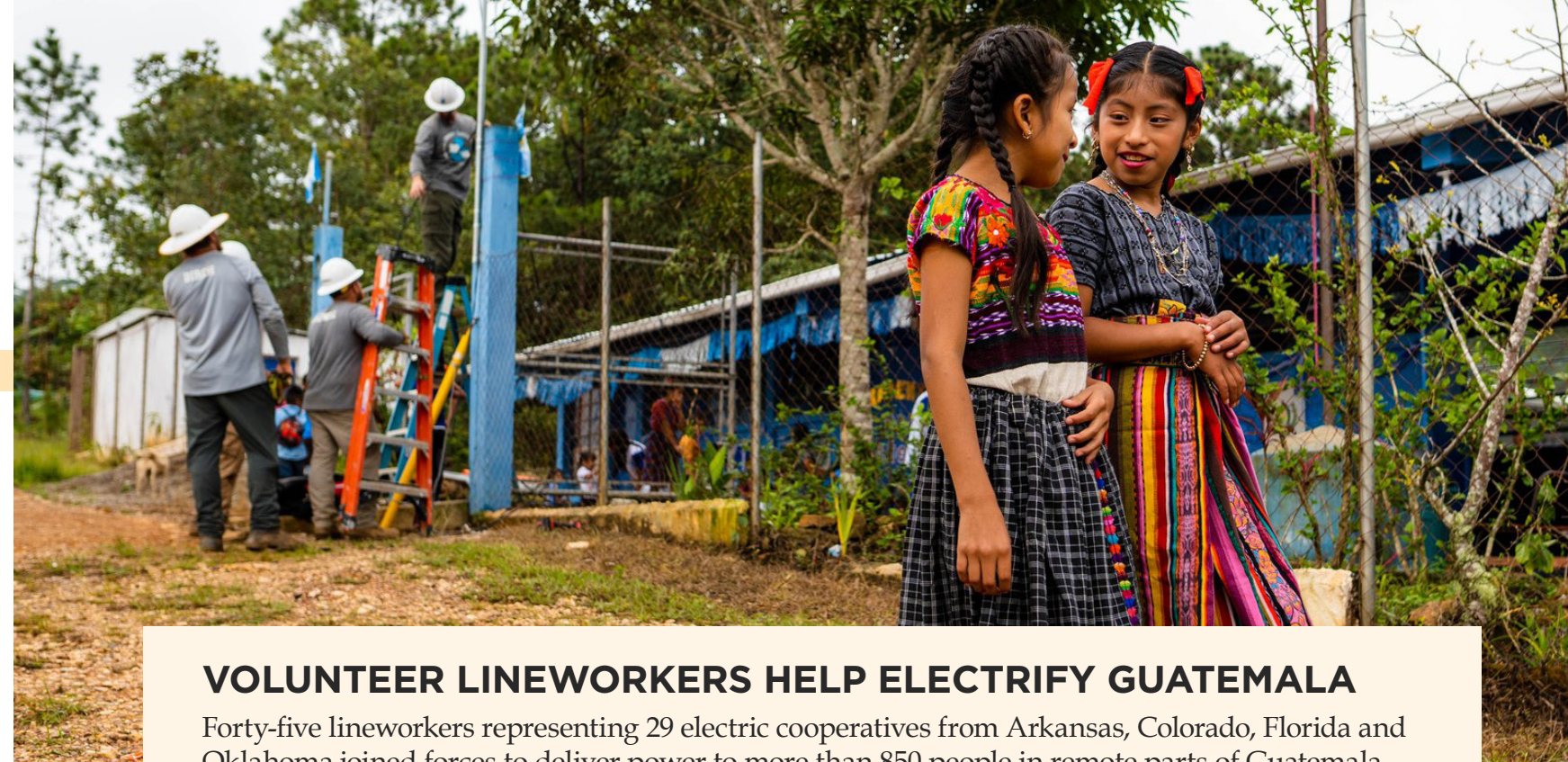


WADDLE INDUCTED INTO COOPERATIVE HALL OF FAME

Honoring 30 years of vision and personal commitment, the Cooperative Development Foundation inducted Dan Waddle, senior vice president of NRECA International, into the Cooperative Hall of Fame. Waddle's induction celebrates decades of leadership and his knowledge and skills in helping reduce poverty in emerging nations.

“Under Dan’s leadership, NRECA International has implemented successful, sustainable, scalable rural electrification programs that improve education, healthcare, safety and economic opportunities in communities across the world.”

— The Cooperative Development Foundation



VOLUNTEER LINEWORKERS HELP ELECTRIFY GUATEMALA

Forty-five lineworkers representing 29 electric cooperatives from Arkansas, Colorado, Florida and Oklahoma joined forces to deliver power to more than 850 people in remote parts of Guatemala.

ROADMAP FOR POWER IN THE DEMOCRATIC REPUBLIC OF CONGO

NRECA International completed a geospatial project that evaluated how the nation can cost-effectively serve 100 urban and semi-urban communities with reliable and affordable electricity. The project resulted in an electrification plan that will build a strong foundation for future investment and planning.



EXPANDING IMPACT

NRECA International won new contracts in six countries: Mozambique, Colombia, Burundi, Ghana, Senegal and the Philippines, portending economic growth and community empowerment in the years to come.



THANK YOU TO OUR VALUED MEMBERS

Making a difference for America's electric cooperatives is only possible through the ongoing trust and partnership of our members. Thank you for working alongside us to meet the current and future needs of your members and communities.

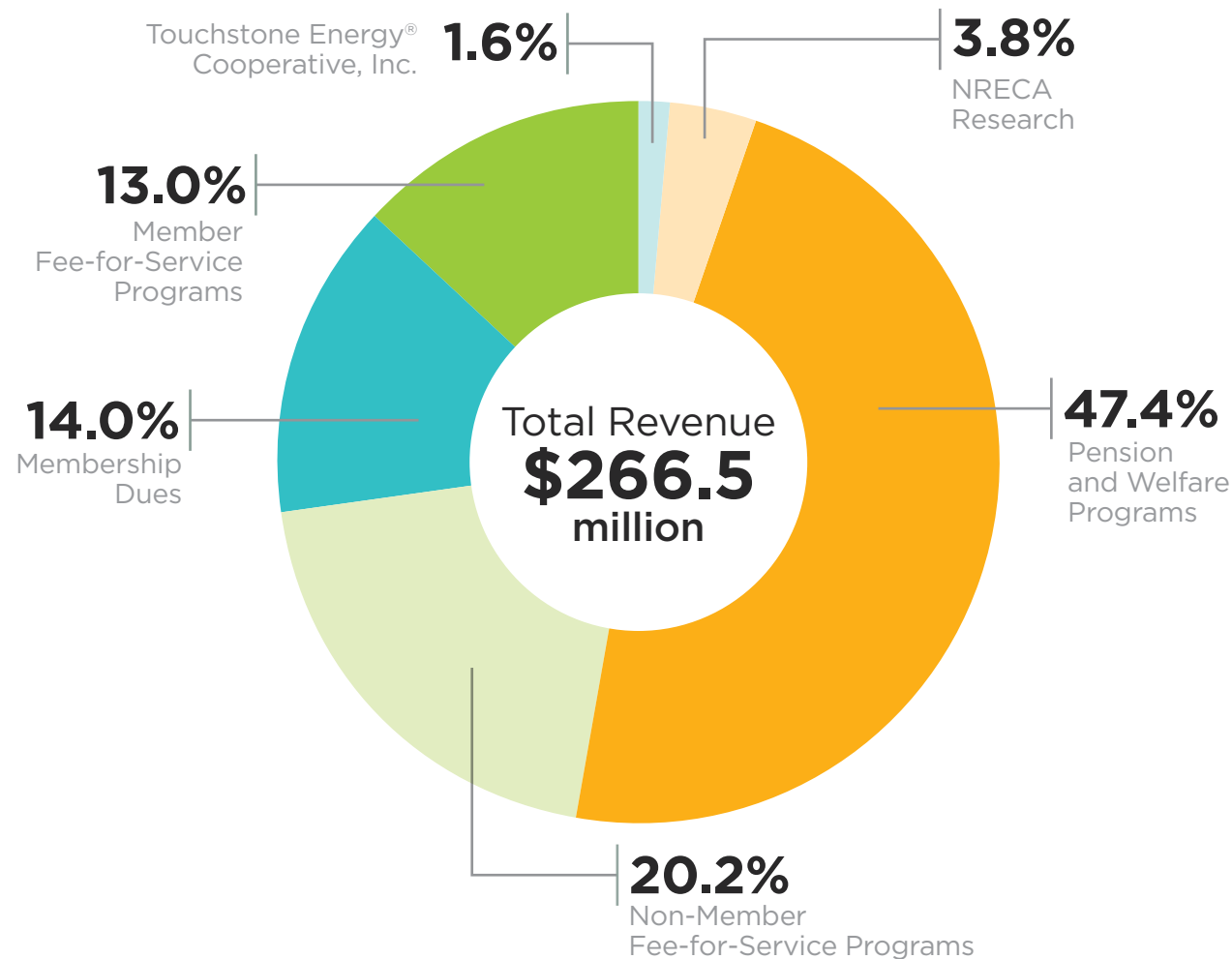


2022 FINANCIAL HIGHLIGHTS

THE ASSOCIATION

SUMMARY OF OPERATIONS (REVENUE BY SOURCE)

NRECA ended 2022 with total revenue of \$266.5 million and total operating expenses of \$262.9 million before the Retirement Security (RS) Plan Voluntary Contribution Acceleration Program (VCAP) payment. After the VCAP payment, the remaining \$2.3 million margin was contributed to the Cooperative Research Network (CRN) Fund to assist co-ops with the infrastructure bill as directed by the NRECA Board.



Financial information is unaudited and may change. Expanded financial information is available at electric.coop/annualreport.

REVENUE

General Membership Programs



Membership programs consist of government relations, communications, business and technology strategies and other programs. Dues and other income for the year of \$37.2 million partially funded the \$45.0 million cost of these programs. NRECA funded the \$7.8 million deficit, from margins earned on fee-for-service programs.

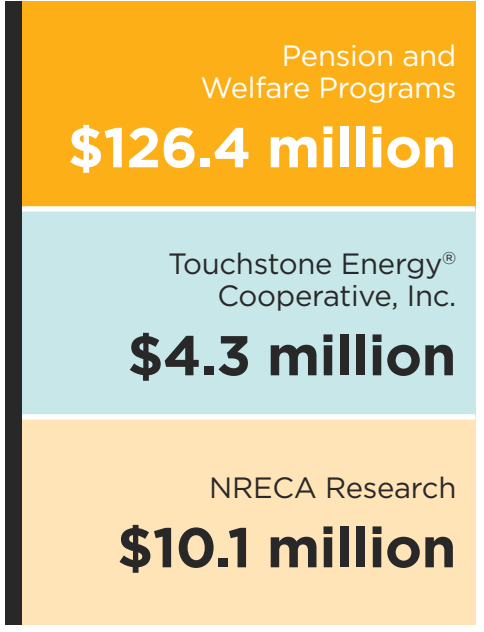
Fee-for-Service Programs



Revenue of \$34.6 million was generated from member fee-for-service programs, including training & conferences, PowerXchange, TechAdvantage®, regional meetings, RE Magazine and consulting. These programs ended the period with a net margin of \$3.0 million.

Revenue of \$53.9 million was generated from non-member fee-for-service programs, including the buildings owned by NRECA, fees for managing the Homestead Funds, NRECA International and others. These non-member programs ended the period with a net margin of \$8.4 million.

Cost Reimbursable Programs



NRECA is the plan sponsor and plan administrator of three multiple employer plans. NRECA provides plan administration services on a cost-reimbursable basis. Office space is provided at market rates.

NRECA provides administrative services to Touchstone Energy Cooperative, Inc. on a cost-reimbursable basis. Office space is provided at market rates.

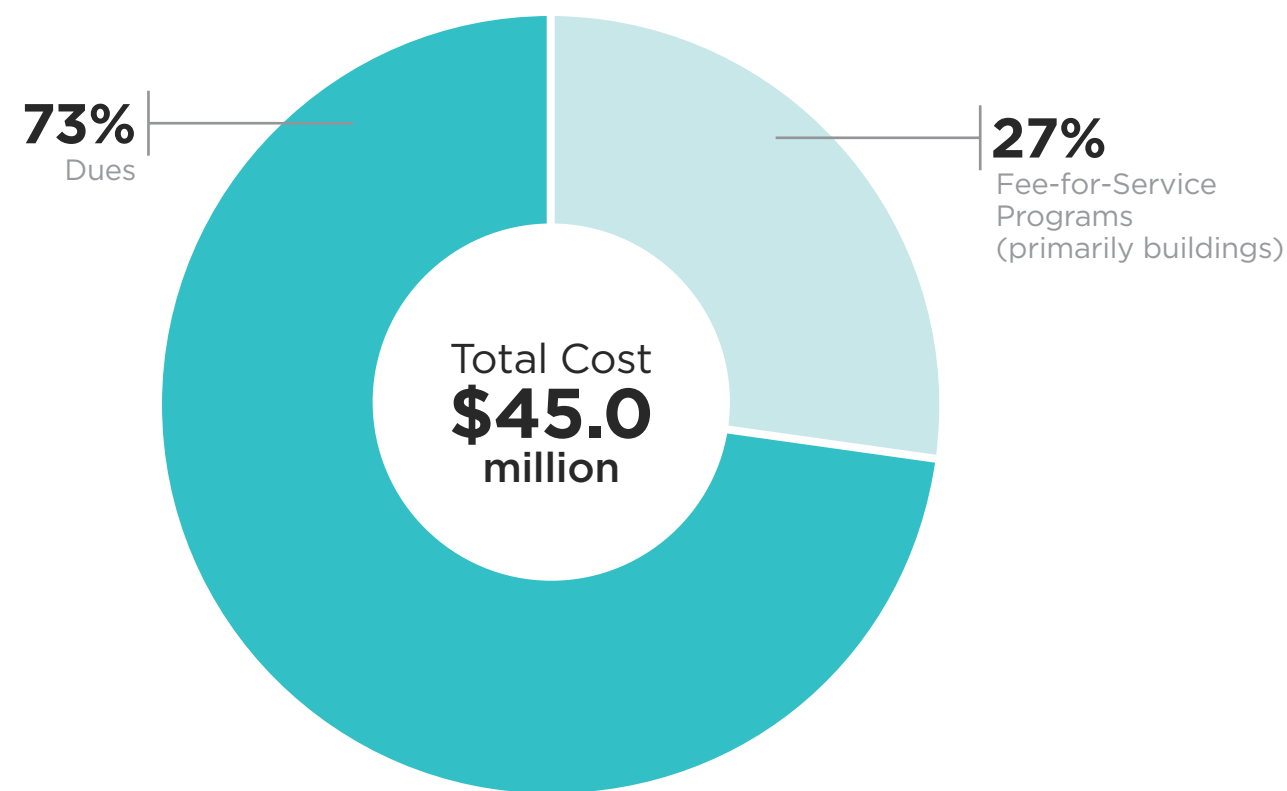
NRECA Research conducts research to accelerate technological innovation, which is primarily funded by member research dues, federal contracts and cooperative agreements. Revenue is recognized to the extent program expenses are incurred.

Financial information is unaudited and may change. Expanded financial information is available at electric.coop/annualreport.

GENERAL MEMBERSHIP PROGRAMS

Dues paid to the Association cover approximately 73% of the cost to run these programs, and the remaining approximately 27% is subsidized by fee-for-service programs, primarily rental income margins from the buildings.

FUNDING SOURCES



2022 FINANCIAL HIGHLIGHTS

NRECA MULTIPLE EMPLOYER PLANS

The pension and welfare programs administered by NRECA consist of three multiple employer plans: the Retirement Security (RS) Plan, the 401(k) Pension Plan and the Group Benefits Program. During 2022, NRECA remained committed to controlling costs while delivering high-quality products and services to member cooperatives and participants.

	Retirement Security Plan	401(k) Pension Plan	Group Benefits Program	Totals
Net Assets	\$9.3 billion	\$13.1 billion	\$682.8 million	\$23.1 billion
Contributions/Premiums	\$1.1 billion	\$924.6 million	\$750.2 million	\$2.7 billion
Benefits Paid	\$2.0 billion	\$1.0 billion	\$686.2*	\$3.8 billion
Plan Paid Administrative Expenses	\$28.0 million	\$41.0 million	\$38.8 million	\$107.8 million

*Includes \$39.9 million in insurance premium payments.

PHOTO CREDITS

FRONT COVER PHOTO BY: Ronie James Garza, Magic Valley Electric Cooperative

- 2** October Sunrise: Daniel Riedel
- 4-5** Chris Christenson, Jim Matheson: Denny Gainer
- 6** 2022 Board Officers: Denny Gainer
- 8-9** David Bissell: Senate Photography Studio; U.S. Capitol: Denny Gainer
- 12-13** Jim Matheson at Hearing: Alexis Matsui; RESCO Transformers, RESCO Pole Mount Transformers: RESCO; Buddy Hasten: Arkansas Electric Cooperative Corp.
- 14-15** Family on Tablet: Getty Images/Oscar Wong; Alan Davidson, 2022 Broadband Leadership Summit: Denny Gainer
- 16-17** VCP Sign: Oklahoma Electric Cooperatives; 2022 Youth Tour: Cale McCall
- 19** Telehealth: Getty Images/Oscar Wong; 2022 Interact Concern for Community Activity: Stephen Reasonover
- 20** 2022 Co-op Cyber Tech Conference: Denny Gainer
- 22-23** Rachel Johnson, Grid Reliability Interview: Kate Tillotson; Hurricane Ian Aftermath: PRECO; Value of Electricity Social Media Posts: Abby Berry, Getty Images
- 24-25** Dan Waddle: Luis Gomez; Volunteers for the 2022 Energy Trails Guatemala: Oklahoma Association of Electric Cooperatives/Studio 1441; Democratic Republic of Congo Presentation: NRECA International
- 26-27** 2022 Broadband Leadership Summit, 2022 Co-op Cyber Tech Conference: Denny Gainer; 2022 Interact Conference and Concern for Community Activity, 2022 Regional Meetings, Spotlight on Excellence, 2022 Connect Conference, 2022 Certified Co-op Communicator Meeting: Stephen Reasonover
- 33** Aerial Drone Shot: Mitch Bearden


DISCLAIMER

This document summarizes the consolidated financials and general activities of NRECA and its related companies. It is intended to be informational only. For ease of use, references to NRECA may include entities owned by or affiliated with NRECA; and references to NRECA programs, events or activities may include NRECA-owned or affiliated entity programs, events or activities.

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