

Overview of Tri-State's Cooperative Approach to a Cleaner Grid

Duane Highley
CEO



TRI-STATE

We are Reliable, Affordable & Responsible



- Wholesale generation & transmission
 - No retail customers
- Our members serve 1.3 million consumers, over 200,000 square miles
 - Average consumer per mile is 8.3
- In 2018, nearly one-third of energy consumed came from renewable energy
- 5,665 miles of transmission line
- 1,500 employees



43 members



Nearly one-third

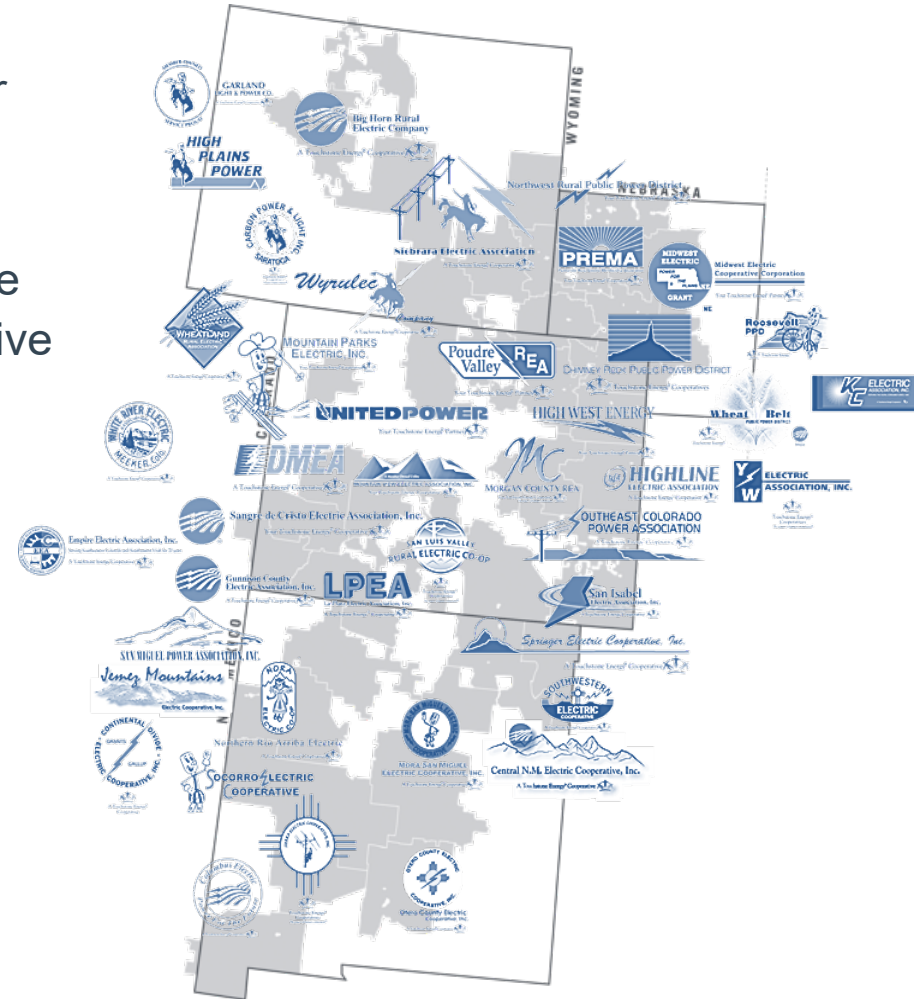


Over 5,600 miles

Tri-State's Cooperative Model



- Not-for-profit association of 43 member electric cooperatives and public power districts
- Tri-State Board of Directors governs the association and includes a representative from each cooperative
- Different than other providers:
 - Model and Governance
 - Business purpose
 - Ownership
 - Density
 - Areas served
- Same expectation: Deliver reliable, affordable, responsible energy



Our Cooperative is in Rapid Transition



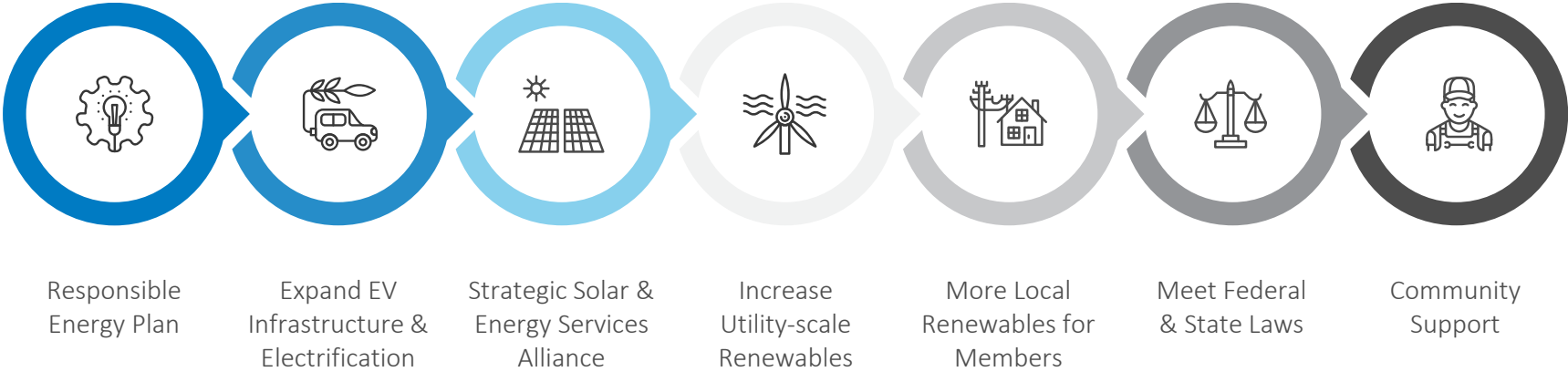
Our board and our members have had a busy summer:

- Changed our mission statement
- Reviewing our memberships and contracts to create flexibility
- Settled with DMEA
- Voted to pursue rate regulation at federal level (FERC)
- Issued 6th RFP for renewable energy
- Retiring Nucla Station early
- Exploring new ways to supply solar and energy services to members
- Transition to a cleaner energy portfolio

Our Transition to a Cleaner Energy Portfolio



Our clean energy transition will consist of many elements





To provide our member systems a reliable, affordable and responsible supply of electricity in accordance with cooperative principles.