
GeorgiaSystemOperations
ANNUAL REPORT 2025
Powered by
Our People

POWERED BY OUR PEOPLE

Georgia System Operations Corporation is powered by our people. Our nearly 300 employees — system operators, engineers and technicians, project managers and IT experts, corporate services and compliance professionals, among others — bring the expertise and dedication that keep GSOC operating safely, reliably, and independently for our 38 Member Systems. In partnership with Oglethorpe Power Corporation and Georgia Transmission Corporation, we help deliver affordable power to nearly 5 million Georgians — every day, every hour.

As the communities we serve continue to evolve, so do we. Knowledge transfer remains essential, as does embracing and implementing new technologies. We are committed to growing and developing talent across GSOC to meet the demands of a rapidly changing electric utility industry. We're powered to meet today's challenges and prepared to lead — now and into the future.


EXIT

EXECUTIVE MESSAGE

2025 was a good year for Georgia System Operations — steady, reliable, and economical. That steadiness is thanks to our employees, who power the system for GSOC, the Member Systems, Oglethorpe Power, and Georgia Transmission. But steady doesn't mean we're operating in the same way we did 20, or even 10, years ago. We're evolving with the changes in system demands, power supplies, and technology. The face of GSOC is changing as we manage retirements, bring on new employees to fill those gaps, and add staff to meet future demands. The challenges are many, but our team is ready.

One of the biggest challenges we're facing, here in Georgia and across the nation, is large loads — commercial and industrial facilities with power and energy demands that are not typical of traditional customer demand.

POWERING LARGE LOADS

Grid growth is rapidly expanding to keep pace with new and increasing technology demands, such as AI innovation, especially as data centers are proposed across Georgia. The status quo is no longer sustainable. Our System Operations team plays a significant role in industrywide discussions about standards development.

Georgia is a hub for new development of large-scale data centers, though we may have some time to prepare. We're watching Texas and Northern Virginia, where these increased demands have already taken off, to better understand the issues. We're seeing unprecedented problems as these new loads are attempting to connect to the grid faster than new generation capacity can come online to supply them. Over the next decade, we can expect demand to escalate considerably, even if only a fraction of the proposed data centers are built.

Right now, our Member Systems must devise and assess plans to meet the proposed capacity, including contingency reserve obligations. If they don't currently have the necessary capacity, they work with Oglethorpe Power and scheduling agents to evaluate feasibility plans, including new or expanded plant construction, energy procurement, and other generation/demand management schemes. In fact, Oglethorpe Power is now planning and building new plants, the first of which are scheduled to come online in 2029, and Georgia Transmission is building the transmission system to accommodate those large loads. Natural growth driven by Georgia's growing population is increasing demand, but anticipated data center demand is leading to the construction of new plants at an accelerated pace. Data center demands can range from 50 MW to greater than 1,000 MW. GSOC will work with the Member Systems to maintain a reliable system as new, large loads enter our system.

How are we preparing GSOC and the system for these large loads? Our employees are closely involved at the national and regional levels to learn and to represent the needs of our Members. We're studying the large-loads issue while working closely with Oglethorpe Power as they plan and build new generation facilities to address the Members' needs.

LOOKING AHEAD

As the electric utility industry evolves, our employees are studying, testing, and implementing tools to meet the demands of powering our Members' systems. We're constantly preparing ourselves to handle the changes, both major and minor, to the statewide grid for our Members, as well as playing our role as a contributor to the reliability of the larger electric utility industry.

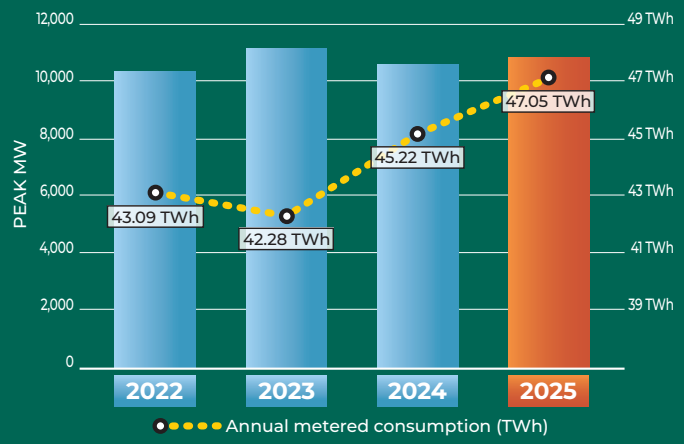
Gregory S. Ford
President & Chief Executive Officer

"We're focused on learning everything we can about large loads so that we can represent our Members effectively at both the regional and national levels. Gary Jenkins, our Vice President of System Operations, is working with Georgia Transmission, Municipal Electric Authority of Georgia (MEAG Power), and Georgia Power in drafting requirements for large loads on the Georgia Integrated Transmission System, while I'm a member of NERC's Large Load Task Force, helping to draft white papers, reliability guidelines, and potentially even new NERC reliability standards that would apply nationwide. By participating in these groups, we're preparing to support our Members as more of these large loads come onto the system."

~ Mark Reeves, Senior Director of Operations Policy

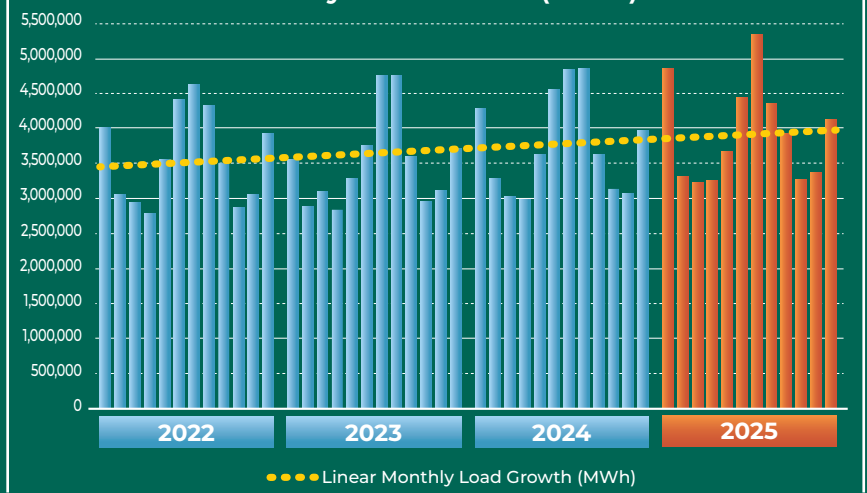
SYSTEM HIGHLIGHTS

Annual System Peak (MW) and Energy (TWh)



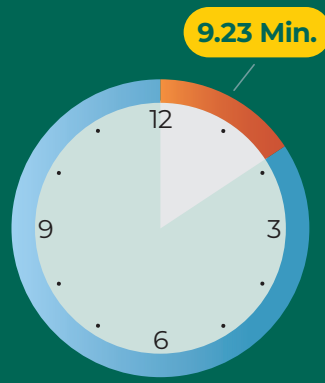
This bar graph reflects the annual system peak results during the past four years. Although the all-time hourly record set in December 2022 still stands, 2025 saw a new hourly summer peak with a load of 10,711 MWh on July 28. The accompanying line represents the annual metered consumption in TWh during the same four-year period.

Monthly Load Trends (MWh)



Monthly energy totals continued to trend upward for 2025 . Due in large part to winter storms Cora and Enzo in January, we set a new record for total monthly energy, 4,854 GWh, surpassing typical summer loading. But that record was eclipsed in July 2025 when the monthly energy exceeded 5,331 GWh due to consistently high temperatures.

SAIDI: System Average Interruption Duration Index



A major part of our mission is to provide reliable power. In 2025, in partnership with GTC, we achieved an average power outage duration per delivery point of 9.23 minutes, about 30 seconds below 2024's SAIDI.

At GSOC, our core business is managing the operations of the electric system that connects generation and transmission so our Member Systems — 38 of Georgia's electric membership cooperatives — can distribute energy to their consumers. The role we play is, without a doubt, critical to our Members and the Georgia economy, and it is driven by the hard work of our employees.

How do these employees operate? When our Energy Control Center operators determine that demand for electricity is getting high enough, a generation unit at a power plant must be brought online to meet that power demand. Our System Control Center operators monitor the statewide transmission system, targeting outage locations and supporting the external teams dispatched to fix the issues. It's critical to have a skilled, knowledgeable team in place — and we do.

STEADY SYSTEM OPERATIONS

Throughout 2025, GSOC managed the system with great success. This year, there were no catastrophic weather events as in years past. Nevertheless, there were strains on the system during winter storms and summer heat waves, but our team was able to restore power and manage generation adequately through it.

Due in large part to winter storms Cora and Enzo in January, we set a new record for total monthly energy, surpassing typical summer month levels.

But that record didn't hold for long.

“The system ran well in 2025. Driven by winter storms Cora and Enzo, we set a new record for serving monthly energy loads in January, surpassing typical summer values. Winter energy records were then surpassed in July for the most energy served in a month, at more than 5,331 GWh. For the fourth straight year, a new summer peak was set, this time at 10,711 MWh.”

~ Nathan Brown, Chief Operating Officer,
Executive Vice President, System Operations

That energy record was surpassed in July 2025 when the total monthly energy load exceeded 5,331 GWh due to consistently high temperatures. Prolonged high temperatures contributed to the elevated loads over the summer, with 39 days exceeding 90°F and three days surpassing 95°F.

July also saw a new hourly summer peak with a load of 10,711 MWh at 4:00 p.m. on July 28, just below the all-time hourly peak of 11,032 MWh from December 2022. This summer marked the fourth consecutive year of record-breaking hourly summer peaks.

But our job isn’t just generating and transmitting energy. We also work closely with Georgia Transmission on restoring power. The System Average Interruption Duration Index, or SAIDI, performance of 9.23 minutes was about 30 seconds shorter than 2024’s SAIDI. Right-of-way outages, some residual impacts from Hurricane Helene, an unusually rainy spring, and early summer conditions all contributed to the annual SAIDI performance.

On the generation side, oil-firing capability was implemented at the Talbot and Washington generation facilities. Oglethorpe Power plans to build three to five generating facilities with oil-fired capability upgrades in the next few years. Our employees are exploring how we’ll handle those additional resources as demand continues to increase.

“Our team delivered five new fiber network services to EMC broadband affiliates and other internet service providers, which provide internet access to many parts of rural Georgia that have traditionally been underserved. Additional fiber network resiliency was added to automate failover for EMCs’ operational communications.”

~ Mark Bowman, Manager, Network Engineering

POWERING SYSTEM TECHNOLOGY

Managing the system for generation and transmission is critical, but that isn't the only responsibility our team handles in support of the Members. We manage the technology required to safely and securely run the system, using industry-leading tools to protect and run our systems.

We also implement changes required to support our Members. For instance, a new Scheduling Member Group was added in 2025 and we began preparations for 2026 Scheduling Member-related changes, which include generation capacity swaps between EMCs.

Additionally, the Operations Technology Control Center (OTCC) team enhanced its reporting and communications by implementing incident communications directly from its ticketing system. In 2025, the OTCC handled 12,657 incident tickets.

A STRONG COMMUNICATION NETWORK

Our fiber network is a critical element of the system. Through Georgia Network Operations Company, or GNOC, and our collaboration with Georgia Transmission and the Member Systems, we continue to expand that statewide fiber network, increasing the reliability and capability of our communications infrastructure.

The primary goal of this expansive, light-driven network is to enhance the reliability and security of our systems by connecting directly to our remote stations, such as substations, over our own infrastructure. In 2025, working closely with Georgia Transmission, we made significant advancements on the network. More than half of the system's substations are now connected to the fiber network and managed by the control centers, giving our system operators reliable, high-speed access to the grid. For the Member Systems' headquarters, we're continuing to install enhancements to our internet and fiber network services throughout the state.

Another benefit of this fiber network is providing broadband connections for the Member Systems. These broadband efforts bring reliable internet service to their rural customers who previously had none.

PROTECTING AND MONITORING THE SYSTEM

Cybersecurity remains a concern, both within GSOC and across the utility industry. We continuously monitor threat intelligence feeds and actively share information with our Members to stay ahead of emerging threats. Educating and alerting our employees and Members on how to identify security risks from bad actors is also an ongoing priority.

In 2025, GSOC expanded our operational technology network security monitoring program for the first set of key remote locations, laying the foundation for broader deployment in 2026. The program will provide us with greater insight into the behavior of communications moving through our network and help us prepare for potential future regulatory requirements, such as CIP-015.

GSOC's Power Technology and Shared Services IT teams partnered to begin executing a three-year cybersecurity road map to align with the National Institute of Standards and Technology (NIST) Cybersecurity Framework 2.0, focusing on identity management, supply chain risk governance, and advanced detection capabilities. In 2025, we were focused on platform security improvements, data protection measures, and awareness training programs. This program helps us measure our cybersecurity program progress against industry benchmarks, as well as to target improvements for our cybersecurity program and strengthen resilience against cyberthreats.

Additionally, GSOC strengthened physical security at our control centers with enhanced access controls to safeguard critical infrastructure and ensure uninterrupted system reliability. These efforts collectively reinforce operational resilience and position GSOC to meet evolving regulatory and security challenges.

A NEW AUDIT SCHEDULE

Regulatory compliance has been a core responsibility for electric utilities since the enactment of the Energy Policy Act of 2005. GSOC successfully completed its first Operations & Planning (O&P) audit in 2008 and has consistently demonstrated strong performance in the many audits conducted since that time.

Historically, O&P and Critical Infrastructure Protection (CIP) audits were conducted back-to-back. While effective in maintaining alignment with NERC standards, these document-heavy and labor-intensive audits required significant coordination across System Operations and the Compliance team.

To promote a more efficient and sustainable audit approach, GSOC worked with SERC Reliability Corporation to demonstrate reduced inherent risk through sustained positive performance, a mature NERC compliance program, a robust internal controls framework, and a strong culture of compliance. Based on this demonstrated performance and reduced risk profile, SERC notified GSOC that we are a candidate for a rotational monitoring framework, under which O&P and CIP audits will be conducted on alternating cycles.

As a Transmission Operator (TOP), GSOC must be audited at least once every three years. While this pilot monitoring approach does not change the audit requirement, the rotational structure effectively results in each discipline being audited every six years rather than every three. GSOC's O&P audit is already underway for 2026. The next CIP audit is planned for 2029.

A COMPLIANCE–ENGINEERING PARTNERSHIP

To keep GSOC's operations compliant with NERC regulations, our System Operations team must be aware of and fully understand those reliability standards. In 2025, the Compliance group partnered with Operations Engineering to develop a Bulk Electric System (BES) compliance and awareness training program. While these engineers are primarily responsible for operational support, they also play a key role as subject matter experts in supporting NERC regulatory compliance. Their ability to provide timely and accurate evidence that internal controls align with NERC Electric Reliability Standards is essential, especially during audits or self-certifications. This program, now in effect, offers enhanced mentoring, training, and awareness to confidently manage these responsibilities.

"We worked closely with SERC Reliability Corporation in 2025 to decouple our Operations & Planning and Critical Infrastructure Protection audits. GSOC presented how our operational model — built on real-time data provision to Southern Company and Southern Company's execution of analytical reliability functions — collectively mitigates system risk and reduces audit scope. SERC has preliminarily agreed to restructure GSOC's audit cycle, allowing O&P and CIP audits to alternate on a staggered three-year basis, rather than conducting both simultaneously."

~ Scott McGough, Senior Bulk Electric System Compliance Manager

“GSOC began our operator training program in 2024 to prepare for impending retirements in the control centers. Through the program, we select strong new candidates to learn the control center operator role on the job and prepare them for their required certifications. 2025 was a landmark year for us as our four system operator trainees completed their programs and passed their NERC certification tests. They are now in the process of further training for future openings within System Operations.”

~ David Mills, Manager, Operations Training

POWERING OUR WORKFORCE

We could not power an electric utility company such as GSOC without a strong staff in place. We look for the best candidates for positions — but that's just the beginning. Ongoing training and development are vital.

In that vein, we strengthened our onboarding process, returning to an in-person program where our new employees learn about GSOC and our partnerships with Oglethorpe Power and Georgia Transmission, and how we support our Member Systems and the statewide grid. The program is designed to establish a baseline of organizational knowledge and cultivate employees who are curious, collaborative, and prepared to contribute meaningfully from day one.

As we bring on a new generation of employees, we're also learning how to identify and adjust to generational differences. Managers participate in annual programs to learn about these differences so all employees feel heard.

DEVELOPING OUR OPERATORS

It's critical for our Members that our legacy of providing safe, reliable operations across the state continues uninterrupted. As retirements become more commonplace at GSOC and across the industry, we needed a plan to develop system operators who can step into the control center roles and keep the system running without a gap in service.

To that end, GSOC initiated a system operator trainee program in 2024. In 2025, the program's second year, four new trainees were brought on board to learn the system operator role — a critical position for GSOC and the statewide grid. These trainees go through intensive training on the system operator role, how the control centers operate, and about system readiness. In 2025, they engaged in GridEx with other System Operations employees, were involved with last fall's load shed drill, and participated in a disaster recovery plan, or DRP, tabletop exercise with Georgia Transmission — all critical exercises in understanding the full system operator role.

Their studies and preparations paid off: All four trainees passed their NERC certification exams. They are still preparing for control center readiness through continued studies. They'll be ready when they're needed.

ALIGNING WITH OUR PARTNERS

At GSOC, how we support our Members shifts in response to changes across the electric utility industry and within our statewide grid, whether driven by technological advancements or regulatory compliance requirements. Likewise, we periodically and strategically adjust our focus and responsibilities in areas necessary to help ensure the supply of reliable services to the entities we support. With that in mind, we realigned three of our business units in 2025.

Corporate Planning & Member Support was created in 2025, combining the functions of Energy Accounting & Settlements, Data Systems, and Business Operations & Member Support, as well as the administration of the GSOC strategic planning function. This realignment enhances our effectiveness and efficiency in support of our Members.

With an eye on GSOC's shifting population, Shared Services Administration took a significant step toward enhancing operational efficiency and effectiveness. This new structure underscores GSOC's commitment to aligning capabilities with our core strategic objectives and refining our operational model to ensure high-value output across teams in its support of the three companies.

Faced with rapidly changing technology and the user needs of the three companies, Shared Services IT was restructured into three units: IT Enterprise Application Solutions, IT Infrastructure & Security, and IT Business Office, while continuing support via the IT Service Desk. This streamlined organization is better aligned to support the needs of Oglethorpe Power, Georgia Transmission, and GSOC as technology continues to evolve.

POWERING THE FUTURE OF TECHNOLOGY

Today, nearly everything we do is automated and computer-based, streamlining efficiency and accuracy. The technology we rely on is evolving at a rate faster than ever before. This digital acceleration is driving increased energy consumption as more data centers are developed. At the same time, it's transforming how businesses operate and how we work.

The rapid emergence of AI represents a significant inflection point in the ongoing digital evolution. AI is fundamentally changing how we are able to interact with technology. It's being used to automate repetitive, time-consuming tasks, allowing our employees to focus on higher-value work. AI also helps businesses make faster and more informed decisions by analyzing vast amounts of data and providing actionable insights. What might take an employee days to research can now be found in just minutes. AI is now integrated into everyday tools, such as Microsoft Office, to enhance productivity and capability.

But the key to AI adoption in the workplace is ensuring our workforce is ready for AI and uses it securely and responsibly. Shared Services IT is partnering with Oglethorpe Power, Georgia Transmission, and GSOC through policy, pilots, and workforce enablement, positioning all three companies for AI adoption and secure, responsible innovation.

Internally, Shared Services IT is working to integrate AI into the enterprise environment, combining technological innovation with efficiency.

MODERNIZING APPLICATIONS

As technology advances, so must the applications we offer for Oglethorpe Power, Georgia Transmission, and GSOC. We're modernizing business applications and improving integration, security, and operational efficiency. Those modernizations range from custom applications to major platforms such as SharePoint.

Maximo is used across the three companies. In 2025, we enhanced its integration for preventive maintenance and improved project request workflows. Shared Services IT also supported Georgia Transmission in sharing disaster response analytics with the Member Systems, a critical communication capability for ensuring consistent, accurate information is available during disasters.

Compliance has become a core responsibility for the electric utility industry, and Shared Services IT developed and deployed a custom compliance application for Oglethorpe Power.

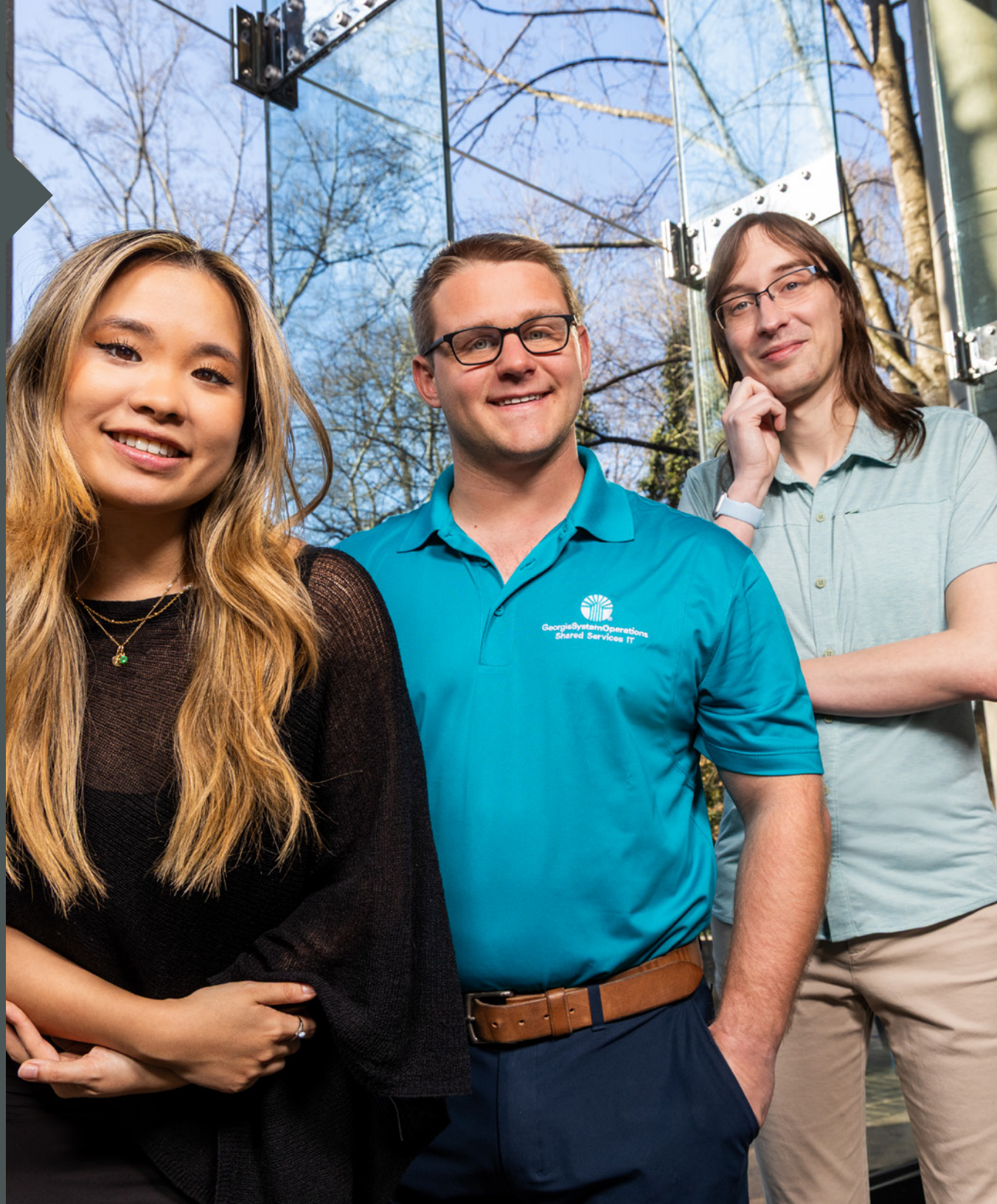
We're also piloting new ways of working and implementing project management tools to increase the speed and agility with which we deliver technology improvements to all three companies.

"As technology changes and our workforce evolves, our approach to IT must evolve as well. We restructured Shared Services IT to better meet the needs of our customers, Oglethorpe Power, Georgia Transmission, Georgia EMC, and GSOC, strengthening our focus on modernization and service. We're powered to enable the enterprise through technology."

~ David Revill, Vice President & Chief Information Officer

“We’re leading the enterprise-wide AI adoption through policy, pilots, and workforce enablement, positioning Oglethorpe Power, Georgia Transmission, and GSOC for secure, responsible innovation. We conducted AI awareness training for all employees to facilitate safe, effective workforce adoption and delivered targeted AI training sessions for leadership and technical groups at all three companies. We also developed a governance policy in collaboration with legal and business teams.”

~ Jennifer Suttles, Director, IT Business Office



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David Revill
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Paul Turner
Vice President, Advisor

MEMBER SYSTEMS

Member System	*Member System Representative*	*Manager*
1. Altamaha EMC	Robert E. Youmans	George McLendon
2. Amicalola EMC	John H. Bennett Jr.	Todd Payne
3. Canoochee EMC	Lavanda Lynn	Michael Wasson
4. Carroll EMC	Alvin W. Ginn	Timothy C. Martin
5. Central Georgia EMC	D.A. Robinson III	George L. Weaver
6. Coastal EMC *d/b/a Coastal Electric Cooperative*	John B. Kearns	Christopher W. Fettes
7. Cobb EMC	David Tennant	Kevan Espy
8. Colquitt EMC	B. Don Copeland	Danny Nichols
9. Coweta-Fayette EMC	James W. Fulton III	Christopher L. Stephens
10. Diverse Power	David E. Murphy	Wayne Livingston
11. Excelsior EMC	Amy Hendrix	Greg Proctor
12. Flint EMC *d/b/a Flint Energies*	Clarence J. Robinson Jr.	Jeremy Nelms
13. Grady EMC	Eric Cohen	John W. Long
14. GreyStone Power	Charisse A. Braxton	Gary A. Miller
15. Habersham EMC	Dan Thurmond	Bryan Ferguson
16. Hart EMC	Guerry Hall	Jeffrey W. Murphy
17. Irwin EMC	Phil Gilley	Scott Anderson
18. Jackson EMC	Shade Storey	Ernest A. Jakins III
19. Jefferson Energy Cooperative	Thomas Phelps	Wayne A. Gossage Jr.
20. Little Ocmulgee EMC	Jim Knight	Lewis Sheffield
21. Middle Georgia EMC	Wes Hopper	Randy Nichols
22. Mitchell EMC	W. Lucius Adkins Jr.	Tony F. Tucker
23. Ocmulgee EMC	Billy Hartley	John Turner
24. Oconee EMC	Juanita Austin	Terri Howard
25. Okefenoke REMC	Terrell Brazell	John Middleton
26. Planters EMC	Stanton R. Hillis	Norman Williams
27. Rayle EMC	Jackie Copelan	Tony Griffin
28. Satilla REMC	Robert L. Lewis Jr.	Romeo A. Reyes
29. Sawnee EMC	Gary Porter	Michael A. Goodroe
30. Slash Pine EMC	Louis Cassotta	J. Timothy Register
31. Snapping Shoals EMC	Jake Carter	Shaun W. Mock
32. Southern Rivers Energy	Stephen Goodman	Michael J. McMillan
33. Sumter EMC	Cecil O. Myers	Rene Smith
34. Three Notch EMC	Steve Holt	Janet T. Grimsley
35. Tri-County EMC	George Comer	Ray Grinberg
36. Upson EMC	Ronnie Hendricks	Kenneth E. Simmons
37. Walton EMC	Dr. Michael Lowder	Ron Marshall
38. Washington EMC	Mike McDonald	Wendy H. Sellers

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