



Cooperative Update

Julie C. Parsley | Chief Executive Officer

Eddie Dauterive | Chief Strategy Officer

Nathan Fulmer | Chief Operations Officer — Distribution

Randy Kruger | Chief Financial Officer

JP Urban | Chief Administrative Officer



CEO Report

Julie C. Parsley | Chief Executive Officer

Regulatory Update: PUC

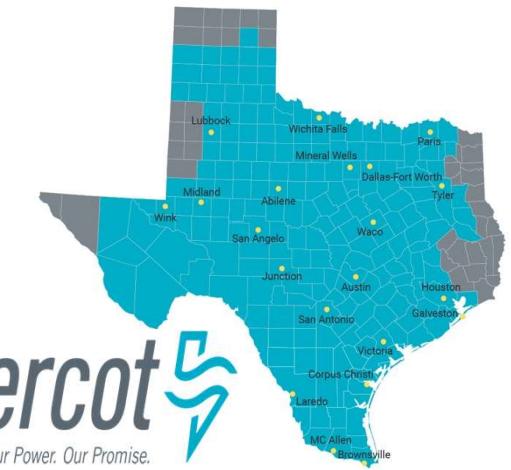
- Open meeting on November 14, 2025
- **Wildfire Mitigation Rule** - The rule implements HB145 (89R), which requires the Commission to develop rules for approving utility wildfire mitigation plans
 - Utilities will be required to file their proposed plan by May 1, 2026
- Morgan Johnson was appointed by Governor Greg Abbott to serve as a commissioner of the Public Utility Commission of Texas
 - First Open Meeting – November 6
 - Most recently served as Deputy General Counsel, Office of the Governor
 - Former Senior Counsel at TCEQ (Executive Director and Commissioner's Office)
 - Term expires September 1, 2031



Johnson

ERCOT Update

- PUC approved a reduction to the 2026 System Administration Fee:
 - This fee is paid by all market recipients to fund operations and grid improvements and was previously increased from \$0.555 to \$0.63 in 2023 to fund improvements from Winter Storm Uri and legislative mandates
 - This fee is to be reduced from \$0.63 to \$0.61 per MWh, effective January 1, 2026
- Next month, the ERCOT Board will consider two projects that are part of its 765 kV Strategic Transmission Expansion Plan (STEP)
 - Eastern Backbone Project
 - Drill Hole to Sand Lake to Solstice 765 kV line project in the west



emPOWERing Women Conference



November 7 - Austin, TX

- PEC Team participated in annual conference
- Panel discussion included PEC CEO Julie Parsley, plus Dawn Constantin, Kristi Hobbs, and Kevin Gresham



Ethics Week

- National Compliance & Ethics Week occurs the first week of November
- Opportunity for our Compliance team to visit with staff across the district offices and grow PEC's ethical culture
- PEC's Code of Conduct, Policies, and our Cooperative Values of **Safety**, **Service**, **Integrity**, and **Accountability** drive our ethical program



PEC Holiday Lights



**Visit PEC's
Holiday Lights
and make your
holiday merry
and bright!**

Shining brightly
Friday, November 28
through
Sunday, January 4



November Quarterly Report

Eddie Dauterive | Chief Strategy Officer

PEC's Strategic Plan

PEC's plan contains Cooperative Goals and Objectives provided by its Board of Directors to outline long-term planning.

Completing the 2021-2026 Strategic Plan:

- Over the last five years, a total of **261 annual initiatives** were set to achieve the Goals and Objectives.
- In early 2025, PEC leadership began the process to update its next version.
- The 2026-2030 Strategic Plan was announced in mid-2025 to prepare staff for 2026 budgeting and annual planning.

PEC 2021-2026 Strategic Plan

Goal Categories	Goal Objectives	Completed Initiatives
1. Maximize Value to Our Membership	3	44
2. Achieve Operational Excellence	4	70
3. Protect the Financial Health of the Cooperative	3	54
4. Pursue Workforce Optimization	2	48
5. Advance Tactical Safety and Security	3	45

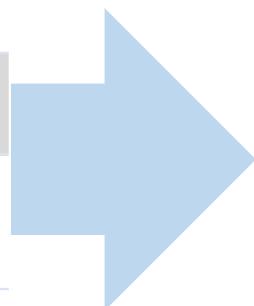
Defining New Goals

2021-2026 Strategic Plan

Goal Categories	Goal Objectives
1. Maximize Value to Our Membership	3
2. Achieve Operational Excellence	4
3. Protect the Financial Health of the Cooperative	3
4. Pursue Workforce Optimization	2
5. Advance Tactical Safety and Security	3

2026-2030 Strategic Plan

Goal Categories	Goal Objectives
1. Maximize Value to Our Membership	3
2. Achieve Operational Excellence	3
3. Protect the Financial Health of the Cooperative	3
4. Advance Workforce Continuity, Safety, and Security	4
5. Pursue Enterprise Optimization	3



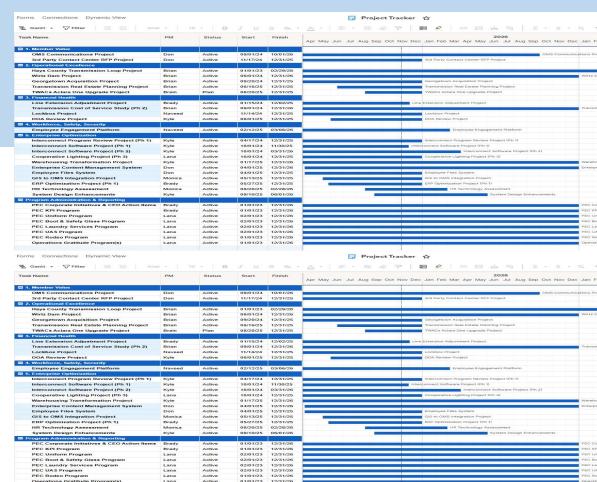
PEC's Strategic Direction

2026 - 2030 Strategic Plan



Pedernales Electric
Cooperative

2026 Strategic Execution



2026 KPI Program

Summary of Measures, Targets and Weights for 2026 KPI Plan					
	Measure	Target	Actual	Weight	Overall KPI
1. R001 Goal: Maximize Value to Our Members					
Power of Choice Enrollments	≥ 7,726	≥ 7,476	≥ 6,800	20%	4.0%
Community Outreach	≥ 3	≥ 2.2	≥ 1.8	20%	4.0%
Customer Satisfaction Score	≥ 4.40	≥ 4.45	≥ 4.50	20%	4.0%
Queues Solved on First Call Contact	≥ 75%	≥ 80%	≥ 85%	20%	4.0%
Paperless Billing Penetration	≥ 45%	≥ 48%	≥ 50%	20%	4.0%
2. R002 Goal: Achieve Operational Excellence					
Renewable Wind Performing Feeders	≥ 3	≥ 5	≥ 7	10%	6.0%
Renewable Energy Interconnection Queue Value (DAIS)	≤ 100 min.	≤ 125 min.	≤ 90 min.	40%	0.0%
First Step Resolution Duration	≤ 120 min.	≤ 125 min.	≤ 90 min.	20%	6.0%
3. R003 Goal: Maximize Health of the Workforce					
Operating Expenses and Maintenance	≤ 2,025	≤ 2,000	≤ 1,950	40%	5.0%
Capital as a % of Budget	≤ 1.0%	≤ 0.9%	≤ 0.8%	30%	6.0%
Competitive Ratio	≥ 1.9%	≥ 2.0%	≥ 2.2%	30%	6.0%
4. R004 Goal: Pursue Workforce Optimization					
# of Employees Completing Technical	≥ 80%	≥ 85%	≥ 90%	10%	6.0%
# of Employees Completing Compliance	≥ 90%	≥ 95%	≥ 98%	40%	6.0%
# of Employees Completing Professional	≥ 70%	≥ 75%	≥ 80%	30%	6.0%
5. R005 Goal: Advance Safety and Security					
Total Case Incident Rate (TCIR)	≤ 3.6	≤ 3.0	≤ 2.5	20%	4.0%
Days Away Restricted Duty (DARD)	≤ 2.0	≤ 1.5	≤ 1.0	20%	4.0%
Vehicle Accident Rate	≤ 3.0	≤ 2.5	≤ 2.0	20%	4.0%
Phishing Simulation Awareness	≥ 96.0%	≥ 97.0%	≥ 97.5%	20%	4.0%
Accide Cessat Efficiency	≥ 97%	≥ 98%	≥ 99%	20%	4.0%



Planning Through 2025

Executing the 2026-2030 Strategic Plan

- May 2025:** Final Resolution for PEC's 2026-2030 Plan
- Jun. 2025:** Reviewed Building Scale initiatives
- Jul. 2025:** Initiated a review of core utility systems and integrations
- Aug. 2025:** Leadership engagement of strategic themes and budgeting review
- Oct. 2025:** Board review sessions for the 2026 budget
- Nov. 2025:** Initiated the employee "Pulse" survey to incorporate feedback into initiatives
- Dec. 2025:** Board approval of the 2026 KPI Plan

Plans In Development

2026 Strategic Execution

- Progression of Building Scale items
 - Operational efficiencies
 - Supply chain improvements
 - Optimizing enterprise systems
- Address themes discussed in strategic planning
 - System resiliency
 - Business continuity
 - Large project funding
 - Succession planning
- Consideration for the budget impact of initiatives
- Input from employee “Pulse” survey

2026 KPI Plan

- Maintain broad familiarity for staff understanding
- Continue stretching goals based on performance
- Adjust framework based on new strategic plan structure
- Begin introducing metrics tied to strategic planning
- Develop a new “Adder” incentive
- As initiatives and programs develop in 2026, prepare future year KPIs

**To be presented as DRAFT at the November Board Mtg
with approval at the December Board Mtg**

Future KPIs

2026 Strategic Execution

Programs that will build future KPIs

Warehousing Systems - Improve inventory functionality and efficiency

Procurement Practices - Workflow efficiencies in contract management

Password Protection - Strengthen employee password utilization through internal testing

Line Loss Reduction Program - Locate and quantify losses for financial recovery

IT Service Management - Analyze system performance and strengthen reliability

2027 KPI Plan

Potential future measurement descriptions

Inventory accuracy, turn rates, and/or carrying cost metrics

Measuring value in cost savings or avoidance, and vendor performance

A percentage, or total, of successful internal testing completed

A percentage of the unaccounted energy that enters the distribution system as unbilled

Further develop the measurements of availability, response time, and resolution time



Operations Report

Nathan Fulmer | Chief Operations Officer -
Distribution

Canyon Lake Tornado Event

October 24, 2025: An EF-1 tornado touched down near Kendalia and moved along FM 306, north of Canyon Lake.

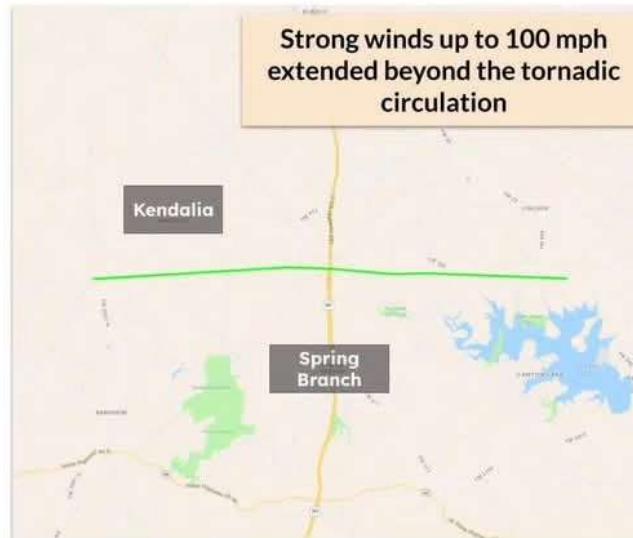
Preliminary Damage Survey Results

October 26, 2025
6:46 PM

Kendall/Comal County Tornado

Date	October 24, 2025
Time (CDT)	11:35 PM – 11:58 PM
EF Rating	EF-1
Est. Peak Wind	110 MPH
Path Length	20.1 miles
Lat/Lon Start and End	From 29.933 N 98.578 W to 29.933 N to 98.243 W
Max Width	300 yards
Injuries/Fatalities	None

Strong winds up to 100 mph extended beyond the tornadic circulation



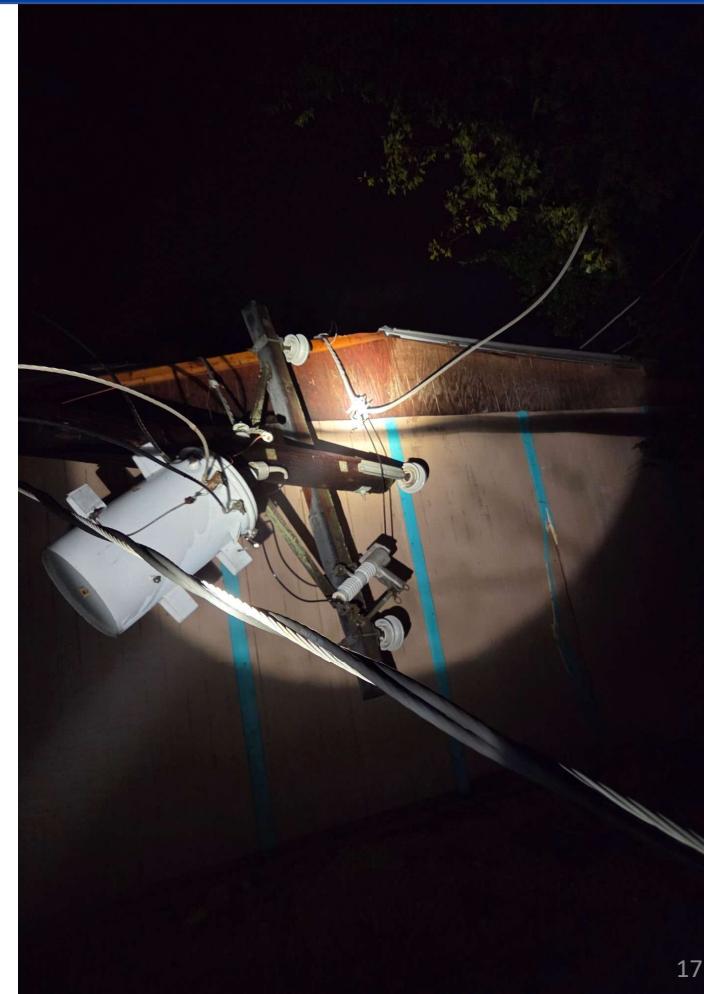
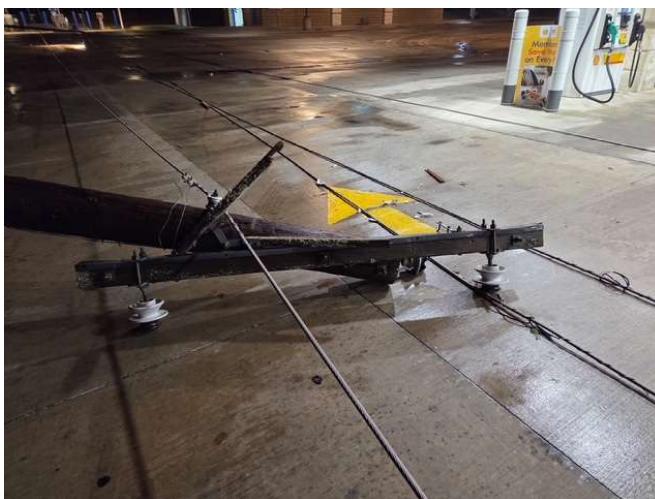
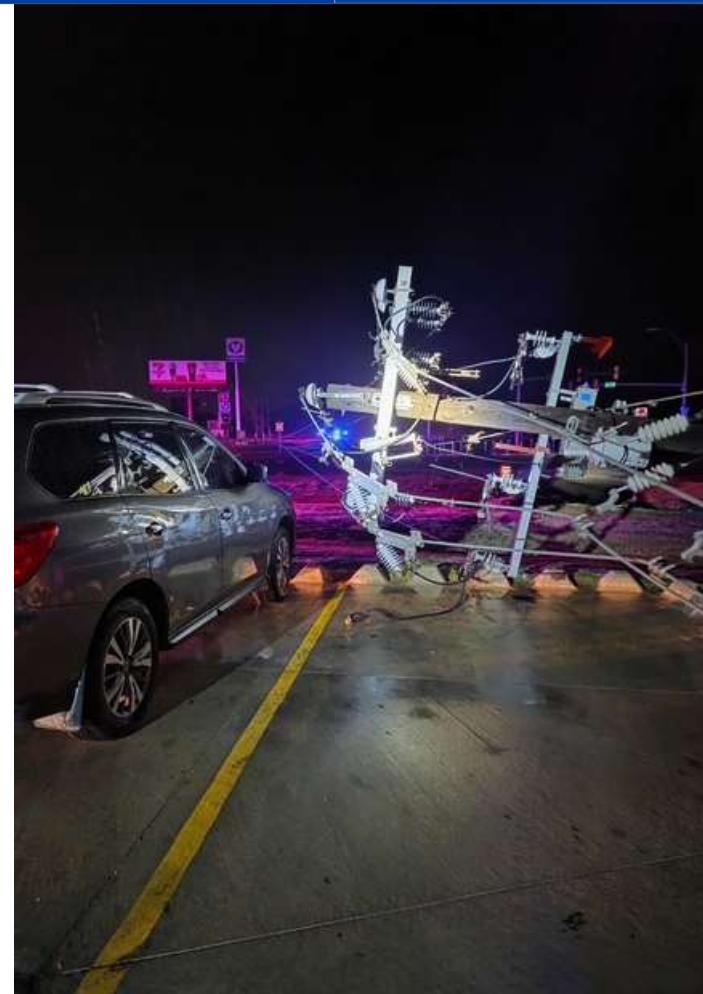
EF Scale

EF0	EF1	EF2	EF3	EF4	EF5
65-85 MPH Minor Damage	86-110 MPH Moderate Damage	111-135 MPH Considerable Damage	136-165 MPH Severe Damage	166-200 MPH Devastating Damage	201+ MPH Incredible Damage

National Oceanic and Atmospheric Administration
U.S. Department of Commerce

National Weather Service
Austin/San Antonio, TX

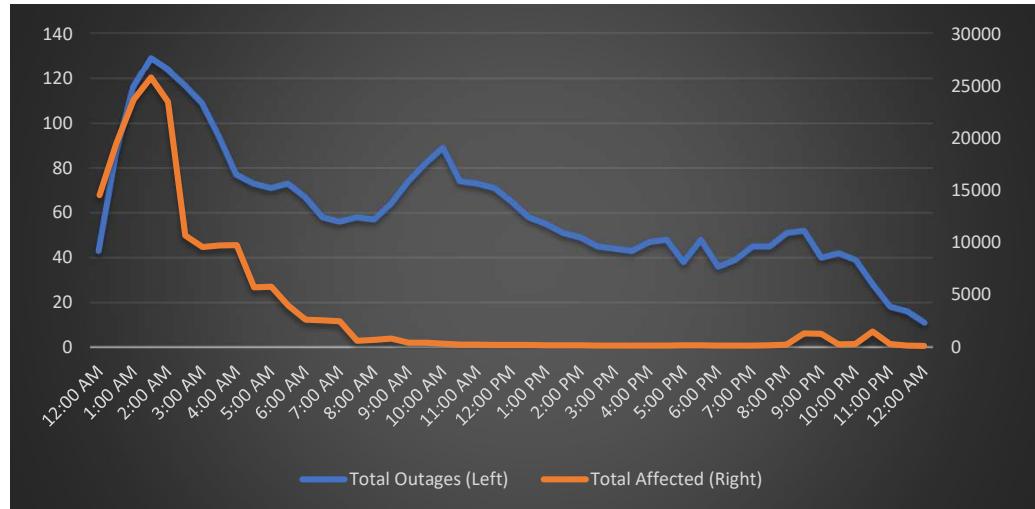
Canyon Lake Tornado Event



PEC Response

Operations Activity

- Initial response began on Friday, October 24 at 10:30 pm with callout crews
- Crew deployment ramped up from 3 to 55 crews by 2:15 am
- Support crews arrived through Saturday from Johnson City, Kyle, Marble Falls, and Oak Hill
- 336 jobs were assigned to crews, with crew counts ranging from 1-3 crews per job
- An after-action review was performed to continue to enhance outage response and prepare for larger events



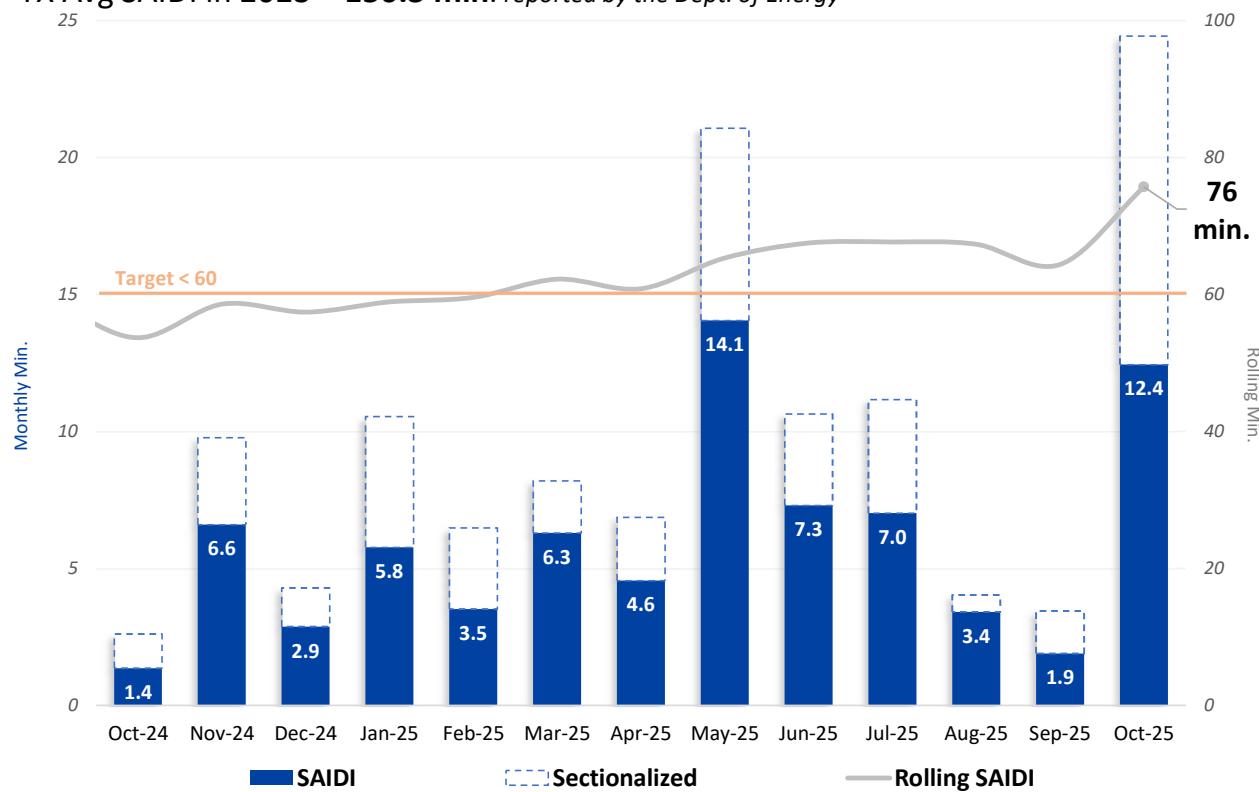
Outage Summary

- Peak impact between 1:30 - 2:00 am, 129 outages affecting 25,816 meters
- Secondary spike due around 8:30 pm, affecting 1,174 meters due to another weather front
- Total members affected reached 37,576

Reliability

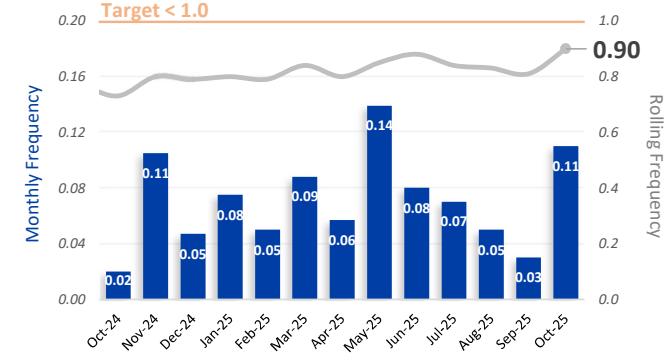
SAIDI System Average Interruption Duration Index

TX Avg SAIDI in 2023 = **150.3 min.** reported by the Dept. of Energy



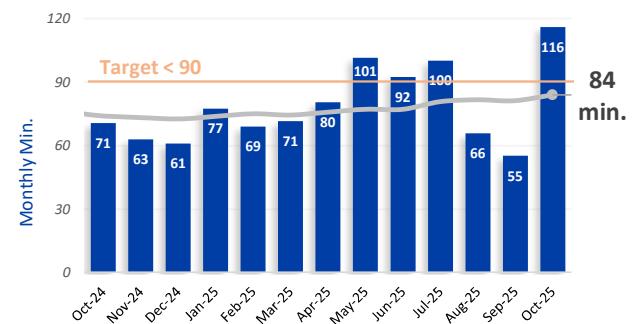
SAIFI System Average Interruption Frequency Index

Target < 1.0



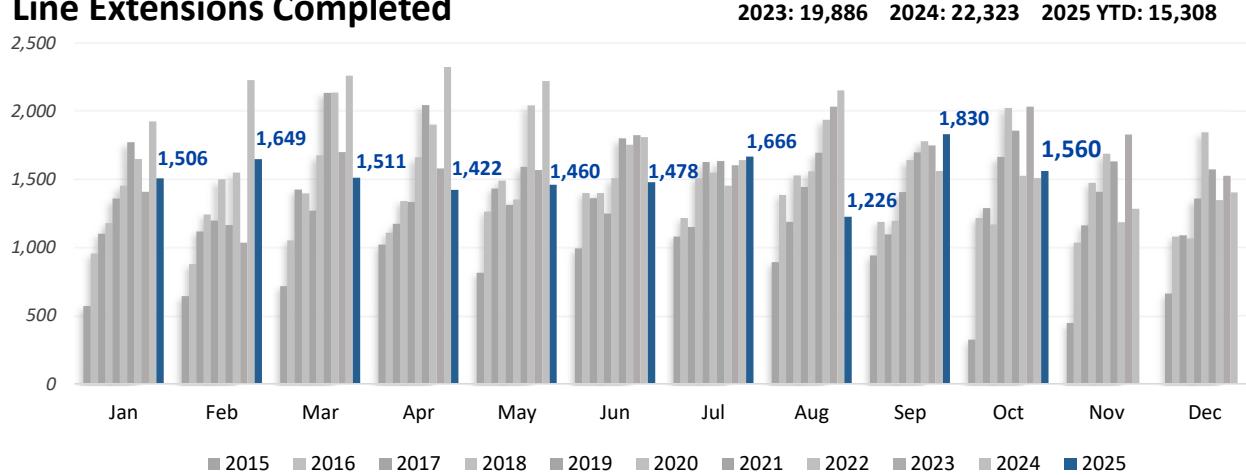
CAIDI Customer Average Interruption Duration Index

Target < 90



System Growth

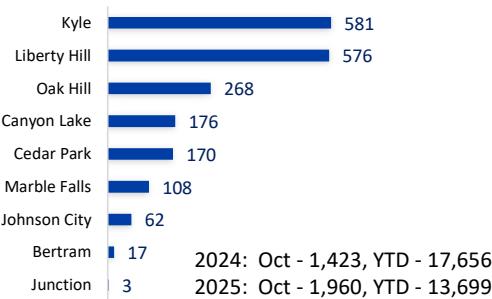
Line Extensions Completed



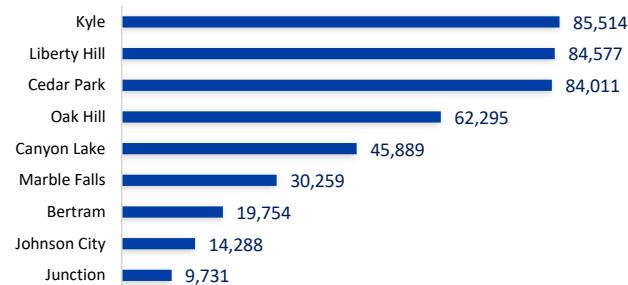
Line Extensions by District



Meter Growth (1,960)

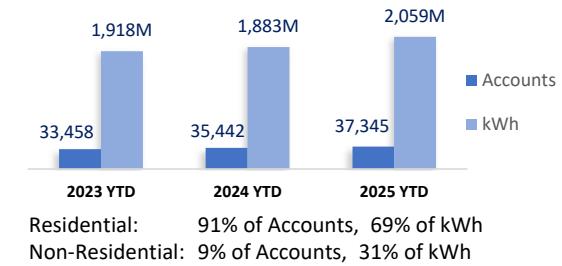


Meter Totals (436,318)



Residential & Commercial

Non-Residential Accounts and Consumption YTD



Safety & Technical Training Update

Department Highlights

Training and Classes

- Conducted 4 weeks of apprentice classes (Yr 1 and Yr 3).
- For Yr 3, hosted our first night-school session to simulate outage response during nighttime conditions.

Assessments

- Completed 8 field and 3 pre-employment assessments.

Program Engagement

- Successfully held PEC's first Job Shadow Day, with over 100 high school students in the northern region, including Marble Falls, Burnet, and LBJ.
- James Vasquez and Josh Hanawalt demonstrated PEC's Transbanker Trailer at the Collins Aerospace Center, discussing safety and training techniques with a targeted audience and fielding questions on opportunities within the cooperative.

Safety Spotlight



JSSO (Job Site Safety Observation) for an Oak Hill maintenance crew supervised by Benjie Juarez, was tasked with changing out an oil-filled switchgear.

Trey Reese, Lineworker 4, provided a comprehensive overview of the job for the Safety Advisor.

All protective equipment was utilized appropriately and there was great communication among the crew. The replacement was executed perfectly.

Great job by the crew and their safe execution of the job.

Safety & Technical Training Update

Two Northwest Lineman College (NLC) Curriculum to be offered at PEC's Technical Training Center

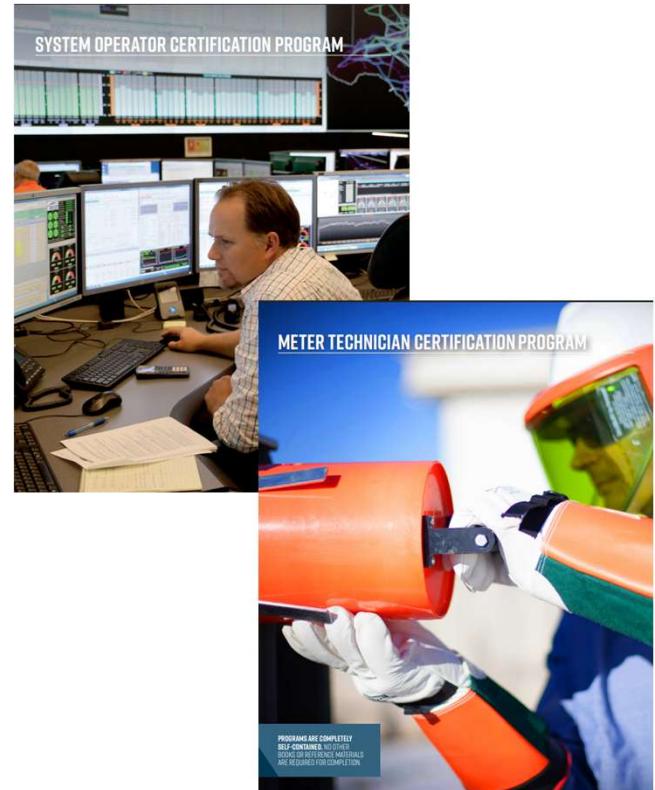
Part of NLC's Power Delivery Curriculum and supported through PEC's Technical Training Program:

System Operator Certification Program

Meter Technician Certification Program

Program Overview:

- Extensive curriculum with 150+ hours per module, with multiple modules for yearly advancement.
- Self-paced, digital, and modern programs followed by instructor-led components to reinforce key concepts and curriculum objectives.
- To promote employee safety through application exercises and strengthen PEC's interdepartmental relationships.
- Programs will be registered with the Department of Labor.





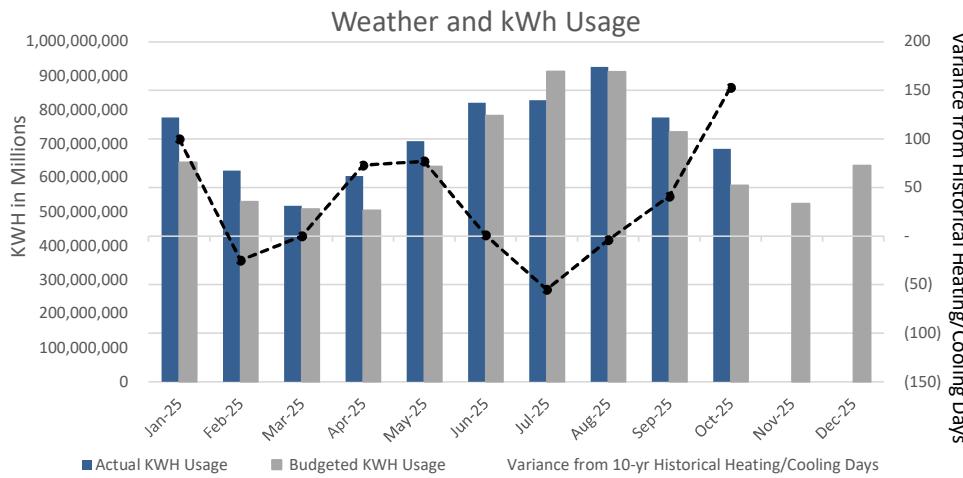
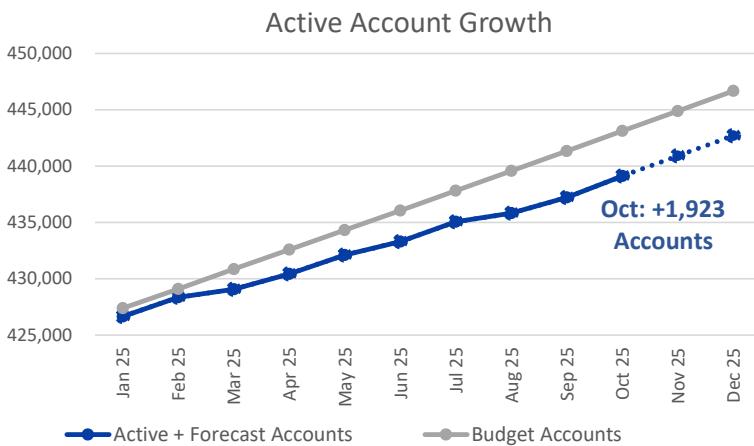
October 2025 Financial Report

Randy Kruger | Chief Financial Officer

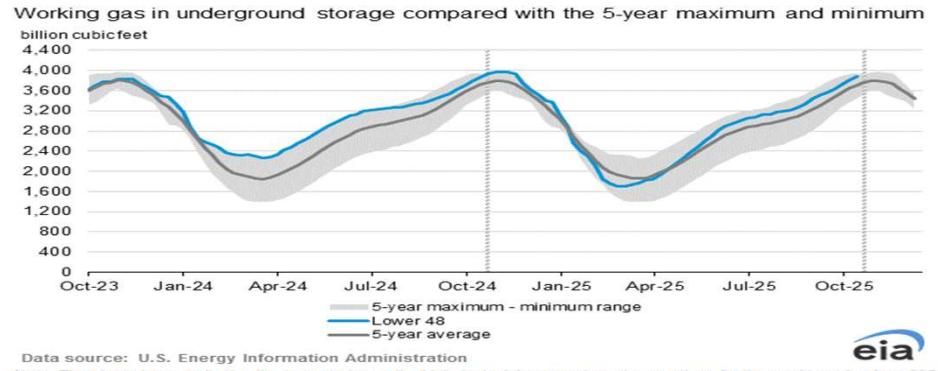
Finance at a Glance – October 2025

	MTD (\$ in millions)			YTD (\$ in millions)		
	Actual	Budget	Variance	Actual	Budget	Variance
MWH Sold	685,032	578,202	106,830	7,264,652	6,741,835	522,817
Gross Margins	\$ 36.0	\$ 32.8	\$ 3.2	\$ 345.8	\$ 337.8	\$ 8.0
Net Margins	\$ 8.4	\$ 4.4	\$ 4.0	\$ 76.5	\$ 64.3	\$ 12.2
EBIDA	\$ 19.8	\$ 16.1	\$ 3.7	\$ 189.6	\$ 179.5	\$ 10.1
Revenue O/(U)	\$ 6.7	\$ 5.2	\$ 1.5	\$ 33.2	\$ (3.4)	\$ 36.6
EBIDA(X)	\$ 26.5	\$ 21.3	\$ 5.2	\$ 222.8	\$ 176.1	\$ 46.7

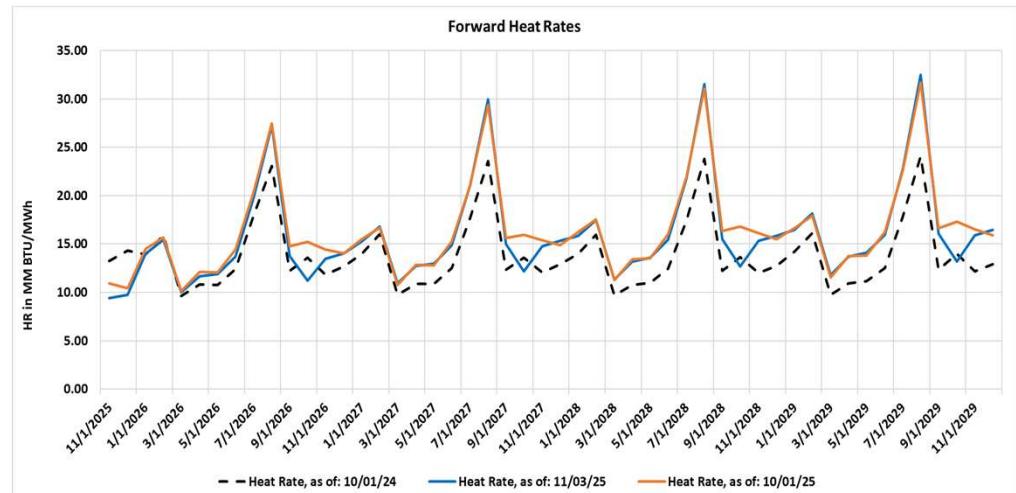
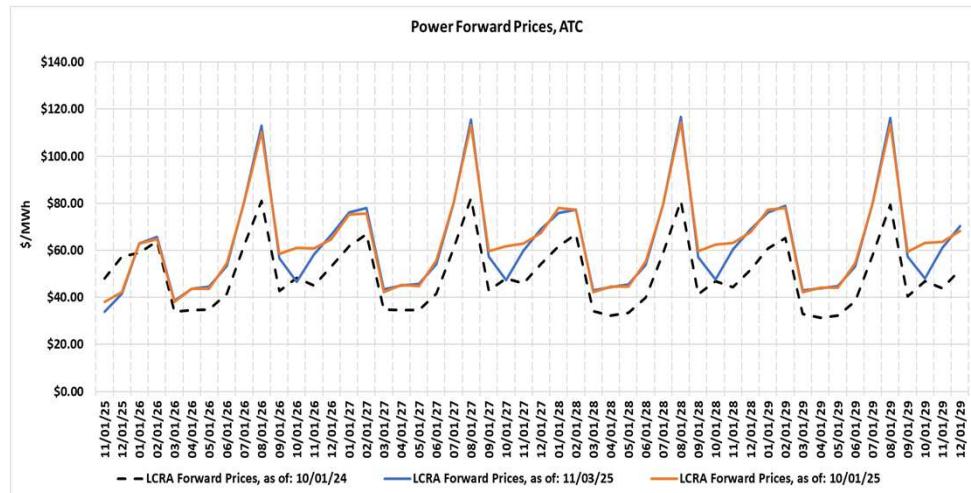
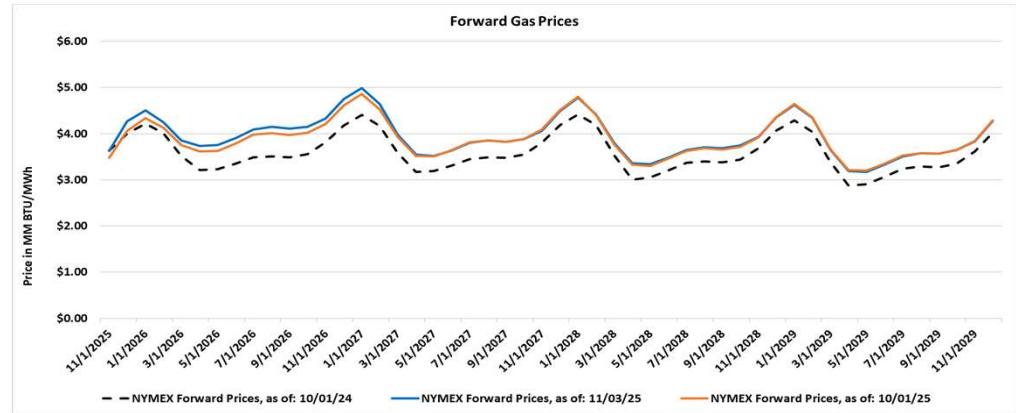
	Liquidity Coverage
Cash & Marketable Securities	\$ 25,755,956
Short Term Facilities	605,000,000
Less: Short Term Borrowings	179,095,875
Available Liquidity	\$ 451,660,081
Liquidity Coverage (Days)	190



Power Market Fundamentals



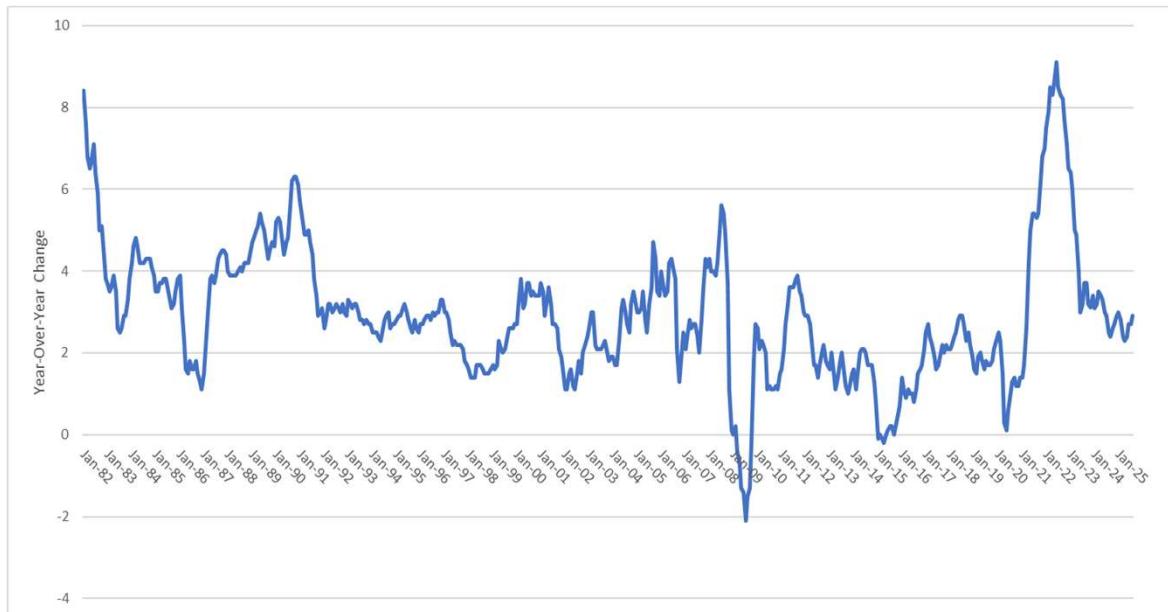
As of October 31, 2025



Inflation

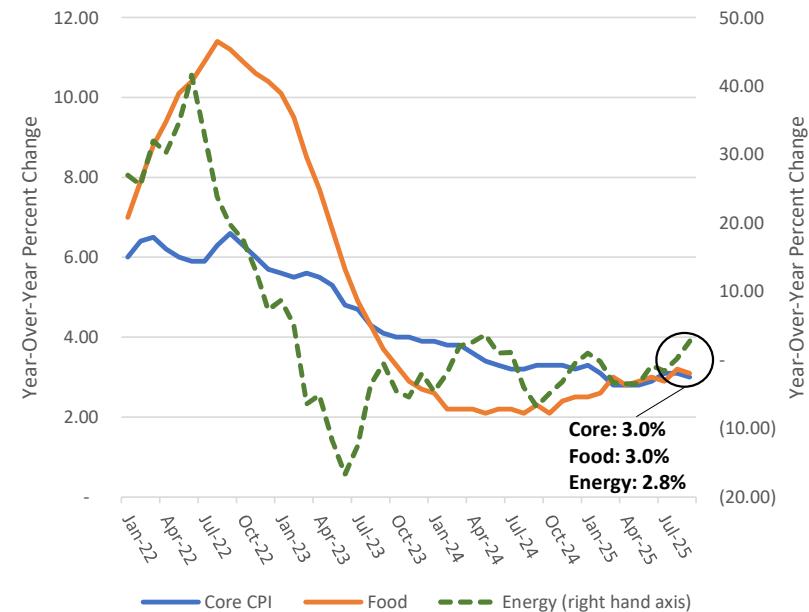
Overall CPI increased to 3.0% YoY from 2.9% YoY in August; Core CPI decreased to 3.0% YoY from 3.1% YoY in August. Energy prices were up 2.8% YoY driven by utility gas service (+11.7%), sustained increases to electricity prices (+5.1%) and fuel oil (+4.1%); partially offset by gasoline (-0.5%)

CPI Jan 1982 to Sept 2025



Source: U.S. Bureau of Labor Statistics

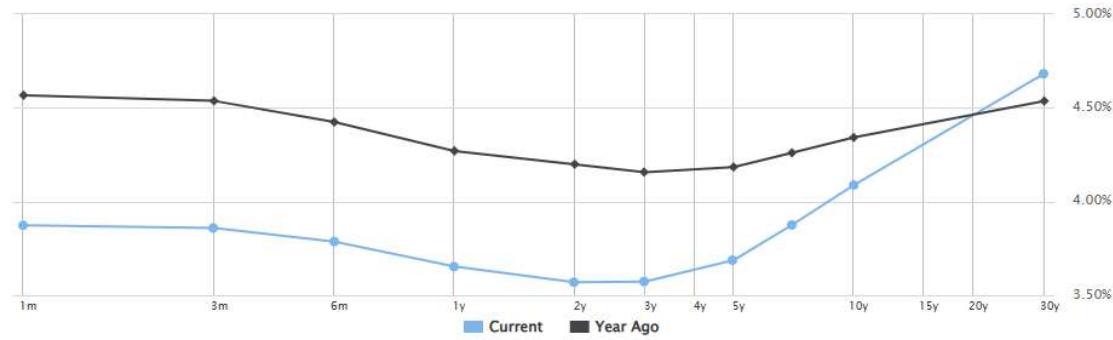
Core CPI, Food and Energy
Jan 2022 to Sept 2025



Source: U.S. Bureau of Labor Statistics

Interest Rates

Yield Curve



Source: *The Wall Street Journal* 11/7/2025

2-Year Note



Source: *The Wall Street Journal* 11/7/2025



CAO Report

JP Urban | Chief Administrative Officer

Member Relations Report

October Member Relations Metrics

- Calls handled: 22,772
- Chats handled: 1,600
- Applications for existing service
 - Online: 2,237 (25.84%)
 - Phone: 6420 (74.16%)
- Member experience satisfaction rating: 4.34 out of 5
- Member experience first contact resolution: 83.82%
- 88.17% of members say they would enjoy working with the same agent again



PEC 7th Annual Shred Day

- Open to members, employees, friends and family.
 - Held at the Marble Falls District Office.
- Record participation, with 98 total visitors that shredded over 6,000 lbs of sensitive documents in addition to 15 hard drives.
- Supported by several PEC teams from Records, Safety, District Operations, Communications, and Physical Security.





SHRED DAY

In recognition of Cybersecurity Awareness Month, you're invited to our PEC office in Marble Falls to securely dispose of personal papers that shouldn't be tossed in the trash!



October 15, 2025
Noon-2 p.m.
PEC Marble Falls office
4302 N. U.S. 281
Marble Falls, TX 78654

Protect your information
Protect yourself from identity theft! Never toss the following types of information in unsecured trash or recycling bins.

- Personal information (birth date, Social Security number, etc.)
- Account information (account numbers, PINs)
- Payment and financial information (including tax forms)
- Child- and school-related documentation
- Usernames and passwords
- Junk mail (the barcode can sometimes contain identifying info)

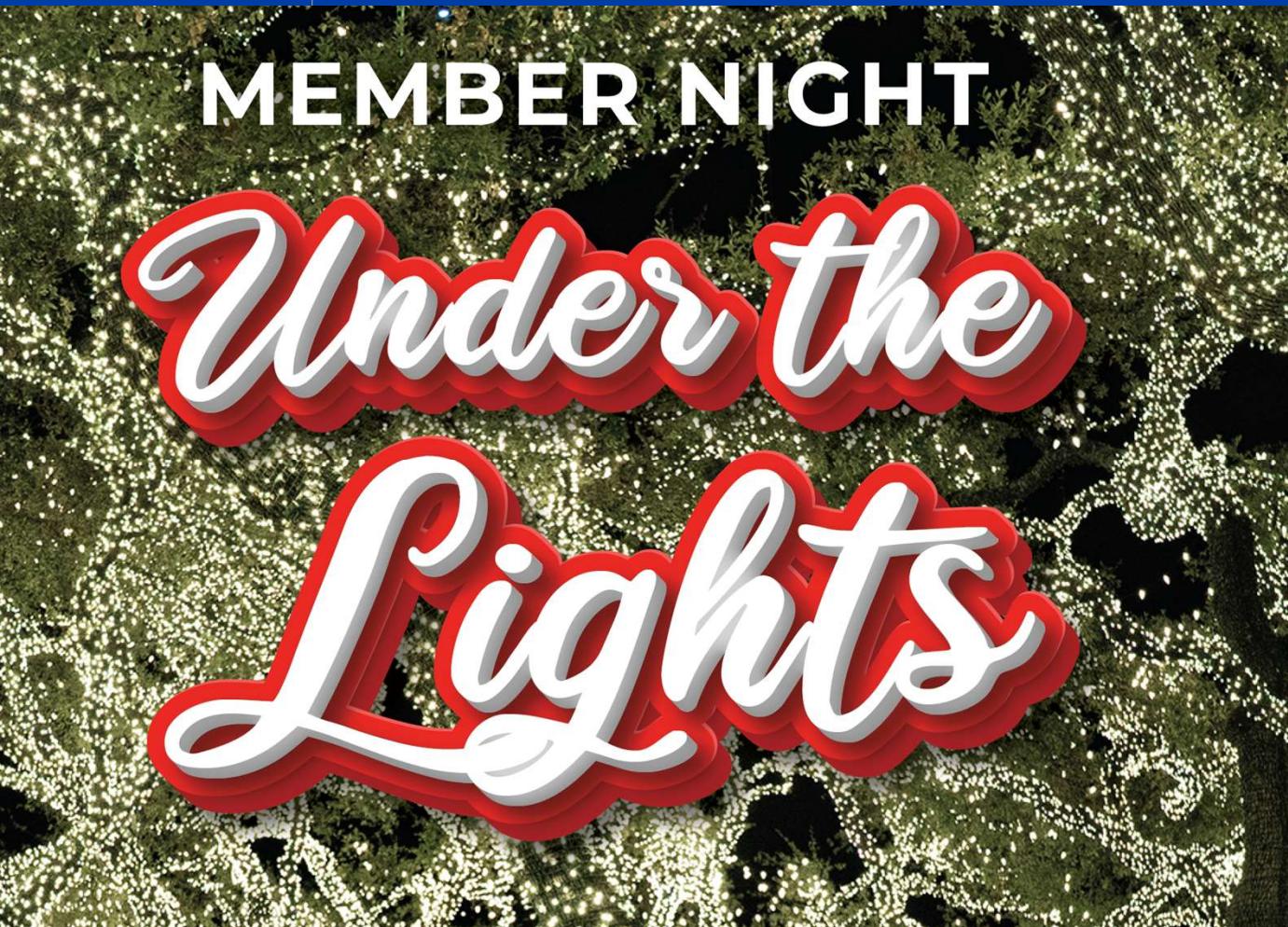
Bring up to 5 boxes

- White and colored paper
- Stapled or taped paper
- Envelopes with plastic windows
- **New!** Desktop or laptop hard drives removed from computers in a separate box

Not accepted

- Items with packing tape
- Binders and hanging files
- Cardboard, newspapers, and magazines
- Plastic, Styrofoam, and other materials
- Electronics and batteries
- External hard drives, computers, CDs, and DVDs will not be accepted

Celebrating Blanco County!



PEC Member Night Under the Lights

Thursday, December 11

6 – 8 p.m.

PEC's Johnson City
Headquarters under the
oak trees and front
patio area



Appreciation and Look Ahead

Employee Shoutouts*



Blaine Carlile
Journeyworker
Kyle

Guy Lowe
Journeyworker
Bertram

Coy Roberts
Lineworker
Apprentice 2
Bertram

Carrie Garrett
Distribution Planner 2
Johnson City

Gabriela Natoli Ruth
Member Relations
Agent
Oak Hill

*These were selected from the hundreds of shoutouts PEC receives each month

Thanksgiving Closures — November 26, 27 and 28

Report an Outage 24/7

- Text “Outage” to 25022
- Call 888-883-3379

Pay Online 24/7

- pec.smarthub.coop
- SmartHub mobile app





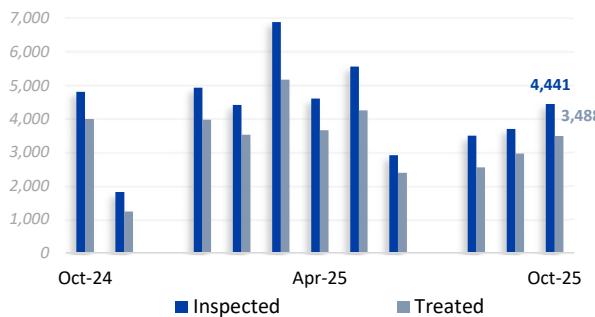
Appendix Pages

Maintenance & Technical Services

Pole Testing & Treatment (PTT)

Poles Inspected & Treated

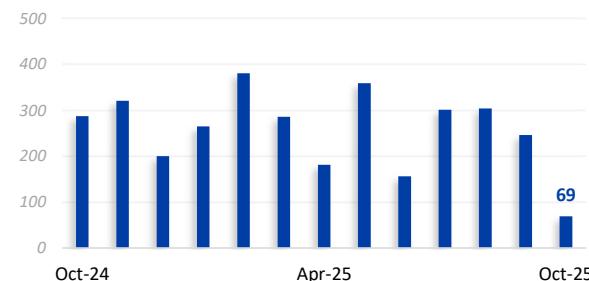
2024 YTD: Inspections - 41,457 Treated - 32,590
2025 YTD: Inspections - 40,946 Treated - 31,972



Underground Equipment

Pad Restorations

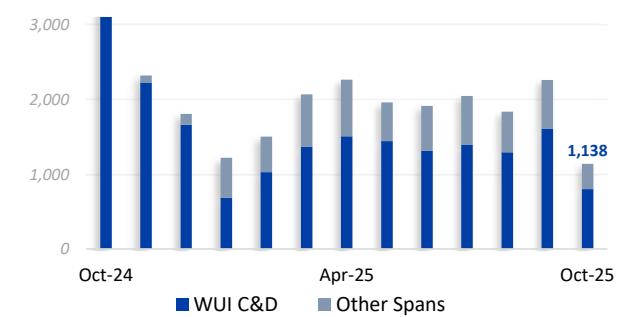
2024 YTD: 3,423
2025 YTD: 2,548



Vegetation Management

Span Clearings

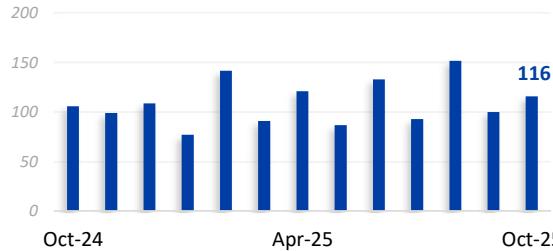
2024 YTD: Encroachments Completed - 19,429
2025 YTD: Encroachments Completed - 18,220



Technical Services

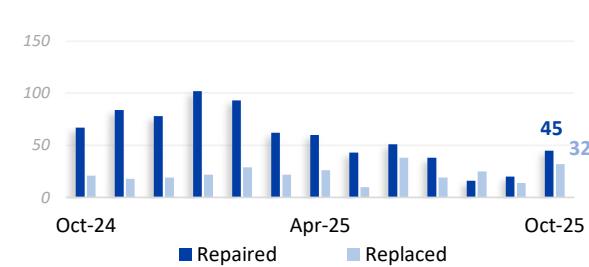
Equipment Inspections

2024 YTD: 1,517
2025 YTD: 1,112



Equipment Repaired or Replaced

2024 YTD: Repaired - 681 Replaced - 208
2025 YTD: Repaired - 530 Replaced - 237



Planning Engineering Projects

Project	Completion	Percent Complete
Load Projection Study	Feb 2025	100%
2025 CIP Project Maps	Feb 2025	100%
Capacitor Settings	Mar 2025	100%
4CP Study	Apr 2025	100%
Summer Contingency	May 2025	100%
UFLS Study	Jul 2025	100%
CIP (1 st Draft) Study	Jul 2025	100%
CIP (Final Draft) Study	Aug 2025	99%
Mock UFLS Study	Dec 2025	0%
20-Year Plan Study	Dec 2025	40%
Winter Contingency	Dec 2025	10%

Facilities

Large Project Updates

Johnson City - Haley Road Phase II Yard Expansion

Construction underway with expected completion EOY 2025.

Junction

Facility construction continues with mechanical, electrical, and plumbing infrastructure install underway. Final punch list items are being completed, and furniture is being installed. Expected completion EOY 2025.

Liberty Hill Materials Yard Expansion

Contract awarded and construction has begun. Completion forecasted for EOY.

Generator Refresh

Replacement of end-of-life back-up generators at Kyle, Cedar Park, Bertram, Canyon Lake, and Haley Rd is underway. Currently evaluating proposals for design work. Actual replacement to begin in Q4 of 2025 with completion in 2026.





Appendix to October 2025 Financial Presentation to the Board

Randy Kruger | Chief Financial Officer

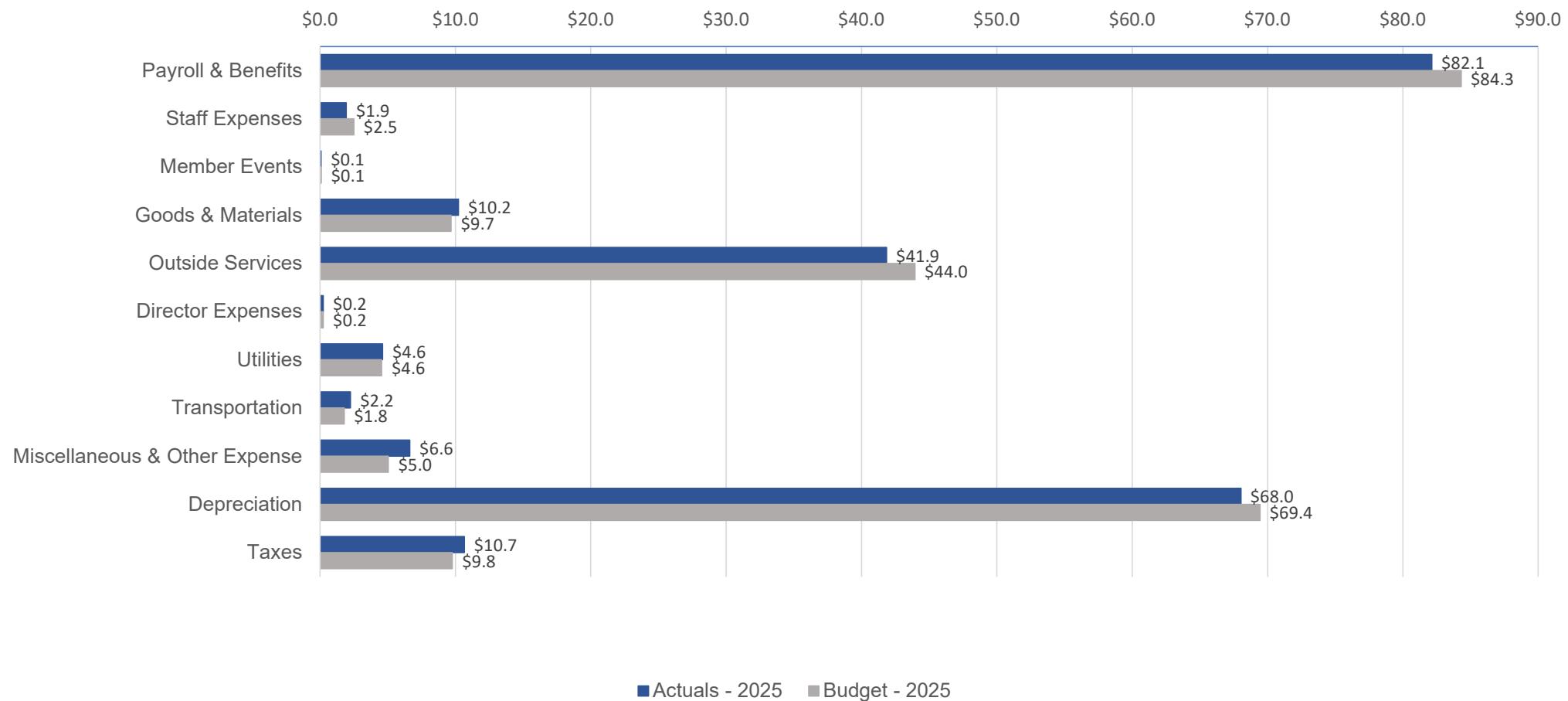
November 21, 2025

Financial Performance

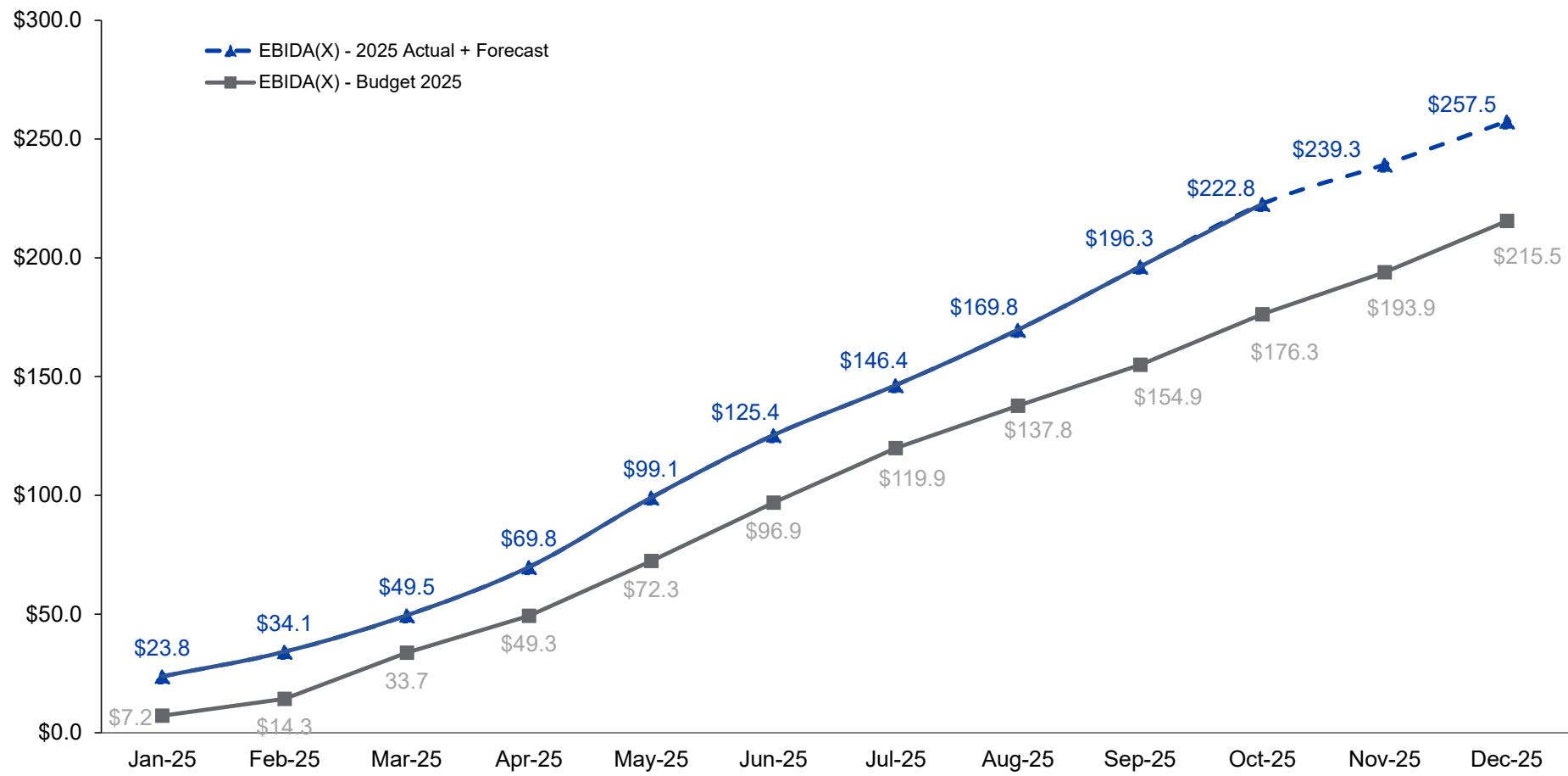
	MTD			YTD			Annual	2024 to 2025 % Change
	Actual	Budget	Prior Year	Actual	Budget	Prior Year	Budget	
	\$ 36,021,624	\$ 32,800,249	\$ 31,633,025	\$ 345,834,403	\$ 337,780,785	\$ 315,534,895	\$ 400,301,897	
Gross Margins								9.60%
Operating Expenses Ex. Depreciation	16,367,674	16,781,740	15,284,995	160,601,722	161,898,293	148,431,803	193,600,990	8.20%
Depreciation	6,947,636	7,148,586	6,553,740	68,026,335	69,444,345	73,807,281	83,735,262	
Interest Expense	4,446,174	4,574,897	4,605,050	45,080,630	45,712,484	43,341,304	55,458,822	
Other Income	(102,082)	(90,000)	(131,985)	(4,352,581)	(3,622,000)	(5,845,039)	(3,873,000)	
Net Margins	\$ 8,362,222	\$ 4,385,026	\$ 5,321,225	\$ 76,478,297	\$ 64,347,663	\$ 55,799,546	\$ 71,379,824	
EBIDA	\$ 19,756,032	\$ 16,108,509	\$ 16,480,015	\$ 189,585,262	\$ 179,504,492	\$ 172,948,131	\$ 210,573,907	9.62%
Over (Under) Collected Revenues	6,697,143	5,206,957	8,737,832	33,170,538	(3,436,985)	15,935,390	4,966,279	
EBIDA(X)	\$ 26,453,175	\$ 21,315,466	\$ 25,217,847	\$ 222,755,800	\$ 176,067,507	\$ 188,883,521	\$ 215,540,186	
Total Long-Term Debt							\$ 1,351,315,034	
Debt Service							84,882,554	
Debt Service Coverage Ratio							2.49	
Equity as Percent of Assets							38.5%	
Net Plant in Service							\$ 2,292,525,089	
Capital Improvement Spend							\$ 238,626,599	
Energy Sales kWh	685,032,163	578,202,117	653,658,686	7,264,652,274	6,741,835,327	6,806,302,180	7,910,451,206	6.73%
Energy Purchases kWh	724,102,699	615,157,094	695,381,581	7,589,907,336	7,172,657,146	7,240,747,000	8,415,380,400	4.82%
Active Accounts				437,201	441,334	421,011	446,678	3.85%

Cost of Service (in millions)

YTD Actuals vs Budget through October 2025



EBIDA(X) Year to Date (in millions)



CIP Spend

Construction Category & Description	Non MultiYear	Brd Appr	Total	YTD	Variance	(Over)/Under	Annual Budget
	YTD Actuals	MultiYear					
Distribution							
200 Tie Lines (new construction between existing lines)	7,000,154	82,334	7,082,488	12,839,067	5,756,579		14,793,728
300 Conversions or Line Changes	17,281,119	8,367,340	25,648,458	21,276,039	(4,372,419)		25,001,608
600 Miscellaneous Distribution Equipment	42,048,936	-	42,048,936	45,082,732	3,033,796		54,370,706
700 Other Distribution Items	903,171	-	903,171	326,073	(577,098)		391,422
Distribution Total	\$ 67,233,380	\$ 8,449,674	\$ 75,683,054	\$ 79,523,911	\$ 3,840,857		\$ 94,557,465
Substation							
400 New Substations, Switching Stations and Meter Points	6,729,776	5,343,597	12,073,373	16,228,326	4,154,953		20,969,733
500 Substations, Switching Stations and Meter Point changes	7,691,684	26,726,714	34,418,398	36,390,848	1,972,450		42,471,140
Substation Total	\$ 14,421,460	\$ 32,070,312	\$ 46,491,772	\$ 52,619,174	\$ 6,127,403		\$ 63,440,873
Transmission							
800 New Transmission Lines	213,207	13,830	227,037	294,687	67,650		1,125,657
1000 Line and Station Changes	3,259,020	26,864,830	30,123,850	36,033,094	5,909,244		49,195,185
Transmission Total	\$ 3,472,227	\$ 26,878,660	\$ 30,350,887	\$ 36,327,781	\$ 5,976,894		\$ 50,320,843
General Plant							
2000 Facilities	5,944,565	6,793,875	12,738,440	15,871,113	3,132,673		17,789,898
3000 Information Technology	1,454,381	-	1,454,381	6,063,728	4,609,346		7,017,520
4000 Tools & Equipment	507,381	-	507,381	416,667	(90,715)		500,000
5000 Vehicles	5,241,227	-	5,241,227	4,166,667	(1,074,560)		5,000,000
Total General Plant	\$ 13,147,554	\$ 6,793,875	\$ 19,941,429	\$ 26,518,174	\$ 6,576,745		\$ 30,307,418
Accrued WP & Prepaid Aid	\$ (11,884,027)	\$ -	\$ (11,884,027)	\$ -	\$ 11,884,027		\$ -
Total Capital Improvement Plan Spend	\$ 86,390,595	\$ 74,192,521	\$ 160,583,115	\$ 194,989,040	\$ 34,405,925		\$ 238,626,599



myPEC.com