



The Reliable One[®]

STRATEGY 2035

OPTIMIZING TODAY —————
————— **EMPOWERING TOMORROW**

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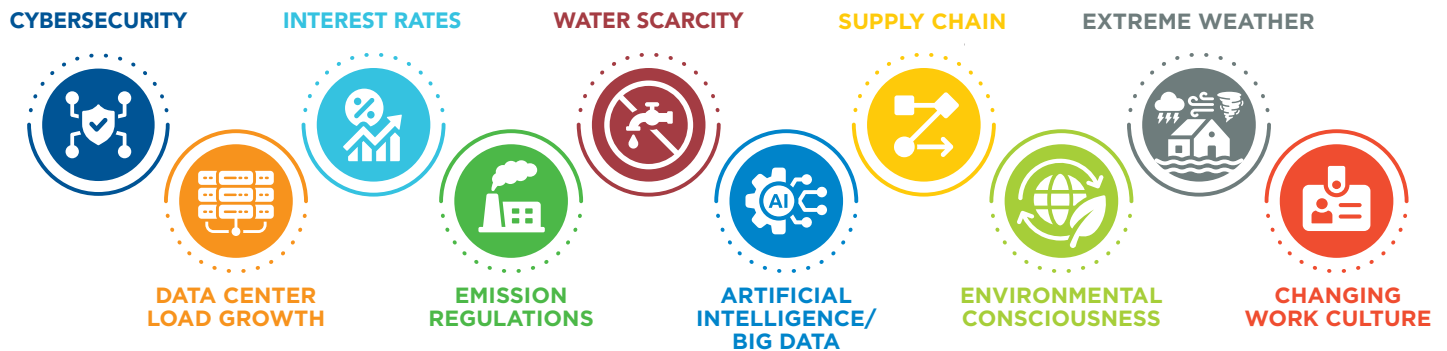
UPDATING OUR FORWARD-LOOKING STRATEGY TO BETTER SERVE CUSTOMERS

Strategy 2035 is OUC's multiyear strategy for the future – phased, adaptable, and built to anticipate what's ahead. It positions us to become even more resilient, sustainable, innovative, reliable, and to provide value for decades to come.

WHY NOW?

BECAUSE THE UTILITY LANDSCAPE IS EVOLVING FASTER THAN EVER

OUC continues to adapt to the new ways we generate and use electricity. With OUC's operations, customers and workforce in mind, we performed extensive trend analysis of 25 different industry drivers, landing on 10 key drivers of change that are shaping the utility industry:



Electric demand is rising faster than historical growth rates and water scarcity remains a growing concern. At the same time, customers also expect more affordable, reliable service, faster storm recovery, state-of-the-art digital tools and programs that support sustainability.

OUC's strategic, long-term planning is essential to responding to customer priorities of ensuring resilience, innovation and growth for our region in this unprecedented dynamic environment.

STRATEGY 2035

LESSONS FROM OUC'S 100-YEAR HISTORY: OPTIMIZE TODAY, EMPOWER TOMORROW

BUILDING ON MOMENTUM

Strategy is not new to OUC. For more than a century, OUC has been a dynamic and innovative force in our community, always evolving to meet our customers' needs. Our most recent five-year strategic plan laid a foundation of measurable progress and defined how we evaluate success, anchored by three core pillars: customer, employee, and community. Those pillars continue to inform Strategy 2035 and reflect the values and outcomes that guide our work.

Strategy 2035 is anchored in best practices, and OUC collaborated with a nationally recognized strategy consulting company to ensure our path **forward aligns with proven industry insights.**

Working closely with OUC's Executive Leadership Team, employee-led working groups bridged high-level strategy with real-world realities, helping shape the unifying theme: Optimizing Today, Empowering Tomorrow. Contributions from the overarching OUC team made Strategy 2035 actionable and achievable while effectively maintaining our long-standing mission, vision and core values.

MISSION

Provide exceptional value to our customers and community through the delivery of sustainable and reliable services and solutions.

VISION

OUC is an innovative solutions leader and the partner of choice.

OUR VALUES

- Make Safety First
- Do The Right Thing
- Partner Together
- Drive Innovation
- Deliver Results
- Value The Customer

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CHARTING THE COURSE

To address the impact of the 10 key drivers while continuing to keep affordability for both our commercial and residential customers top of mind, OUC identified the key areas where we need to lead, evolve and invest. We strengthened collaborative efforts and defined five strategic priorities that will guide our growth and transformation over the next decade.



**PARTNER
OF CHOICE**

We provide innovative and high-value products, deliver exceptional service, and empower our customers — turning them into partners.

Evolving from a traditional utility to a trusted solutions partner, OUC is redefining how we support customers and the community. Through streamlined digital experiences and tailored programs, we strengthen relationships and co-develop solutions that build trust and long term loyalty.



**RELIABILITY
& RESILIENCY**

We produce and deliver affordable reliable power and water by strengthening infrastructure to mitigate risks and recover from major disruptions.

Reliable service matters most when conditions are toughest. We're pairing targeted reinforcement with predictive monitoring to strengthen power and water systems so outages are less frequent, recovery is faster, and customers are spared the higher costs that come with delayed or reactive repairs—especially as storms become more severe.



**WORKFORCE
EXCELLENCE**

We strive for a high-performance workforce by attracting, developing, and retaining talent while fostering a culture of safety, engagement, and wellbeing.

Our customers and community benefit when OUC has experienced, well trained employees. By investing in safety, training, and clear career pathways, we retain skilled talent that works efficiently, solves problems quickly, and delivers reliable service that strengthens quality of life and supports economic growth across the communities we serve.



**ELECTRIC & WATER
SUSTAINABILITY**

We seek a sustainable future for our community, reducing CO2 emissions and promoting responsible water usage.

Customers and the community are better protected when OUC plans ahead and invests in cleaner energy and responsible water use. These efforts help prevent shortages, mitigate future compliance risks, and keep power and water affordable and reliable as Central Florida grows.



**OPERATIONAL
EFFICIENCY**

We create an efficient and high-performing utility by leveraging agility and process transformation while empowering employees to maximize business value.

Simplifying our processes and using smart technology helps us work more efficiently and stay focused on keeping power and water reliable. These improvements help control costs, enhance service, and strengthen the systems our customers and community depend on every day.

PATHWAY TO **SUCCESS**

OUC's five strategic priorities have their own initiatives with defined scope and execution plans that are designed to drive sustained success over the next decade. Comprised of both new initiatives and those in progress from our previous strategic plan, our strategy builds on existing momentum while advancing critical priorities.



PARTNER OF CHOICE

Customer Interaction
Reinvention
Peak*SHIFT*
Pricing Program
(in progress)



RELIABILITY & RESILIENCY

Infrastructure
Hardening
Asset Investment
Management
Electric Integrated
Resource Plan
(in progress)



WORKFORCE EXCELLENCE

Workforce
of the Future
Safety Program
(in progress)



ELECTRIC & WATER SUSTAINABILITY

Water
of the Future
Path to Alternative
Water (in progress)
Path to Clean Energy
(in progress)



OPERATIONAL EFFICIENCY

Enterprise Efficiency
Reinvention
Centralized Data
(in progress)

STAYING FLEXIBLE IN THE YEARS TO COME

Strategy 2035 recognizes that the utility landscape is constantly evolving. To support our long term goals, we are deepening our focus on innovation and modernizing our systems and services to better serve our community now and in the future.

As we lead with purpose in a rapidly changing industry, accountability remains essential to strengthening our role as a trusted, innovative partner. With a clear strategy, OUC is well positioned to provide reliable, resilient, and affordable electric and water service for our customers and community for years to come — and Strategy 2035 keeps us focused on driving meaningful outcomes that **optimize today and empower tomorrow.**