ADAPT CONNECT TRANSFORM





2019–2020 COMMUNITY RESPONSIBILITY REPORT

OUC
The *Reliable* One®

COMMUNITY RESPONSIBILITY STATEMENT

Since 1923, OUC has provided safe, dependable, affordable electric and water service to our customers. Over the years you have come to know us as The *Reliable* One because of our steadfast dependability ... and as The Sustainable One, too, for our commitment to environmental stewardship and our pledge to achieve Net Zero CO_2 Emissions by 2050.

But that is only part of the OUC story. Behind what we do is who we are: A trusted employer. A valued community partner. An acknowledged industry leader. A company with core values that are grounded, simply, in doing the right thing.

At OUC, we believe in serving responsibly: being accountable for our actions ... doing business with integrity ... bringing passion and energy to the relationships we build ... promoting a diverse, inclusive workforce ... working vigorously to generate a cleaner, safer, more sustainable environment ... and improving the lives of those we serve by providing essential electric and water services.

In doing that, we are acting in the best interest of all our stakeholders to create a better company, a better community and a better world.





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Some photographs were taken before the onset of the COVID-19 pandemic. Photographs of individuals not wearing masks during the pandemic were taken from a distance of at least six feet in accordance with COVID-19 safety protocols.

OUC: ABOUT US

AT A GLANCE

Established in 1923 by a special act of the Florida Legislature and owned by the citizens of Orlando, OUC – The *Reliable* One is the second largest municipal utility in Florida and the 14th largest in the nation. According to data from investor-owned utilities reported to the Florida Public Service Commission, OUC was recognized in 2020 as Florida's most reliable electric utility for the 22nd consecutive year. With 1,200 employees, our team provides electric and water services to about 400,000 accounts in Orlando, St. Cloud and parts of unincorporated Orange and Osceola counties. OUC also provides lighting and chilled water services to thousands of customers throughout Central Florida. OUC's electric service area spans 418 square miles, while our water service area covers some 200 square miles.

OUC COMMISSION 2020

OUC's five-member governing board, known as the Commission, is responsible for setting our rates and operating policies. All Commissioners, with the exception of the Mayor of Orlando (an ex-officio member), may serve up to two consecutive four-year terms. All serve without compensation.



CESAR E. CALVET
PRESIDENT



GREGORY D. LEE
IMMEDIATE PAST PRESIDENT



BRITTA GROSS
FIRST VICE PRESIDENT



DR. LARRY MILLS
SECOND VICE PRESIDENT



BUDDY DYER
MAYOR



CLINT BULLOCK
GENERAL MANAGER & CEO

OUC is proud to maintain excellent bond ratings. In August 2020, our finance team helped offset revenue shortfalls caused by the coronavirus pandemic's impact on the economy by refinancing nearly $95 million in bonds, cutting annual debt service costs by $1.4 million. This refinancing yielded more favorable interest rates on bonds set to mature in 2026 and 2027, and allowed OUC to recoup the $13 million put up as collateral in connection with an earlier financing. And in March 2021, The Big 3 global credit rating agencies gave OUC's proposed $320 million bond issuance high ratings, signaling their confidence in the company's financial outlook. Moody's, S&P Global Ratings and Fitch Ratings each graded OUC's Series 2021A, B and C revenue bond issuance with their third-highest ratings of Aa2, AA and AA, respectively.

MOODY'S, S&P GLOBAL RATINGS & FITCH RATINGS ASSIGN OUC
Aa2, AA & AA

BY THE NUMBERS

1,210
EMPLOYEES

404,760
METERED ACCOUNTS

1,882
MILES OF WATER DISTRIBUTION LINES

27,528,000 KGAL
OF WATER DELIVERED ANNUALLY

271.5 MW
OF SOLAR CAPACITY BY 2023

1,900 MW
OF GENERATING CAPACITY

>393
CIRCUIT MILES OF ELECTRIC TRANSMISSION LINES

>2,634
CIRCUIT MILES OF DISTRIBUTION LINES

MESSAGE FROM THE GENERAL MANAGER & CEO

CLINT BULLOCK



2019

JANUARY



OUC deployed **innovative weather stations** to predict cloud cover for solar intermittency awareness and better reliability.

FEBRUARY



UN Special Envoy for Climate Change **Michael Bloomberg** and Orlando Mayor **Buddy Dyer** visited Gardenia Operations Center with OUC General Manager & CEO **Clint Bullock**.

MAY



OUC received a national designation as a best place to work for commuters, and the OUC Wellness Program earned **Best Wellness Employer Gold Certification**.

JUNE



OUC helped create a new habitat for marine life by donating 400,000 lbs. of discarded concrete from a future OUC site to the **St. Lucie County Artificial Reef Project**.

AUGUST



OUC lineworkers were honored with the proclamation of **"Florida Lineworker Appreciation Day"** by the cities of Orlando and St. Cloud.

SEPTEMBER



Clint Bullock was selected for ***Florida Trend's*** **Florida 500** recognition, which highlights influential business leaders in a range of economic sectors. Bullock received the recognition again in 2020.

NOVEMBER



OUC joined the **Florida Municipal Power Agency** and other partners to break ground on the **Florida Municipal Solar Project**, one of the largest municipal solar farms in the nation.

TO OUR STAKEHOLDERS:

After more than three decades at OUC, one of the things I've most admired about this organization is our legacy of innovation and dedication to our community. Since 1923, our utility has pioneered electrical and water technology, built state-of-the-art facilities and systems, and embraced clean energy to help meet the needs of our growing community. When our customers flip a switch or turn on the tap, they can rest assured that their homes and businesses will have ready access to power and fresh, great-tasting water. Our history of being at the forefront of technology and sustainability continues with the adoption of our new strategic plan, **Connected 2025**.

This plan is a series of forward-thinking goals and action items that outline a bold vision for OUC's future. Most notably, Connected 2025 propels us toward exciting investments in energy innovation, including solar, energy storage, electric vehicles (EVs), and efficiency and conservation programs. As part of the plan, OUC committed $420 million to **solar technology** and $90 million to **energy storage**, with a pledge to provide 270 megawatts of solar energy to our customers. We also plan to invest $30 million in **efficiency and conservation** initiatives by 2030, including enhancements to low-income programs and technology solutions, and $45 million in **electrification programs** by 2030 that will support an additional **40,000 EVs** on the road in Central Florida.

Look around Orlando and St. Cloud, and you'll see examples of these investments already making an impact in our community, from energy-efficient housing initiatives to new solar farms to EV charging stations to solar sculptures that combine creativity with sustainability.

But perhaps the most significant statement in Connected 2025 is our goal of achieving **Net Zero CO_2 Emissions by 2050**, with interim targets of 50% reduction by 2030 and 75% by 2040 from 2005 levels. This aspiration was reinforced by our **Electric Integrated Resource Plan (EIRP)**, a stakeholder-driven "energy roadmap" for OUC's next 30 years. The EIRP calls for ending coal-fired generation by no later than 2027, while leveraging natural gas as a bridge technology. As we work together to reach these ambitious goals, OUC will explore clean energy technologies and strive to maintain competitive rates, balancing affordability with sustainability.

As the COVID-19 pandemic continues to affect our lives, I'm immensely proud of how OUC has worked hard to maintain essential services, aid struggling families, and focus on our community's recovery. Here in Central Florida, we've weathered many storms together. Though this one is unique, OUC employees have responded with **diligence and compassion**, even as stay-at-home orders transformed the way we work and reduced revenue began impacting our operations. We helped our community cope with economic uncertainty, quickly developing a **$12.1 million COVID-19-related relief package**, while waiving disconnections and late fees. As we look ahead, OUC continues to be proactive and prepared, with task forces dedicated to economic recovery and employee re-entry into conventional work settings. It was these efforts – and more – that led to OUC being named "Most Trusted Brand" in 2020 in a nationwide customer survey of utility companies.

This *Community Responsibility Report* reviews not only our accomplishments but also our plans for the greatest transformational challenge in OUC's nearly 100-year history. Despite all our community faced in 2020, I am confident we will meet our strategic goals for sustainability, customer service, employee engagement and financial responsibility. For our customers, employees and the community we call home, our sights are set on a bright horizon.



Clint Bullock
General Manager & CEO

2020

JANUARY



Electric vehicle convoy of local leaders arrived at the state capital for opening day of 2020 legislative session to advocate for EV-friendly policies.

FEBRUARY



OUC announced a new strategic plan that included a **commitment to achieve net-zero CO_2 emissions by 2050** with interim goals of 50% by 2030 and 75% by 2040 emissions reductions.

APRIL



OUC's Board of Commissioners approved far-reaching recommendations to **provide $12.1M in aid to customers and the community** impacted by COVID-19.

AUGUST



OUC was named **"Most Trusted Brand"** among the largest electric utilities in a nationwide customer survey.

SEPTEMBER



Throughout the 2020 hurricane season, **OUC deployed mutual aid crews** to Louisiana, Alabama and Mississippi to assist with power restoration efforts.

OCTOBER



The first zero-emission **LYNX eBus** arrived in Downtown Orlando.

DECEMBER



With unanimous Board approval, the **Electric Integrated Resource Plan (EIRP)** set in motion a bold strategy for Orlando's energy future and a timeline for ending coal-fired generation.

Connected 2025:

A STRATEGY FOR OUR FUTURE

Connected 2025 – OUC's strategic initiative for enhancing our connections to customers, employees and our community – positions us for future success.



Latisha Thompson, OUC Chief Employee Experience Officer



The Connected 2025 Strategy is a deliberate effort to ensure our actions will benefit our customers, employees and community for the next five years ... and well into the future.

GATHERING INPUT: OUR INCLUSIVE PLANNING PROCESS

Through employee focus groups as well as a presentation to commissioners in February 2020, OUC leadership gathered insight and ideas for our comprehensive Connected 2025 Strategy project. This initiative was intended to:

- Reinvent our mission, vision and values to position OUC for long-term success.
- Take a strategic approach to strengthening our connection to our customers, employees and community.
- Engage employees throughout the process.
- Position OUC as a partner, collaborator and innovator.
- Balance the competing interests of reliability, sustainability, affordability and resiliency.

OUR RENEWED SENSE OF PURPOSE

With this valuable input, our leadership team updated OUC's core values and outlined a new, enhanced strategic plan to position the utility for future success, including new mission and vision statements.

MISSION STATEMENT

TO PROVIDE EXCEPTIONAL VALUE TO OUR CUSTOMERS AND COMMUNITY THROUGH THE DELIVERY OF SUSTAINABLE AND RELIABLE SERVICES AND SOLUTIONS.

STRATEGIES FOR SUCCESS

To achieve our vision, OUC developed three strategies:

1. Provide **CUSTOMERS** with an outstanding experience through our value-added services and sustainable, highly reliable and innovative solutions.
2. Strengthen **EMPLOYEE** engagement through continuous improvement of our workplace, processes and organization.
3. Serve our **COMMUNITY** as a committed partner, sustainability leader and trusted corporate citizen.



OUC leaders take part in a brainstorming session during a Leadership Forum.

VISION STATEMENT

TO BE AN INNOVATIVE SOLUTIONS PROVIDER AND THE PARTNER OF CHOICE.

CUSTOMERS

For OUC to realize our vision of being an innovative leader and the partner of choice, continuing to provide customers with an outstanding experience is critical. We're committed to evolving technology and the digital landscape, and offering value-added services in order to be the total solutions provider for our customers' needs. And, as always, we'll aim to deliver on both affordability and reliability.

EMPLOYEES

Employees are at the heart of our strategy, making the realization of our vision and other strategies possible. Going forward, a set of new core values will define how we work together to deliver on our mission, vision and strategic plan. As part of the employee strategy, OUC is committed to an increased focus on diversity, equity and inclusion.

OUC CORE VALUES

- **MAKE SAFETY FIRST**
- **DO THE RIGHT THING**
- **PARTNER TOGETHER**
- **DRIVE INNOVATION**
- **DELIVER RESULTS**
- **VALUE THE CUSTOMER**

COMMUNITY

To fulfill OUC's commitment to being a sustainability leader, committed partner and trusted corporate citizen in our community, OUC will target **net-zero CO_2 emissions by 2050, with a goal to reduce emissions 50% by 2030 and 75% by 2040, based on 2005 levels**. The Electric Integrated Resource Plan (outlined later in this report) **will guide us in developing innovative solutions and new technologies while balancing affordability**.

The Path Forward:

A CONTINUED COMMITMENT TO THE ENVIRONMENT

For decades, OUC has strived to maintain a diverse fuel mix that balances affordability, reliability, sustainability and resiliency. Looking to the future, the OUC Management Clean Energy Roadmap Recommendation was completed based on more than a year of study and public input. This roadmap will enable us to achieve Net Zero CO_2 Emissions by 2050 and interim goals of 50% CO_2 emissions reduction by 2030 and 75% by 2040.

A BALANCED APPROACH

In 2019, OUC embarked on a process to create our next Electric Integrated Resource Plan (EIRP). This stakeholder-driven "energy roadmap" for 2020-2050 was built on research, innovation, and community input. As part of the EIRP, OUC management recommended to the OUC Commission that we significantly reduce our use of coal no later than 2025 and eliminate it no later than 2027. With unanimous approval granted by OUC's Board of Commissioners in December 2020, Stanton Energy Center's two coal-fired plants will be converted to natural gas as a bridge technology while OUC makes the transition to solar and energy storage as our main source of clean energy. This approach balances the key attributes of Reliability, Affordability, Sustainability and Resiliency.

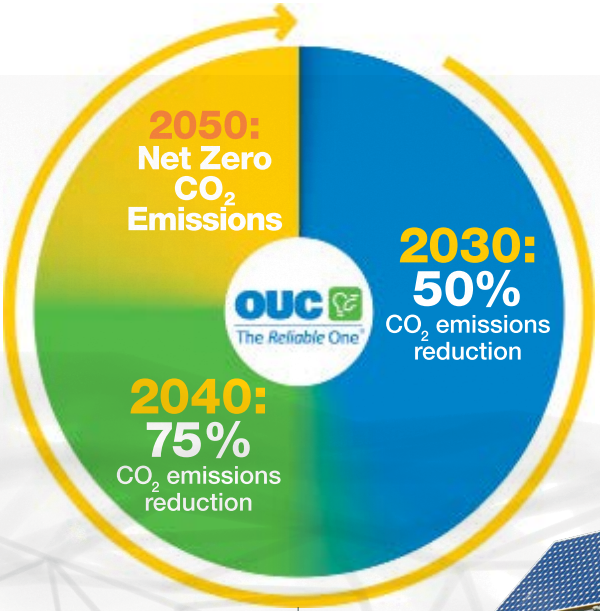


Approximately 300 OUC customers and community members attended five community forums held throughout Orlando and St. Cloud from December 2019 through January 2020.

COMMUNITY GUIDANCE AND LEADERSHIP

To ensure the EIRP effectively represents the goals and desires of the Central Florida community, OUC launched a multi-level, phased process that began with the formation of an Advisory Council, a 12-member, independent group representing Orange County, the City of Orlando and the City of St. Cloud. The panel ranked four key attributes – reliability, affordability, sustainability and resiliency, in that order – as its priorities for scoring potential energy portfolios. We then gathered input from hundreds of residents at multiple community forums and collected more than 1,300 online survey responses to inform and create our recommended plan.

Net Zero CO_2 Emissions Targets







Members of the Stanton Energy Center Control Room were featured during OUC's Powering Through series, a glimpse at how employees provided service to the community during the COVID-19 pandemic.

A BOLD STRATEGY FOR ORLANDO'S ENERGY FUTURE

End coal-fired generation. OUC will reduce coal-fired generation no later than 2025 and eliminate it no later than 2027, using coal-to-natural-gas conversion as a technology bridge.

Accelerate solar and energy storage as primary strategies. To maintain reliability and overcome the challenges of cloud cover and partly sunny days, we'll invest in energy storage and continue monitoring emerging clean technologies, such as hydrogen and small modular reactors.

Leverage future clean technologies to ensure diversity for reliability. OUC will diversify generation and reduce dependency on solar and energy storage by incorporating technologies such as wind energy delivered by transmission lines from the mid-west.

Strive to maintain competitive rates for customers while achieving strategic goals. Our team will deliver the best value for our customers while investing in a more sustainable future for our community.

STANTON – ALWAYS RISING TO THE CHALLENGE

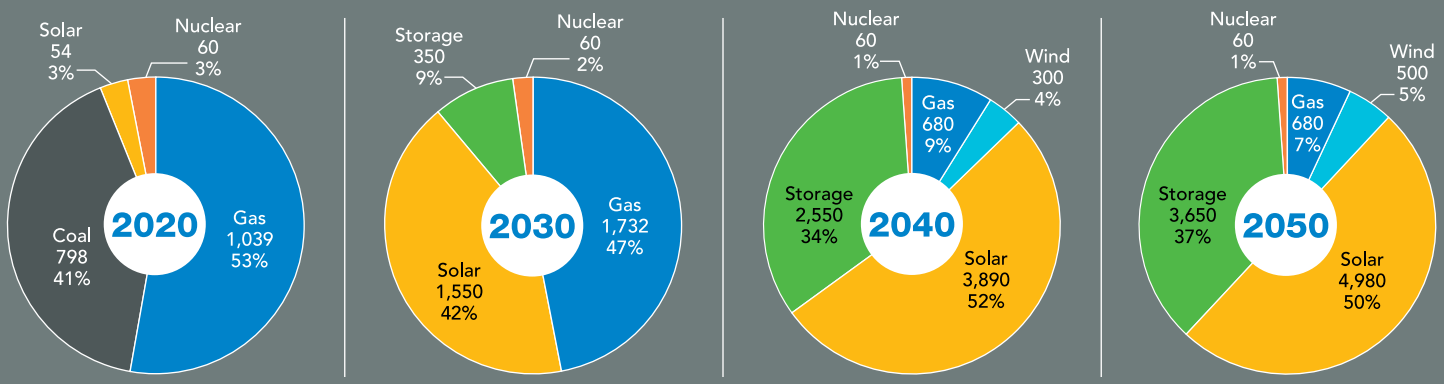
As OUC looks forward to a cleaner, greener future, our dedicated Stanton Energy Center team continues to maintain the systems that power much of Central Florida. In February 2020, at the onset of the COVID-19 pandemic, our crews demonstrated professionalism and adaptability as they managed a scheduled outage of Unit 1.

A daunting undertaking even under normal circumstances, a scheduled outage enables crews to perform necessary maintenance and inspect the plant's equipment to ensure reliability and EPA regulation compliance. OUC technicians and professionals overcame COVID-19 driven safety and logistical challenges to proceed with this outage, ensuring Stanton's efficiency and safety.

EVOLVING FUEL DIVERSITY

The most fuel-diverse generation site in Florida, Stanton Energy Center has long benefitted from relying on a combination of coal, natural gas, solar energy and landfill gas. Now, with the EIRP as our roadmap, OUC is poised to pursue its ambitious sustainability goals while mitigating the impact to customers.

The evolving generation capacity portfolio, which includes 0% coal and the addition of 1,427 MW of solar and 350 MW of storage, allows OUC to reach a fuel mix of more than 50% renewables by 2030.



Looking Ahead:

THE FUTURE BELONGS TO THE INNOVATORS

OUC: UTILITY OF TOMORROW

Energy transformation is underway, as a cleaner, more intelligent, increasingly mobile decentralized grid takes shape. At OUC, we're staying ahead of the curve and allowing innovation to take a front seat. We continue to explore and implement solar energy technology, energy storage and electric vehicle charging infrastructure. Our teams are developing creative incentives and programs that promote energy efficiency, encourage conservation and offer environmentally sustainable solutions to improve Central Florida's quality of life. And we're leading the way in customer service, constantly enhancing accessibility, responsiveness and options that help move our community forward.



HYDROGEN: RISING STAR OF OUC'S NANOGRID

To some, energy initiatives such as floating solar, battery storage and hydrogen storage may seem like futuristic experiments. But at OUC's Gardenia Operations Center, these novel clean energy technologies are being successfully implemented today. A living laboratory of emerging energy assets, this local "nanogrid" offers solutions and insights that may enable OUC to meet our 2050 goal of Net Zero CO_2 Emissions and interim emissions reduction objectives. Managed by our Emerging Technologies team, the nanogrid includes a 64-kilowatt floating solar array, three electric vehicle chargers – including one with vehicle-to-grid (V2G) capability – two Vanadium Redox Flow batteries to store and dispatch energy, and two trailers with hydrogen storage tanks.

One of the most exciting components of the lab is hydrogen. With its long-lasting energy storage capacity, hydrogen has emerged as a leading solution for backing up renewable power systems, such as solar farms. It can also be paired with fuel cells, which will be added to the nanogrid in 2021, to create highly efficient, clean and quiet energy.

OUC's research is part of a $9 million U.S. Department of Energy (DOE)-supported project that's aimed at understanding the production, storage and transport of hydrogen for transmitting electricity or use as transportation fuel. **OUC is one of two utilities in the nation to receive DOE funding for hydrogen research.**

DRIVING MASS TRANSIT ELECTRIFICATION

Funded in part by a $1.9 million "Low or No Emission Grant" from the Federal Transit Administration, Orlando's new e-bus pilot program puts innovation and clean energy exploration in motion. Partnering with LYNX and the City of Orlando, OUC invested in charging stations and batteries for the e-buses with the intention of gathering real-world battery performance data. The first three of 14 LYNX battery-run electric buses are in service on LYNX's LYMMO Grapefruit, Lime and North Quarter lines. In addition to enhancing Orlando's charging infrastructure, the e-buses will help reduce emissions in some of our community's economically disadvantaged neighborhoods.



OUC NAMES NEW CTTO

Manju Palakkat,
OUC Chief Transformation
& Technology Officer



Highlighting our emphasis on innovation and integrated business transformation, OUC named Manju Palakkat to the new role of Chief Transformation & Technology Officer (CTTO). This function is integral to aligning OUC's capabilities and operations with key business objectives as we work toward priorities emerging from our comprehensive strategic planning.

With the goal of reshaping the organization from strategy to delivery, Palakkat oversees the people, processes and technologies that will enable OUC to swiftly and effectively evolve to meet the changing energy needs of our community.

Among the CTTO's objectives, especially in light of pandemic-related challenges, are cost optimization and process improvement. Palakkat is already streamlining OUC operations, finding ways to consolidate software, services and other resources to help make the organization more nimble, adaptive and competitive. Her team is also targeting enterprise architecture: analyzing, designing and implementing an IT structure that supports OUC's long-term digital roadmap, including partnerships with operations to move toward a decentralized grid.



ACHIEVING GREEN GOALS

Serving as visible examples of OUC's commitment to renewable energy, solar sculptures bring beauty, function and awareness to our community. One of the latest additions to our artful array of solar "trees" is a colorful creation celebrating the Orlando City Soccer Club and Orlando Pride professional soccer teams. Designed by a team of University of Central Florida engineering and art students, the soccer-ball-shaped structure, dubbed "Gyration," was installed outside Exploria Stadium. Gyration's photovoltaic panels produce 1,264 kilowatt hours (kWh) of electricity for OUC's grid annually. At night, interior lighting illuminates some of Gyration's purple panels. With its clean energy production offsetting the conventionally generated power it consumes at night, Gyration yields net-zero carbon output.



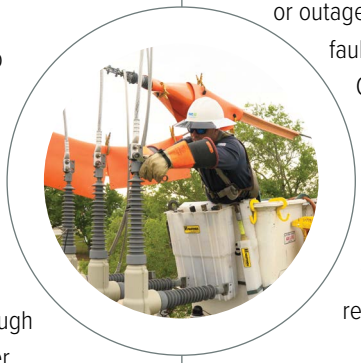
PREDICTIVE CLOUD-TRACKING TECHNOLOGY

Though known as "The Sunshine State," Orlando actually averages 277 cloudy days each year, according to the National Oceanic and Atmospheric Administration. Clouds can cast shadows over solar fields, impacting their power output. To address this issue, our Emerging Technologies team partnered with UCF engineering students to develop a predictive cloud-tracking technology called "sky cam." The system helps OUC forecast the arrival of clouds and manage the resiliency and reliability fluctuations of daytime solar energy.

With investments in solar farms, energy storage and transmission systems, OUC is on track to become one of the largest providers of solar energy in Florida on a watt-per-customer basis, according to the Southern Alliance for Clean Energy's Solar in the Southeast 2020 annual report.

A BRIGHT FUTURE FOR OUR CUSTOMERS

OUC has taken a major step to dramatically increase its utility-scale solar capacity with the addition of two 74.5-megawatt (MW) solar farms – Harmony II and Storey Bend – scheduled to open in Osceola County in 2023. Through a 20-year, $222.1 million Power Purchase Agreement (PPA) with NextEra Florida Renewables LLC, OUC will be the sole recipient of the two solar farms' combined 149 MW of clean energy. Currently, OUC's solar energy portfolio includes 108.5 MW generated by the Taylor Creek and Harmony Solar Energy Centers, which opened in July 2020, and 13 MW produced by photovoltaic (PV) arrays stationed at OUC's Stanton Energy Center (SEC). Altogether, the combined 271.5 MW of solar capacity will provide enough power for nearly 50,000 typical Florida homes.



When it comes to ensuring reliability for our customers, no one is more committed to exploring new opportunities than OUC. We completed a pilot program designed to test self-healing grid technology in Rosemont, an Orlando neighborhood that experiences above-normal outages due to its thick tree canopy. Called Fault Location, Isolation, and Service Restoration (FLISR), the system is a software-based smart grid platform that reduces the number of customers experiencing an outage by automatically reconfiguring the flow of electricity to a majority of customers impacted by a fault, which causes a power disruption or outage. FLISR also locates the fault, reducing the time it takes OUC line technicians to find and repair damaged lines. OUC's System Planning and Reliability Engineering will continue to utilize this technology to improve system reliability.

SUPPORTING EV INFRASTRUCTURE

According to the U.S. Environmental Protection Agency, the transportation sector is our nation's largest contributor of greenhouse gases, a leading cause of climate change. **As part of our goal of reaching Net Zero CO_2 emissions by 2050, OUC will invest $45 million in electrification programs that will support an additional 40,000 EVs on the road in Central Florida by 2030**. Working with the City of Orlando and local partners, we also are helping elevate awareness of electrifying transportation and increasing access to charging stations.





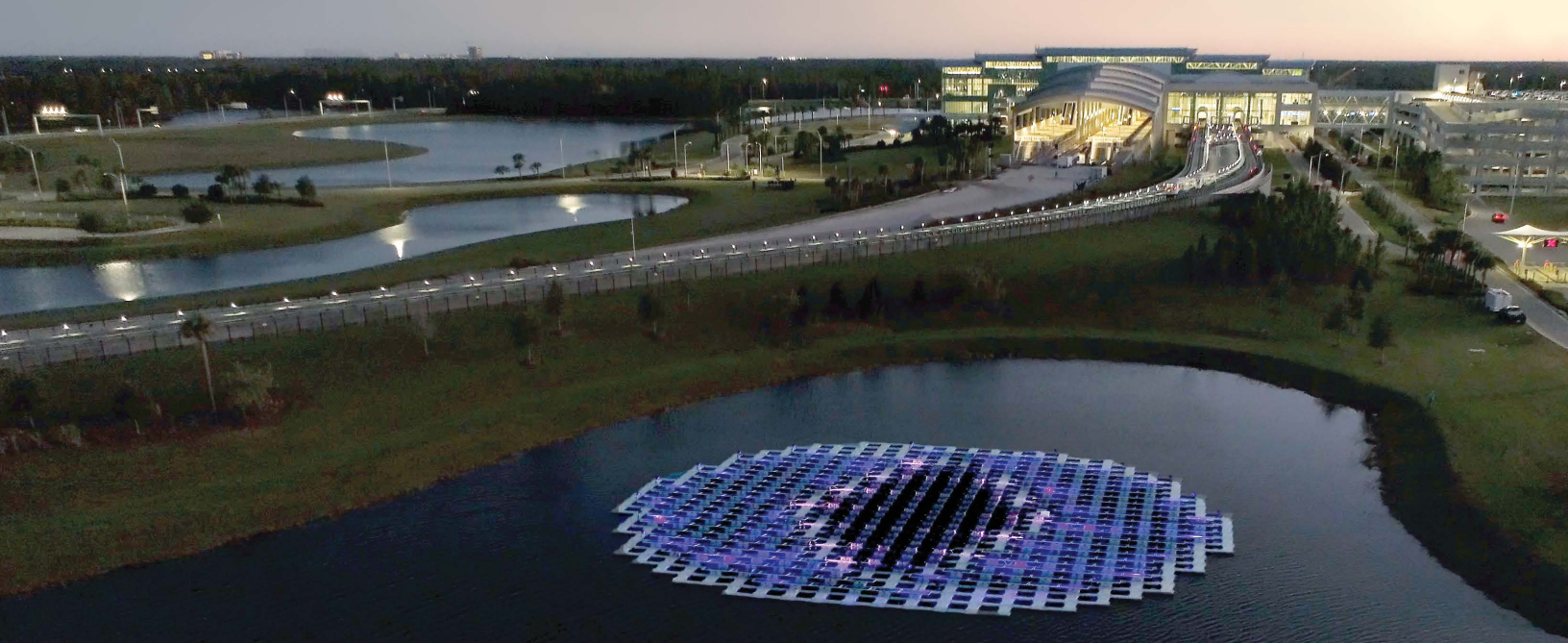
Concept of Robinson Mobility Recharge Hub

In 2020, we embarked on a $1 million venture to build a new EV charging station lon Robinson Street near I-4. With up to 22 "Level 3" charging stations, for all EV models, the Robinson Mobility Recharge Hub will be the largest high-speed charging hub in Florida.

OUC has already installed more than 300 EV charging stations, making Orlando one of the top 10 most EV-ready cities in the nation according to PlugShare app data. Increasing the availability of charging stations alleviates "range anxiety," an obstacle to EV ownership. OUC also launched our Electrified Dealer Program to improve the purchasing experience and reduce barriers to EV ownership through direct engagement and information sharing with local dealerships offering electric vehicles, incentives for sales staff and rebates for customers.



In April, OUC and the City of Orlando unveiled 100 new EV charging stations located at Orlando parks, local neighborhood and senior centers, in parking garages and near popular downtown venues for easy access and convenience.



FLOATING SOLAR ARRIVES AT ORLANDO INTERNATIONAL AIRPORT

With their highly reflective surfaces and lack of tree cover, Central Florida's lakes and ponds offer a promising option for harnessing solar power without consuming valuable land. In 2020, OUC built on its reputation as a pioneer in floating solar with the most visible installation in our service area, a 123-kilowatt array in a pond at Orlando International Airport. Designed to pique travelers' awareness about solar energy, the array is shaped in the airport's rolling "O" logo and is easily visible to travelers, even at night because it's illuminated. This initial solar site produces enough electricity to power about 14 homes and is one of several electric and power projects OUC is working on as part of a 20-year agreement with the Greater Orlando Aviation Authority.

NEW TECHNOLOGY MAKES AN IMPACT

- In 2020, OUC deployed a new platform for analyzing information gathered through our Advanced Metering Infrastructure (AMI). This robust, cloud-based solution will enable our teams to make better use of data collected digitally across the Commission, helping set metrics, gauge network performance, perform modeling, and more.



- OUC's Electric & Water Distribution teams are testing a new method of water leak detection that places mobile sensors across the system. The sensors, which can be moved throughout strategic locations such as valves, allow us to quickly find and repair leaks.
- OUC has laid the groundwork for a new electric substation or battery bank in the Lake Highland neighborhood to enhance infrastructure and accommodate our community's growing energy needs. The substation will blend into its surroundings, with a decorative wall, retention pond and greenspace for community use.

PARTNERSHIPS MAKE IT POSSIBLE

OUC cultivates positive working relationships with local organizations and businesses that are important to our community's continued growth and prosperity, such as the **City of Orlando**, **Greater Orlando Aviation Authority** and **LYNX**. OUC is also working closely with **Universal Orlando** to plan electric and water services for its new theme park, **Epic Universe**.

CITY OF ORLANDO

ORLANDO INTERNATIONAL AIRPORT
The Orlando Experience®

LYNX®

UNIVERSAL ORLANDO RESORT

Here With You:

REINFORCING THE CUSTOMER CONNECTION

Never has OUC's commitment to our customers been more evident than during the unique challenges Central Florida – and the world – faced in 2020. For the first time in nearly a century of service, we mobilized our customer care team to work from home, ensuring no one went without the guidance, assistance and expertise needed to weather these unprecedented times.



"It has allowed me to keep my air and utilities on until I can try to catch up. What a blessing." — Dawn Ladkins, St. Cloud, on receiving $500 in bill-payment assistance from Project CARE

RELIABLE IN A GLOBAL HEALTH CRISIS

Reliability took on new meaning in a year that brought trials no one could have imagined. As Central Florida grappled with the public health, safety, economic and logistical problems of COVID-19, OUC was hard at work finding solutions for our community. In April 2020, the OUC Board of Commissioners approved a $12.1 million relief package designed to assist customers impacted by the pandemic.

Our initiative's immediate and longer-term strategies included allocating $7.5 million to temporarily lower residential and commercial electric bills in May 2020, as well as a $2.6 million grant to Project CARE, the utility's bill-payment assistance program – a partnership with Heart of Florida United Way who serves as the administrator – for qualified residential customers. OUC also set aside $1.5 million in utility bill-payment assistance for qualified small businesses and $500,000 for new customers of OUC Power Pass, a prepay service.

Keeping our community connected – in good or challenging times – is a top priority at OUC. To further assist those in need, OUC suspended electric and water disconnections for nonpayment and waived late payment fees for several months. For customers who continued to struggle

IMPACT THROUGH OUC CUSTOMER PROGRAMS

APRIL–DECEMBER 2020

14,482
CUSTOMERS RECEIVED FINANCIAL ASSISTANCE

39,909
CUSTOMERS RECEIVED DELAYED/ DEFERRED BALANCES

$7.5 MILLION
PROVIDED TO LOWER ELECTRIC FUEL RATES FOR MAY BILLS BY 39% COMBINED FOR RESIDENTIAL AND COMMERCIAL CUSTOMERS

$1.5 MILLION
FOR UTILITY BILL PAYMENT ASSISTANCE TO QUALIFIED SMALL BUSINESSES

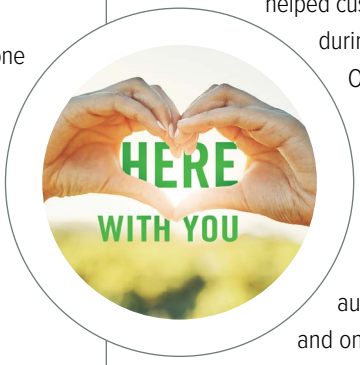
Additional customer relief was provided by waiving late fees and reducing fuel charges.



Cherrise Rogers, Call Center Rep 1 for Residential Customer Service, is a member of OUC's Customer Care Team that was mobilized to work remotely to continue providing customers with real-time information, support and guidance.

financially due to COVID-19, we coordinated payment plans and deferred bill-payments for qualifying customers for up to 12 months. From April through December 2020, OUC helped nearly 55,000 customers access payment options and financial assistance.

When scams related to electric and water disconnection were on the rise, OUC sought to combat fraud and educate customers with tips and warning signs. With an array of tools, including all-day customer service representatives available over the phone and the on-line myOUC portal where customers could check their account 24/7, we kept customers secure with real-time information and guidance.



HERE WITH YOU

As Central Florida adapted to working and learning remotely, OUC focused on efforts to help customers cope with the higher costs of being home more. With regular social media updates and "Here With You" videos, along with emails and updated webpages with energy-saving tips and high bill solutions, OUC helped customers take control during the crisis. With the OUC Usage Dashboard, customers could track their energy usage online. We also transitioned to virtual energy conservation audits over the phone and online, which helped customers stay safe while saving money on sustainable efficiency upgrades.

Through it all, OUC stayed committed to keeping families and companies informed. In addition to translating our communication materials into Spanish, we translated videos sharing important utility information into Creole for a local charter school and partnered with Orange County Public Schools to provide the latest news to families about our Project CARE assistance. We collaborated with businesses to help them get back to work, and we showed our appreciation for grocery store workers in Orange and Osceola counties by treating them to catered meals. We also shared our gratitude and acknowledged the dedication and sacrifice made throughout the healthcare community with our "Hats Off to Our Hometown Healthcare Heroes" campaign.



SAVINGS & SUSTAINABILITY: INNOVATIVE RATES AND PROGRAMS

To make it easier and more convenient for our customers to save electricity and money, OUC debuted a Time of Use (TOU) Pilot Program in April 2021 that provides innovative pricing options and tools, including bill design modifications, enhanced web functionality, meter exchanges, home energy audits, and training for our Customer Service representatives. As part of this initiative, we identified and enrolled a select number of customers who were encouraged to use the bulk of their electricity during "off-peak" times when the cost per kWh is lower, usually in the late evening and early morning hours.



Savings and Sustainability:

CONNECTING CUSTOMERS WITH SOLUTIONS

Driven by affordability and sustainability, OUC makes savings the primary goal for our customers. Our longstanding pursuit of energy and water efficiency has helped conserve resources while keeping utility costs low.

BUILDING ON OUR COMMITMENTS

To meet Central Florida's energy and water needs, OUC explores every possibility for improving efficiency resources. We've committed to investing $30 million in efficiency and conservation initiatives by 2030, including enhancements to low-income programs and technology solutions.

In 2020, we expanded offerings in our Efficiency Delivered program, which enables low-income customers to make energy-saving upgrades to their homes. In 2021 we'll ensure the continued success of this service and more by launching in-depth studies of OUC's energy efficiency and water conservation programs.

IMPROVING EFFICIENCY DELIVERED

Since 2012, OUC's income-based efficiency improvement program **Efficiency Delivered** has generated more than **$1 million** in upgrades to single-family homes, with OUC paying $750,000 of the costs under provisions for low-income customers.

The process begins with a free home energy and water audit. After improvements are identified, an OUC contractor performs the work with no upfront costs to the customer – and OUC pays up to **85%** of the total cost based on income guidelines.

- From 2012-2020, **1,017** OUC customers took advantage of Efficiency Delivered to improve **1,035** properties.
- Efficiency Delivered got upgrades of its own in 2020, including an increase in the project cap for residences, from $2,000 to **$2,500**.
- We also extended the payback period from 12 months to **two years** starting in 2021.
- We added **six new home improvements** such as an A/C tune-up and thermostat replacement.



REACHING AN ENERGY DELIVERED MILESTONE

In 2020, OUC registered our 1000th Efficiency Delivered participant, Stacey Palmer (pictured above on the right). "It's a great feeling to be able to help a homeowner like Stacey save money," said OUC Conservation Specialist Debbie Ziegler (pictured above, left), who performed a free audit and helped the homeowner pinpoint the cause of her high power bills: A/C unit maintenance and air leaks around windows and doors.

BRINGING ENERGY EFFICIENCY TO MULTI-FAMILY HOUSING

With more than half of Orlando residents living in rental properties, OUC has targeted multi-family residences for efficiency enhancement. Because renters are typically not the decision-makers on improvements to their dwellings, OUC works with property owners through our Multi-Family Efficiency Program (MFEP). Using OUC rebates, the program improves their communities' sustainability while keeping tenants' utility costs low.

OUC's success in multi-family housing efficiency is highlighted in the case of Amelia Court at Creative Village in downtown Orlando. The community encompasses 256 units, the majority of which are set aside for low-income tenants. Working with OUC, the developer took advantage of three primary efficiency upgrades – hybrid water heaters, heat pump A/C units and cool/reflective roofing — to earn rebates totaling $187,795, an OUC MFEP record. **Thanks to the upgrades, renters save an average of $200 to $300 a year on utility costs**.


Amelia Court at Creative Village



CONSERVATION + REBATES = SAVINGS

OUC's energy, water and new home rebate programs bring conservation and cost savings together. From insulation to efficient appliances to Florida-friendly landscaping, home improvements can really pay off for OUC customers – totaling more than $10 million in energy-efficiency savings since 2010. For a complete list of rebate programs, visit **ouc.com/rebates**.

$10.7 MILLION
IN CUSTOMER ENERGY- EFFICIENCY SAVINGS SINCE 2010

PARTNERING FOR A BRIGHTER HOUSING FUTURE FOR CENTRAL FLORIDA

With 36% of OUC's customers earning less than $35,000 a year, our team is dedicated to working with local leaders and community partners to ease burdens on Central Florida's low-income residents. To help address our community's lack of affordable housing, OUC General Manager & CEO Clint Bullock joined the Central Florida Regional Housing Trust's board of directors.

As part of this commitment, OUC worked with the City of Orlando and other partners to renovate long-term, affordable rental housing through the Parramore Asset Stabilization Fund (PASF). With an $8 million investment, PASF purchased 83 residential units in Orlando's Parramore neighborhood. By the end of 2020 and with OUC's partnership, nearly 70% of those properties had been renovated with energy-efficient lighting, water heaters, and other appliances.



CONSERVING EVERY DROP: SAVING CENTRAL FLORIDA'S WATER

To help make the most of Central Florida's water resources and encourage conservation, OUC began offering a variety of water-saving rebates, including up to $100 for property owners who upgrade to low-flow toilets; up to $200 for property owners who plant Florida-Friendly landscaping and switch to low-volume irrigation components; up to $300 for single-family homes or $100 per unit for multi-family homes that meet the requirements for Florida Water Star Certification; and up to $200 for property owners who purchase cisterns to store and reuse rainwater.

OUC ENERGY AND WATER REBATE PROGRAMS 2018–2020

PARTICIPATION		REBATES
330	**COMMERCIAL REBATE** • Ceiling Insulation • Cool/Reflective Roof • Duct Repair/Replacement • Lighting • Mechanical • Other Improvements • ENERGY STAR Heat Pump Water Heater • Heat Pump A/C • Toilet • Window Film • Window Replacement	$2,106,956
728	**MULTI-FAMILY COMMERCIAL REBATE** • Ceiling Insulation • Cool/Reflective Roof • Duct Repair/Replacement • ENERGY STAR Heat Pump Water Heater • Heat Pump A/C • Toilet • Window Replacement	$383,743
47	**NEW CONSTRUCTION COMMERCIAL REBATE** • Ceiling Insulation • ENERGY STAR Heat Pump Water Heater • Heat Pump A/C	$98,268
1,382	**NEW HOME RESIDENTIAL REBATE** • Ceiling Insulation • ENERGY STAR Heat Pump Water Heater • Heat Pump A/C	$383,014
5,902	**RESIDENTIAL REBATE** • A/C Proper Sizing • Solar PV System Battery • Ceiling Insulation • Duct Repair/Replacement • ENERGY STAR Heat Pump Water Heater • Electric Vehicle Purchase/Lease • Heat Pump A/C • Solar Thermal Water Heater • Solar Screen • Toilet • Window Film • Window Replacement • Water Cistern	$1,674,531
TOTAL PARTICIPATION: 8,389		**TOTAL REBATE AMOUNT: $4,646,512**

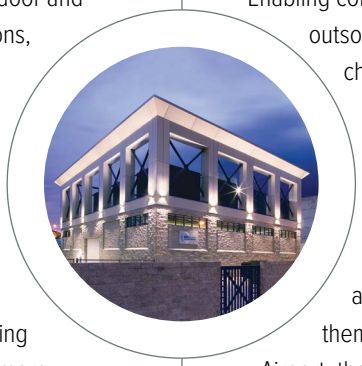
The Total Package:

PROVIDING VALUE AND TURNKEY SOLUTIONS TO CUSTOMERS

At OUC, our goal is to be the solutions provider of choice for our customers, offering a total package of services, comprehensive resources and a turnkey approach for their energy needs. From traditional power and water delivery to lighting, chilled water, solar solutions and renewable energy, EV charging infrastructure and dark fiber innovation, we offer high-level expertise and a diverse range of innovative, customized services.

VALUE AND TURNKEY SOLUTIONS TO CUSTOMERS

For nearly a century, OUC has provided reliable power to our customers. And for the last two-plus decades, we've amplified that service by adding cost-effective, energy-efficient solutions through OUConvenient Lighting, which serves both indoor and outdoor commercial applications, ranging from industrial parks and sports complexes to residential developments.



Outdoors, OUConvenient Lighting services run the gamut from providing fixtures and poles for community street light systems to retrofitting existing fixtures with brighter, more efficient, higher-output units. Indoors, we help customers upgrade inefficient lighting systems and install intelligent lighting controls.

Both inside and out, OUConvenient Lighting helps customers save dollars and kilowatts. For example: After a lighting audit at 1 S. Orange – a 1913-era brick office building in downtown Orlando – OUC retrofitted 164 lighting fixtures with LED bulbs, reducing electric consumption by nearly 70,000 kilowatts per year – and saving the customer nearly $6,000 annually. Other customers who have implemented lighting programs include the Homeowners Association of Eagle Creek; Orlando Health, realizing more than $1 million in savings annually; and Orange County Public Schools with a cost savings of $450,000 annually after retrofit.



1 S. Orange

STILL THE COOLEST WAY TO BE GREEN

Since we installed a chiller plant for Lockheed Martin in south Orange County in 1997, OUC has grown to become the largest provider of chilled water services (more than 50,000 installed tons) in the Southeast.

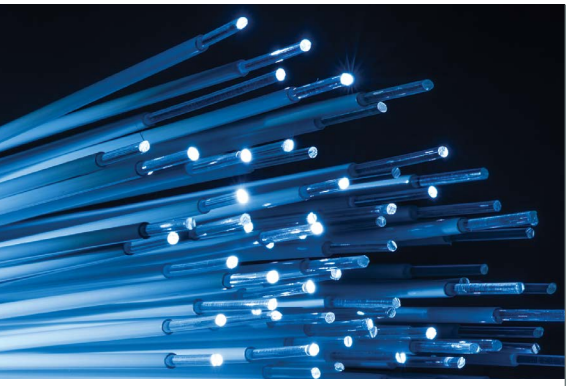
Enabling commercial customers to outsource the production of chilled water for their air conditioning, OUCooling has helped businesses and organizations lower A/C-related electricity charges, as well as reduce capital and operational costs. Among them: Orlando International Airport, the Dr. Phillips Center for the Performing Arts, Amway Center, CNL Center, Grand Bohemian Hotel, Orange County Convention Center and The Mall at Millenia.

OUCooling is good for the planet, too: Chilled water systems consume about 25% less energy than conventional air conditioning.

DARK FIBER: INFRASTRUCTURE FOR A HIGH(ER) TECH FUTURE

As Orlando explores the strategic advantages of Smart City technology for public safety, transportation, sustainability and communications, OUC is building the foundation for the next generation of high tech in our area. Integral to this effort to help Orlando become "Future Ready" is a robust fiber network – called Dark Fiber – that allows for high-speed transfer of massive amounts of data.

With 600 miles of fiber already in operation, we're continuing to expand our Dark Fiber network to support a 5G rollout as part of a



new pilot program – and a partnership with the Dr. Phillips Foundation – for the Packing District mixed-use development.

EXPANDING CLEAN ENERGY OPTIONS

Solar solutions. Solar is making an impact with residential and commercial customers. We now have 3,125 customers using rooftop solar photovoltaic (PV) panels, with some taking advantage of OUCollective Solar as their provider. This OUC program gives homeowners access to wholesale pricing from the top solar panel manufacturers in the industry, making it easier and more affordable to install rooftop solar. Additionally, nearly 200 customers have chosen to access clean, green renewable energy at an affordable price by subscribing to 6 MW of OUCommunity Solar. This program enables customers to opt for all or a portion of their monthly electric bill to be powered by solar energy, without installing panels on their homes or businesses.

Electrification: Charge It/Own It. At OUC, we're taking a strategic, holistic approach to electrification because we understand that in order to meet our Net Zero goals, we must take on emissions – so targeting transportation, the leading sector of CO_2 emissions, will be a critical short- and long-term endeavor. We're focused on bringing reliability from the grid to the road – encouraging local business owners to install cost-effective EV charging stations for their fleets, employees and customers with our Charge-It and Own-It programs. With Charge-It, OUC owns, installs and maintains the stations ... and with Own-It, we design, procure and install, and our customers own the stations. EV charging stations can increase customer traffic while drivers wait for their vehicle to charge, and they provide businesses the ability to power up their own fleet – all with OUC's expertise and reliable service from start to finish. These programs are just one way that OUC is working to advance the opportunities for EV infrastructure and innovation in Central Florida.

HOME WARRANTY PROGRAMS

When it comes to the water, sewer and electric lines that run through your home, the costs of unexpected repairs can be a big surprise for homeowners ... and the fact that insurance often doesn't cover these expenses is an even bigger shock. OUC helps customers minimize their risk by offering an exclusive home warranty protection program in partnership with the American Water Resources of Florida (AWRF). In addition to peace of mind, the perks include 24-hour customer support, quality service from professional contractors, affordable pricing and convenient billing as part of OUC's monthly utility bill.

OUC'S POWER PURCHASE AGREEMENTS

As part of OUC's portfolio of turnkey solutions, we have agreements in place to supply electricity to the following cities:

CHATTAHOOCHEE

City of Chattahoochee Est. 1934

LAKE WORTH BEACH

City of Lake Worth Beach FLORIDA

LAKELAND

CITY OF Lakeland www.lakelandgov.net

MOUNT DORA

CITY OF MOUNT DORA

WINTER PARK

City of Winter Park

Safe, Reliable Water and Energy:

FOR TODAY AND TOMORROW

Thanks to high standards of quality, rigorous testing and ozone treatment at our seven Water Treatment Plants, OUC customers can be confident their drinking water, which we call H_2OUC, is pure and safe to drink.



Water Operations Tech Zach Giamatt works on a water leak while customer Charles Scott keeps a safe distance.

RECOGNIZED FOR QUALITY

J.D. Power ranked OUC in the top decile among water residential utilities as part of its Residential Water 2020 Utility Satisfaction study. The study placed OUC third nationally among 90 utilities, second in the South among 21 midsize utilities and second in Florida among nine peer utilities.

As our community continues to grow, OUC is partnering with stakeholders statewide to build a vision for sustainable water use. Our Water Integrated Resource Plan guides us as we study conservation options, pursue alternative water supplies and evaluate partnerships with local governments. We're also closely monitoring the work of the Central Florida Water Initiative as it explores new, environmentally sound ways to meet Central Florida's long-term water demands. This initiative is a collaborative effort among the three water management districts in our area, the Florida Department of Environmental Protection, the Florida Department of Agriculture and Consumer Services, water supply utilities, and other stakeholders.

A NEW PLAN TO PROTECT FLORIDA'S WATER

Water is a precious – and limited – natural resource. To protect Florida's fresh water for future generations, OUC works year-round to educate the community about the importance of conserving water in homes, businesses and neighborhoods. This year, we submitted a new Consumptive Use Permit proposal with a Conservation Plan highlighting the success of our efforts.

Starting in the classroom, initiatives like Project AWESOME and the Water Color Project educate students about the science of sustainability while reinforcing creativity and STEM skills. For our customers, an array of incentives and programs – like the free water conservation audit shown in the photo below where our conservation specialists detected a water leak at a downtown Orlando home, as well as rebates, conservation kits, cost-sharing programs, leak detection, and more – helped Florida homeowners save water and money.



OUC employees check a meter outside a customer's home, practicing social distancing amid the pandemic.

In recent years, OUC's programs have spurred a significant reduction in daily per capita water consumption, exceeding goals set in our previous Conservation Plan. As we move toward a greener future, we continue to explore new avenues for loss prevention and public awareness to ensure our community's water is used wisely.

SAFETY FIRST: PREVENTING BACKFLOW

For decades, OUC has worked diligently to make certain that high-quality drinking water flows continuously to taps in homes and businesses. One way we do this is by stopping the flow of water from a customer's irrigation or auxiliary water system (e.g., well, lake, stream) into the public supply with a simple



Water technicians at OUC's Pine Hills Water Treatment Plant highlighting the new Ozone injection method infrastructure.

backflow prevention device. In 2020, OUC launched a coordinated campaign to educate customers about the importance of backflow prevention and help them install approved backflow devices.

PIONEERING WATER TREATMENT AT PINE HILLS

At OUC, we're proud to uphold rigorous standards for water purification and treatment. Most critically, a disinfection process – traditionally involving chlorine gas – kills bacteria in the water and combats corrosion of the pipes it flows through. Ozone also is used to eliminate naturally occurring compounds, resulting in better-tasting water.

In October 2020, OUC's Pine Hills Water Treatment Plant successfully upgraded its system to use a safer, more sustainable disinfectant – sodium hypochlorite – and a new sidestream ozone injection method. The new system ensures the same great quality of water but consumes less power and reduces the need for maintenance.

The Conway Water Treatment Plant is next in line to undergo the upgrades, with the remaining five plants to follow. Switching to a new disinfectant at Conway – along with the ozone upgrade at Pine Hills – ensures that OUC will have best practices in place for future conversions.

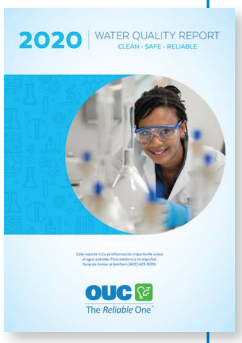
CHAMPIONING SUSTAINABILITY

For OUC, being a sustainability leader means promoting conservation throughout our community. Our Green Team volunteers bring awareness and Earth-friendly programs to the workplace, like our Collection Day event that helps employees reuse, refurbish, or recycle used electronics. At Stanton Energy Center, we help protect wildlife on its 3,200-acre nature preserve by conducting prescribed burns. The burns maintain habitats that support more than 40 animal species, including the endangered red-cockaded woodpecker, as well as deer, bald eagles, alligators and wild hogs.

OUC was also recognized by The Arbor Day Foundation for our commitment to the proper pruning, planting and care of the City of Orlando's impressive tree canopy. Our dedication to providing safe and reliable electricity while maintaining tree line health earned us the Foundation's Tree Line USA Utility designation again in 2020 – for the 21st year in a row. Additionally, OUC teaches customers how and where to plant trees to promote healthy vegetation and avoid overhead powerlines.

QUALITY ASSURED

OUC routinely monitors the public's drinking water supply – and we go to great lengths to ensure it's in compliance with federal and state regulations. Our annual Water Quality Report details these measures.



DELIVERING SAFE, RELIABLE POWER

OUC's network of nearly 400 miles of transmission lines help deliver a continuous flow of electricity to customers. But just like any major infrastructure, our transmission grid needs to be regularly upgraded and expanded to meet growing electric demand, improve reliability and load capacity, and support future development of renewable energy resources. These considerations led us to start building a new transmission line in order to best serve customer growth in the St. Cloud and southeastern Orlando areas. The new Orlando/St. Cloud Regional Resiliency Connection 230 kV transmission line will connect OUC's Magnolia Ranch North Substation in Orange County with OUC's St. Cloud East substation in Osceola County.

In addition, OUC completed work on the Stanton Energy Center to Taft transmission corridor to improve grid reliability and load capacity. Launched in October 2017 in response to growth in south Orlando, the project was completed in May 2020, a month ahead of schedule. Key upgrades to the 22-mile corridor included replacing an estimated 100 transmission poles with new galvanized steel cylindrical structures, reinforcing aging lattice transmission towers with steel, and installing new 69kV and 230kV transmission lines. Substations along the corridor transform higher-voltage electricity to lower voltages that are distributed for residential and commercial use.

Powering Through:

TRANSFORMING THE EMPLOYEE EXPERIENCE

True to our culture and our employees' character, OUC responded to the COVID-19 crisis with collaboration, agility and flexibility. While prioritizing our team's health and safety, we quickly adapted operations to provide essential services to Central Florida. Whether working from home or staffing critical facilities throughout our service area, our teams will continue being there for our community. And they'll do it in an environment where they feel safe, valued and heard.



OUC employees adapted quickly – whether working in the field or from home – to continue providing essential services to customers when needed most.



STAYING SAFE AND HEALTHY

The wellbeing of all those who work at OUC is rooted in our core value to Make Safety First and always top of mind with our leadership and Employee Experience team. Building on a solid foundation of emergency operations training and protocols, we mounted a swift response to keep our utility up and running safely amid the coronavirus pandemic.

From field operations to human resources to IT, OUC teams worked together to procure and distribute technology, personal protective equipment (PPE) and other necessary items. For those who were unable to work remotely, we thoroughly evaluated each of our facilities' environments, coordinating social distancing, sanitizing and the 24/7 help line that made it possible to ensure safety and peace of mind. We also developed and implemented OUC's first-ever telecommuting policy for the 60% of our employees who were suddenly working from home.

STAYING CONNECTED

Our Connected 2025 Strategy calls for strengthening employee engagement through continuous improvement of our workplace, processes and organization. To ensure continued dialogue, the OUC team shared vital information in a variety of ways: the "Powering Through" series on our OUC360 internal website; weekly virtual leadership meetings; frequent FYI memos and the Update! newsletter; social media posts and media engagement; and home videos from our leadership team.

Safety and health – both physical and psychological – are part of OUC's way of life. To reinforce our commitment to wellness, we shared weekly videos that offered guided home workouts with our certified personal trainer, yoga practices and Choose Well program nutrition tips from our registered dietician. Employees

took advantage of OUC's wellness resources and platforms, motivating themselves and each other by sharing "sweaty selfies" as they exercised, taking part in virtual 5K and 10K races, and competing in team step challenges.

LOOKING AND PLANNING AHEAD

OUC is preparing for a safe return to the workplace with our collaborative, cross-functional Re-Entry Task Force. We are developing detailed plans for logistics and operations, such as cleaning and sanitizing, temperature scans at entry points, and strategic scheduling and signage that improves personnel flow and limits contact. Mobile medical providers will be available to assist with team training, as well as provide health and safety guidance.

At the same time, we continue to develop employee engagement. Although the pandemic suspended our monthly Engage meetings, which offered the chance for in-depth dialogue and planning, our Human Resources and Strategic Planning & Process Improvement teams are working to implement solutions and strategies that address opportunities for improvement.

While we had to make some difficult budget decisions, OUC was able to avoid layoffs and make plans to maintain our strong, skilled and dedicated workforce. Above all, we're committed to providing an environment where employees love to work and can invest in their futures together.

COMMITTED TO INCLUSION

DIVERSITY. EQUITY. INCLUSION.

In 2020, our nation faced watershed moments as racial inequity and injustice were brought to the forefront with calls for change. Reflecting on America's ongoing social justice movement, OUC General Manager & CEO Clint Bullock embarked on a Diversity & Inclusion Listening Tour.

Together with Chief Employee Experience Officer Latisha Thompson, Bullock took part in virtual discussions with nearly 60 OUC employees from a variety of backgrounds. The employees shared with Bullock their experiences, insights and ideas for a more inclusive workplace. With this enhanced understanding, OUC will engage an expert third-party leader to help develop a three-to-five-year roadmap plan for Diversity, Equity & Inclusion. This strategic planning is taking place in parallel with the revamping of our Code of Conduct and ongoing review of our workplace climate and policies. We want the message to our employees and community to be clear: We're listening, we're here for you, and we're committed to an inclusive, respectful and equitable OUC work environment.

We also joined a regional effort focused on creating opportunities for those long affected by racial inequality and ensuring pathways for participation in the economy. Close to 100 CEOs and business leaders, including Mr. Bullock, signed "Take the Pledge," an initiative of the Orlando Economic Partnership.

OUC WORKPLACE ACCOLADES

- In 2019, the *Orlando Business Journal* named OUC the "Best Wellness Employer" in Central Florida among companies with 500-1,499 employees. The award honors organizations with initiatives that promote employee health, such as **OUC's Wellbeing: The Power to Thrive**. Through this program, OUC employees can take part in health and wellness fairs, onsite health screenings, health coaching, onsite boot camps and yoga, social events, and more.
- In 2020 and 2021, OUC's Wellbeing: The Power to Thrive program was honored with the **Best Wellness Employer Gold Certification from Wellness Workdays**, in collaboration with experts from Harvard Medical School.

OFFERING OPPORTUNITIES

Committed to providing opportunities for success and a better quality of life to those who have served in the U.S. Armed Forces, OUC supports and honors its veterans. In November 2020, employees and veterans Maggie Burdette and Andres Burgos (right) were featured on ***"Military Makeover with Montel Williams,"*** which also highlighted 10% of OUC's workforce who have served in the military.



Through our **Emerging Student Program**, OUC provided paid internships to 15 college students in 2019. The program enhances diversity and offers real-life work experience for students.

ON THE ROAD TO SAFETY

Highlighting our dedication to **Make Safety First**, OUC launched a driver safety program designed to protect employees using company vehicles. The Lytx® Driver Safety Suite provides video-based safety management and coaching tools, operating only when unusual driving incidents occur, such as sudden lane changes or hard braking. The technology captures critical moments before and after an event, protecting our employees and enhancing OUC vehicle safety.

Essential and Beyond:

SERVING OUR COMMUNITY IN MANY WAYS

In every sense of the word, OUC is a community partner – to our customers, Central Florida's business and community leaders, our environment and our local economy — as we continue to face the challenges of COVID-19 and look beyond the pandemic to recovery and renewal.



OUC's Hats Off to Our Hometown Heroes campaign paid tribute to health care professionals for their bravery and the sacrifices they made to keep our community safe during the onset of the pandemic.

SALUTING HOMETOWN HEROES

While our crews provided vital services to our community, OUC looked out for essential workers who kept our community safe and stores stocked and staffed, including health care professionals, grocery store workers, firefighters and police officers. We held appreciation events to share our heartfelt thanks for their dedication, including a lunch for the Osceola County Health Department on April 21, 2020; catered meals for grocery store employees in Orange and Osceola counties; and lunch for the St. Cloud Police Department on September 11. We encouraged our OUC family to remain engaged in our community, too. Team members made donations and participated in our Project CARE COVID-19 Virtual 5K/10K.



UNITED THROUGH ADVERSITY

In addition to our $12.1 million relief package for customers impacted by the pandemic, OUC joined with Heart of Florida United Way (HFUW) to coordinate Project CARE, offering households in danger of losing utility service up to $500 in bill-payment assistance within a one-year period. In 2020, more than 6,500 customers accessed Project CARE funds.

In fall 2019, OUC strengthened support for those Central Florida families living paycheck-to-paycheck, serving as a founding partner of United Way's ALICE (Asset Limited, Income Constrained and Employed) Coalition. Together with SunTrust Bank (now Truist) and Publix, OUC pledged



OUC: INVOLVED AND ENGAGED



In April 2019, the Council for Responsible Sport granted Gold Level Certification to the **OUC Orlando Half Marathon and Lake Eola 5K**, recognizing the race's enhanced environmentally responsible initiatives since obtaining silver status three years earlier.



As Central Florida marked **Earth Day 2020** virtually, OUC drew attention to the occasion by sharing environmentally themed artwork created by employees and their families, and promoting gardening tips.

Some photographs were taken before the onset of the COVID-19 pandemic. Photographs of individuals not wearing masks during the pandemic were taken from a distance of at least six feet in accordance with COVID-19 safety protocols.

support for this program, which offers a one-time “safety net” for families struggling to cover basic living expenses in Orange, Seminole and Osceola counties.

SUPPORTING TOMORROW’S LEADERS

From STEM education to creative competitions, OUC engages our community’s future leaders and innovators through a number of programs, including:

- **Water Color Project.** Promoting water conservation, this annual contest inspires students from Orange and Osceola elementary, middle and high schools to showcase their artistic talents. Winners of the 2020 Water Conservation Calendar contest were honored in our first-ever virtual awards ceremony while video of painted rain barrels displayed at CityArts was shared online.
- **Youth Energy Academy.** Sponsored by the Florida Chapter of the American Association of Blacks in Energy, this program provides opportunities for African-American high school students to explore careers in STEM fields. While past events have included on-site visits o OUC locations, this year’s went virtual, with local youth groups connecting via Zoom to career and conservation sessions taught by OUC and other local utility partners.
- **After-School All Stars.** To help students achieve in school and life – and to prepare them for today’s workplace – After-School All Stars connects youth with community and business leaders. In 2019 and 2020, local leaders joined OUC employees for an All-Stars event focused on conservation and utility industry careers.
- **Project AWESOME.** In partnership with Orlando Science Center, OUC’s Project AWESOME (Alternative Water and Energy Supply; Observation, Methods and Education) brings interactive conservation lessons to Orange and Osceola county public school fifth graders.



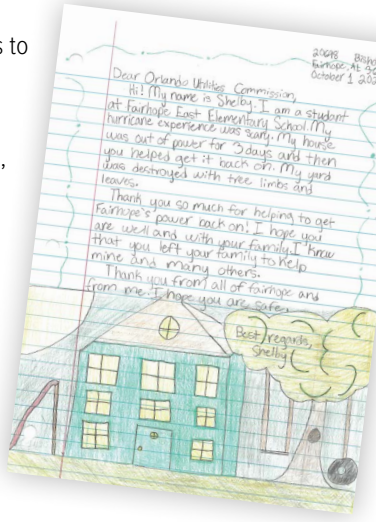
Youth Energy Academy participants visit OUC to learn about potential careers during the 2019 event.

OUC’S EMPOWERMENT ZONE

The Empowerment Zone represents OUC’s commitment to helping revitalize neighborhoods in the 32805 zip code, which is the most disadvantaged area in our service territory. In March 2020, we launched an employee task force that seeks donations and partners with nonprofits to provide education, sustainable housing, career opportunities and other assistance to help families in need.

DEPLOYING MUTUAL AID

During the 2020 hurricane season, OUC responded to mutual aid requests from utilities in Louisiana, Alabama and Mississippi. OUC sent power restoration crews to Alexandria and Winnfield, LA (Hurricane Laura), Fairhope, AL (Sally), Lafayette, LA (Delta) and Gulfport, MS (Zeta). The teams worked 16-hour days until power was restored. In 2019 OUC teams helped prepare for Hurricane Dorian, which missed Florida, and helped Gainesville recover after a severe weather event.



IN 2019 AND 2020, OUC CONTINUED TO DISPLAY COMMUNITY SPIRIT THROUGH PARTICIPATION IN MYRIAD PROJECTS AND EVENTS.



In 2019, we hosted our annual **OUC Charity Golf Tournament** at MetroWest Golf Club to raise money for local charities. This event raised $30,000 for three groups that advance literacy: the Adult Literacy League, Early Learning Coalition of Orange County and Need to Read, Inc.



Thanks to a partnership between **OUC and SALT Outreach, Inc.**, in 2020, homeless citizens around Orlando had access to energy-efficient showers. OUC partnered with the nonprofit to develop a solar-powered trailer with four bathrooms.

Orlando Utilities Commission:

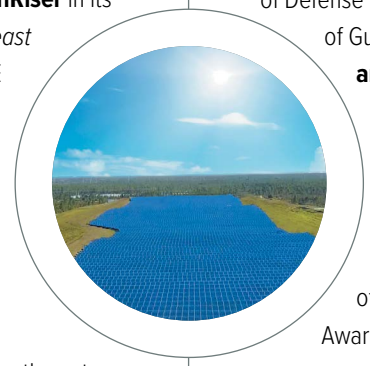
COMMITTED TO EXCELLENCE AND CONNECTED TO STAKEHOLDERS

So much has changed in 100 years. But the more things change, the more you can count on OUC to remain a trusted partner, ensuring reliable water, electricity and an unwavering commitment to our customers. OUC values partnerships with our key stakeholders and is committed to consistently striving to meet the highest standards for our customers and community.



AWARDS AND ACCOLADES

- In a 2020 study by Escalent, a leading behavior and analytics firm, OUC earned the top spot as **"Most Trusted Brand"** among electric service utilities in a nationwide customer survey. In a second 2020 Escalant study, OUC was the top-ranked **"Residential Customer Champion"** among all electric utilities.
- For the second consecutive year, the Southern Alliance for Clean Energy recognized OUC as a **SunRiser** in its *2020 Solar in the Southeast Annual Report*. The SACE designation represents utilities with the highest solar ambition, measured by forecasted solar growth on a watts-per-customer basis over a four-year period, 2019 to 2023. OUC earned the fourth spot on the list and was the only municipal utility to receive the designation in 2020.



- The Smart Electric Power Alliance named OUC a **2020 Power Players Award finalist**. Under the Public Power category, the nomination comprised three innovative OUC projects related to clean energy goals: the nanogrid pilot, installations of more than 20 weather stations and sky cams, and the electrification market transformation initiative.
- In 2020, OUC was named a **Tree Line USA** utility for the 21st consecutive year. The Arbor Day Foundation recognized OUC for our commitment to proper tree pruning, planting and care of the City of Orlando's impressive tree canopy.



OUC was honored with the Employer Support of Guard and Reserve's Above and Beyond Award.

- During the summer of 2020, OUC was acknowledged by the U.S. Department of Defense with the Employer Support of Guard and Reserve's **Above and Beyond Award**, which honored the utility's continued support of employees serving in the armed forces. Additionally, six members of OUC received Patriot Awards.
- OUC was recognized for a variety of awards by the Florida Municipal Electric Association:
  - **Restoring Communities Award and Safety Award**
  - **2020 Building Strong Communities Award**, which honors utilities' efforts to boost local communities with "above and beyond" services and programs.
- Thanks in part to OUC's leadership in electrification, Orange County was recognized as a **Top Tier performer** in the League of Women Voters of Florida Summer 2020 EV Report Card.
- OUC was recognized as a **2019 Healthiest Employer** by the *Orlando Business Journal* for policies and initiatives that promote wellbeing.

POLICY AND ENGAGEMENT

As part of our mission to build relationships and maintain open dialogue with our stakeholders, OUC engages with various trade associations, governmental agencies and research organizations involved in developing and overseeing energy sector policies. They include:

- **Environmental Protection Agency:** OUC provides feedback on regulatory matters, such as changes to the Clean Air Act, through face-to-face meetings and by submitting public comments.
- **Department of Energy (DOE):** OUC collaborates on research and development projects centered on carbon capture and alternative fuel sources, such as hydrogen.
- **Large Public Power Council (LPPC):** OUC is a member of the LPPC, which represents the 27 largest public power utilities in the country, and serves on several committees including the environmental and government relations task forces focused on informing federal policy.
- **American Public Power Association:** OUC is actively engaged with this national trade organization, on federal policy development.
- **Florida Public Service Commission (FPSC):** While not regulated by the FPSC, OUC works with the commission on price structure and setting conservation goals.



OUC is committed to driving policy changes that will support electrification infrastructure and innovation. For example, we coordinated an electric vehicle convoy that transported local leaders to Tallahassee to advocate for EV-friendly policies on the opening day of the 2020 legislative session.

- **Florida Electric Power Coordinating Group, Inc. (FCG) and Florida Reliability Coordinating Council (FRCC):** OUC's General Manager and CEO, Clint Bullock, is active in the FCG, serving as the incoming board chair for the organization which represents utilities on environmental and transportation issues affecting the industry, and is also a board member for the FRCC – a nonprofit organization working to ensure bulk power system reliability throughout Florida.
- **Florida Department of Environmental Protection:** OUC works to ensure environmental compliance for all air, land and water permits.
- **Florida Water Management Districts:** To maintain our consumptive use permit, OUC collaborates with the South Florida and St. Johns River Water Management Districts.
- **Florida Municipal Electric Association:** OUC is actively engaged with our statewide trade organization on legislative, regulatory, training, customer service, operational and educational topics.



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