OUC100
A Century of *Reliability*

CONNECTED & COMMITTED

2021–2023 COMMUNITY RESPONSIBILITY REPORT



CONNECTED & COMMITTED

COMMUNITY RESPONSIBILITY STATEMENT



Over a century, OUC became known as The *Reliable* One, the utility Central Florida has trusted to provide safe, dependable and affordable electric and water service. While unwavering reliability and commitment defined our first century, innovative solutions and expanding as the partner of choice have become the vision for our future, including our pledge to achieve Net Zero CO_2 Emissions by 2050.

As a trusted community partner, employer of choice and forward-thinking industry pioneer, OUC has played a key role in our region's growth and economic success since 1923. Today, our teams are leading through action, creativity and results-driven processes ... building strategies that promote a diverse, inclusive workforce and a clean, safe environment.

We are dedicated to serving our customers, stakeholders, environment and community with accountability, integrity and enthusiasm. We are grounded in our core values ... supported and connected through the dynamic business and community relationships we've built ... and inspired to action by our love for Central Florida, the place we call home.

WE ARE OUC.

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MESSAGE FROM THE GENERAL MANAGER & CEO
CLINT BULLOCK



OUC General Manager & CEO Clint Bullock at the Robinson ReCharge Mobility Hub, which opened in July 2023 and supports Central Florida's growing number of EV drivers with 20 high-speed charging ports.

To Our Stakeholders:

When I'm asked about OUC, one of the first things that comes to mind is its significance to our community's quality of life. Every day, I know I'm part of an organization that meets the energy, water, chilled water, lighting, solar and electrification needs of our growing community. And thanks to the hard work and dedication of our more than 1,200 employees, we do all that ... with outstanding service, a safety-first workplace, and solutions that balance affordability with sustainability.

And now, we can proudly say, *we've done it for 100 years*. A century of service is a rarity that few organizations ever reach. While an electron is still an electron and a drop of water is still a drop of water, our evolving society relies on power and water more than ever to fuel all aspects of life. Our customers' needs are changing, too. As we strive to meet their expectations and provide exceptional value, we're embracing a new vision for the future: providing innovative solutions and expanding as the partner of choice.

OUC is more than halfway through our pursuit of Connected 2025, the strategic plan we announced in February 2020 and use daily as our North Star. Though life feels very different today than when we embarked on this journey, I'm proud to say we've made significant strides toward the plan's energy, water and sustainability goals. The centerpiece of this vision is achieving Net Zero CO_2 Emissions by 2050, with interim targets of 50% CO_2 reduction by 2030 and 75% CO_2 reduction by 2040 from 2005 levels. Despite the unprecedented circumstances and challenges of the COVID-19 pandemic, we've made steady progress on these ambitious, forward-thinking goals.

After committing to phasing out the Stanton Energy Center's two coal-fired plants, OUC made the move to purchase and renovate the natural gas-fired Osceola Generating Station, important for managing solar intermittency and resiliency of the system. We're also delivering on our pledge to increase our solar energy footprint, with signed contracts and plans for two more 74.5 MW solar farms by December 2024. Additionally, investments in water conservation, energy storage and infrastructure to support electric vehicles (EV) are underway. And, as part of our commitment to preparedness, OUC launched storm-hardening initiatives, including relocating infrastructure underground and installing "smart grid" systems that automatically reconfigure electrical flow during outages so that fewer customers are impacted.

As rising fuel costs drove utility bills to new heights in 2022, we fought to keep our rates lower than those of our peers and help customers find ways to save through conservation, efficiency, rebates and alternative payment options. In recognition of our commitment, OUC was named a Most Trusted electric utility by Escalent for the third time in four years.

Among our many exciting endeavors, and one that shines bright for me, is the kick-off of our OUC100 campaign to commemorate our Centennial. As Orlando and Central Florida have grown in population, success and prominence, OUC has been there every step of the way ... striving to serve our community as an innovative solutions leader and partner of choice.

We stand at the threshold of distributed energy and sustainability breakthroughs. As we rise above the challenges of the past few years and look ahead to our next century, I'm optimistic about our community's future and energized about OUC's role in it. Our responsibility to the community is close to our hearts, because Central Florida is our home, too. I can't imagine a more exciting time as we honor our history and anticipate advancements to come. Through it all, we remain grateful for our customers, employees and community.



Clint Bullock | General Manager & CEO

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. OUC was recognized as a Most Trusted electric utility in the nation in 2021, 2022 and 2023 according to Escalent. With 1,210 employees, our team provides electric, water, chilled water, lighting, electric vehicle charging and solar services to more than 400,000 accounts in Orlando, St. Cloud, and parts of unincorporated Orange and Osceola counties. Our electric service area spans 418 square miles, while our water service area covers more than 200 square miles.

OUC COMMISSION 2023

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.



BRITTA GROSS
PRESIDENT



LARRY MILLS, Th.D.
FIRST VICE PRESIDENT



ROGER CHAPIN
SECOND VICE PRESIDENT



CESAR CALVET
COMMISSIONER



BUDDY DYER
MAYOR/COMMISSIONER



CLINT BULLOCK
GENERAL MANAGER & CEO

BY THE NUMBERS

1,210 EMPLOYEES
404,760 METERED ACCOUNTS

1,882 MILES OF WATER DISTRIBUTION LINES

31.5 BILLION GALLONS OF WATER PRODUCED ANNUALLY

1,900 MW OF GENERATING CAPACITY

81,130 TONS OF INSTALLED CHILLED WATER CAPACITY

393 CIRCUIT MILES OF ELECTRIC TRANSMISSION LINES

2,634 CIRCUIT MILES OF DISTRIBUTION LINES

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

Aa2, AA & AA

Through the years, OUC has proudly maintained excellent bond ratings. In June 2023 – in conjunction with the issuance of Series 2023A Bonds in the amount of $275 million – Moody's, S&P Global Ratings and Fitch Ratings each reaffirmed OUC's ratings of Aa2, AA and AA, respectively, signaling their continued confidence in the company's financial outlook. Funds from this bond issue will be used to advance OUC's strategic capital initiatives including the Path to Clean Energy and Alternative Water Sources, Business Transformation, and Innovation and Growth.

MILESTONES & MENTIONS



2021

JAN



OUC announced a renewable energy grid expansion with two additional 74.5 MW solar farms in Osceola County to open in 2024.

FEB

OUC finalized a 10-year extension of the Interlocal Agreement with the City of St. Cloud, which runs through 2042.

APR



OUC – along with project partners the City of Orlando and Orlando Science Center – showcased the 200-sq.-ft. Tiny Green Home at Lake Eola's Earth Day celebration.

MAY



J.D. Power honored OUC as the top-ranked midsize water utility in the South, with a national first-place finish in its residential water customer satisfaction survey.

JUL



Orlando celebrated the opening of Lake Lorna Doone Park, featuring the OUC Solar Pavilion, which provides 30,000 watts of solar energy.

SEP



OUC purchased the Osceola Generating Station, an inactive 510-MW simple-cycle natural gas-fired power plant near Harmony, to mitigate solar power intermittency.

OCT



OUC and the City of Orlando spearheaded the 2030 Solar Pledge, challenging participants to commit to using 100% solar energy by 2030.

DEC



For the first time, OUC invited the public to make the final selection for the 2022 Water Color Calendar Contest. Art by Orlando fifth grader Kaelean P. secured the most votes.

2022

JAN

As part of our municipal utility mutual aid network, OUC sent power restoration crews to aid Winter Storm Jasper recovery in the Carolinas.

MAR



OUC broke ground on our 24-acre St. Cloud Operations & Maintenance Center, the first net-zero energy campus to be built for a utility in Florida.

APR

For OUC's Earth Month Community Project, team members provided much-needed outdoor maintenance and landscaping to the Christian Service Center for Central Florida.

MAY

OUCooling, OUC's Chilled Water Services program, celebrated its 25th anniversary.

JUN

OUC met with U.S. Department of Energy Secretary Jennifer Granholm at the Edison Electric Institute conference in Orlando.

JUL

Local middle and high schoolers participated in OUC's annual Youth Energy Academy, touring Stanton Energy Center and exploring OUC's Pre-Apprenticeship Program.

SEP



OUC sponsored Orlando's newest mural "Still I Rise," a seven-story work in Parramore depicting the neighborhood's community leaders and renowned musicians.

OCT

Together with our mutual aid partners, OUC completed power restoration following Hurricane Ian, even in areas where there was severe flooding.

DEC

To help offset rising fuel costs, OUC made available $1.2 million in emergency bill assistance through Project CARE, offering up to $500 of one-time support to qualified customers in a one-year period.

2023

JAN



Escalent's national survey results were announced – and once again, OUC was recognized as the #1 Customer Champion of 2022 among U.S. energy providers.

MAR



For the 21st consecutive year, OUC received the Florida Municipal Electric Association (FMEA) Safety Award at the annual FMEA Lineman Competition hosted by OUC.

JUN



Orlando Mayor Buddy Dyer recognized OUC with a proclamation declaring June 26 as "OUC 100th Anniversary Day."

JUL



Following a grand opening, the Robinson ReCharge Mobility Hub began serving Central Florida drivers.

OCT

OUC100
A Century of *Reliability*

OUC honored employees, retirees, Commissioners, and partners through events and community exhibits to recognize a century of service to Central Florida.

OUC100

A Century of *Reliability*

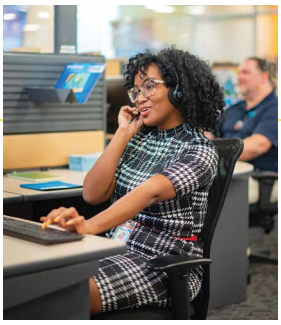
A CENTURY OF RELIABILITY

In 1923, OUC served 2,795 customers. Today, that number has grown to more than a quarter of a million. Over that time, OUC has had an undeniable impact on the changing face of Orlando and Central Florida.

This year, we mark our first century of reliably serving, innovating and empowering the community we share. As we look to the future, we will continue working every day to fulfill our commitments to sustainability, affordability and reliability ... and an enduring pledge to progress.









DECADES OF DEDICATION

Through the years, generations of OUC team members have demonstrated the value of reliability, enabling our organization to survive and thrive for a century. Our employees range from electric and water technicians ... to engineers and research innovators ... to customer service teams. But no matter their role or responsibilities, OUC employees have always been united by the mission of serving Central Florida as a dependable, supportive community partner and quality solutions provider.

CITY HONORS OUC CENTENNIAL

We're proud to look back on our longstanding tradition of reliability and share our gratitude with the employees, customers, and community partners who made it possible. In honor of the occasion, the City of Orlando proclaimed June 26 "OUC 100th Anniversary Day" to recognize the utility's long history of serving and supporting Central Florida. **Find out more at OUC100.com**.





WORDS FROM OUR CUSTOMERS & PARTNERS

Check out OUC100.com for video stories of reliability, innovation and community connection.

"OUC's commitment to innovation and the community this past century is powering us into the future." **– Matt Taylor, Senior Vice President of Asset Strategy, Orlando Health**

"OUC is there every single time we call. The way OUC has evolved and helped the community grow is remarkable. We're looking forward to the next 100 years." **– Jeff Hayward, President and CEO, Heart of Florida United Way**

"OUC helped transform a small town into a world-class destination with reliable energy and a focus on the future." **– Carolyn Fennell, former Senior Director of Public Affairs and Community Relations, Greater Orlando Aviation Authority**

ORLANDO HEALTH®

United Way

ORLANDO INTERNATIONAL AIRPORT
The Orlando Experience®



OUC CELEBRATES HISTORY AND FUTURE INNOVATIONS

During OUC's commemoration of its Centennial in March 2023, the utility reflected on a long legacy of progress and reaffirmed our commitment to a sustainable future – starting with electrified transit. At the Orlando Economic Partnership's signature Barbecue in the Park event, our team showcased one of the new Ford F-150 Lightning electric pickups helping to reduce emissions in the OUC fleet.

100 YEARS O

100 years of COMMUNITY

As Orlando's hometown utility, community is the cornerstone of everything we do – and we work tirelessly on behalf of our neighbors, friends and families.

- **IN 1957,** OUC presented the City of Orlando with the Lake Eola fountain – which has become a landmark associated with our city.



- **IN 1990,** OUC launched its PROUD Community Volunteer program, which resulted in $2,000 donated to community organizations in the first year and is credited with doubling employee volunteerism in just two years.



- **IN 2020,** OUC helped the community during economic uncertainty with a $12.1 million COVID-19 relief package, while also waiving disconnections and late fees.

100 years of CUSTOMERS

From handwritten meter reads to state-of-the-art technology, the customer experience has evolved significantly over the past 100 years – but OUC's unwavering dedication to affordability, high quality and excellent service has always remained.

- **IN 1936,** OUC moved into its new building at the corner of Wall Street and North Main Street – putting operations right in the heart of the city, in close proximity to those we serve.



- **IN 1997,** we began delivering a new product called H2OUC – ozone-treated water that tastes better than bottled water but costs much less. In doing so, OUC became the first utility in Central Florida to master control of the sophisticated ozone water treatment system from a remote facility with no on-site staff.

- **IN 2013,** OUC completely revolutionized the customer experience by leveraging advances in technology to move to a completely digital meter data management system, thus paving the way for customers to better monitor use and to encourage conservation.



100 years of EMPLOYEES

For a century, OUC employees have stepped up and banded together when it's mattered most – like during times of economic uncertainty and during extreme weather events impacting our customers and community.

- **IN 1934,** OUC navigated The Great Depression with the rest of the country – even adding 250 jobs to install underground electric feeder lines at a time when work was virtually impossible to find.

- **IN 1989,** OUC's service territory unexpectedly saw three days of sub-freezing temperatures in December. However, 86% of customers never experienced any service interruptions due to the team's dedicated efforts.

- **IN 2004,** Central Florida was rocked by three back-to-back hurricanes – Charley, Frances and Jeanne – in the span of 45 days. OUC linemen served on the front lines of restoration efforts, routinely working 16-hour days in difficult conditions.

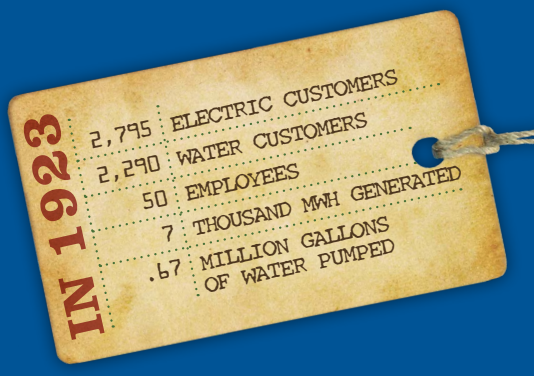


In all, OUC replaced 570 poles and 43 transformers, and repaired 26.6 miles of primary line and 44.2 miles of secondary line. Days after Frances, OUC had fully restored service and sent crews to provide mutual aid in other states.

- **IN 2020 & 2021,** we navigated the unprecedented challenges of the COVID-19 pandemic while remaining committed to our number one value of **making safety first** and continuing to make steady progress on ambitious, forward-thinking goals.

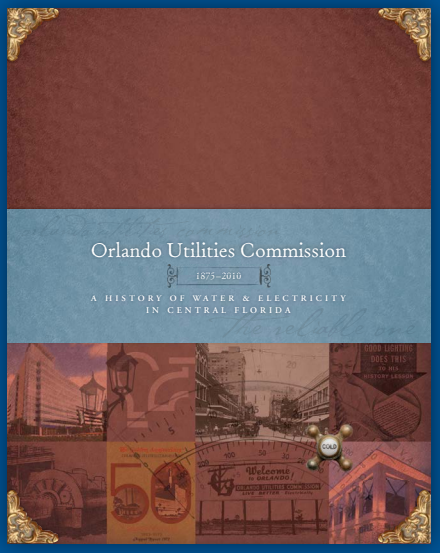
OF IMPACT

A CENTURY OF SERVING CENTRAL FLORIDA



To learn more about OUC's impact over the last 100 years, visit

HistoryofOUC.com





100 years of WATER & POWER

In persistent pursuit of a *brighter* tomorrow, OUC has embraced innovation for 100 years. With a number of "firsts" to our name, OUC's commitment to innovation has propelled Orlando forward and will do so for many years to come.



- **IN 1957,** OUC moved from surface water to well water drawn from the Floridan Aquifer. This allowed strategically located water plants to be interconnected by transmission pipes to serve a growing population.
- **IN 1987,** OUC flipped the switch at the Stanton Energy Center (SEC) to begin initial synchronization that allowed it to produce power for the first time. SEC went commercial on July 1, 1987.



- **IN 2017,** OUC found a new way to weave sustainability into its clean-energy portfolio by installing a floating solar array on a large pond next to the Gardenia Innovation & Operations Center, which sends up to 31.5 kW of electricity back into the grid.

100 years of SUSTAINABILITY

Innovation and sustainability is woven into everything we do – from energy efficiency programs to the future of power generation. Together, we can make sustainable changes that will leave a lasting impact for generations.

- **IN 1984,** OUC began its home energy audit program to encourage conservation – and it was a resounding success. On the first day, more than 300 customers contacted OUC to request audits.
- **IN 1997,** we opened our first chilled water plant, leading to an expansion in this new service. Today, we operate seven chilled water districts across Orlando.
- **IN 2008,** construction was completed on Reliable Plaza, OUC's new headquarters and the first Gold LEED-certified building in downtown Orlando. It was designed to use about 28% less energy and 40% less water than similar buildings built to code.



- **IN 2020,** OUC committed to achieve Net Zero CO_2 Emissions by 2050, with interim goals of 50% reduction in CO_2 emissions by 2030 and 75% by 2040. OUC was the first utility in the state to set such goals.

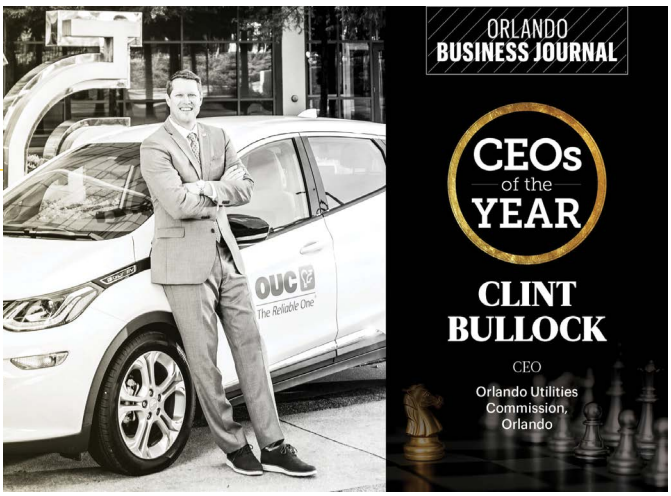
NET ZERO CO_2 EMISSIONS 2050

EXCELLING AS A TEAM

OUC earned the title of the "Most Trusted Electric Utility in the Nation" in 2020, 2022 and 2023, reflecting the results of a national customer survey conducted by human behavior and analytics firm Escalent. In another Escalent study, OUC was named a **2022 Environmental Champion**, scoring the most points among electric peers for "environmental dedication." OUC also received the **2022 Customer Champion Award** for ranking first among all electric utilities nationally in Escalent's Engaged Customer Relationship Index. Specific to water services and quality, J.D. Power awarded OUC **a national first-place finish in its residential water customer satisfaction survey in 2021.** Our linemen are committed to excellence, too – regularly placing at the **Florida Municipal Electric Association's Linemen Competition** and taking home a **record seven trophies** at the 2023 event.







★ **Orlando Business Journal 2021 CEO of the Year**, Clint Bullock, OUC General Manager & CEO: 2021

★ **Don Quijote Hispanic Community Champion Award**, Hispanic Chamber of Commerce of Metro Orlando and Prospera: 2021

★ **Florida Trend's Florida 500:** 5th consecutive year: 2023



★ **Florida Municipal Electric Association Safety Award:** 21st consecutive year: 2023

★ **Talend Data Masters Award,** international recognition for OUC's Meter Data Operations team: 2021

Healthiest EMPLOYERS

★ **Orlando Business Journal's "Healthiest Employers":** 6th consecutive year: 2023

★ **American Water Works Association Manufacturers/Associates Council's Charles E. Hogue Member of the Year Award**, volunteer service, Best Paper award, team research: 2021



★ **American Public Power Association Energy Innovator Award**, recognizing OUC's innovation of a "nanogrid" project: 2021

★ **Sierra Club highest rating in the Southeast**, recognizing Orlando's Net Zero goals: 2022

TREE LINE USA®
An Arbor Day Foundation Program

★ **Arbor Day Foundation's Tree Line USA© Award**, OUC's vegetation management program: 23rd consecutive year: 2022

★ **Southern Alliance for Clean Energy SunRiser award**, highlighting the increase in watts-per-customer solar ratio, the highest of any electric utility in Florida: 5th consecutive year: 2022

BEST
WELLNESS EMPLOYER
Wellness Workdays™
IN COLLABORATION WITH EXPERTS FROM HARVARD MEDICAL SCHOOL
GOLD
2021

★ **Wellness Workdays Best Wellness Employer Gold Certification:** 5th consecutive year: 2022

★ **Downtown Orlando Partnership Golden Brick Award:** OUC-sponsored Pre-Apprenticeship Training Program: 2022



★ **St. Cloud Main Street Partner of the Year:** 2023

★ **Florida Municipal Electric Association Restoring Communities Award:** 6th consecutive year: 2021 and 2022

CONNECTING TO OUR FUTURE



DELIVERING LASTING TRANSFORMATION & ENHANCED VALUE

As a municipal utility, ensuring we deliver value to our customers and the community includes providing competitive pricing and maintaining our financial health. Over OUC's 100-year history, these commitments have remained steadfast and today help support pricing below our strategic peer average and maintaining our long-standing "AA" bond ratings. After unprecedented rate increases in 2022 due to rising natural gas prices amid the fallout from Russia's war in Ukraine, OUC's Board voted twice in 2023 – first in May and again in August – to decrease the fuel pass-through rate, marking a total average monthly savings of $15 or more for the typical customer.

MISSION

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

VISION

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

OUR RENEWED SENSE OF PURPOSE

While leaning on the same qualities that brought us success in the past, OUC has evolved through the years in purpose, in vision and as an organization. Connected 2025, announced in February 2020, is OUC's strategic initiative for enhancing our connections to our customers, employees and community. This comprehensive plan positions OUC for future success in the next century of service to Central Florida.

This report highlights our significant progress to the commitments made in Connected 2025. Our commitment to reliability, financial stability, value and accountability remains strong. We continue to lead in innovation, pioneering technology at the forefront of our industry. Maintaining a focus on environmental stewardship, we work to find balanced solutions to our region's energy and water demands. And with unwavering support for the people of Orlando and Central Florida, we stand firm as a trusted community partner.

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.

OUR VALUES IN ACTION

Although the Connected 2025 plan was a new structure for OUC, it was derived from time-honored values that set the utility apart. OUC's six core values strengthen our culture and ground us in accountability, innovation and partnership. These values help define how we work together to deliver on the OUC mission and achieve our goals.

MAKE SAFETY FIRST

PARTNER TOGETHER

DELIVER RESULTS

DO THE RIGHT THING

DRIVE INNOVATION

VALUE THE CUSTOMER



SETTING A BOLD VISION FOR NET ZERO

In 2020, OUC undertook a new commitment to guide our steps for the next thirty years: to phase out coal generation, build an energy portfolio rooted in clean sources and achieve Net Zero CO_2 Emissions by 2050. Less than three years later, we've already made great strides toward that goal by expanding solar and EVs. As we forge ahead with adaptive, responsive solutions, we know that representing the future of energy in Central Florida is a big commitment, and it's one we'll achieve through our connected work, dedicated people and continued advancements in innovation. With our **Net Zero CO_2 Emissions** goal as our guide, OUC is pursuing ambitious sustainability goals while mitigating the impact to customers.

50% REDUCTION IN CO_2 EMISSIONS BY **2030**

75% REDUCTION IN CO_2 EMISSIONS BY **2040**

NET ZERO CO_2 EMISSIONS BY **2050**



INCREASING SOLAR GENERATION

Over the coming decades, OUC's generation portfolio is poised to achieve key benchmarks – eliminating coal generation and adding solar capacity and energy storage. A lower-emissions alternative to coal, natural gas will serve as a "bridge technology," allowing the utility to continue providing reliable, affordable electric service while we invest in solar research and infrastructure.

Currently, OUC harnesses a total of 124 MW of solar generation – a portfolio that includes 108.5 MW generated by the Taylor Creek and Harmony I Solar Energy Centers and 15.4 MW produced by photovoltaic arrays stationed at OUC's Stanton Energy Center (SEC), Gardenia Innovation & Operations Center, and Orange County Convention Center.

But there's more on the horizon: In 2024, OUC will more than double its solar capacity with two new 74.5-MW solar farms in Osceola County. Each site will feature nearly 300,000 photovoltaic panels, linked by lateral "torque tubes" that rotate the panels to keep them facing the sun for maximum power generation. Once those projects are completed, OUC's solar energy capacity is projected to produce 274 MW, enough to power 50,000 typical Florida homes.

The additional capacity is highlighted in a 2023 Southern Alliance for Clean Energy report that estimates OUC reaching 1,763 solar watts per customer (SWPC) by 2026 – an increase of 1,101 SWPC from 2022 data.

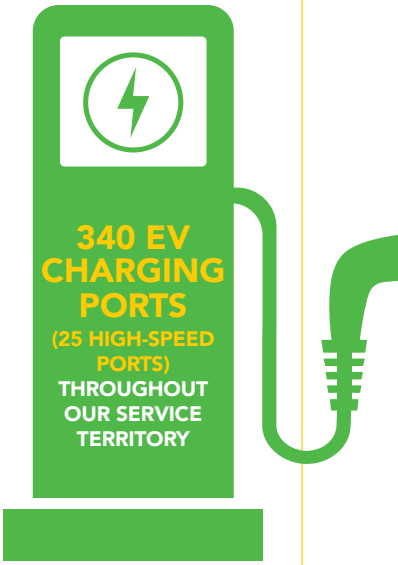
ELECTRIFYING TRANSPORTATION OPTIONS



OUC is keeping residents and fleets on the move by partnering with local entities to develop EV charging solutions for public use, electric buses and commercial fleets.

Eagerly awaited by Central Florida's growing number of EV drivers, OUC's Robinson ReCharge Mobility Hub opened in July 2023 with 20 high-speed charging ports. Also on the horizon are the Orange County Convention Center ReCharge Mobility Hub and Orlando International Airport Hub, which will support not only Florida residents, but a rising number of EV rental cars: Local rental companies expect to rent and charge an estimated 14,000 rental cars by 2025. All told, OUC has installed 340 EV charging ports throughout our service territory, with plans to develop six more recharge hubs by 2025.

And that's not all: OUC recently added two Ford-F150 Lightning pickups to its own fleet, which can power items like lights or computers during a power outage.







EXPLORING ENERGY STORAGE

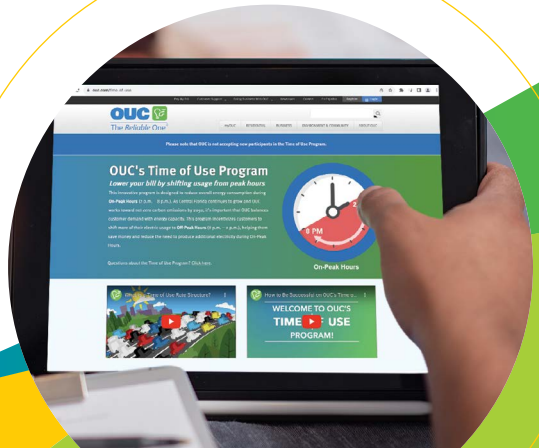
To help meet Central Florida's ever-growing energy demands, OUC is field-testing an energy storage system that could support more sustainable power generation. This $5 million pilot installation of a 4 MW large-scale energy storage battery, located in east St. Cloud, is also a key investment to tackling the challenges of solar production intermittency. Rotating devices called flywheels are installed seven feet underground and store kinetic energy created by the research site's 64-kilowatt (kW) floating solar array. The goal: Make solar energy available at night or on cloudy days.

In terms of future energy storage solutions, hydrogen storage offers strong potential – and OUC is one of the country's few utilities selected to explore opportunities to work on a U.S. Department of Energy-supported project to study the production, storage and transport of hydrogen.

LOWERING ENERGY CONSUMPTION

With a variety of incentives, rebates and programs, OUC is working to help customers use less water and energy. As part of that effort in 2020, we are committed to efficiency and reducing peak energy demand by 2030.

In 2022, OUC wrapped up a test pilot of a new residential Time of Use program, designed to help customers strategically lower peak energy demand. Those participating in the pilot received access to helpful resources and tools for conservation and efficiency, such as videos, FAQs and an appliance estimator. Our team is continuing to gather feedback, measure customer retention rates and quantify changes in energy use behavior, while tracking the program's impact on customer service and operations with plans to roll out in 2025.



INVESTING IN RELIABILITY & RESILIENCY



Prior to the acquisition of OGS, OUC's Board of Commissioners unanimously approved a plan to convert two existing coal-fired plants at the Stanton Energy Center to natural gas as a technology bridge toward clean energy sources like solar. However, OGS has created new possibilities: OUC now expects to retire Stanton Unit 1 and supplement the grid with energy generated by natural gas at OGS – a simpler and more cost-effective solution for our customers.

BRIDGING THE GAP TO CLEAN ENERGY

As OUC pioneers new energy sources to meet the needs of our customers and community, the recently acquired Osceola Generating Station (OGS), a 510-MW simple-cycle natural-gas-fired power plant located in Osceola County, will play a transformative role.

Comprised of three separate turbines – called "peakers" – the 20-year-old Osceola plant is capable of being powered up or down in just minutes, making it a flexible solution for mitigating fluctuations in solar energy production. It also provides an extra layer of resilience to OUC's grid because it's equipped with emergency back-up fuel in case of supply chain disruptions.



ADVANCING ORLANDO'S INFRASTRUCTURE

For OUC, maintaining and upgrading our infrastructure is essential to providing high-quality water and reliable energy to our customers throughout Central Florida. Delivering on this commitment requires prudent financial stewardship to ensure we continue to invest in our community's future while keeping customer prices affordable.



Asset Management Plan: In spring 2021, OUC began a comprehensive infrastructure improvement program – the largest in our history – to upgrade aging underground water mains and enhance the resilience of our underground network. OUC teams have removed and replaced worn cast iron pipes, including water mains measuring 36 inches in diameter and pipes up to 100 years old. This massive project will include nearly 30 separate upgrades to 31 miles of conduit that carry fresh water to our customers.



Water Filtration Upgrade: To enhance water quality and our facilities' efficiency, OUC recently kicked off a series of filtration system installations at four water treatment plants. The systems feature granular activated carbon vessels, a series of tanks that remove organic compounds from water. Installation began at OUC's Conway Water Treatment Plant and the system began operations in 2023, with the Lake Highland, Navy (Baldwin Park) and Sky Lake plants set for upgrades soon.



Expanded Transmission: With several new transmission line projects underway, OUC is committed to keeping our service territory connected as we explore clean energy options. A new 230kV line will serve Orange and Osceola counties, extending from the St. Cloud East Substation to Magnolia Ranch. Another will connect West St. Cloud with the newly acquired Osceola Generating Station.



Self-Healing Grid: When it comes to reliability, OUC project engineers call their software-based, self-healing grid a "game changer." The fault location, isolation, service restoration (FLISR) grid technology was installed as a pilot program in Orlando's Rosemont community and exceeded engineers' expectations, delivering a 94% reduction in customer outages. Based on the trial's success, OUC recently completed electric distribution system upgrades that will improve grid reliability for 8,295 customers in two additional areas of Orlando with more circuits planned for 2024.



MAPPING THE FUTURE OF SOLAR

Beginning in 2020, OUC teamed up with University of Central Florida engineering students to study cloud mapping technology that can **enhance system resiliency** based on solar intermittency on partly sunny days. Students designed and built Cloud Impact Mapping System prototypes – now being refined for possible patents and mass production – that track cloud movements and help OUC predict and prevent power losses.

PARTNERING FOR PROGRESS

Locally, OUC is proud to be a trusted sustainability leader and community collaborator. To help ensure the next generation of progress in our region, we've made relationships a priority: investing in joint initiatives that are leading us and our neighbors to a cleaner, greener future. It's all rooted in our vision of becoming an innovative solutions provider and partner of choice.

LEADING THE EV CHARGE



Transforming transit takes a community-wide effort, and OUC is leading the charge. We partnered with the City of Orlando and LYNX to electrify public transportation in Central Florida. The initiative began in 2019, and in 2023, the electrification of all 14 buses was complete. In their first year of service, eight LYNX e-buses spared our environment 101 tons of CO_2 emissions, compared with conventional diesel-powered buses. By 2030, half of the LYNX fleet – 150 buses – will be electric.

We're also investing in equal-opportunity infrastructure that will support drivers of electric and hybrid vehicles throughout our service territory. Through a partnership with the City of Orlando and charging station manufacturer NOVACharge, we led a landmark activation of 100 additional level 2 chargers in April 2021, including two in Orlando's Parramore community.



STAYING FUTURE-READY

As cities become smarter, there's naturally more reliance on infrastructure that can support high-speed computing and communications. Our proactive answer to that future is dark fiber: an expanded infrastructure of fiber-optic cable. By laying dark fiber during power installations, we can future-proof our system for the years ahead – and create value for the community. Through partnerships like ours with the Dr. Phillips Charities, we can lease our extra fiber capacity to neighborhoods, like The Packing District, offsetting the cost of installation and generating revenue.





STANDING BY OUR SOLAR PLEDGE

Affirming the potential of solar energy, OUC and the City of Orlando engaged business community members, municipal entities and other partners, like the City of St. Cloud, in signing our 2030 Solar Pledge, which requires the transition to 100% solar energy for all business facilities by 2030. For our part, OUC has committed $420 million to increasing our solar footprint, which will include two 74.5 MW solar farms by 2024. In the meantime, OUC continues to explore new ways for our customers to implement **solar solutions**, including a new bifacial solar array at the Gardenia Innovation & Operations Center. With the bottom surfaces of 250 photovoltaic panels capturing sunlight bouncing off the structure's reflective white roof, the array is capable of transforming sunshine into energy from both sides.

BRINGING EFFICIENCY TO AFFORDABLE HOUSING

The Central Florida Regional Housing Trust found a productive partner in OUC as we pursue our shared goal of expanding access to affordable housing. After the Parramore Asset Stabilization Fund acquired 86 housing units in 2019, it was clear the structures needed environment- and cost-saving upgrades. Working together over the next several years, OUC invested $300,000 in energy-efficient improvements, resulting in the residents of these homes realizing a collective estimated net savings of 162,945 kWh of electricity and 1,108,797 gallons of water annually.





OUC was honored as 2021-22 Orange County Public Schools **Visual and Performing Arts Partner of the Year**, an award that recognizes our Water Color Project, an educational outreach effort designed to encourage water conservation through art.

BUILDING INNOVATION

Throughout our 100-year history, innovation has played a central role in OUC's progress and Central Florida's growth and prosperity. From the first Gold LEED-certified building in downtown Orlando … to Florida's first net-zero campus built for a utility, OUC models the way for other companies to build innovation and energy efficiency into their facilities.





ST. CLOUD CAMPUS: THE NEXT STEP TO NET ZERO

In 2022, OUC and the City of St. Cloud commemorated the groundbreaking of our 24-acre **St. Cloud Operations & Maintenance Center**, the first net-zero energy campus in Florida built for a utility. Combining state-of-the-art technology and sustainability, the buildings use half the energy and 42% less water than conventional facilities. Among its sustainable features are rooftop solar panels, high-efficiency water fixtures, rainwater harvesting tanks, Florida-Friendly Landscaping™, walking and biking trails, and EV charging stations. The building is slated to open in December 2023.



To meet customer demand for electrification, OUC is actively building EV charging station hubs, like the Robinson ReCharge Mobility Hub pictured here. Also on the horizon are the Orange County Convention Center ReCharge Mobility Hub and Orlando International Airport ReCharge Mobility Hub.

TAKING ENERGY SOLUTIONS TO THE NEXT LEVEL

One example of OUC's commitment to innovation is the Grid Integration Lab at our **Gardenia Innovation & Operations Center**. Led by our Emerging Technologies team, the project studies replicable and deployable solutions for decarbonization and decentralization of the grid, backup power systems and increasing EV use. Among the technologies being tested are a floating photovoltaic solar array, rooftop bifacial solar array, vehicle-to-grid (V2G) and conventional EV stations, vadium redux flow batteries, and flywheels. The center is the future home of a U.S. Department of Energy grant-funded hydrogen system that will include an electrolyzer, storage tanks and two fuel cells.





Some of OUC's EV charging stations will be equipped with **V2G technology**, which converts the vehicles into backup power stations with energy storage capabilities. As more cars plug in, the U.S. Department of Energy estimates the load on our power grids could increase by up to 38% by 2050. But thanks to V2G technology, EVs could also make the grid more resilient by supplying electricity back to the network when it's needed most.

PROVIDING SUSTAINABLE SOLUTIONS

For customers throughout Central Florida, OUC delivers more than essential water and electric services. We integrate sustainability in everything we do, from the design of our headquarters ... to tapping into new sources of water for future usage ... to research that supports the future of power generation. As we build affordable, reliable solutions, we keep conservation top of mind and educate customers on options available to them.



PROTECTING OUR WATER SOURCE

Serving 440,000 Central Florida residents – and thousands of visitors – on any given day, OUC takes pride in providing clean, great-tasting drinking water. Our water is sourced from the pristine **Lower Floridan Aquifer** more than 1,000 feet below ground. To ensure its quality and purity from the tap, our team of scientists perform approximately 20,000 water tests each year.

OUC has implemented leak detection technology to proactively identify leaks in the water distribution system and on customer properties. And as we upgrade water meters across our service area with next generation Advanced Metering Infrastructure (AMI) now through 2025, we'll be even better equipped to gather and analyze data to set metrics, gauge performance and more.

One promising future source for water usage is the Lower Lower Floridan Aquifer, where OUC has researched the feasibility of developing a brackish groundwater alternative water supply. The project consists of a new water treatment facility located at the existing southeast booster station near Orlando International Airport, which will serve the Lake Nona area.

DELIVERING ON ENERGY EFFICIENCY

Through our Efficiency Delivered program, OUC is dedicated to helping customers save energy and water, and make much-needed efficiency upgrades by adding insulation, tuning up HVAC systems, caulking windows and performing minor plumbing repairs. With free energy audits, rebates and payment plans, we're putting efficiency upgrades within reach for customers and striving to continuously improve our offerings. In fact, our teams recently initiated an in-depth study of our **energy efficiency and water conservation programs** to evaluate and enhance our services and ensure we're meeting our customers' needs.



OUC ENERGY AND WATER REBATE PROGRAMS 2021–JULY 2023

PARTICIPATION		REBATES
65	**COMMERCIAL NEW CONSTRUCTION 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	$5,496
626	**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	$278,130
301	**NEW HOME RESIDENTIAL REBATE** • Ceiling Insulation • ENERGY STAR® Heat Pump Water Heater • Heat Pump A/C	$180,018
3,564	**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	$1,556,422
TOTAL PARTICIPATION: 4,556		**TOTAL REBATE AMOUNT: $2,020,066**



SAFE, RELIABLE DRINKING WATER FOR GENERATIONS TO COME

OUC works year-round to educate the community about the importance of protecting such a precious – and limited – natural resource. From water conservation-themed events, campaigns and student projects to proactive traditional and social media outreach during times of low rainfall or drought, we are committed to helping our customers understand how crucial their role is in protecting this resource for the future. In addition, our conservation team conducts home audits to search for potential sources of water loss and make recommendations on improvements. Some upgrades are eligible for OUC rebates, and customers also have online access to water conservation tips and videos covering such topics as leak detection, water-wise landscaping, faucet aerators and more.

View our 2022 Water Quality Report on OUC.com



DELIVERING CUSTOMER SOLUTIONS





ORLANDO INTERNATIONAL AIRPORT
The Orlando Experience®

POWERING INTERNATIONAL TRAVEL

Through a recently enhanced 20-year partnership with the **Greater Orlando Aviation Authority (GOAA)**, OUC is leveraging its expertise to deliver a unique portfolio of energy and water services at **Orlando International Airport**. The agreement includes Terminal C's 10,395-ton chilled water facility and a 28 MW backup generation facility, both of which OUC agreed to maintain and operate 24/7 – along with a 19,000-plus-square-foot floating solar array that launched in late 2020.

KEEPING COOL AT "EPIC UNIVERSE"

When **Universal Orlando Resort** began construction on its highly anticipated Universal Epic Universe theme park, the global company turned to OUC to provide critical services and infrastructure. Together, our teams designed and built a 20,000-ton chilled water plant, which began operating in July 2023 and is the largest of the 11 plants maintained by the OUCooling team.



LIGHTING UP ORLANDO HEALTH

Expanding beyond traditional electric and water services and delivering on our promise to be the partner of choice, OUC Key Accounts is exploring a landmark partnership with **Orlando Health** to provide indoor lighting services that will result in significant cost and energy savings at **Bayfront Health** in St. Petersburg, which Orlando Health recently acquired.

OUConvenient Lighting also provides complete outdoor lighting services for a wide spectrum of commercial applications – from industrial parks to sports complexes to residential developments. The **City of Orlando** saves about $600,000 a year and 17 GWh of annual energy thanks to LED streetlight systems on its roadways. Equally important, LED lighting improves safety by emitting whiter, cleaner light that provides better visibility for motorists, pedestrians and law enforcement.



PUTTING ORLANDO'S SOLAR POTENTIAL TO THE TEST

An early adopter of floating solar energy, OUC recently concluded a three-year study of the performance and scalability of **floating photovoltaics** (FPV) in our Gardenia Innovation Center's 60-kW FPV system. Led in collaboration with UCF, the study provides valuable insight on the functionality, durability, water quality impact and biodiversity interactions of floating solar.

Currently, OUC is developing a 2 MW floating solar array on a stormwater pond owned by the Florida Department of Transportation in Orlando. Once complete, this array will be the largest in the Southeast and third largest in the U.S.

ACCELERATING EV TRANSPORTATION



At OUC, we know that EVs are part of our city's sustainable future, and that infrastructure is key to EV success. That's why, for over a decade, we've been hard at work installing a robust network of charging stations and infrastructure to support the influx – from transit hubs capable of fully charging cargo trucks and large bus fleets like LYNX ... to parking-lot chargers that employees can use to quickly power up after a commute to work.

We've also created innovative programs that make it easier for commercial customers to install chargers of their own. Through the **Charge-It** program, OUC owns, installs and maintains charging stations for customers who pay a monthly fee over a contracted time frame. Another option, called **Own-It**, allows the customer to maintain full ownership of the station while OUC designs, procures and installs it. Both plans allow customers to embrace EV transit in a flexible way that suits the needs of their business, all with the support of a trusted and experienced partner. OUC's first commercial contract was signed in 2019 with the Gateway Center in downtown Orlando.

ENGAGING OUR COMMUNITY

As we advance toward our second century, OUC's role in the community continues to evolve and grow. We're not just Central Florida's Most Trusted utility; we're a trusted, dedicated community advisor, and an active stakeholder in Central Florida's business and economic landscape. We're a reliable, connected and innovative source of essential services for customers in Orlando and throughout our region. And we take pride in taking action, earning the key roles we play in our community's success.

OUR COMMITMENT: AT A GLANCE (2021–2023)

13,513 HOURS OF SERVICE

$3.6M INVESTED IN COMMUNITY IMPACT

400+ COMMUNITY EVENTS





SERVING ON THE FRONT LINES

Orlando is our hometown, and OUC is dedicated to empowering every member of our community with the support they need to shine. We do that not only through our work as a utility, but through hands-on support: charitable giving, personal service, and a commitment to solving the challenges facing our homes and neighborhoods.

Whether they're designing community gardens or delivering care packages for neighbors in need, OUC's employees lead by example. In 2022, participation in our PROUD volunteerism was up by 78% over the previous year, as teams shared 5,975 hours of their time to assist local nonprofits and causes.



EMPOWERING TOMORROW'S WORKFORCE

Designed to build thriving communities through education and opportunity, OUC's Empowerment Zone Taskforce is helping shape a skilled, qualified workforce and foster economic success in underserved neighborhoods.

Launched in May 2021, the taskforce's Pre-Apprenticeship Program provides training in carpentry, plumbing, electrical and building maintenance – trades with a median annual salary of $50,000 – for residents of **OUC's Empowerment 4 the Future Zone**, an economically disadvantaged area near downtown Orlando.

HARNESSING THE POWER OF GIVING

Building a more resilient community has always been a top priority for OUC. In 2022, we took that goal even further through our annual **OUCares Workplace Giving Campaign**, which rallied employees across the utility to address Central Florida's mental health crisis. Together, they rose to the occasion and raised $214,000 for local resources, access to care, and artistic and cultural programs proven to support emotional wellness.

Since its inception in 2003, OUCares has raised more than $3 million for critical causes – and as we embark on our second century as Orlando's hometown utility, we'll continue to stand united and harness the collective power of generosity for good.

KEEPING THE LIGHTS ON



For many families, struggling to pay the bills can mean choosing between putting food on the table, paying the rent, buying medicine ... or keeping the lights on. Since 1994, OUC has provided relief to struggling households through **Project CARE**, our utility assistance program that provides up to $500 in emergency relief to those experiencing financial hardships.

For our 2023 campaign, we committed nearly $1 million to relief through Project CARE – a critical resource as Central Florida continues to recover from the instability of the COVID-19 pandemic. In just the past three years, we've been able to aid more than 4,500 households in our community so they can focus on getting back on their feet.

IMPACT IN ACTION

Collaborating to Conserve



When **Orlando's healthcare systems** faced an unexpected shortage of liquid oxygen (LOX) – used in respiratory treatments for COVID-19 patients – OUC mobilized community support to conserve water and modify operations, reducing the amount of LOX needed by the utility for everyday water treatment.

Leading by Example



In November 2022, OUC's leadership team stepped up to support hunger relief at **Second Harvest Food Bank of Central Florida**, where they spent the day sorting and bagging pallets of sweet potatoes and apples for neighbors in need.

Sowing a Greener Future



For Earth Month 2023, OUC volunteers built a 35-bed community garden which will yield fresh crops for residents at **Orlando Union Rescue Mission**, one of Central Florida's oldest and largest homeless service providers.

Setting Records



To kick off our Centennial year, we hosted our largest-ever **OUC Charity Golf Tournament**, which raised more than $100,000 – the most in the history of the event – for 10 Orlando-area nonprofit organizations.

PREPARING & RESTORING



In Florida, hurricanes can leave a lasting impact long after skies are clear – which is why OUC takes a year-round approach to extreme weather planning, storm response and restoration. When Hurricane Ian and Tropical Storm Nicole brought unprecedented flooding and heavy winds to the region, we responded quickly. And thanks to the inspiring collaboration of our employees, mutual aid partners and first responders, we were prepared to support Central Florida through the crisis: to outlast, overcome and recover. Post-storms, OUC immediately got to work recovering storm restoration costs through Federal Emergency Management Assistance (FEMA) to avoid passing the financial burden to customers.

HURRICANE IAN:
97,560
CUSTOMERS WITHOUT POWER:
92%
RESTORED WITHIN 48 HOURS



RESPONDING TO A CRISIS

In September 2022, Hurricane Ian brought a record-setting deluge to Orlando. Florida government categorized the effects as a 500-year flood event – lakes overflowed after nearly 15 inches of rain, and localized floods devastated homes and businesses. Throughout the storm, OUC maintained communication with customers through our alert and broadcast system, sending a total of 1.5 million total updates through phone, email and text messages. Due to the floods, new call-handling procedures were created, along with FAQs, a dedicated web page and targeted social media posts. New OUC Flood Hazard Mitigation Procedures for isolating and reinstating customers were developed literally overnight. And constant collaboration between OUC teams, City and County Emergency Operations Centers, and local jurisdiction was paramount to ensuring safety.



Restoring electricity to Central Florida quickly and safely was OUC's foremost goal – and to achieve it, we relied on the combined efforts of hundreds of people, behind the scenes and on the front lines of our team. While underground transmission lines were largely insulated from damage and kept electric service uninterrupted throughout Orlando and at major hospitals, disrupted power lines left approximately **97,560** customers without power.

Leveraging ARM 360 Damage Assessment and Safety Inspection and Advanced Metering Infrastructure (AMI) to verify outages, OUC's restoration teams began repairs just hours after the storm had passed. Prioritizing circuits with critical facilities first, teams worked tirelessly to get customers back online, while continued flooding complicated efforts to reach and restore power to impacted areas. Of all the outages incurred during the storm, **92%** were restored within **48 hours** – and within **96 hours**, all OUC customers who could receive power had the lights back on.

AT THE READY

Even before Hurricane Ian made landfall, help was already on the way. Crews of powerline technicians and tree-trimmers from other states traveled 1,100 miles over two days to make it to Orlando before Ian did – and dozens more arrived immediately after the storm had passed. Over the years, our mutual aid partnerships have been a pivotal resource at our disposal, empowering Central Florida with extra support when it's needed most. And when disaster strikes in other communities, OUC is glad to return the favor by sending our own mutual aid crews to lend a hand.



STEPPING UP FOR A SECOND STORM

Six weeks after Ian swept through Central Florida, our community faced another unforeseen challenge: Hurricane Nicole, a rare late-season storm. Downgraded from a Category 1 system to a tropical storm as it moved inland on November 10, Nicole's hours-long, gusting winds left just over **28,000** OUC customers without power and caused four water main breaks.

Within **24 hours**, OUC's line crews substantially restored electricity to impacted customers, and water crews repaired three of the water main breaks without disrupting water service to residents by the following day. Thanks to the dedication and commitment of OUC's frontline employees, Central Florida was one step closer to recovery.

AFTER THE STORM

Beyond the storm restoration period, OUC remains focused on delivering value for its customers, leveraging FEMA and partnering with state officials to access dedicated community financial resources. OUC's teams ensure the proper documentation and follow up takes place to optimize cost recovery when skies are clear.



EMPOWERING OUR TEAM

Through teamwork, creativity and grit, the OUC team made it through the challenges of COVID-19, emerging more focused, efficient and prepared for the future. Our resolve, community connections and agility were strengthened, propelling us forward with renewed determination.

With the pandemic behind us, OUC is poised for a new era of innovation, sustainability and connectivity in Central Florida. Our experienced and dedicated team is the foundation for the next 100 years. That's why we're focused on enhancing the values that make us strong, fostering a culture of belonging, and investing in resources that bolster the mental and physical health of our team.

PROMOTING MENTAL AND PHYSICAL HEALTH

In 2023, 28% of OUC's members (employees, retirees, spouses and adult dependents) are utilizing Resources for Living:

- **Telephonic Clinical Support**
- **On-Site, Face to Face, Telehealth, Chat Counseling**
- **Work Life Requests**
- **Legal/Financial Referrals**
- **General Consultation and Counseling Referrals**

- **Totals represent a ~50% increase in utilization of services from 2022**



MAKING SAFETY FIRST

We make safety our priority – demonstrating we care by protecting the physical, mental and emotional health of others. In addition, we make concerted efforts to continuously improve our safety culture. Our enhanced, proactive focus on safety as part of our strategic plan has led to the implementation of additional safety meetings and calls with executives convening monthly to review performance and key metrics. We've also launched a Workplace Violence Prevention and Intervention training program for all team members, and on the heels of this initiative, are in the process of moving to a new platform for our employee emergency alert system. Recognitions like the FMEA Safety Award, which OUC has earned for the 21st consecutive year, remind our teams that we're on the right track.



Designed to engage and connect all OUC team members, the **2023 Spring Leadership Forum and 2023 Spring Employee Town Hall Series** gave leaders and employees the chance to revisit our progress toward our Connected 2025 goals, gather feedback, and celebrate successes ahead of our Centennial.



INVESTING IN WELLNESS

Offering benefits like a day off for wellness and "Wellbeing Watts," OUC incentivizes employees to prioritize their health through preventive screenings, seasonal wellness challenges, education and more. And there's a spectrum of resources to leverage every step of the way, including online mental health counseling, free on-site health screenings, and programs that support weight loss, nutrition and fitness. More information is available at **OUCwellbeing.com**. But that's not all: OUC also invests in employees' financial wellness by helping them select from the Commission's generous retirement options.

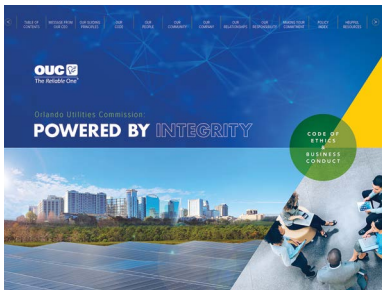
For the 6th consecutive year, OUC was named among *Orlando Business Journal's* **"Healthiest Employers"** in Central Florida, affirming our commitment to employees' wellness, health and safety. OUC finished second this year for the award, which is based on culture and leadership, foundational components, strategic planning, communication and marketing, programming and interventions, and reporting and analytics.

OUC's 57 Well-Being Champions volunteer to help spread the message of health throughout their teams.



DRAWING STRENGTH FROM DIVERSITY

At OUC, our approach to diversity, equity and inclusion (DEI) is based on understanding, embracing and leveraging what makes each of us unique. Our vision is big and bold, and achievable only if we empower *all* OUC team members to contribute their talent, skills, expertise and creativity. We know OUC's long-term success starts when everyone has a voice, and we believe in creating an open, supportive environment where all team members can be their authentic selves.

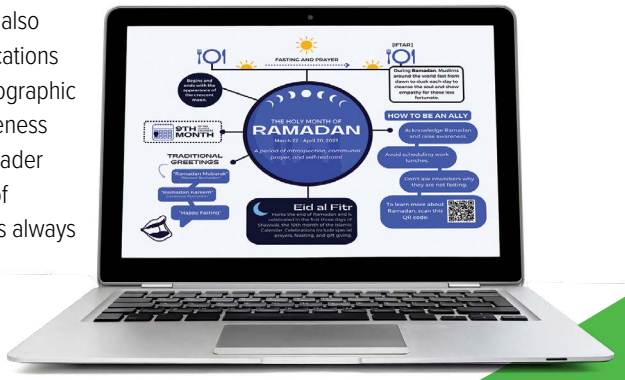


A commitment to diversity extends to the businesses OUC works with, too. We are dedicated to providing equal opportunities with Minority/Women-Owned Business Enterprises (M/WBE).

To put these ideals into action, OUC leadership has hosted listening sessions, sought feedback and recommendations from employees throughout the organization, and collaborated across teams to implement DEI policy enhancements. These initiatives are featured in our Connected 2025 Employee Strategy, reflected in the launch of our revised Code of Conduct and will be further outlined in an in-progress DEI roadmap to guide the way forward.



Continuing our commitment to ensure every voice is heard, OUC's Diversity, Equity and Inclusion team launched **"Conversations With a Purpose"** in February 2023 in honor of Black History Month. The first in a series, the event focused on connection and dialogue, and featured an employee panel discussing the importance of working in environments that foster an inclusive culture of belonging. We have also produced communications collateral and an infographic series to raise awareness and educate the broader team with the goal of ensuring inclusivity is always top of mind.



THE NEXT 100 YEARS



THERE IS MUCH TO HONOR IN REACHING THE CENTENNIAL MARK.

THE FUTURE IS NOT A GIFT. IT'S AN ACHIEVEMENT.

OUC100+



A NEW ERA BEGINS

Over the last 100 years, generations of OUC team members have served generations of neighbors. Electric and water technicians, customer service champions, and our Board of Commissioners prove that ***reliability*** is the sum of these efforts.

While so much has changed between 1923 and 2023, one thing has not: OUC has always faced challenges head-on. And although we don't know what new trials the future may bring, we do know that when we work as a connected, committed team, ***everything is possible*** – and there is nothing we can't overcome.

The energy and water industries are each on the cusp of a revolution that will usher in an era with the potential to change the world. We're in a period of accelerating innovation, investing in clean energy sources, leveraging technology to conserve water as a precious and limited resource, and evolving through increasingly complex challenges. With a number of ***firsts*** to our name, OUC's ingenuity has propelled Central Florida's growth and will continue to fuel the next century through adaptive solutions advanced through dedicated people and collaborative creativity.

It's an exciting time in OUC's history and future. We stand at the threshold of distributed energy, alternative water sources, and sustainability breakthroughs ... and as the next century begins, we remain ever optimistic about our community's path forward and energized about OUC's role in it.

HUMBLED & GRATEFUL

As OUC marks a Century of Reliability, we owe our deepest appreciation to those who have helped make it possible. A special *thank you* to OUC's current and former Board of Commissioners; current and former employees and leaders; our valued customers; the City of Orlando and our partners; and the Central Florida area we have the pleasure of serving every day. Your trust in OUC helps empower this community that we share.

OUC100
A Century of *Reliability*

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