BUILT FOR THIS MOMENT

Powering America's Next Chapter of Growth

2025 DUKE ENERGY IMPACT REPORT

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Letter to Stakeholders

The story of America has always been powered by people bold enough to build the next chapter.

As our country celebrates its 250th anniversary, I find myself reflecting on Duke Energy's place in that story. More than 120 years ago, our founders helped transform the Carolinas by building a system of hydroelectric dams along the Catawba River, powering new industries and enabling economic growth across an entire region. It was an ambitious, forward-looking approach – an integrated system built to support long-term expansion. That mindset has defined our company from the beginning.

We are applying that same spirit today. Across the Southeast and Midwest, the communities we serve are experiencing rapid expansion, driving energy demand at a pace our industry has not seen in decades. In 2025 alone, our teams helped secure 87 economic development projects across our service territories, representing more than $30 billion in new capital investment and approximately 29,000 new jobs. Meeting this moment requires innovation, discipline and a clear focus on delivering long-term value for the customers and communities who depend on us. We are investing to modernize the grid and add new generation while strengthening the infrastructure needed to power a growing economy. Our focus is to deliver with speed to power with discipline – balancing growth with reliability and keeping costs as low as possible for our customers.

I recognize the real pressures our customers are facing at their kitchen tables. We are close to that perspective because our employees are part of the same communities we serve. As Duke Energy makes decisions about how to invest and grow, we never lose sight of what those decisions mean for the families and businesses who count on us every day. Our rates are below the national average and have remained below the rate of inflation, and we continue to support those who need it most and connect customers with programs and resources that can help lower bills. In 2025, Duke Energy provided roughly $160 million in bill assistance to more than 208,000 households, and our energy-saving programs have helped customers save more than $1 billion since 2019.

I am proud of the role Duke Energy has played in supporting growth across our jurisdictions for more than a century. Today, we are focused on what it takes to do it again, with greater speed, greater scale and an ongoing commitment to innovation, durability and value. Delivering that kind of value takes disciplined execution across every part of our business, and it starts with our people. Our teammates' skill, dedication and focus on operational excellence allow us to deliver through periods of rapid growth and times of challenge. They are critical to powering our success.

America's 250th anniversary is more than a milestone. It is a reminder that progress has always depended on people and institutions driven to build for the future. The opportunity ahead is significant. So is the responsibility. We are ready to meet this moment, together.

Harry K. Sideris
President and Chief Executive Officer

About Duke Energy & Our Impact Report

Duke Energy is one of the largest energy holding companies in the United States (U.S.), with approximately 8.7 million retail electric customers in six states, 1.8 million natural gas customers in five[1] states and more than 26,400[2] employees. We own and operate diverse power generation assets currently totaling 56 gigawatts (GW) in the U.S. Our portfolio includes natural gas, coal, nuclear, pumped hydro, solar, energy storage and microgrid assets. We also operate a multistate natural gas distribution and transmission system. We serve our customers and communities by providing the reliable energy they need while keeping costs as low as possible. Our $103 billion five-year capital plan, the largest fully regulated capital plan in the industry, is focused on critical energy infrastructure investments that strengthen the system and serve increasing load with the most cost-efficient tools and technologies to deliver customer value.

At Duke Energy, we recognize that energy availability is critically important for American competitiveness. As the country builds its next chapter of growth, the infrastructure we deploy today will determine the economic momentum of our communities for decades to come. Meeting this moment requires not only the addition of new generation resources, but also coordinated, systemwide planning and execution to ensure that growth is achieved without adversely impacting existing customers – this strategy is how Duke Energy is Building a Smarter Energy Future.

“Built for This Moment: Powering America's Next Chapter of Growth” highlights how Duke Energy is leveraging its integrated business model and long history of service to meet rapid growth in energy demand while maintaining reliability and affordability. Through grid modernization, increasingly clean generation as well as operational excellence and efficiencies, the company is strengthening resilience, delivering customer savings and supporting communities while maintaining a strong focus on safety, governance and long-term performance.

This report covers our enterprisewide activities from January 1 to December 31, 2025, unless otherwise stated. It references the 2021 Global Reporting Initiative (GRI) Standards and International Sustainability Standards Board (ISSB) Standard for Electric Utilities & Power Generation as well as Gas Utilities & Distributors.

For our comprehensive suite of disclosures, including our 10-K filings and supplemental data tables, please visit our website.

[1] Number of natural gas customers and states operated in as of December 31, 2025. On March 31,2026, we completed the sale of our Piedmont Natural Gas Tennessee local distribution company business to Spire Inc.; as a result, Duke Energy no longer provides natural gas distribution services in Tennessee.

[2] 26,441 employees as of December 31, 2025.

To enhance our reporting and provide a more interactive experience, this document utilizes Quick Response (QR) codes. Readers may scan these codes with any standard smartphone camera to access supplementary digital resources directly from their mobile devices.

Website listed on page: duke-energy.com/AboutUs

Spotlight

Award-Winning Innovation for Reliable Power

Duke Energy earned the industry’s top honor, the 2026 EEI Edison Award, for its first-of-its-kind system that uses solar energy to produce, store and generate 100% hydrogen-based power. *See page 9 of the report for more information.*

Duke Energy President and CEO, Harry Sideris with EEI President and CEO, Drew Maloney and Duke Energy DeBary project representatives.

Scan the QR code to hear what makes DeBary an award-winning project.

Serving Today, Growing for Tomorrow

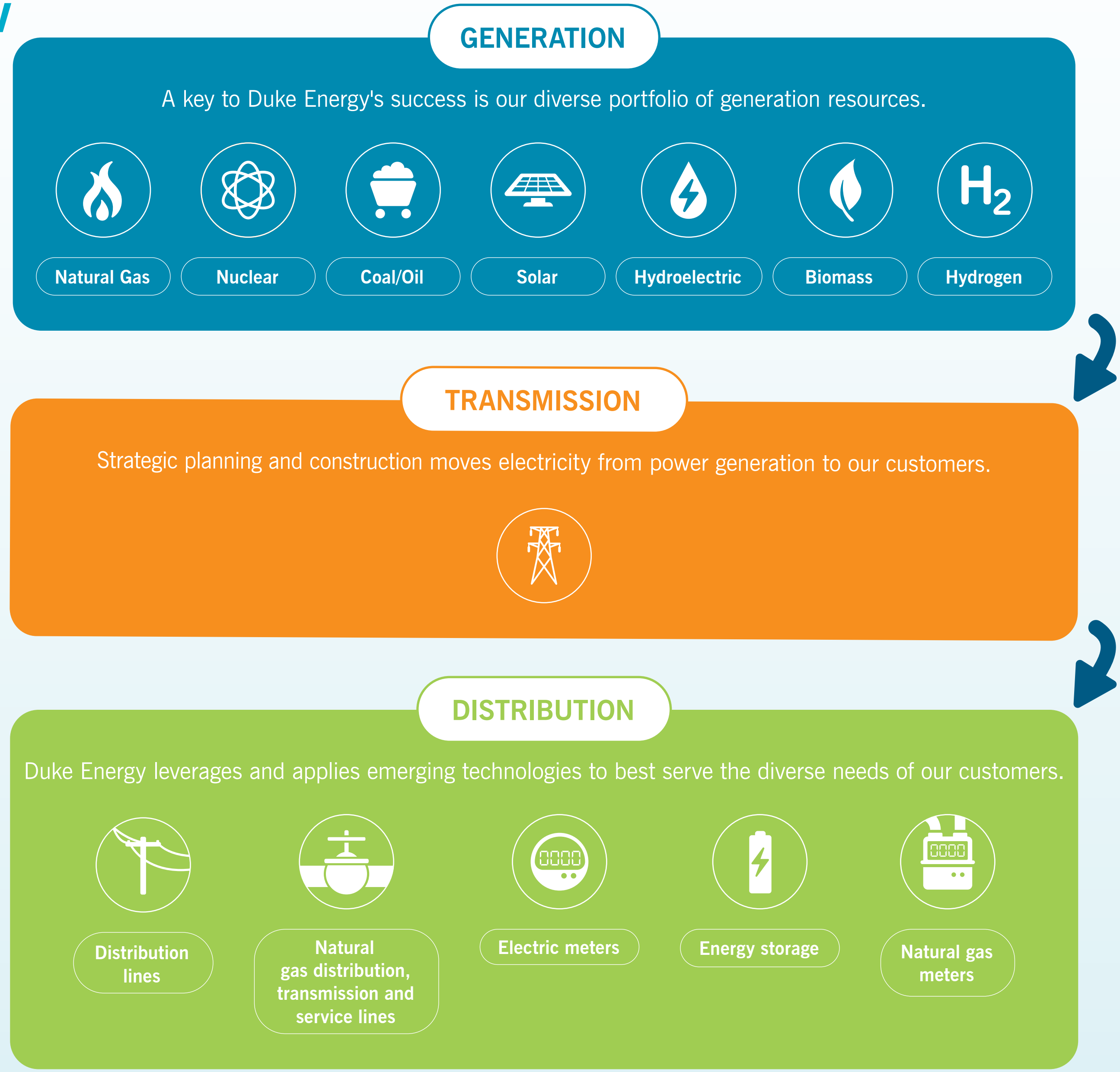
Enabled by Our Business Model and Strategy

Duke Energy's vertically integrated business model[3] produces, transmits and delivers energy to customers as one connected system and allows us to implement comprehensive strategies to provide services in a cost-effective manner to benefit our customers.

This end-to-end coordination is backed by the largest transmission and distribution system in the nation, encompassing 320,000 miles of power lines (that's more miles than traveled to the moon by Artemis II) and more than 36,400[4] miles of natural gas pipelines. By aligning our integrated resource plans with this vast infrastructure, we make sure that every dollar invested strengthens the entire 56 GW system, effectively improving resilience for local neighborhoods while simultaneously enabling large-scale economic expansion.

Our vertically integrated model establishes a clear framework for accountability. Capital investments are subject to regulatory review at both the state and federal levels, which emphasize our prudence and customer value. Investment decisions are evaluated based on technical feasibility, affordability, reliability and long-term benefits to the communities we serve.

This framework supports a governance approach in which regulatory and local stakeholders play a central role in determining how the system is developed and operated.



[3] Duke Energy Ohio, a Duke Energy subsidiary, does not own electric generating assets, consistent with Ohio's deregulation law.

[4] Following the completion of the sale to Spire Inc. on March 31, 2026, pipeline mileage reported decreased by approximately 3,800 miles; the total previously attributed to Tennessee.

Disciplined Implementation at Historic Scale

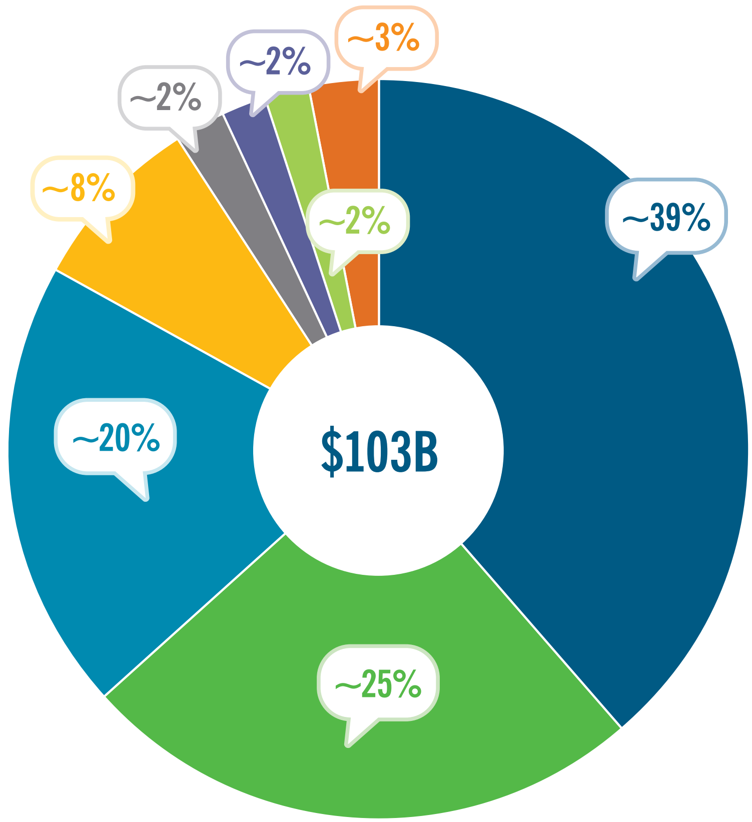
We are currently executing the largest fully regulated five-year capital plan in the industry – approximately $103 billion – nearly half is for generation investments, including uprates, and almost 40% is for grid investments to build a smarter, more resilient and reliable system as we advance our energy modernization strategy. Our "all of the above" approach to modernizing our system keeps reliability and customer value at the forefront while maintaining flexibility to capitalize on advances in technology and adapt to evolving market and policy landscapes.

During the next five years, we're on track to invest $39.6 billion into our transmission and distribution system with $26.2 billion for electric distribution and $13.5 billion dedicated to our transmission system. We're also bringing more than 14 GW of additional owned and purchased capacity on line by 2031[5] – enough energy to power more than 9.7 million homes. With nearly 7 GW already under construction and many more GW in development through fulfilled contracts and procured supplies, our model provides the certainty required to secure global supply chains and deliver on our commitments to the states we serve.

While our capital expenditure plan reflects the scale of our commitment, the true measure of these investments is how effectively they translate into reliability and affordability for customers. Delivering reliable service today and preparing the system for what comes next requires more than capacity alone. It requires the ability to move quickly to bring generation, transmission and distribution infrastructure on line on timelines that match growing demand. As load growth accelerates and conditions become more complex, speed to power becomes a prerequisite for reliability, resilience and readiness. Our investments are therefore designed not only to strengthen the system but also position new resources and grid improvements to be in place when customers need them, without compromising affordability or performance.

[5] January 1, 2031.

PERCENTAGE OF TOTAL CAPEX (2026-2030)



- **~39%** Grid
- **~25%** Regulated Zero-Carbon Generation
- **~20%** Hydrogen-Capable Gas Generation
- **~8%** Gas Local Distribution Centers
- **~2%** Coal Maintenance
- **~2%** Gas Generation Maintenance
- **~2%** Environmental Remediation
- **~3%** Corporate, IT & Cyber

Reliability and Value, Built Into the Plan

Our integrated approach allows us to balance near-term reliability needs with long-term system evolution, making sure that infrastructure comes on line when it is needed and at a scale that makes sense for customers. This is a strategic advantage that allows us to deliver reliability and value at speed. By planning generation, transmission and distribution together, we are able to take a long-term view, effectively positioning investments, managing risk and protecting customers from variability.

There is no single solution to today's demand. Our "all of the above" approach spans nuclear, natural gas, solar, storage, grid modernization and demand response solutions, adjusted to the needs of each region we serve. The strategic diversity of our approach allows us to scale quickly, maintain reliability and keep costs as low as possible.

To support our investments, we also utilize resources such as storm cost securitization and federal tax credits, which significantly lower the long-term costs of large-scale projects and generate a massive multiplier effect. Other notable methods include:

- **Operational Excellence and Cost Control**: Duke Energy has instituted industry-leading cost efficiencies and taken steps to leverage opportunities to save for our customers. Over the past 10 years, electric operations and maintenance costs have remained relatively flat while cumulative inflation increased by 35%. On an inflation-adjusted basis, that represents approximately $1.7 billion in customer savings. We have implemented rigorous processes and adopted new technologies to save customers' money, while continuing to properly maintain our assets and support reliability. Upgrades at several Florida natural gas plants have added more than 330 megawatts (MW) of capacity and are delivering $340 million in annual fuel savings, or approximately $10 per month in savings on customer bills. Continued upgrades across the fleet will extend these gains. In Indiana, Duke Energy is repurposing the existing Cayuga site with modern natural gas generation, adding approximately 470 MW of capacity and delivering a cost-effective, stakeholder-aligned solution that preserves future options, balancing affordability, reliability and stakeholder interests.
- **AI-Enabled Savings**: We have deployed AI to optimize grid operations, forecasting and outage management. Better forecasting means more accurate capacity planning, resulting in faster outage response and shorter restoration times that cost less. As of 2024, AI-driven optimization has saved customers approximately $500 million.
- **Tax Optimization**: Duke Energy operates the largest regulated nuclear fleet in the country, generating approximately $600 million annually in federal production tax credits due to the efficient operation of the fleet. The net realizable value from the sale of these tax credits is expected to ultimately flow back to customers through rates over time, subject to regulatory approval. We have secured recent Treasury guidance that is expected to result in additional refund claims of approximately $70 million for tax years 2023 and 2024 and reduced accrued taxes by $80 million related to tax year 2025, further lowering customer rates accordingly. We also entered an agreement to sell up to $3.1 billion in net tax credits, including nuclear and solar production tax credits and investment tax credits expected to be generated between 2025 and 2028 in Florida and the Carolinas, delivering long-term savings to customers in these regions.
- **Operational Synergies**: Our initiative to combine the Duke Energy Carolinas and Duke Energy Progress utilities into a single electric utility serving the North Carolina and South Carolina service territories received all required regulatory approvals in 2026, and is targeted to go into effect on January 1, 2027. Streamlining operations and eliminating redundancies is projected to provide approximately $2.3 billion in net customer savings from 2027 to 2040, with additional savings expected in the 2040s and beyond.
- **Financial Innovation**: Through storm cost securitization, we are saving customers in the Carolinas up to 18% on their bills compared to traditional recovery mechanisms.
- **Federal Financing Opportunities**: Duke Energy submitted an application for loans from the U.S. Department of Energy (DOE) that represent potentially billions of dollars in customer savings as the company strengthens the electric grid, adds capacity and reliably serves some of the fastest-growing states in the country. Duke Energy is pursuing every opportunity like federal grants and loans when they can help reduce costs for customers.

Delivering Reliability, Resilience and Readiness

Reliability, resilience and readiness reflect a system designed to meet changing conditions over time.

Our integrated energy system allows us to respond in real time to changing conditions such as high demand during extreme weather. This end-to-end coordination enables strategic planning, from building new generation resources to expanding the grid, so we can support transformative growth without compromising service for existing customers.

Reliability: Protecting Our Customers Through All Conditions

As demand grows and the energy system becomes more complex, maintaining reliability requires foresight, innovation and sustained investment. Duke Energy plans ahead so the system performs not only during normal conditions but also during periods of stress, including extreme weather, peak demand and rapid growth.

Investing in grid modernization and maximizing existing assets are not separate efforts at Duke Energy. Investments are planned carefully and sequenced over time to protect reliability, reduce the risk of outages and address system needs proactively rather than through more costly or disruptive fixes later. By modernizing the grid and maximizing existing assets where possible, Duke Energy is preparing the system for the future while keeping costs as low as possible for our customers today.

Maximizing Our Existing Generating Assets

Before we break ground on new generation, we look for ways to maximize the value of our existing assets. Through fleet uprates, we are gaining an additional 1 GW of capacity by 2031 from our existing nuclear, natural gas and hydro plants. This adds power to the grid more rapidly, at a fraction of the cost of new builds, while reducing project risk.

- **Nuclear**: We remain focused on operating our nuclear fleet with excellence and leveraging our existing nuclear plant infrastructure to expand long-term capacity. In addition to the 46-MW uprates added to Oconee in 2024, we plan to add approximately 250 MW by 2031 by pursuing power uprates at three sites – the combined total equivalent of one new small modular reactor.
  In 2025, the U.S. Nuclear Regulatory Commission (NRC) approved subsequent license renewals for Oconee Nuclear Station, extending the operational licenses for all three units through 2053 and 2054. In April 2026, the NRC also extended Robinson Nuclear Plant's license through 2050 – marking the fastest licensing renewal in NRC history and the first application completed under new federal reforms aimed at accelerating nuclear energy decisions. Our Brunswick Nuclear Plant's license renewal application is expected to be submitted by the end of 2026. Additional projects to transition from 18- to 24-month fuel cycles between 2029 and 2031 remain on track at Catawba Nuclear Station, Harris Nuclear Plant and McGuire Nuclear Station.

- **Natural Gas**: Natural gas uprates represent the largest share of Duke Energy's uprate strategy, delivering approximately 670 MW of incremental capacity by 2031 from existing facilities. By increasing output from existing natural gas facilities, uprates provide fast capacity additions that support grid reliability without long development timelines.
- **Hydropower**: We are actively investing in our existing hydro fleet and maximizing our assets through uprates and efficiency improvements. This includes taking advantage of federal tax credits that encourage investments in hydroelectric power to prolong and expand the use of our reliable, renewable and cost-effective electricity generating units. Planned hydro uprates are expected to add approximately 85 MW of additional capacity by 2031. This approach maximizes the value of existing infrastructure while minimizing cost and environmental impacts. Federal tax credits for hydro power are expected to deliver hundreds of millions of dollars in cost savings to Duke Energy customers over the next decade, which we intend to pass on as direct bill savings.

We work with local advisory groups to monitor lake water levels and water chemistry where we have operations, as well as collaborate with local water utilities, homeowners, regulators and industries on shoreline watershed and drought planning.

Websites listed on page: duke-energy.com/OconeeLicense, duke-energy.com/Robinson2050

Prudent Investments in New Infrastructure

During this unprecedented buildout of new generation resources, Duke Energy has employed a portfolio approach. Rather than project-by-project activities, we have organized activities into technology-specific programs (e.g., natural gas program, solar program, storage program) in order to gain synergies in the areas of transmission, supply chain, organizational readiness, land acquisition, permitting and contingency planning. Additionally, the portfolio approach promotes consistency of design and construction best practices and advancing contractor framework agreements.

We manage our generation assets using a replace-before-retirement approach to protect customers from unnecessary costs and reliability risks. By securing in-service replacement generation and grid infrastructure before existing assets are retired, we avoid capacity gaps that can drive higher costs and reliance on short-term solutions. This sequencing supports system reliability as demand grows and the system evolves.

Natural Gas/Hydrogen

Natural gas will continue to play an important role as we expand our system to meet growing demand and modernize our generation fleet. Natural gas provides flexibility and dependability and is essential to meet growing demand in the near term.

In 2025, we completed construction of the first-of-its-kind U.S. pilot project involving a solar-to-100% hydrogen-fired turbine at DeBary Plant in Florida. DeBary Hydrogen Production Storage System, which strengthens and diversifies our generation during times when energy demand is highest, creates, stores and delivers green hydrogen[6] to an existing combustion turbine that has been upgraded, using GE Vernova technology, to run on a blend of natural gas and hydrogen or up to 100% hydrogen. The Electric Power Research Institute and University of Central Florida are supporting the operational evaluations to help optimize the system.

Looking to the future, the company plans to add about 8 GW of new natural gas generation by 2031.

Nuclear

Our owned and operating nuclear plants are critical to powering our growing communities with always-on energy. In 2025, the nearly 11,000-MW fleet maintained industry-leading performance with a record capacity factor of 96.87%, exceeding 90% for the 27th consecutive year. Looking ahead, we are evaluating new nuclear generation options.

Hydropower & Other Renewables

As of year-end 2025, Duke Energy owns and operates or purchases the production of approximately 11,000 MW of solar, hydroelectric and biomass facilities. This includes more than 330 MW from solar facilities placed into service throughout our jurisdictions in 2025. Building on this momentum, we anticipate placing over 4 GW of additional utility-owned solar in service through 2030.

DeBary Hydrogen Plant, Florida

Website listed on page: duke-energy.com/DeBary

With a mix of 29 hydroelectric and pumped storage facilities totaling almost 4,000 MW of capacity, hydropower represents a significant portion of our renewable energy portfolio and plays a critical role in grid reliability across our service territories. As of the end of 2025, hydro and other renewable resources account for approximately 11% of Duke Energy's owned generation capacity.

Energy Storage

We have approximately 300 MW of grid-tied battery storage in service today and 160 MW under construction or otherwise progressing toward construction. Our plans include nearly 11,900 MW of energy storage by 2035. In 2025, we added approximately 175 MW of utility-scale energy storage.

In Florida, we activated an 8.25-MW lithium-based battery facility that provides backup power to the local community, including homes, businesses, schools and public safety buildings, when it is needed most: during storms. The facility can automatically disconnect from the grid during storms and supply power to about 800 customers for up to eight hours, helping to prevent outages. Additionally, we placed the 5-MW/8-hour long-duration sodium-sulfur battery energy storage system (BESS) into service in Suwannee. Duke Energy is the first U.S. utility to pilot this non-lithium, long-duration energy storage (LDES) technology, which doubles the duration of most commercially available batteries.

[6] Green hydrogen is hydrogen gas produced by splitting water (H_2O) into hydrogen and oxygen using electricity from renewable sources; it generates zero greenhouse gas emissions.

Spotlight

A Stronger Grid to Support Indiana's Growth

As demand grows in Bloomington, Duke Energy upgraded key transmission infrastructure, including a new substation and 3.3 miles of new lines. The result is a more resilient system built to handle higher demand and increasingly severe weather.

Read more about Indiana's growth by scanning the QR code.

Transmission & Distribution

Duke Energy operates one of the largest regulated transmission systems in the U.S., with 31,900 miles of transmission lines as of year-end 2025. We are an industry leader in taking proactive steps to improve transmission planning and interconnection to serve our growing customer demand. Duke Energy Carolinas (DEC) and Duke Energy Progress (DEP) were early adopters of the innovative "first-come, first-served" queuing process, a precursor to a "first-ready, first-served" approach for processing generator interconnection requests. As a result, we have reduced the average time from entry into the queue to interconnection agreement execution from four years to two years, benefiting both utilities and project developers, with shorter wait times and more assurance of a project's viability. Duke Energy continues to improve on interconnection efficiencies through obtaining Federal Energy Regulatory Commission (FERC) approvals for provisional interconnection service in the Carolinas and Florida. By allowing generation resources to connect to the transmission system with temporary conditions until additional system upgrades are complete, energy can be delivered to customers years earlier than otherwise possible.

We are also deploying Grid Enhancing Technologies (GETs) to maximize today's transmission system and grid capacity with proven, near-term solutions. GETs can serve as a near-term bridge until long-lead equipment, such as high-voltage power transformers, can be placed in service. We have also implemented, and continue to identify, grid optimization tools to manage transmission constraints, improve use of existing lines and avoid certain line rebuilds.

In addition, we continue to evaluate where regional and interregional transmission solutions could be a cost-effective means to improve reliability and grid resiliency for customers.

Through planned, prudent investments, we will continue to provide affordable and reliable energy to our customers while making progress toward net-zero carbon emissions from electricity generation by 2050, subject to not compromising reliability and affordability, obtaining required state and federal regulatory approvals and availability of new technologies. Duke Energy continues to target greenhouse gas emissions reductions as part of our broader strategy. We have achieved a 43% reduction in carbon dioxide emissions from electricity generation since 2005 and although our path is not linear, and the pace and trajectory may evolve over time, we continue trending toward our long-term milestones, which remain relevant and important as we manage risk and deliver sustainable value to our stakeholders.

Website listed on page: duke-energy.com/Suwanee

Read more about GETs by scanning the QR code.

Spotlight

Unlocking More Grid Capacity With GETs

The 40-mile Lee-Milburnie transmission line rebuild in North Carolina will more than double capacity while reducing outage frequency and interruptions for more than 14,000 customers. The company is also negotiating a $57 million U.S. Department of Energy grant that, if awarded, would reduce project costs by about 30%.

Natural Gas Utilities

Duke Energy Ohio/Kentucky and Piedmont Natural Gas (PNG) continue to invest in natural gas infrastructure to maintain safety, reliability and affordability for our customers by making evidence-based decisions related to material replacement, system upgrades and risk prioritization. This includes a focus on methane leak detection of natural gas intended for customer use before it reaches the customer, preventing wasted resources and providing cost savings.

During the last two decades, our natural gas utilities have replaced approximately 2,200 miles of legacy main pipeline, and associated service pipelines including all known cast iron and bare steel, with pipe that is less susceptible to corrosion-related leaks. These material replacements resulted in a 91% estimated reduction in methane emissions from pipelines annually from 2006 to 2024. Construction and maintenance methods like stopples, cross-compression, and system pressure reduction have prevented nearly 17 million cubic feet of methane emissions in 2025, enough to power more than 1,000 homes. In 2025, our methane intensity for distribution, transmission and storage was 0.114%.

We use satellite and vehicle-based advanced leak detection monitoring across all service areas and are implementing the "Find It-Fix It" model, meeting regulatory standards with advanced technologies in multiple states. Duke Energy collaborates with our upstream suppliers, including pipelines and producers, to enhance their emissions reduction efforts across the value chain.

Artificial Intelligence

Duke Energy is using artificial intelligence (AI) as a practical tool to modernize the grid and improve how the system is operated and planned. Our AI approach is grounded in a secure, governed data foundation that makes AI safe, reliable and ready for critical operations. We've implemented cross-functional oversight and built collaboratively across IT, legal and business teams. AI is already embedded in grid operations, outage prediction, asset monitoring and system planning to improve reliability, safety and customer experience.

As we experience increased demand from advanced manufacturing, data centers and electrification, AI enables faster forecasting and more efficient deployment of capital, while helping the grid perform under increasingly complex conditions. Accordingly, grid modernization is not only about building new infrastructure but also about digitally enhancing existing networks to operate more reliably and respond more quickly to system stress.

Digital tools including AI are modernizing how the grid is planned, operated and maintained while extracting greater value from existing infrastructure. Rather than serving as a standalone innovation effort, AI supports disciplined planning and execution across the system by improving forecasting, coordination and timing of investments across generation, transmission and distribution. This integrated approach strengthens Duke Energy's vertically integrated model. By aligning investments and maximizing existing assets, Duke Energy reinforces system readiness and durability while continuing to deliver reliable service at the lowest responsible cost.

Spotlight

Sharpening Skills That Keep Communities Safe

Piedmont Natural Gas technicians earned a third consecutive national title at the 2025 National Gas Rodeo in Florence, Kentucky, demonstrating the expertise that keeps systems operating safely and reliably for customers every day.

Read more about the rodeo here:

We are also exploring several ways to use automation to speed up generator interconnection and bring grid projects online faster. For example, we are working with Amazon Web Services to use agentic AI to automate data preparation for generator interconnection studies. This has reduced a time-consuming process from about 30 days to just hours, while also mitigating risk that can lead to rework and additional delays.

Resilience: Investing for What's Next

Duke Energy invests in resilience to strengthen the system against a wide range of weather-related, operational and physical risks. These investments are evaluated not only on their immediate benefits but also on how they reduce long-term costs, protect communities and support faster recovery when disruptions do occur.

We continue to reinforce the electric grid to better withstand severe weather by upgrading 288,100 miles of wire and millions of wood poles to steel, strategically undergrounding outage-prone lines, managing vegetation and deploying smart self-healing technology. This technology automatically detects issues, reroutes power to limit outages and identifies potential physical and cyber threats so we can act quickly to protect the grid. In 2025, self-healing technology helped avoid about 2.2 million customer outages across Duke Energy's six-state service territory, saving around 5.2 million hours of total outage time.

Our size and scale better enable us to respond quickly to storms, outages and other emergencies. A comprehensive storm response plan, grounded in decades of experience, is supported by continuous monitoring through our Grid Risk Assessment Process. Using weather and load forecasting, trend analysis and real-time outage data, we can identify emerging risks and alert leadership so crews, equipment and support resources can be positioned ahead of major events.

DID YOU KNOW?

Downed trees are the leading cause of power outages. Duke Energy has seven drones and three helicopters patrol approximately 32,000 miles of transmission lines biannually to enable faster, safer damage assessment – helping restore power more quickly for customers after storms.

One of the risk categories we fortify our system against is climate-related risks. In December 2024, Duke Energy published the first comprehensive assessment. The Duke Energy Climate Resilience and Adaptation Study provides analysis of how changing climate conditions, such as increased heat, flooding, wind and storms, can pose physical risks to Duke Energy's transmission, distribution, generation and natural gas systems if no proactive adaptation measures are taken.

In early 2026, we published a follow-up to the 2024 Climate Resilience and Adaptation Study, Powering Reliability Through Resilience and Innovation, identifying in-progress and planned initiatives that address remaining actions identified in the study, and we are prioritizing those with a high vulnerability. Beyond our project portfolio, we are also validating a number of in-place design standards that align with adaptive actions. Many of the suggested actions are not one-and-done recommendations but instead require periodic validation.

Websites listed on page: duke-energy.com/Resilience2024, duke-energy.com/Resilience2026

DID YOU KNOW?

In 2025, Duke Energy Florida achieved the lowest average outage duration per customer in more than two decades. At approximately 64 minutes, this record metric, which excludes outage time caused by significant events like named storms, can be attributed, largely, to year-round grid hardening efforts across the state.

Resilience also extends beyond the grid. Since 2021, Duke Energy and its Foundation have invested nearly $19 million with nonprofit partners to support local resiliency – helping communities prepare for, withstand and recover from extreme weather and natural events.

AI in Action

Duke Energy is using AI as part of a broader wildfire analytics platform to better predict and manage wildfire risk across our service territory. An internally developed AI Wildfire Risk Assessment Model analyzes multiple data inputs including, weather, vegetation, drought conditions, infrastructure exposure and population. The model then identifies and ranks high-risk areas at a granular level. These insights support risk-based investment decisions, targeted mitigation activities and a consistent, data-driven approach to long-term wildfire resilience.

These capabilities are paired with real-time tools that enhance operational readiness. A wildfire dashboard provides a rolling seven-day outlook with localized risk conditions, while advanced modeling tools simulate potential fire behavior under changing conditions. This approach, combining long-term risk modeling with near-term forecasting and scenario analysis, improves situational awareness, supports faster decision-making and helps reduce wildfire impacts on customers and the grid.

Readiness: Supply Chain Built for Certainty

Readiness means that we are well-prepared, agile and equipped to act – not just react – to disruptions, demand spikes and shifting market conditions. As demand accelerates and infrastructure timelines compress, long-lead equipment, critical materials and manufacturing capacity increasingly shape whether projects deliver as planned. Duke Energy is fortifying infrastructure to support the reshoring of critical industries and supply chains. Duke Energy's approach begins well before permitting and construction, with early planning alongside suppliers, proactive procurement of long-lead components and realistic timelines grounded in execution discipline. Securing equipment early and aligning capacity upstream reduces execution risk, improves predictability and supports reliability-first planning rather than reactive decision-making that can increase cost or delay delivery for customers.

Supply chain readiness is strengthened through long-term supplier partnerships rather than transactional procurement. Planning with suppliers early provides visibility into constraints and allows projects to be designed around real-world manufacturing conditions. Standardized designs and repeatable build programs further reinforce readiness by enabling scale across multiyear investments while maintaining consistency and quality. This combination of early procurement, supplier alignment and standardization supports repeatable execution and lowers the risk of disruption as infrastructure programs expand to meet growing customer needs.

A system designed to perform over time must also remain resilient to global volatility, which most often reaches a domestic utility through supply chains. Concentrated markets for fuel, equipment and critical materials can impact lead times, pricing and delivery certainty, making pragmatic supply chain readiness essential to long-term system performance. Duke Energy addresses these complexities by embedding supply chain foresight into how the system is planned and built. Readiness reinforces reliability and resilience today while ensuring the system remains durable, adaptable and prepared for what comes next.

Website listed on page: duke-energy.com/CERA

Spotlight

Accelerating Delivery With Strong Supply Chain Partnerships

Early coordination with manufacturers positions Duke Energy to secure natural gas turbines ahead of market demand and reduces execution risk. For example, by partnering early with GE Vernova, Duke Energy secured 20 American-made natural gas turbines, bringing greater certainty to project timelines and making sure power is available when and where customers need it.

Scan the QR code to hear from Duke Energy and GE Vernova CEOs about their partnership.

Commitment to Our Customers and Communities

Powering Economic Growth

For more than 120 years, Duke Energy employees have lived and worked in the communities we serve. We believe strong communities are built on strong local economies. Our long-standing presence reflects a deep commitment to these communities and supports the reliable energy infrastructure that enables economic growth and long-term vitality.

Our Economic Development team partners with regional, state and local authorities to bring together companies and support new jobs and investments. Overall, Duke Energy's economic development efforts in 2025 helped secure 87 projects in six states, resulting in approximately 29,000 new jobs and over $30 billion in capital investments within our territories. For the 21st consecutive year, Site Selection magazine recognized Duke Energy as a top utility for economic development.

Economic growth has always depended on reliable, affordable energy. What is different today is both the speed and scale of that growth, driven by AI, advanced manufacturing and data centers, and the urgency it demands. Speed to power isn't a slogan; it's how we plan, invest and execute. And we're already doing it at historic scale.

Spotlight

Powering Growth and Innovation for Customers

From JetZero's $4.7 billion aviation investment and over 14,500 jobs in North Carolina, to a $2.5 billion battery manufacturing project in Indiana, Duke Energy is innovating and investing in infrastructure to support major industrial growth. These investments help attract advanced manufacturers while readying the system to meet rising demand.

Read more about the Kokomo Industrial Transmission Line project in Indiana by scanning the QR code.

According to the U.S. Census, several U.S. regions are demonstrating growth patterns that position them to capture dual-track investments that directly support economic development through job creation, industrial growth and long-term capital deployment:

- **Midwest**: Benefits from manufacturing reshoring and a strong transportation and logistics ecosystem that supports domestic production, supply chain stability and workforce reengagement.
- **Florida**: Continues to experience sustained population growth and a pro-investment climate that is attracting manufacturing, technology-enabled operations and light-industrial expansion alongside growing labor and consumer markets.
- **Carolinas**: Remains a national leader in advanced manufacturing, life sciences and emerging AI-integrated production systems, supported by strong in-migration and regulatory certainty that enables large-scale, capital-intensive investment and long-horizon economic growth planning.

We continue to convert economic development prospects into firm projects and work to attract other growing companies and support local businesses in the communities we serve. Since 2024, we have signed approximately 7.6 GW of new electric service agreements with large-load customers. These firm commitments not only protect existing customers by ensuring new large-load customers pay their fair share, but also give us line of sight to accelerated growth.

We are not just building a grid; we are fueling a regional economic renaissance. According to analysis conducted by Ernst & Young in 2025, Duke Energy's then 10-year capital plan would support more than 168,000 jobs annually, generate $131 billion in income, contribute $211 billion to GDP and generate $370 billion in overall economic output through 2034. Anticipated state and local tax contributions totaled $18.5 billion, including approximately $8.3 billion in property taxes, $6 billion in state and local sales tax, $2.8 billion in individual income tax and $1.4 billion in corporate taxes. These taxes help support the foundational services that communities rely on daily, including essential community services, such as public education, law enforcement and fire-rescue. Corporate tax revenues also allow localities to keep individual tax burdens, including personal income and property taxes, more manageable while directly investing in public infrastructure and community operations.

Websites listed on page: duke-energy.com/Kokomo, duke-energy.com/EY2025

Protecting Our Existing Customers While Powering Growth

The scale of today's infrastructure investment is historic, and powering that growth while keeping costs as low as possible for our existing customers is a central focus. Every decision about how we plan, build and finance new infrastructure is guided by a clear commitment to protect customers' reliability and affordability while meeting growing energy demand.

Cost Responsibility, Customer Value

We also deliver value to customers by aligning economic development with clear cost responsibility and leveraging new investment from advanced industries to lower the cost of service for all customers. Under regulatory oversight, we continue to evolve rate structures and contracts so that new customers with the largest energy needs pay the full cost to serve them, while existing customers benefit from lower average system costs over time. This approach supports job creation and economic investment across our states while keeping customer savings at the center of our decisions.

Over the past year, we strengthened our contractual framework, reinforcing that large energy users cover all associated costs, including studies, long-term contract commitments, minimum billing demand terms and early termination protections. Large customers, including data centers and advanced manufacturing facilities, are driving new demand for generation and transmission. Our approach requires these customers to fully fund the infrastructure needed to serve them.

Data center load is steady and predictable, supporting system planning and operations. As these large customers come on line and fund necessary infrastructure, they increase overall energy sales and spread fixed system costs across a larger volume of electricity. This lowers the average cost per kilowatt-hour, reduces upward pressure on rates and delivers savings for families, businesses and communities, while safeguards ensure existing customers are protected from the costs of new large loads.

Customer Bill Support Programs

Duke Energy's demand response programs help customers lower energy costs by offering bill credits and incentives for temporarily reducing or shifting electricity use during peak demand periods. Through advance notifications and automated controls, participating customers reduce usage for a limited number of hours each year, helping manage peak demand while keeping costs lower for all customers by reducing system strain and delaying the need for new generation resources.

Select affordability, budgeting and efficiency programs currently offered throughout our jurisdictions include:

- **Budget Billing**: This option standardizes the charge paid every month to allow customers to better track their budget. Annual plan customers receive the same bill amount every month, with a settle-up amount at the end of the year.
- **Home Energy Assistance**: Duke Energy partners with Community Action Kentucky to help qualified customers maintain energy bills at the lowest possible cost. Qualified customers can apply to receive up to $400 in immediate crisis assistance as well as account subsidies during peak heating and cooling months. Duke Energy shareholders contribute $50,000 annually to help fund the Home Energy Assistance program.
- **Local Assistance Agency Partnerships**: We partner with local assistance agencies to help qualifying customers receive financial assistance to pay their utility bills.

Websites listed on page: duke-energy.com/AIcontract, duke-energy.com/AIOpEd, duke-energy.com/SCSiteReadiness

Spotlight

Speed to Power

One way that we bring speed to power for our customers is by engaging early to align site selection and infrastructure planning. For example, Duke Energy worked with Amazon to identify a site that could be served efficiently with the necessary infrastructure, reducing development lead times and accelerating power delivery. Amazon's $10 billion data center project in North Carolina demonstrates how proactive site readiness can enable faster speed to power for major customers.

In South Carolina, Duke Energy's site readiness efforts helped land a $1.2 billion advanced manufacturing project in Cherokee County. Since 2005, projects that have located on Site Readiness Program sites have announced $3.5 billion of capital investments and more than 5,200 new jobs in South Carolina.

Read Harry Sideris' op-ed here:

Duke Energy established a single point of contact for utility assistance agencies and created a digital self-service portal, now available across all service areas.

- **Low-Income Home Energy Assistance Program (LIHEAP)**: This is a federal program that provides energy assistance funding to state energy offices, which in turn deliver bill assistance to customers below a certain income threshold. We are increasing outreach to customers by email and text to raise awareness regarding available assistance. Additionally, our Agency Lookup Tool allows customer care operation specialists to identify local agencies that may be able to assist a customer in need.
- **Payment Navigator**: This program is led by customer care operation specialists who help customers navigate available programs at Duke Energy that can help with their billing and payment experience.
- **Residential Tariff on Bill Program**: This first-of-its-kind program for an investor-owned utility offers three major benefits: 1) lower upfront costs for efficiency upgrades, 2) improved home comfort and 3) savings on customer bills. Duke Energy identifies customers who are likely to benefit the most and invites them to enroll.
- **Share the Light Fund®**: Duke Energy employees, customers and shareholders contribute to the Share the Light Fund, along with nearly $2.3 million annually from the Duke Energy Foundation. In 2025, the Share the Light Fund also received $1.3 million from customers and employees. Since 2016, the fund has provided more than $60 million in low-income energy assistance to help customers pay deposits, power bills, past-due balances and reconnection fees. The fund provides direct dollars to more than 100 agencies across North Carolina, South Carolina, Florida, Indiana, Ohio and Kentucky to assist nearly 15,000 eligible low-income households every year.
- **Share the Warmth**: Piedmont Natural Gas customers can round up their monthly bill to the nearest dollar or make a one-time donation to Share the Warmth to help neighbors. The funds are given to local agencies in North Carolina and South Carolina to provide to Piedmont Natural Gas customers who are in crisis with unpaid bills.

We do not treat assistance as separate from affordability. Our teams conduct year-round outreach to connect eligible customers with these resources, and we continuously assess our budget billing programs to give customers more control over their energy costs. You can learn more about our affordability and budgeting programs here.

Websites listed on page: duke-energy.com/LIHEAP, duke-energy.com/Assistance, duke-energy.com/HEHCTestimonial, duke-energy.com/Advocacy

Spotlight

Energy Savings That Add Up

Duke Energy is expanding programs that help individuals and families manage monthly bills, make practical improvements and identify savings that can add up over time.

Through free in-home energy assessments, customers can gain insight into how their home uses energy and receive personalized recommendations and energy-efficient products at no cost.

(Program name and availability vary by region.)

Scan the QR code to listen to a home energy house call testimonial.

Spotlight

LIHEAP Advocacy: Real Help for Real Needs

LIHEAP is a federal program that provides energy assistance funding to state energy offices, which issue energy bill assistance benefits to customers below a certain income threshold.

Over the past three years, more than 425,000 customers have received approximately $450 million in energy assistance through LIHEAP, Share the Light Fund® and community partnerships.

Hear from Duke Energy team members on Capitol Hill:

DUKE ENERGY CELEBRATES
AMERICA250

Spotlight

The National Mall for All

Duke Energy invests in community-led projects that bring history to life in engaging, modern ways. Communities everywhere can explore the National Mall's history and monuments through the National Mall Gateway, a free digital platform supported by a $250,000 Duke Energy Foundation grant to the Trust for the National Mall in 2025.

The Duke Energy Foundation awarded more than

$1 MILLION

in grants across our jurisdictions

- **North Carolina – $255,000**
- **Indiana – $115,000**
- **Florida – $150,000**
- **Ohio/Kentucky – $60,000**
- **South Carolina – $120,000**
- **National – $300,000**

Read more about the Foundation's more than **$1 million America250 investment** in our communities in the link above or here:

Partnering on America's Next Chapter

Duke Energy has grown alongside the communities we serve, carrying forward a tradition of service that spans our legacy companies, including Cincinnati Gas & Electric, for more than 180 years. Our history is inextricably linked to the American story. From the first rivers we harnessed to electrify the Carolinas to the modern, integrated grid that now powers some of the nation's fastest growing regions, we have always been more than just an energy provider. We are a dedicated partner in American progress.

As the U.S. approaches its 250th anniversary, Duke Energy is proud to help power the nation's next chapter. Duke Energy remains committed to the essential role we play in powering American communities, enabling economic opportunity and helping meet the nation's evolving energy needs. We are reflecting on that shared legacy and our ongoing responsibility to support strong, connected communities. In recognition of this historic milestone, the Duke Energy Foundation launched an investment of more than $1 million since May 2026 to support community-led projects across our service territories. Guided by our principles of service and stewardship, the America250 initiative is designed to strengthen the social and economic fabric of our regions through three targeted pillars:

- **Careers for veterans**: Our nation's veterans represent the best of the American spirit. We are investing in skills training and workforce development programs that bridge the gap between service and meaningful civilian careers, making sure that those who served our country have a leading role in the modern economy.
- **Care for our country**: We believe that strong communities begin with vibrant shared spaces. This funding supports the revitalization of local parks, community cleanups, public landscaping and the improvement of the green spaces where people gather. These projects reflect our commitment to environmental stewardship and local quality of life.
- **Sharing the American story**: To move forward, we must honor where we began. We are supporting local history projects, public exhibits and educational programming that celebrate the founding ideals of our nation. By preserving historic sites and funding field trips for the next generation, we are helping to make sure the American story remains a living inspiration.

Our commitment to America250 extends beyond financial investment. Across our states, our more than 26,400 employees will have the opportunity to participate in coordinated volunteer efforts. This brings our culture of service directly to the doorsteps of the nonprofit partners who know their community needs best.

America's 250th anniversary is more than a milestone. It is a moment to look ahead. At Duke Energy, we are proud to contribute to this national celebration. We are reaffirming the principles that have guided our work for more than a century: a relentless focus on service, a thoughtful approach to stewardship and a deep seated commitment to building stronger, more connected communities.

Websites listed on page: duke-energy.com/Foundation250, duke-energy.com/history, duke-energy.com/1Million, impact.duke-energy.com/Action

Our People: Service, Skill and a Shared Legacy

Duke Energy employees are members of the communities they serve in addition to being the engine of our success. Across generations, our employees have built, maintained and restored the energy systems that communities rely on every day. As the energy system evolves to support grid modernization, advanced manufacturing and the growing AI-driven economy, we are focused on preparing today's workforce and building tomorrow's talent pipeline. During 2025, Duke Energy required all full-time employees, contingent workers, and contractors with access to the Duke Energy network or systems to complete one or more cybersecurity training programs.

Our workforce strategy is driven by a single principle: having the right people with the right skills that our customers depend on. Workforce readiness is central to that effort. We are investing in the training and development programs that equip employees with the skills needed to support grid modernization, advanced technologies and emerging roles across the business. Our partnerships with colleges, universities and workforce organizations help align education and training with the skills required for the energy systems of the future.

Attracting and retaining talent in this competitive environment requires a holistic approach. We prioritize employee well-being, competitive compensation and career development, making sure that every team member sees a clear connection between their daily work and Duke Energy's role in advancing energy modernization and powering the American energy renaissance. We achieve this through a pipeline of engagement that begins long before a career starts.

- **College and Workforce Training Partnerships**: We partner with colleges, universities and training centers to build a skilled, job-ready workforce. Duke Energy hosts over 300 students each year through internships and co-op programs across IT information systems, finance, cybersecurity and engineering. We also partner with 22 community colleges and training centers across Ohio, Kentucky, North Carolina, South Carolina and Florida to provide grants for lineworker training programs critical to meeting growing energy needs.

  In 2025, the Duke Energy Foundation invested $1.8 million to support workforce development in the energy sector, including training in welding, electrician, engineering and emerging technologies at several community colleges. From 2022-2025, partner programs graduated more than 5,000 students, about 1,300 annually, strengthening the talent pipeline needed to support grid modernization and the long-term system reliability.

Duke Energy employees volunteer at an event in Raleigh, North Carolina.

- **Veterans**: We are proud to employ about 1,800[7] veterans. Through programs like SkillBridge, we support service members as they transition into civilian roles. Our "Together We Stand for Our Veterans" employee resource group is open to all employees and helps retain and empower newly hired veterans by providing a supportive network and assistance with transitioning from military service into corporate careers.
- **Early awareness and engagement:** Building long-term workforce readiness begins early. Our employees promote energy industry careers to K-12 students through career days, conferences and STEM events, supported by the Duke Energy Foundation's investments in hands-on learning and early career exposure. Through programs such as the Youth Energy Academy in Florida and immersive field trips to Duke Energy facilities, students gain real-world insight into STEM careers and the many ways energy powers their communities.
- **Competitive Compensation**: Duke Energy provides fair, market-competitive compensation by regularly reviewing employee pay. We conduct internal pay reviews and benchmarking against a broad range of peer companies across industries to confirm our pay is competitive so we can continue attracting and retaining a talented workforce to serve our customers and our communities.

[7] Based on employees who have voluntarily self-identified as protected veterans.

Websites listed on page: duke-energy.com/Williamson, duke-energy.com/Smith, duke-energy.com/Sipes

EMPLOYEE
Spotlight

Rooted in the Work

In Florence, South Carolina, arborist Cordy Williamson – Duke Energy's longest-tenured employee with 65 years of service and counting – helps protect utility infrastructure by keeping trees and brush safely away from power lines.

Read more about Cordy here:

EMPLOYEE
Spotlight

Serving Then. Powering Now.

After nearly a decade in the U.S. Army, Marsha Smith brought that commitment home, earning an engineering degree and joining Duke Energy's Grid Management team in Indiana. Duke Energy's veteran employees carry a legacy of service forward – applying skills developed in uniform to help keep communities reliable, resilient and safe.

Read more about Marsha here:

EMPLOYEE
Spotlight

Experience Behind Every Innovation

A fourth-generation Duke Energy employee, Dustin Sipes represents the continuity that anchors innovation – where institutional knowledge and evolving skills come together to support reliable service for the communities we serve.

Read more about Dustin here:

Turning Commitment Into Impact

The Duke Energy Foundation invested nearly $54 million in the communities we serve during 2025. Through strategic grantmaking, nonprofit partnerships and employee engagement, the Foundation focuses its community investments on strengthening local economies by supporting workforce development for jobs vital to today's and tomorrow's energy economy, education and skills programs that build talent pipelines, community revitalization efforts and economic recovery when communities face major challenges.

The Foundation also advances local resiliency by working alongside nonprofit partners and employees to support disaster preparedness and response programs, community resiliency projects that help mitigate the effects of extreme weather, and environmental initiatives that protect clean water, healthy ecosystems and the natural environments communities rely on every day. Ahead of the 2025 storm season, the Duke Energy Foundation awarded storm preparedness and resiliency grants across North Carolina, South Carolina, Indiana, Florida, Ohio and Kentucky.

In addition, the Foundation supports customer value and community opportunity by investing in programs that help families meet essential needs and maintain stability during times of financial hardship.

Spotlight

Investing in Main Street

Duke Energy Ohio and Kentucky has continually built on its long-standing commitment to small businesses and the vital role they play in the regional economy. Through targeted small business grants, support for local restaurants through the Streeteries program, partnerships strengthen key business districts, and the Urban Revitalization Grant program to restore neglected storefronts, the company continues to invest in innovative ways to support small businesses across its service territory.

Read more about community investments in Ohio and Kentucky by scanning the QR code.

This includes support to nonprofit partners that assist customers with bill payment, utility assistance and access to other critical resources. Together with broader essential-needs giving and employee engagement, these efforts help reduce barriers, support economic mobility and strengthen community stability as energy infrastructure continues to evolve across the communities we serve.

The Foundation is also focused on initiatives that support upward economic mobility and opportunity for families and individuals in the communities we serve. We continue to participate in programs supporting the transition for communities moving toward modern energy infrastructure by reducing obstacles and promoting access to opportunity for all families and individuals who are experiencing financial need in the communities we serve.

Safety That Strengthens Performance

At Duke Energy, safety is foundational to how the company plans, operates and serves our customers and communities. Operating a complex energy system requires oversight, preparation and accountability across every function, from daily operations to long-term infrastructure planning. This commitment is reflected in a strong safety culture that emphasizes personal responsibility, continuous learning and shared accountability at every level of the organization.

Duke Energy measures safety performance using standardized indicators that track incidents, injury severity and lost work time across operations. We continue to emphasize proactive risk identification, rigorous training and controlled execution of tasks to protect employees and contractors performing complex, safety-critical work. These efforts reinforce a culture where safety expectations are clear, performance is monitored consistently and lessons learned are incorporated into continuous improvement across the enterprise.

Duke Energy prioritizes safety through ongoing training and targeted workforce development for high-risk, high-skill roles. This approach improves work execution, reduces incident risk and supports reliable grid operations. Experience across the workforce helps sustain consistent practices, preparing employees to build, maintain and restore the grid safely and effectively.

Website listed on page: duke-energy.com/Invest

Governance & Decision-Making

Our business success starts with strong leadership and is guided by a defined corporate governance structure. Duke Energy's Board of Directors (Board) is focused on ensuring sustainable, long-term value for our stakeholders, including shareholders, employees, customers and the communities we serve.

The Board is responsible for overseeing the company's long-term strategy to provide reliable energy to our customers at the lowest possible cost, and discussing strategies impacting the company's performance metrics and incentives that align with those commitments. The Board also reviews our business strategy, such as reliability and customer value, regulatory and legislative issues, jurisdictional matters, energy modernization and emissions reduction progress. The Board regularly reviews its composition to ensure its collective membership has the skills necessary to meet the needs of the business and includes a range of thoughts and experiences.

The independent chair of the Board and committee chairs set agendas, approve meeting schedules and lead the independent members in Executive Committee sessions at each meeting. The Corporate Governance Committee identifies needed skills and other qualifications and is responsible for evaluating the Board and recommending nominees to serve on the Board. Potential director candidates are identified through multiple channels, including third-party executive search firms and recommendations from directors and executive officers, with these criteria in mind.

The CEO is responsible for advancing the company's strategy and overall management as well as long-term success.

DID YOU Kn?w

Duke Energy ranked No. 1 among EEI Group 1 combined electric and gas utilities for the 10th consecutive year in 2024, with a Total Incident Case Rate (TICR) of 0.32, tying for best-in-class performance across large utilities.

Enterprise Risk Management

Apart from the CEO, all members of the Board are independent and are members of at least two of Duke Energy's five standing committees. The committees oversee all operational, financial, strategic and reputational risks as set forth in their respective charters.

Our Enterprise Risk Management (ERM) team is led by the SVP, treasurer and chief risk officer (CRO), who reports to the chief financial officer. At each regularly scheduled meeting, the CRO provides an enterprise risk update to the Finance and Risk Management Committee of the Board. Additionally, the company's senior management, including the CRO, annually reviews the Enterprise Risk Assessment (ERA) with the full Board.

The CRO actively and independently provides risk management oversight and discusses levels of risk tolerance and risk acceptance within all business units. ERM also focuses on increasing awareness of risks, facilitating cross-functional discussions and holding biannual risk process and topic reviews, sometimes inviting external technical experts to cover key risk topics. ERM works with internal subject matter experts to identify and characterize key risks, including those related to climate, nature and other topics relevant to our sector. We work cross-functionally to evaluate dependencies that may impact the business, and we engage frequently with our insurers on data and benchmarking tied to risk and financing. This data also helps us review potential indicators for assessing and managing risk.

Like other large public companies, Duke Energy is subject to a wide range of operational, financial, strategic and reputational risks across its business. The Board oversees these risks primarily through the Finance and Risk Management Committee, with additional oversight by other committees as appropriate. The Finance and Risk Management Committee program is reviewed annually by the full Board, identifies key risks, assesses their likelihood and potential impact and evaluates management's approach to prioritization and mitigation. As part of this oversight, the Board and its committees also consider emerging risks, including those related to advanced and evolving technologies, such as AI, within the company's existing risk management framework. Each Board committee oversees risks within its respective area of responsibility and provides regular updates to the full Board on related considerations and actions.

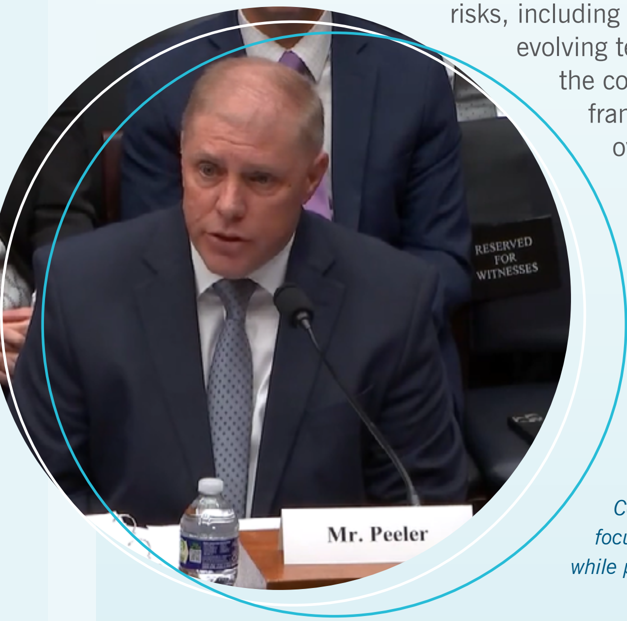


Photo: *Nelson Peeler, SVP of Grid Strategy, Planning and Integration, appeared before the U.S. House Energy and Commerce Committee at a hearing in April 2026 focused on meeting growing power demand while protecting ratepayers.*

Policy Engagement

Effective government policies, including technology development and funding initiatives, are essential to Duke Energy's ability to modernize the system, meet rising demand and deliver reliable energy today and into the future at the lowest possible cost. As we continue to execute on our energy modernization strategy, and target net-zero carbon emissions from electric generation by 2050, our progress will not be linear. To achieve these objectives, we are partnering with stakeholders, championing public policy that advances innovation and continuing to leverage regulatory models that support the delivery of reliable energy and timely cost recovery, while promoting cost stability for customers.

Duke Energy's 10-Point Plan outlines the company's policy engagement priorities to meet rapidly growing electricity demand while protecting affordability for customers. The plan emphasizes working with state and federal policymakers to lower or stabilize bills through rate reductions, storm cost securitization, tax reforms and the direct pass-through of federal tax credits. It highlights policies that maximize the value of existing generation assets, leverage federal energy programs and seek to ensure that large new customers pay the full cost of the infrastructure required to serve them. Together, these efforts are designed to support economic growth while maintaining reliability and shielding existing customers from unnecessary cost increases.

Our 10-Point Plan also calls for regulatory frameworks that facilitate timely infrastructure investment through regimented financing, operational efficiencies and predictable oversight. Duke Energy advocates for targeted federal rule updates, streamlined interconnection and permitting processes, and, as appropriate, the preservation of state-based regulations rather than one-size-fits-all national solutions. The plan underscores the importance of stable, transparent investment structures that allow utilities to deploy capital at scale while continuing to deliver reliable energy at the lowest possible cost and support long-term community and economic development.

Website listed on page: duke-energy.com/10Pt

Looking Ahead

As America celebrates 250 years, we have a chance to look ahead with purpose. The next era of American progress will be shaped by how well we apply innovation to the systems people rely on every day, including energy.

At Duke Energy, we are focused on building a smarter, more resilient energy future. That means using technology as a practical tool to deliver greater reliability, more flexibility and better value for customers.

Technology is changing how people live, work and do business. It is also changing what customers expect from their energy provider: greater reliability, more flexibility, better tools and smarter infrastructure, all delivered in a way that supports growth while maintaining a clear focus on cost.

That is why we are investing across the full energy system: generation, grid and enabling technologies. We are maximizing the value of our existing nuclear, natural gas and hydro fleets; building new generation; modernizing the largest transmission and distribution system in the country; and advancing reliable, increasingly clean energy over time. This work is grounded in delivering the right mix to meet customer needs safely, reliably and affordably, today and for decades to come.

Across that work, innovation has to deliver tangible value. Whether we are improving the customer experience, using data and digital tools to operate more efficiently, strengthening the grid or advancing practical policy and regulatory solutions, the objective is clear: to help customers and communities move forward with confidence.

The work ahead will require speed, scale and disciplined execution. It will also require that decisions are durable over time. Reliability, cost stability and customer value must remain at the center of how we plan, invest and partner. That is how we support growth that is not just fast, but sustainable.

Delivering on that path will require continued innovation, constructive policy and a clear focus on execution. Ambition matters, but results depend on how well we align strategy, investment and delivery over time.

The next chapter of American energy will require new thinking, strong partnerships and execution. Duke Energy is positioned to lead that work, advancing an energy future that continues to deliver for customers, strengthens communities and supports durable growth.

Renae Black
Chief Sustainability Officer and Vice President, Policy

Cautionary Statement Regarding Forward-Looking Information

This document includes forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Forward-looking statements are based on management's beliefs and assumptions and can often be identified by terms and phrases that include "anticipate," "believe," "intend," "estimate," "expect," "continue," "should," "could," "may," "plan," "project," "predict," "will," "potential," "forecast," "target," "guidance," "outlook" or other similar terminology. Various factors may cause actual results to be materially different than the suggested outcomes within forward-looking statements; accordingly, there is no assurance that such results will be realized.

These factors include, but are not limited to:

- The ability to implement our business strategy, including meeting forecasted load growth demand, grid and fleet modernization objectives, and our carbon emission reduction goals, while balancing customer reliability and affordability;
- State, federal and foreign legislative and regulatory initiatives, including costs of compliance with existing and future environmental requirements and/or uncertainty of applicability or changes to such legislative and regulatory initiatives, including those related to climate change, as well as rulings that affect cost and investment recovery or have an impact on rate structures or market prices;
- The extent and timing of costs and liabilities to comply with federal and state laws, regulations and legal requirements related to coal ash remediation, including amounts for required closure of certain ash impoundments, are uncertain and difficult to estimate;
- The ability to timely recover eligible costs, including amounts associated with coal ash impoundment retirement obligations, asset retirement and construction costs related to carbon emissions reductions, and costs related to significant weather events, and to earn an adequate return on investment through rate case proceedings and the regulatory process;
- The costs of decommissioning nuclear facilities could prove to be more extensive than amounts estimated and all costs may not be fully recoverable through the regulatory process;
- The impact of extraordinary external events, such as a global pandemic or military conflict, and their collateral consequences, including the disruption of global supply chains or the economic activity in our service territories;
- Costs and effects of legal and administrative proceedings, settlements, investigations and claims;
- Industrial, commercial and residential decline in service territories or customer bases resulting from sustained downturns of the economy, storm damage, reduced customer usage due to cost pressures from inflation, tariffs, or fuel costs, worsening economic health of our service territories, reductions in customer usage patterns, or lower-than-anticipated load growth, particularly if usage of electricity by data centers is less than currently projected, energy efficiency efforts, natural gas building and appliance electrification, and use of alternative energy sources, such as self-generation and distributed generation technologies;
- Federal and state regulations, laws and other efforts designed to promote and expand the use of energy efficiency measures, natural gas electrification, and distributed generation technologies, such as private solar and battery storage, in Duke Energy service territories could result in a reduced number of customers, excess generation resources as well as stranded costs;
- Advancements in technology, including artificial intelligence;
- Additional competition in electric and natural gas markets and continued industry consolidation;
- The influence of weather and other natural phenomena on operations, financial position, and cash flows, including the economic, operational and other effects of severe storms, hurricanes, droughts, earthquakes and tornadoes, including extreme weather associated with climate change;
- Changing or conflicting investor, customer and other stakeholder expectations and demands, particularly regarding environmental, social and governance matters and costs related thereto;
- The ability to successfully operate electric generating facilities and deliver electricity to customers, including direct or indirect effects to the company resulting from an incident that affects the United States electric grid or generating resources;
- Operational interruptions to our natural gas distribution and transmission activities;

- The availability of adequate interstate pipeline transportation capacity and natural gas supply;
- The impact on facilities and business from a terrorist or other attack, war, vandalism, cybersecurity threats, data security breaches, operational events, information technology failures or other catastrophic events, such as severe storms, fires, explosions, pandemic health events or other similar occurrences;
- The inherent risks associated with the operation of nuclear facilities, including environmental, health, safety, regulatory and financial risks, including the financial stability of third-party service providers;
- The timing and extent of changes in commodity prices, including any impact from increased tariffs and interest rates, and the ability to timely recover such costs through the regulatory process, where appropriate, and their impact on liquidity positions and the value of underlying assets;
- The results of financing efforts, including the ability to obtain financing on favorable terms, which can be affected by various factors, including credit ratings, interest rate fluctuations, compliance with debt covenants and conditions, an individual utility's generation portfolio, and general market and economic conditions;
- Credit ratings of the Duke Energy Registrants may be different from what is expected;
- Declines in the market prices of equity and fixed-income securities and resultant cash funding requirements for defined benefit pension plans, other post-retirement benefit plans and nuclear decommissioning trust funds;
- Construction and development risks associated with the completion of the Duke Energy Registrants' capital investment projects, including risks related to financing, timing and receipt of necessary regulatory approvals, obtaining and complying with terms of permits, meeting construction budgets and schedules and satisfying operating and environmental performance standards, as well as the ability to recover costs from customers in a timely manner, or at all;
- Changes in rules for regional transmission organizations, including changes in rate designs and new and evolving capacity markets, and risks related to obligations created by the default of other participants;
- The ability to control operation and maintenance costs;
- The level of creditworthiness of counterparties to transactions;
- The ability to obtain adequate insurance at acceptable costs and recover on claims made;
- Employee workforce factors, including the potential inability to attract and retain key personnel;
- The ability of subsidiaries to pay dividends or distributions to Duke Energy Corporation holding company (the Parent);
- The performance of projects undertaken by our businesses and the success of efforts to invest in and develop new opportunities;
- The effect of accounting and reporting pronouncements issued periodically by accounting standard-setting bodies and the SEC;
- The impact of United States tax legislation to our financial condition, results of operations or cash flows and our credit ratings;
- The impacts from potential impairments of goodwill or investment carrying values;
- Asset or business acquisitions and dispositions may not be consummated or yield the anticipated benefits, which could adversely affect our financial condition, credit metrics or ability to execute strategic and capital plans; and
- The actions of activist shareholders could disrupt our operations, impact our ability to execute on our business strategy, or cause fluctuations in the trading price of our common stock.

Additional risks and uncertainties are identified and discussed in the Duke Energy Registrants' reports filed with the SEC and available at the SEC's website at sec.gov. In light of these risks, uncertainties and assumptions, the events described in the forward-looking statements might not occur or might occur to a different extent or at a different time than described. Forward-looking statements speak only as of the date they are made and the Duke Energy Registrants expressly disclaim an obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

DUKE ENERGY®

BUILDING A **SMARTER** ENERGY FUTURE ®