

CORPORATE RESPONSIBILITY

2025 REPORT

DLC
DUQUESNE LIGHT CO.



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ABOUT DLC

For more than 100 years, Duquesne Light Company (DLC or “the company”) has provided safe and reliable electric service to communities in southwestern Pennsylvania. Today, our core values of safety, integrity, dependability, equity and community enable us to serve more than 600,000 customers in two counties, including the city of Pittsburgh. We are committed to safely powering our customers’ lives while playing a leading role in our region’s clean energy transition. Our vision is to create a larger-than-light, clean energy future for all by delivering exceptional results today and boldly harnessing opportunities for tomorrow. In doing so, we can ensure a cleaner, healthier and more prosperous community for generations to come. To learn more, visit [DuquesneLight.com](https://www.duquesnelight.com).

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2025 DLC OVERVIEW

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2025 DLC OVERVIEW

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POWERING PEOPLE

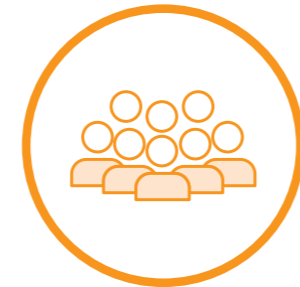
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1,847
Employees



618,270
Customers; 90% residential



>8,400 Miles
Transmission and Distribution



812 Square Miles
Service territory in Allegheny and Beaver counties



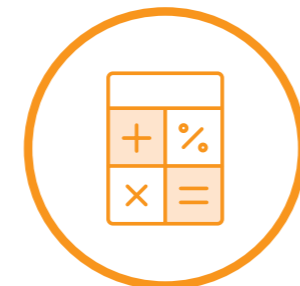
348 Substations



\$1.3 Billion
Total Revenue

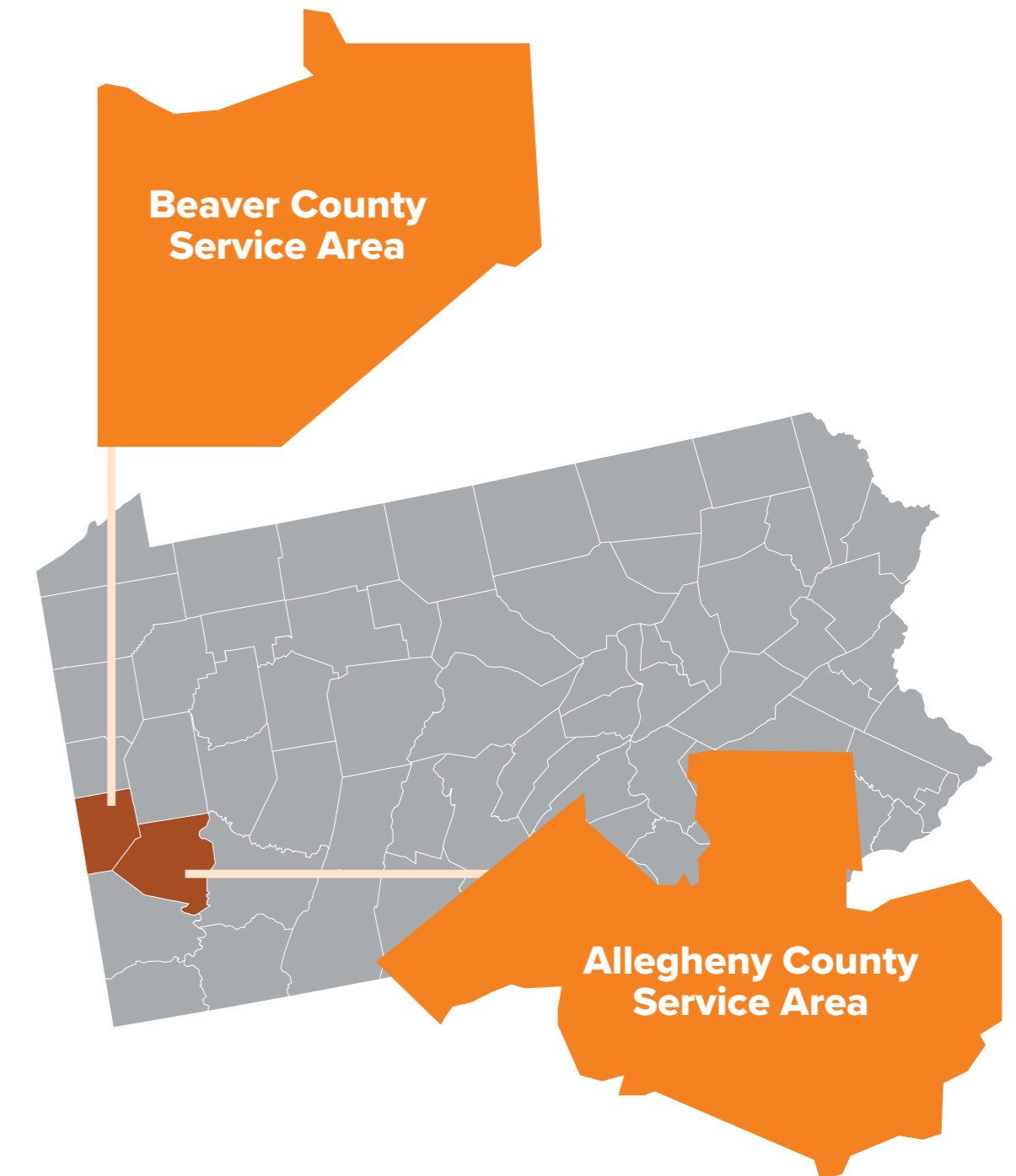


\$3.8 Billion
Rate Base



\$5.3 Billion
Total Assets

Our Service Territory



LEADERSHIP MESSAGE

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Dear Partners in Corporate Responsibility,

In 2025, our values served as a north star, guiding us to respond thoughtfully to near-term challenges as we invest boldly in the future, all while our more than 1,800 employees continued to provide the core services that power the region’s businesses and our customers’ lives. As we advanced our vision of a larger-than-light, clean energy future for all, 2025 presented both mounting economic pressures for customers and damaging severe weather, further underscoring the significance of DLC’s role as a *trusted energy partner*.

As we set the stage for the next chapter in our more than 100-year history, we announced a \$2.7 billion investment through 2030 to harden the grid against a changing climate, meet growing energy demands from large load customers and prepare our infrastructure for all the opportunities of the clean energy transition.

In addition to expanding the deployment of advanced grid technology across our distribution and transmission lines, we successfully brought our new Watson substation online in downtown Pittsburgh. This additional power source dramatically increased the resilience of an economically vital area, just in time for the city to host the NFL Draft, and increased the Golden Triangle’s capacity for long-term growth.

In recognition of growing affordability challenges — exacerbated by record capacity prices and an extended federal government shutdown, which impacted federally funded programs — our charitable giving strategy evolved to focus on reducing barriers to financial stability by supporting our customers’ basic needs and workforce development. We marked a \$1 million grantmaking milestone for our signature Community Impact Grants (CIG) program, which also earned industry recognition from the Edison Electric Institute with a Corporate Citizenship Award for Economic Development. Living our values in action, employees also completed more than 1,300 volunteer hours in our inaugural Summer of Service.

Meanwhile, we continued to advocate for policies that will safeguard affordability long-term,

championing an “every tool in the toolbox” approach to finding actionable solutions today, without sacrificing progress toward a cleaner, more sustainable tomorrow. In fact, we are proud to share we launched Pennsylvania’s first utility-led building electrification program, processed a record number of solar installation applications and empowered customers in lowering their bills and their carbon footprint through our new Peak Saver and Smart Charging Rewards initiatives.

Of course, behind every accomplishment is our dedicated workforce. It is our duty and our privilege to foster their growth and well-being through inclusive workplace practices, professional development opportunities and a commitment to integrity, dependability and ethical conduct. We extend these values and expectations to those we work with throughout our entire supply chain.

By delivering exceptional value and service in the workplace, marketplace and community, as well as embedding environmental, social and governance (ESG) principles into every decision, we will ensure customers continue to choose the grid and trust us as their energy provider for generations to come.

Thank you for your partnership,



Kevin E. Walker
President and CEO



Christine L. Waller
Vice President of
Communications and
Corporate Responsibility

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With the publication of our fourth annual Corporate Responsibility report, we reaffirm our commitment to a corporate culture rooted in the three ESG pillars: climate conscious, powering people and responsible performance. We report annual data on key metrics throughout the report and have aligned this disclosure with international reporting standards, such as the **Global Reporting Initiative (GRI)** and the **Sustainability Accounting Standards Board (SASB)**.

In the appendix, we provide our [GRI Index](#) and mapping to our [SASB Index](#) for reference. In addition to these disclosures, this report will be included in our annual submissions to several ESG assessments in which we participate.

DLC uses forward-looking statements in this report, which are statements that are not historical facts and are based on beliefs and assumptions by DLC’s management and information currently available to management. Forward-looking statements include statements preceded by, followed by or using such words as “believe,” “expect,” “anticipate,” “plan,” “estimate” or similar expressions. Such statements speak only as of the date they are made, and DLC undertakes no obligation to update publicly any of them in light of new information or future events. Actual results may materially differ from those implied by forward-looking statements due to known and unknown risks and uncertainties. Please refer to the appendix of this report for factors that could cause actual results to differ materially from those indicated in any forward-looking statement.

INTERNAL ASSURANCE

This Corporate Responsibility Report has been reviewed by our executive leadership team, including the president and CEO, as well as our board of directors. An external audit of this report has not been conducted. All internal and external links within this document have been verified to be accurate as of the time of publication.

Following the May 2025 release of our 2024 Corporate Responsibility Report, DLC’s Internal Audit department partnered with a third party to conduct a review assessing DLC’s greenhouse gas (GHG) Scope 1 and Scope 2 accounting practices, including a deeper analysis of SF6 Scope 1 emissions data. We are pleased to share that the audit results revealed our processes are in line with industry best practices, and the recommendation that was identified has since been implemented. Our Internal Audit department will continue to conduct reviews related to the Corporate Responsibility Report on a periodic basis.

Publication Date: May 2026
Reporting Period: Calendar Year 2025
Reporting Cadence: Annually
Reporting Boundary: Duquesne Light Company

For more information on DLC’s ESG efforts, previous reports and other disclosures, visit our [Corporate Responsibility](#) webpage. Contact esg@duqlight.com with any questions or comments regarding this report.

DLC COMPANY STRATEGY

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VISION — What We Aspire to Achieve

A larger-than-light, clean energy future for all: delivering exceptional results today, boldly harnessing opportunities for tomorrow.

MISSION — Our Common Purpose

Serve as a trusted partner to customers by providing the products and service offerings for today and tomorrow.

STRATEGIC FRAMEWORK (C.A.R.E.S.) — How We'll Achieve Our Mission and Vision

Our corporate strategy is centered on enhancing both customer and employee experiences by delivering exceptional service, cultivating a high-performing workforce, leveraging advanced technologies and ensuring the reliability of our grid and services.

VALUES — The Beliefs, Principles and Behaviors Guiding Us Each Day

- **Safety:** We are safe above all else. We must keep ourselves, each other, our customers and communities safe.
- **Integrity:** We are guided by our commitment to doing the right thing and never compromise on ethics.
- **Dependability:** We are collaborative and steady; we are a trusted partner to all.
- **Equity:** We believe fair access to resources and opportunities are critical elements of a clean energy future for all.
- **Community:** We work where we live and are committed to serving, strengthening and uplifting all communities.



Customer Centricity: We put forth the voice of the customer in everything we do in order to service our customers' needs today and in the future.



Affordability: Drive an overall lower cost to serve our customers through efficiency, innovation, advanced technology and additional value-added services to our customers.



Resilient Culture: Foster people growth and development through a high performing workforce, cultural alignment and ESG.



Energy of Things: Establish a foundation in data to become a digital utility; electrification, electric vehicles and the ability to accommodate "edge of the grid" technology.



Strengthen Our Core: Optimize the safe, reliable, secure and resilient delivery of service to our customers.

ESG STRATEGY AND GOVERNANCE

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ESG STRATEGY AND MATERIALITY

DLC’s ESG strategy is guided by our vision for a larger-than-light, clean energy future for all, built around three pillars: climate conscious, powering people and responsible performance.

- **Climate Conscious:** We are committed to environmental stewardship. Through our environmental management practices and programming, we are working to reduce and adapt to the impacts of climate change while supporting access to safe, reliable and affordable power for our customers and communities.
- **Powering People:** We strive to be a leader in social responsibility with a dedicated focus on supporting our customers, communities and employees. We are investing in our people and communities to ensure a brighter and healthier future for all.
- **Responsible Performance:** We reinforce the importance of good governance in maintaining a resilient and responsible company. We work to establish a culture of high performance while innovating new technology that enhances and stabilizes our power grid.

In 2022, we conducted a comprehensive materiality assessment to evaluate ESG topics based on their impact on our business and the broader sustainability landscape. An independent consultant gathered external stakeholder input, which we combined with internal insights to identify critical ESG priorities. The topics shown in the table reflect those most important to both groups. DLC remains committed to managing performance across all material ESG issues relevant to our industry, as outlined in this report. To stay aligned with stakeholder priorities, we plan to refresh our assessment every three to five years.

CLIMATE CONSCIOUS	POWERING PEOPLE	RESPONSIBLE PERFORMANCE
<ul style="list-style-type: none"> • Building Electrification • Climate Strategy • Energy Efficiency • Infrastructure Reliability • Renewable and Distributed Energy • Transportation Electrification 	<ul style="list-style-type: none"> • Customer Relations • Culture of Inclusion and Respect • Talent Management 	<ul style="list-style-type: none"> • Cybersecurity • Physical Security • Innovation

ESG GOVERNANCE

At DLC, our ESG strategy is embedded within our corporate strategy and overseen at the highest levels of the company. In steering the overall direction of the organization, our board of directors governs DLC’s ESG strategy through its Governance, Regulatory and Corporate Responsibility Committee. DLC’s vice president of communications and corporate responsibility, who reports directly to the president and CEO, is accountable for overseeing the execution of our ESG strategy. This strategy is directed by the ESG function, which is part of the Corporate Responsibility team, in close collaboration with subject matter experts who represent nearly every function in DLC. These subject matter experts participate in the company’s ESG Council, which meets regularly, to track progress on key projects and initiatives.

We also work closely with our Change Adoption Network, which is a group of employees committed to helping the organization advance new programs through best practices in change management.

LONG-TERM ESG TARGETS

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LONG-TERM ESG TARGETS

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DLC’s long-term targets are intended to demonstrate the company’s lasting commitment to making a positive impact. Each target aligns with a relevant focus area from our most recent materiality assessment. DLC regularly assesses its long-term targets for alignment with our business strategy, and to ensure they remain relevant opportunities for positive environmental and social performance. In 2025, we added long-term targets addressing infrastructure reliability milestone projects and energy efficiency, which will replace the current energy efficiency target expiring in 2026.



GHG Emissions: From 2022 to 2027, reduce our combined Scope 1 and Scope 2 emissions by 10%.

On track

GHG Emissions — Fleet Electrification: 30% of DLC’s qualified fleet will be powered by electricity by 2030.

On track

Transportation Electrification: Enable the grid infrastructure that will support a minimum of 50,000 electric vehicles (EVs) in the Pittsburgh region by 2030.¹

On track

Infrastructure Reliability: Invest a minimum of \$1.9 billion in transmission and distribution infrastructure between 2023 and 2027.

On track

Infrastructure Reliability: Upgrade approximately 11,000 customers served by 4 kilovolt (kV) distribution lines to 23 kV distribution lines to enable grid modernization, beneficial electrification and reliable service from 2026 to 2030.

N/A²

Energy Efficiency: Enable 350,000 megawatt hours (MWh) of customer energy savings between 2021 and 2026 through energy efficiency programs and decarbonization efforts, while creating additional electrification opportunities for customers.

On track

Energy Efficiency: Enable 261,000 MWh of customer energy savings between 2026 and 2031 through energy efficiency programs and decarbonization efforts, while creating additional electrification opportunities for customers.

N/A³

¹ Long-term target is based on the Electric Power Research Institute (EPRI) EV adoption projections. The most recent EPRI projections as of August 2025 indicate a medium scenario of 57,000 EVs will be adopted in our service territory by 2030. This figure includes approximately 55,500 light-duty vehicles and 1,500 medium- and heavy-duty vehicles. EPRI EV adoption projections are published annually.

² The long-term ESG target status is not applicable because the target spans from 2026-2030, while the report includes performance through 2025.

³ The long-term ESG target status is not applicable because the target spans from 2026-2031, while the report includes performance through 2025.

GLOBAL GOAL ALIGNMENT

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GLOBAL GOAL ALIGNMENT

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In 2015, United Nations (UN) Member States adopted the 2030 Agenda for Sustainable Development. At the core of the agenda are 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all member countries. They recognize that ending poverty and other deprivations must go hand in hand with strategies that improve health and education, reduce inequality and spur economic growth — all while tackling climate change and working to preserve our oceans and forests. DLC acknowledges the importance of the UN SDGs as we transition to a clean energy future. Given the relevance of these global goals, our ESG strategy remains aligned to the UN's priorities shown below. Additionally, we look to UN assemblies and reports, such as the Conference of Parties, to help inform our ESG strategy as it relates to our climate efforts.

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STAKEHOLDER ENGAGEMENT

At DLC, we are committed to consistently engaging our broad group of stakeholders. Our engagement efforts focus on providing information and updates on the topics that have the most impact on each stakeholder group and segment. To learn more about how we engage with our stakeholders, please review the table.

STAKEHOLDER	KEY TOPICS	HOW WE ENGAGE
Employees	<ul style="list-style-type: none"> • Mission, Vision, Values • Compliance and Ethics • Culture of Inclusion and Respect • Business Performance • Community Engagement • Safety • Health and Wellness • Training and Development • Leadership Standards • Service Standards • Employee Recognition 	<ul style="list-style-type: none"> • All-Employee Meetings • Town Halls • Email • Intranet • Surveys • Short Message Service (SMS) Alerts • Compliance Hotline • Trainings • Employee Performance Reviews
Customers (Residential, Business, Commercial and Industrial)	<ul style="list-style-type: none"> • Energy Efficiency • Safety • Reliability • Affordability and Value • Billing and Payments • Products and Services • New Service • Interconnections • Customer Assistance • Outages and Storm Response • Vegetation Management • Climate Resilience 	<ul style="list-style-type: none"> • Company Website • Call Center • Bill Inserts • Email Newsletters • Social Media • Mobile Application • Community Meetings • Compliance Hotline • Senior Leader Liaison Program

STAKEHOLDER	KEY TOPICS	HOW WE ENGAGE
Owners and Financial Stakeholders	<ul style="list-style-type: none"> • Business Plan • Strategy • Safety • Compliance • Financial Performance • ESG Strategy • Risk Management • Regulatory Proceedings 	<ul style="list-style-type: none"> • Board Meetings • Earnings Calls • Committee Meetings • Investor Conferences and Meetings • Company Disclosures • Company Website
Suppliers	<ul style="list-style-type: none"> • Business Plan • Strategy • Safety • Compliance • Financial Performance • ESG Strategy • Risk Management • Regulatory Proceedings 	<ul style="list-style-type: none"> • Supplier Summit • Request for Proposals • Meetings • Supplier Code of Conduct • Green Procurement Guidelines • Supplier Terms and Conditions • Safety Trainings • Compliance Hotline
Community	<ul style="list-style-type: none"> • Community Engagement • Environmental Compliance • Public Health and Safety • Advocacy • Economic Development 	<ul style="list-style-type: none"> • Community Meetings • Company Website • Social Media • Print Media • Charitable Giving Activities • Employee Volunteerism • Community Partnerships and Sponsorships • Nonprofit Board Participation • Low-Income Energy Assistance
Policymakers/Regulators	<ul style="list-style-type: none"> • Reliability • Clean Energy Policy • Energy Efficiency • Customer Assistance and Affordability • Customer Complaints • Rates • Infrastructure • Climate Resilience 	<ul style="list-style-type: none"> • Regulatory Participation (Local, State and Federal) • Meetings • Community Meetings • Regulatory Filings • Lobbying Efforts
Non-Governmental Entities (NGOS)	<ul style="list-style-type: none"> • Clean Energy Policy • Energy Efficiency • Customer Assistance 	<ul style="list-style-type: none"> • Meetings • Company Website • Industry Association Meetings and Conference

AWARDS AND RECOGNITION

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Our commitment to corporate responsibility is measured not only by what we do, but by the impact those efforts have across our region and industry. The following awards and recognitions reflect how our work was recognized by respected external organizations in 2025. Notably, honors from the Edison Electric Institute and Public Utilities Fortnightly underscore our leadership in strategic grantmaking and our deployment of advanced technologies to strengthen reliability and safety.

- **Arbor Day Foundation** Tree Line USA
- **BikePGH** New Sponsor of the Year
- **Beaver County Chamber of Commerce** Energy & Advanced Manufacturing Partnership Award
- **Edison Electric Institute (EEI)** Corporate Citizenship Award for Economic Development
- **Friends of the Riverfront** Trailblazer Partner Award
- **Mt. Ararat Community Activity Center** Lottie P. Edwards Community Service Award — Kevin Walker, President and CEO
- **Sustainable Pittsburgh** Platinum designation as a Sustainable Pittsburgh Workforce
- **Three Rivers Business Alliance** LGBTQ+ Leader of the Year — Kevin Walker, President and CEO
- **Pittsburgh Business Times** Power 100 — Kevin Walker, President and CEO
- **Public Relations Society of America** Renaissance Award for the best Integrated Marketing Campaign and Awards of Merit for best Internal Communications Campaign and Media Relations Campaign
- **Public Utilities Fortnightly** Charles Steinmetz Top Innovator in Network or Grid Operations
- **Women We Admire** Top 25 Women Chief Customer Officers of 2025 — Kristy Stone, Chief Customer Officer



CLIMATE CONSCIOUS

As climate change impacts southwestern Pennsylvania, DLC is strengthening our commitment to resilience, reliability and affordability for every customer we serve. The severe storm our region experienced on April 29, 2025 — which brought widespread outages and tested our systems and our community — further deepened our resolve for continuous improvement. Our work begins with a clear-eyed understanding of the risks our region faces, from extreme weather to growing energy demands, and a determination to turn those challenges into opportunities for progress.

Lessons learned from April's storm informed investments to harden the grid and improved customer communication strategies and system enhancements for both outage prevention and rapid response. We are also deploying advanced technologies that expand access to renewable and distributed energy resources (DERs), accelerating the adoption of EVs and enabling efficient building systems, all while safeguarding our region's natural resources. Through new programs, incentives and robust community engagement, we work side by side with customers and other strategic partners to ensure that every household and business can count on safe, affordable and reliable electricity.



CLIMATE STRATEGY

ABOUT DLC

As the electric utility serving the Pittsburgh region, we are navigating climate risks and opportunities through a strategic framework rooted in customer centricity, affordability, resiliency and innovation while not losing sight of our core purpose to provide safe and reliable service.

Grounded in four focus areas, our climate strategy advances a clean energy future for all by aligning climate action with our business strategy to achieve operational excellence and stakeholder impact.

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1. Strengthening climate resilience and adaptation

Prioritizing the mitigation of physical and transition risks while pursuing opportunities for innovation and growth in a clean energy future.

2. Reducing our direct impacts

Lowering Scope 1 and Scope 2 greenhouse gas (GHG) emissions (fleet fuel, natural gas, SF6, refrigerants and facility energy use) in ways that benefit customers, align with our business plan goals, provide for increased affordability, resiliency and reliability and responsibly manage DLC's environmental footprint — all while exploring opportunities to reduce Scope 3 emissions.

3. Enabling customers

Expand customer access to opportunities that reduce climate-related impacts, such as electrification solutions, energy efficiency, renewable energy, DERs and load management mechanisms.

4. Advancing stakeholder engagement

Lead collaboration with key partners across sectors and levels of government to promote advocacy aligned with our business purpose and customer impact.

GHG EMISSIONS

Reducing our environmental impact remains a core priority across all operations, and our strategy is built on practical, measurable action, such as improving fleet efficiency, constructing and operating sustainable facilities and minimizing energy use. A dedicated cross-functional team oversees the management of our GHG emissions, drives initiatives to achieve progress toward our long-term targets and develops strategies that go beyond 2027.

While we work diligently to reduce emissions within our control, external factors also influence our carbon footprint — particularly Scope 2 and Scope 3 emissions. These factors include policy, energy security and electricity generation makeup, among others. To learn more about how we address these challenges within the scope of our business, please refer to the [Government Affairs](#), [Infrastructure Reliability](#) and [Procurement and Supply Chain Management](#) sections of the report.



SCOPE 1 EMISSIONS

Scope 1 emissions are produced directly by operations that an organization has control over or ownership of and occur at the source. For DLC, these include gasoline, diesel and natural gas consumption, along with SF6 and refrigerant emissions. Compared to electric utilities across the United States, DLC’s Scope 1 emissions footprint is limited by the fact that we do not generate electricity.

SCOPE 1 EMISSIONS REDUCTIONS ARE PRIMARILY DRIVEN BY:

- **Fuel reductions:** To lower fuel consumption, we targeted decommissioning older vehicles in favor of newer, fuel-efficient models. Additionally, we reduced space heating in service center garages to minimize natural gas usage while maintaining safe, comfortable environments for employees.

In 2025, we expanded our Take Home Vehicle initiative, allowing field staff to report directly to job sites, improving response times and productivity. In addition, from 2022 to 2025, our fleet grew 8% to meet business needs. Both initiatives contributed to a 17% increase in miles driven over three years, but overall, fleet fuel and electric economy improved 75% since 2022, driven largely by EV and plug-in hybrid electric vehicle (PHEV) adoption in our light-duty fleet.

- **Idling reductions:** Idling is tracked daily through our vehicle telematics data. We provide leaders with customized reports for their department’s vehicles, allowing them to identify idling reduction opportunities.
- **Fleet electrification:** We are converting qualified internal combustion engine vehicle classifications to EVs and PHEVs to meet DLC’s goal of a 30% electrified fleet by 2030. In 2025, we purchased and placed in service an additional two EVs, 30 PHEVs and three Job Energy Management System (JEMS) unit bucket trucks, increasing our total fleet electrification to 22%. To support this shift, we are executing a comprehensive strategy to install EV charging infrastructure at our facilities.
- **SF₆ strategy:** We are advancing our SF₆ management strategy by focusing on increased data visibility and reporting, reduced volatility and enhanced external collaboration. In 2025, we piloted state-of-the-art leak detection equipment, which can pinpoint SF₆ leaks. We saw this in action when the device confirmed the exact location of a leak on a transmission service breaker and allowed for a repair to be made in short order. Moving forward, we aim to standardize our approach to leak detection and repair. DLC also participates in the Institute of Electrical and Electronics Engineers Switchgear Committee which develops industry standards around SF₆ and other breaker technologies.

SCOPE 2 EMISSIONS

Scope 2 emissions are produced indirectly by an organization’s operations and do not occur on-site. For DLC, this includes energy consumed in our direct facilities but excludes the emissions generated as a result of line losses. Year to year fluctuations in Scope 2 emissions were influenced by both operational and environmental factors. Variability in seasonal weather patterns affected heating and cooling needs across our facilities. In addition, we placed new substations into service during this period, increasing energy use. Within our Scope 2 emissions reductions strategy, we do not account for greening of the grid, due to the ever-changing nature of this landscape, and instead rely on actions that DLC has direct control over.

SCOPE 2 EMISSIONS REDUCTIONS ARE PRIMARILY DRIVEN BY:

- Adopting energy efficiency and weatherization initiatives. In 2025, we reduced unnecessary electric heating of garages and non-occupied facilities at our service centers, storerooms and substations through limited space heating and temperature-controlled thermostats while maintaining comfortable and safe environments for our employees.
- Incorporating sustainable design into renovations and new facilities for both occupied facilities and unoccupied substations.
- Driving desired behaviors through education.
- Identifying additional solar generation opportunities at DLC facilities to offset consumption. In 2025, we unveiled a new substation, which hosts 130 rooftop solar panels. To learn more about this project, see the [Infrastructure Reliability](#) section of the report.

⁴ Vehicles with JEMS reduce unnecessary engine idling by powering equipment through a lithium-ion battery unit installed in the vehicle.

SCOPE 3 EMISSIONS

DLC also acknowledges the importance of Scope 3 emissions, which are GHG emissions that are a consequence of our company’s activities but occur from sources not owned or directly controlled by DLC, including but not limited to customer energy use and supply chain.

In 2023, we completed a screening of our Scope 3 emissions based on 2022 data to identify relevant Scope 3 categories and priority areas. The screening revealed that 96% of DLC’s total GHG emissions are attributed to Scope 3, which is primarily driven by the categories below. We plan to periodically reassess our Scope 3 emissions profile to ensure we are considering relevant opportunities and risks.

- Fuel and energy activities: Emissions related to the production of fuels and energy purchased and consumed by DLC accounted for 67.6% (i.e., energy consumed by our customers).
- Capital goods: Upstream emissions from the production of capital goods purchased or acquired by DLC accounted for 17.0%.
- Purchased goods and services: Upstream emissions from the production of products purchased or acquired by DLC accounted for 14.6%.

Due to the indirect nature of Scope 3 emissions, they are inherently challenging to impact but also represent significant opportunity. For example, emissions associated with customer electricity usage are driven by the electricity generation mix, which is influenced by many factors, including the marketplace and evolving policies. Additionally, in supporting our customers in the transition to a clean energy future for all, there are certain actions we are taking that will increase the company’s Scope 3 emissions, such as promoting electrification solutions like transportation and building electrification, which lead to an increase in customer electricity use. Ideally, over time the grid will become cleaner and more efficient, leading to emissions decline on the entire system, ultimately supporting the benefits of electrification on Scope 3 emissions. Our current business strategy includes three primary conduits through which we are addressing Scope 3 emissions. These include:

- Renewable and Distributed Energy: We are investing in critical infrastructure and new technologies, along with facilitating renewable energy interconnections on the grid in ways that allow interested customers to access the benefits of these resources. We support state and local policies that pursue the advancement of renewable energy and DERs. To learn more about the actions we are taking, see the [Renewable and Distributed Energy](#) and [Government Affairs](#) sections of the report.

- Beneficial Electrification: Enabling electrification where it improves customers’ energy costs, reduces energy use and improves environmental impacts. We do so by identifying ways to reduce barriers our customers face regarding transportation and building electrification and by serving as a trusted partner. We offer innovative products and services that optimize the use of our grid to advance beneficial electrification in our service territory. Beneficial electrification can reduce Scope 3 emissions by eliminating DLC and our suppliers’ fossil-fuel combustion on-site and shifting energy use onto an increasingly efficient electric grid, producing compounding emissions reductions over time.
- Energy Efficiency: We strive to help our customers conserve energy and reduce demand while lowering their electricity costs. We are committed to lowering our customers’ energy usage through established energy efficiency programs, with a goal of reducing 348,126 MWh by May 31, 2026, in accordance with our approved Pennsylvania Public Utility Commission (PA PUC) plan.





GHG EMISSIONS

<i>(metric tonnes of carbon dioxide equivalent (CO₂e))</i>	2023	2024	2025
Scope 1 Emissions	11,263	8,009	8,595⁵
Gasoline Consumption	2,123	2,170	2,246
Diesel Consumption	3,165	3,398	3,423
Natural Gas Consumption	1,161	1,211	1,538
SF ₆ Emissions	4,747	1,163	1,320
Refrigerant Emissions	67	67	67
Scope 2 Emissions⁶			
Market-Based	13,854	13,924	14,477
Location-Based	12,852	12,916	13,429

⁵ Due to rounding, total Scope 1 emissions do not exactly match the sum of the Scope 1 emissions categories.

⁶ Excludes the emissions generated because of line losses.

DLC FLEET VEHICLE BREAKDOWN

<i>(Number of units)</i>	2023	2024	2025
Full EV	20	37	39
Plug-In Hybrid	12	33	63
EV Forklift	7	7	7
JEMS	28	33	36
EV Total	67	110	145
DLC Total Fleet Vehciles	635	662	668
EV Fleet % ⁷	11%	17%	22%

⁷ Vehicle classifications are targeted for EV replacement based on utilization, age/condition and availability for a suitable and cost-effective EV replacement.

RENEWABLE AND DISTRIBUTION ENERGY

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DLC worked closely with Cornell School District to support the [installation of 1.3 MW of solar panels](#) that will allow the district to save an estimated \$2.5 million over the next 30 years.

DLC continues to drive southwestern Pennsylvania’s clean energy transition by investing in critical infrastructure, advancing new technologies and enabling renewable energy interconnections on the grid in ways that help customers access these resources.

Our Generation Interconnection team manages customer-owned generation applications and ensures safe, compliant connections to the grid following the PA PUC and PJM Interconnection (PJM) requirements. In 2025, the team supported the interconnection of approximately 20 megawatts (MW) of net-metered energy, primarily residential solar, and processed a record number of applications at an accelerated pace, reflecting continued customer demand. Although we do not offer installation services, we operate a [Referral Network Program](#) to connect customers with trusted solar contractors. Throughout 2025, we also continued to educate stakeholders on the solar installation process and how to effectively work with our Generation Interconnection team by hosting two virtual solar forums targeting solar developers and small installers.

Additionally, with the PA PUC’s approval, DLC signed a long-term power purchase agreement with PG Solar LLC, a subsidiary of IMG Solar, to purchase 100% of the total energy output of a new 4.7 MW solar facility that will be constructed at Pittsburgh International Airport. The solar renewable energy credits generated will be put toward our Alternative Energy Portfolio Standards (AEPS) solar obligation for customers who use DLC as their default supplier.⁸ By supporting local renewable energy projects, this effort will boost local energy production and economic development.

Our long-term renewable and distributed energy goals focus on supporting policies and projects that expand clean energy in Pennsylvania while prioritizing affordability, reliability, resiliency and safety. We advocate for state and local policies that promote fuel diversity, renewable energy and DERs while prioritizing fair access. DLC’s Government Affairs and Energy Policy teams lead policy engagement, community outreach and education efforts, working across the organization to holistically evaluate impacts of proposed policies. For more information on our policy positions, visit the [Government Affairs](#) section of this report.

⁸ [The Alternative Energy Portfolio Standards \(AEPS\) Act of 2024](#) requires that electric distribution companies and electric generation suppliers include a specific percentage of electricity from alternative resources in the generation that they sell to Pennsylvania customers, including 0.5% of solar generated in Pennsylvania.

We remain committed to increasing transparency and opportunities for participation in energy markets. In 2025, we launched a new internal and customer-facing [application portal](#) that streamlined the interconnection process for both customers and DLC and unlocked enhanced data collection and reporting internally. This portal will also support future customer participation in the wholesale solar market, enabled by [Federal Energy Regulatory Commission \(FERC\) Order 2222](#).⁹ Looking ahead, a Distributed Energy Resource Management System (DERMS) will be essential to enabling customer participation in meeting FERC Order 2222. DERMS is a system that allows a utility to manage edge-of-grid devices that have the potential to create two-way power flow and provide other grid services.

To support continued innovation, we began building a Grid Modernization Technology Lab. This space will enable DLC to safely test new technologies and system designs under various conditions, prior to field and production pilots, associated with DER integration and meeting FERC Order 2222. Once the lab is complete, DLC will have the ability to safely evaluate new technologies and train employees before the equipment enters the field. The lab will have real-time simulation capabilities, inverters, relay and protection equipment, a communication network and advanced test equipment, and we intend to continue advancing the lab to mimic the dynamic and evolving electric grid. The lab will allow DLC to accelerate innovation, unlock new capabilities and enable safe, fast evaluations of innovative solutions that support reliability, resilience and economic development in the region.

⁹ PJM's compliance process is underway, with energy and ancillary services market participation scheduled to take effect in February 2028. This will allow aggregated customer-owned resources such as rooftop solar, battery storage, and EVs, to participate in regional energy markets, creating new opportunities for customers to benefit financially from their clean energy investments while contributing to grid reliability.



BENEFICIAL ELECTRIFICATION

Beneficial electrification, a key pathway to decarbonization, has the potential to benefit customers, the environment and the economy. As the Pittsburgh region's electric utility, we are uniquely positioned to enable this transition. By better understanding local opportunities, impacts and barriers, we can support our customers, aid in building a capable workforce and enable a reliable grid.

We strive to optimize the value of the grid by serving as a trusted energy partner for our customers, never losing sight of our foundational purpose to provide reliable and safe electric service at an affordable price.

We continue to educate customers on electrification benefits through strategic outreach and partnerships. In 2025, DLC sponsored several events and initiatives. A few notable engagements included:

- Sponsorship of the Pittsburgh International Auto Show where we hosted Electric Avenue and offered EV education and had more than 2,000 attendees visit our booth.
- Sponsorship of BikePGH Open Streets, which is a free community event that opens miles of city streets for people to walk, run, bike and e-bike. BikePGH also honored DLC with the New Sponsor of the Year award, representing our dedication to e-mobility beyond vehicles, including public transportation and bicycles.
- Partnership with Chef Chris Galarza of Forward Dining Solutions to educate the public and employees about induction cooking, including a segment on Pittsburgh Today Live where Chef Galarza demonstrated the benefits of induction cooking.
- Hosting an industrial electrification summit to educate small- and medium-sized manufacturers about process electrification and help them build business cases for these investments.
- Hosting an industrial electrification summit to educate small and medium sized manufacturers about process electrification and help them build business cases for these investments.

In addition to supporting our customers' access to electrification, we are also evaluating opportunities to continue reducing DLC's impact on a changing climate through electrification. In 2025, we increased our electric fleet to 22% in support of our goal to power 30% of our fleet with electric solutions by 2030. To learn more about these efforts, see the [Climate Strategy](#) section of the report.

BUILDING ELECTRIFICATION

The beneficial electrification of building energy end uses — such as heating and cooling, water heating and cooking — has potential to help our customers save energy and money while providing economic opportunities for the region.

In 2025, DLC supported the Energize Pittsburgh partnership with the city of Pittsburgh, Rebuilding Together Pittsburgh and Action Housing, which aimed to reduce our region’s low-income customers’ energy burden. In total, more than 39 households received energy efficiency and electrification upgrades, along with more than 35 critical safety repairs — representing an average investment of \$11,300 per household across 15 neighborhoods. Thirty-two homes were able to leverage funds from Energize Pittsburgh in conjunction with another home repair program (Whole Home Repair, URA Homeowner Assistance Program) to maximize the reduction in energy burden and increase home safety.

BUILDING ELECTRIFICATION PROGRAMS

In 2025, we launched Pennsylvania’s first utility-led building electrification program, offering a workforce development partnership to build skills and create career pathways, along with incentives designed to improve affordability and expand access for low-income customers.

WORKFORCE DEVELOPMENT

To support the growing workforce needs and build confidence with beneficial electrification technologies, we launched a new training program in partnership with Pittsburgh Gateways and the Pennsylvania College of Technology to train and upskill electricians, plumbers, HVAC technicians and students in these trades to design, install and commission heat pumps. Since the launch, the program has successfully trained 15 individuals.

MULTI-FAMILY LOW-INCOME ELECTRIFICATION INCENTIVE

DLC’s Multi-Family Low-Income Electrification Incentive offers rebates to nonprofit housing providers and agencies serving low-income residents. The program supports projects such as heat pumps, induction stoves, EV charging stations and make-ready infrastructure, offering up to 30% of project costs with a maximum incentive of \$50,000 per project.

HEATING AND COOLING

We help customers navigate clean energy options with confidence through our [Home Concierge](#) services focusing on electric heat pumps. Powered by a third-party platform, the service provides homeowners with personalized guidance, side-by-side comparisons and a guaranteed quote after answering a few questions — all before committing to an in-home visit. Since launching in May, the program generated more than 190 leads in 2025, approximately 15% of which resulted in home assessments. The program also benefits the regional contractor community, with participating installers receiving training and support to ensure high-quality installations that meet evolving efficiency standards.



Local HVAC technicians acquired in-demand skills and industry certifications through [DLC’s new heat pump workforce training program](#), launched in partnership with Pittsburgh Gateways and the Pennsylvania College of Technology to remove barriers to building electrification.



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TRANSPORTATION ELECTRIFICATION

We serve as a trusted partner by offering innovative products and services that optimize grid use and advance electric transportation in our service territory. In 2025, the region surpassed 19,000 registered EVs, signaling strong consumer adoption and accelerating demand for charging infrastructure across residential, workplace and public locations. By 2030, DLC customers who drive EVs are projected to collectively save more than 137,000 metric tonnes of CO2e per year and save more than \$136 million annually on fuel and maintenance.

We also continued offering residential customer tools, including our comprehensive online [EV guide](#) and a one-time \$50 incentive for registering in our EV Registration Incentive Program. By the end of 2025, we identified an additional 623 EV-driving DLC customers through the EV Registration Incentive Program. Gaining insight into where EV drivers are located can help us better manage grid assets, conduct infrastructure planning and target programs to offer customers additional savings.

TRANSPORTATION ELECTRIFICATION PROGRAMS

In 2025, we continued to offer programs that increase the accessibility of EVs and expanded our existing programming to include load management offerings.

LOAD MANAGEMENT

Through our load management programs, we aim to effectively balance supply and demand for electricity, enabling more efficient use of existing grid resources, resulting in savings for our customers and business. These programs represent a significant step forward in utility-managed charging, transforming EVs and other electrification technologies from potential grid stressors into valuable grid assets that can also offer customers savings from participation, and in 2025, we were able to reach more than 3,000 customers.

These programs include:

- **Peak Savers Program:** Demand response program to lower electricity consumption when demand on the grid is at its highest during summer months. All eligible customers can earn \$1 in gift card rewards for every kilowatt-hour (kWh) voluntarily conserved during events compared to their typical usage.
- **Smart Charging Rewards Program:** This managed charging initiative enables residential EV drivers to earn up to \$80 per year while automatically optimizing their charging patterns to support grid reliability during peak summer demand periods.
- **EV Time-of-Use Distribution Rate (Year-Round Time-of-Use Rates):** Provides EV drivers with a lower electricity distribution rate during off-peak times compared to DLC's standard distribution

rate throughout the entire year.

- **EV Time-of-Use Supply Rate (Year-Round Time-of-Use Rate):** Provides residential customers with a lower electricity supply rate during off-peak times compared to DLC's default supply rate throughout the entire year

To learn more about these programs, view our [dedicated EV webpage](#).

ELECTRIC FLEET ADVISORY SERVICE

We offer fleet analyses for commercial customers, representing a diverse set of industries that include nonprofits, schools, universities, municipalities and religious organizations. Customers have the option to work directly with our consultant, and in 2025, we launched an [online Fleet Advisor tool](#) that allows fleet operators to perform a self-guided assessment of their fleet for electrification opportunities. This tool makes it easy for customers to explore electrification opportunities and provides EV model options that fit their specific needs.

Fifteen fleet analyses were completed in 2025, resulting in the assessment of 625 vehicles, 428 of which were recommended for electrification. By converting those vehicles to electric, participating commercial customers would see an estimated \$7.5 million in savings while reducing GHG emissions by nearly 26,000 metric tonnes over the life of the vehicles.

COMMUNITY AND FLEET CHARGING PROGRAMS

Through our Community and Fleet Charging programs, DLC installs and covers the cost to install electrical infrastructure between the electric grid and charging stations for commercial customers at qualified public, workplace, multi-family and fleet operator sites. In total, 98 ports were energized in 2025, including installations at workplaces, multi-family properties, municipal fleet sites, school districts, municipal parking lots and more.

Notably in 2025, we collaborated with school bus operator First Student to construct the EV charging make-ready to support the entire bus depot with electric buses serving the Pittsburgh Public School District. This project, which will go into service in 2026, marks the district's first deployment of electric buses and expands equitable access to electric mobility in our service territory.

Moving forward, we'll continue to enable the grid infrastructure to support a minimum of 50,000 EVs in the Pittsburgh region by 2030.¹⁰ Through the Community, Fleet and Transit Charging Program, we installed make-ready infrastructure to support 417 charging ports from 2022 to 2025.

¹⁰ Long-term target is based on the Electric Power Research Institute (EPRI) EV adoption projections. The most recent EPRI projections as of August 2025 indicate a medium scenario of 57,000 EVs will be adopted in our service territory by 2030. This figure includes approximately 55,500 light-duty vehicles and 1,500 medium- and heavy-duty vehicles. EPRI EV adoption projections are published annually.

INFRASTRUCTURE RELIABILITY

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Delivering reliable electricity is the core of our business, and resilient infrastructure is essential to providing this service. We maintain and upgrade the grid to meet evolving customer and technology needs — investing at least \$1.9 billion in transmission and distribution improvements from 2022 to 2027 to enhance reliability and reduce outages. As we advance toward a clean energy future, grid modernization is critical to deliver solutions that address climate risks and support adaptation, and in 2026, we will be assessing DLC’s physical risks and opportunities against changing conditions and identifying potential gaps.

DLC continuously monitors its transmission and distribution systems to identify potential reliability challenges. Investments are prioritized based on need, informed by reliability indices, planning studies and inspections. In 2025, we evaluated tools to holistically review data and integrate additional considerations — such as long-term climate risks and socioeconomic factors — into project prioritization and selected a solution for implementation in 2026, which will assist with our capital planning efforts.

RELIABILITY PERFORMANCE

DLC’s reliability is measured using the industry-standard reliability performance index values: System Average Interruption Frequency Index (SAIFI), System Average Interruption Duration Index (SAIDI) and Customer Average Interruption Duration Index (CAIDI).^{11,12} Our performance is reported to the PA PUC in quarterly and annual reports. We recognize the importance of reliability metrics and use them to evaluate the health of our infrastructure. **Our metrics are routinely best-in-class in Pennsylvania, and DLC has historically delivered first or second quartile performance when compared with other large Pennsylvania electric distribution companies and utilities in neighboring states with at least 100,000 customers.**

Our Outage Management System (OMS) provides greater transparency and more real-time insight into outages across our service territory. Built on state-of-the-art geographic information system technology, it leverages numerous data points to create a highly connected map. This feature allows DLC to identify the extent of an outage and efficiently dispatch crews while improving situational awareness for DLC’s Operations Center. Using the data this technology provides, we intend to move toward more advanced customer-based metrics, which will deliver deeper insight into customers’ experiences and pinpoint performance issues on a more granular level.

INFRASTRUCTURE RELIABILITY METRICS				
	PA PUC Benchmark ¹³	2023	2024	2025
SAIFI (interruptions/customer)	≤ 1.17	0.57	0.82	0.84
SAIDI (minutes)	≤ 126	63	127	103
CAIDI (minutes)	≤ 108	110	156	123

GRID VISIBILITY PROGRAM

As technology evolves, the way customers use electricity is changing, which in turn affects how they interact with the grid. In 2023, DLC was awarded \$19.7 million from the U.S. Department of Energy’s Grid Resilience and Innovation Partnerships grant, representing a significant step in our grid modernization journey. The awarded project, The Grid Visibility Program, kicked off in late 2024 and focused on deployment of edge computing devices and dynamic line ratings across our service territory. These devices will provide us with deeper insight into grid operations by enabling advanced data analytics, real-time monitoring and improved visibility. In 2025, we advanced deployment of dynamic line rating technology to an additional seven transmission lines in our service territory. When we better understand grid operations and customers’ behaviors, we can build programs and rates that support their needs as well as more efficiently plan future capital projects with a focus on reliability.

¹³ The PA PUC Benchmarks were established based on an average of historic annual reliability performance from 1994-1998. It is intended to be an upper limit of consistent achievement but has built in latitude to allow a company to exceed them ‘occasionally and briefly’. For further background on the PA PUC’s assessment of reliability, see the [Electric Service Reliability Report database](#).

¹¹ These metrics do not include excludable events, which are defined as major events by the PA PUC.

¹² For definitions explaining SAIFI, SAIDI and CAIDI, reference the [Glossary](#).

DISTRIBUTION LINE CONVERSION

As customers increasingly rely on electricity, our grid must deliver greater capacity and reliability, enable modernization and ensure dependable service. To achieve this, DLC is launching an extensive 4 kV to 23 kV distribution line conversion program, committing to upgrade approximately 11,000 customers from 2026 to 2030.

Due to the higher voltage and fewer transformers, transitioning to 23 kV reduces line losses, simplifies voltage regulation and allows customers to connect more DERs to circuits. The added capacity, combined with intelligent, remotely controlled protective devices, will enable faster power rerouting and improve overall system resilience.

DISTRIBUTION LINE SENSORS

DLC is deploying advanced sensor technology on our distribution system to strengthen grid reliability, improve outage response and enhance operational efficiency. DLC is the first utility in Pennsylvania to deploy this technology, which helps identify and locate faults — including those caused by equipment failure, downed lines or vegetation contact — enabling faster restoration and reducing outages in real time. The system will also support proactive maintenance by tracking asset conditions and prioritizing repairs. This innovative work was recently recognized with the Public Utilities Fortnightly Charles Steinmetz Top Innovator in Network or Grid Operations Award, highlighting DLC's leadership in advancing grid modernization.

To advance this initiative, we expanded upon a previous pilot and installed 1,756 additional sensors across 19 circuits, significantly expanding system visibility and resilience with nearly 2,000 total sensors across our distribution grid. Pinpointing failure locations through sensors minimizes restoration time and improves reliability for customers while reducing costs over time and strengthening overall resilience.

FEATURE STORY

New Substation Enhances Resiliency for Downtown Pittsburgh

In October, DLC successfully brought Watson substation online, a transformative investment in downtown Pittsburgh's energy infrastructure. Located in the Bluff neighborhood — commonly referred to as Uptown and the Hill District — this \$237 million project represents a major step toward supporting resilience amid increasingly volatile weather while also meeting the region's growing energy demands. The new substation added a third power source to Pittsburgh's downtown, joining Brunot Island and Forbes substations. This redundancy is critical to ensuring uninterrupted service for homes and businesses.

Designed with sustainability and community in mind, the Watson substation incorporated innovative features such as rooftop solar panels to power its operations and a stormwater management system to reduce environmental impact in the community. DLC worked closely with local stakeholders throughout the six-year project, hosting public meetings and integrating feedback to align with neighborhood aesthetics and environmental standards. These efforts reflect DLC's commitment to responsible development and Pittsburgh's [Ecolnnovation District Plan](#) goals.

This milestone underscores DLC's proactive approach to investing in infrastructure that supports Pittsburgh's economic vitality while delivering safe, reliable and resilient energy to customers.

COMMUNITY DISASTER PREPAREDNESS

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DLC remains steadfast in our commitment to rapid and effective response to not only severe weather but other disaster recovery efforts, including natural and man-made hazards and technological threats. While our approach to these instances is cross-functional, our Enterprise Resilience team oversees the management of our emergency response programs, business continuity and crisis management.

We strive for a “whole community” approach to emergency management, following all hazardous emergency operations plans to help advance safe, effective, efficient and timely planning and response. As defined by the Federal Emergency Management Agency, a “whole community” approach attempts to engage the full capacity of the private and nonprofit sectors, including businesses, faith-based and disability organizations and the general public, in conjunction with the participation of local, tribal, state, territorial and federal governmental partners. At DLC, we support this philosophy through internal programs and policies such as Incident Management Team governance, delegation of authority and our formal Emergency Management Program.

Building on this foundation, we extend our approach beyond our organization by maintaining strong connections with local, state and federal agencies and emergency response services across our region. We also regularly host educational events for first responders to prepare them for safe interactions with our facilities during emergencies, which is further detailed in the [Health and Safety](#) section of this report. Additionally, our organization has successfully conducted multiple exercises to test response plans and procedures, ensuring employees are ready to act, including the North American Electric Reliability Corporation and PJM’s GridEx and Grid Security exercises.

In 2025, we took steps to advance our 10-year strategy for business continuity and emergency management established in 2024. The 10-year strategy aims to continuously increase employee safety through training; ensure the resiliency of our assets by building hazard mitigation and response plans; and collaborate with safety experts to advise on programs. The strategy is building a greater enterprise resilience roadmap within emergency management, business continuity disaster recovery and life safety programs.

Although our plans are not formally accredited, we build programs following industry best practices, such as [ISO 22301:2019](#) (Business Continuity Management), [ISO 22361:2022](#) (Crisis Management), [ISO 21110:2019](#) (Emergency Preparedness and Response), [NFPA 1600](#) (Standard on Continuity, Emergency and Crisis Management) and [EMAP](#) (Emergency Management). In 2025, we audited our programs against ISO 22301:2019 and are actively addressing identified opportunities with hopes of achieving full alignment within the 10-year strategy.

To further prepare ourselves, we are committed to deepening our analysis of the physical climate risks and opportunities of our operations and assets to achieve actionable insights and value for our stakeholders. Additionally, we intend to analyze DLC’s service territory using the Centers for Disease Control and Prevention and the Agency for Toxic Substances and Disease Registry Social Vulnerability Index to ensure that our most vulnerable populations are identified.

STORM RESPONSE

As severe weather in our region continues to increase in intensity, we are dedicated to continuously improving our storm response and management. We have a full-time employee solely dedicated to the day-to-day responsibilities of storm preparation and response, as well as creating and implementing a storm response improvement plan over the next few years. We strive to continuously improve our internal processes to better serve our customers. To see this in action, review the feature story.

In addition to responding to severe weather within our service territory, we participate in providing mutual assistance to utilities when they face disasters or incidents that exceed their capacity. These agreements allow utilities to temporarily combine forces during major power outage events. When activated, DLC crews travel to regions impacted by severe weather, natural disasters or other emergency situations to support the local utilities in restoring power as safely and quickly as possible. Similarly, these partnerships also allow DLC to leverage participating utilities’ assistance when we experience major outage events.

FEATURE STORY

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Recovering from Severe Weather

On April 29, 2025, the Pittsburgh region experienced a derecho with straight-line winds reaching nearly 80 mph, causing severe damage in Allegheny and Beaver counties. More than 300,000 customers' service was impacted by the strong winds and fallen trees, among other hazards. This event was the most widespread outage DLC has faced in the company's history, with more than 50% of our customers affected.

We immediately activated emergency response plans and mobilized more than 1,000 crew members from DLC and mutual assistance response efforts to safely restore power as fast as possible. With our crews working consecutive 16-hour shifts to restore service, their nonstop work helped us bring back nearly 95% of our customers within five days, despite facing damage at a magnitude we have not seen before. In recognition of these efforts, EEL awarded DLC with an Emergency Response Award.

While we are proud of the work we accomplished in late April and early May, we understand that those efforts did not meet expectations for everyone, and that our work in recovering from this storm was only the beginning. Following the storm response, DLC undertook a rigorous after-action review that involved dozens of meetings with employees, focus groups with affected customers, benchmarking sessions with peer utilities and industry organizations, brainstorming with our vendors on how to better leverage their products and services, public hearings and private meetings with elected officials and emergency services partners, among other practices.

From this, we created an [after-action report](#) — outlining actions we committed to which will significantly improve how we serve our customers and prepare for and recover from severe weather in the future, many of which build upon existing initiatives and priorities. These actions include technology upgrades, improved customer communication and enhanced employee training, among many others to promote reliable and resilient service as a trusted energy partner in the communities we serve. In a similar vein, the PA PUC also released a report to examine lessons learned from the storm and outline steps to improve future response, which significantly overlapped with our after-action report.

ENERGY SECURITY

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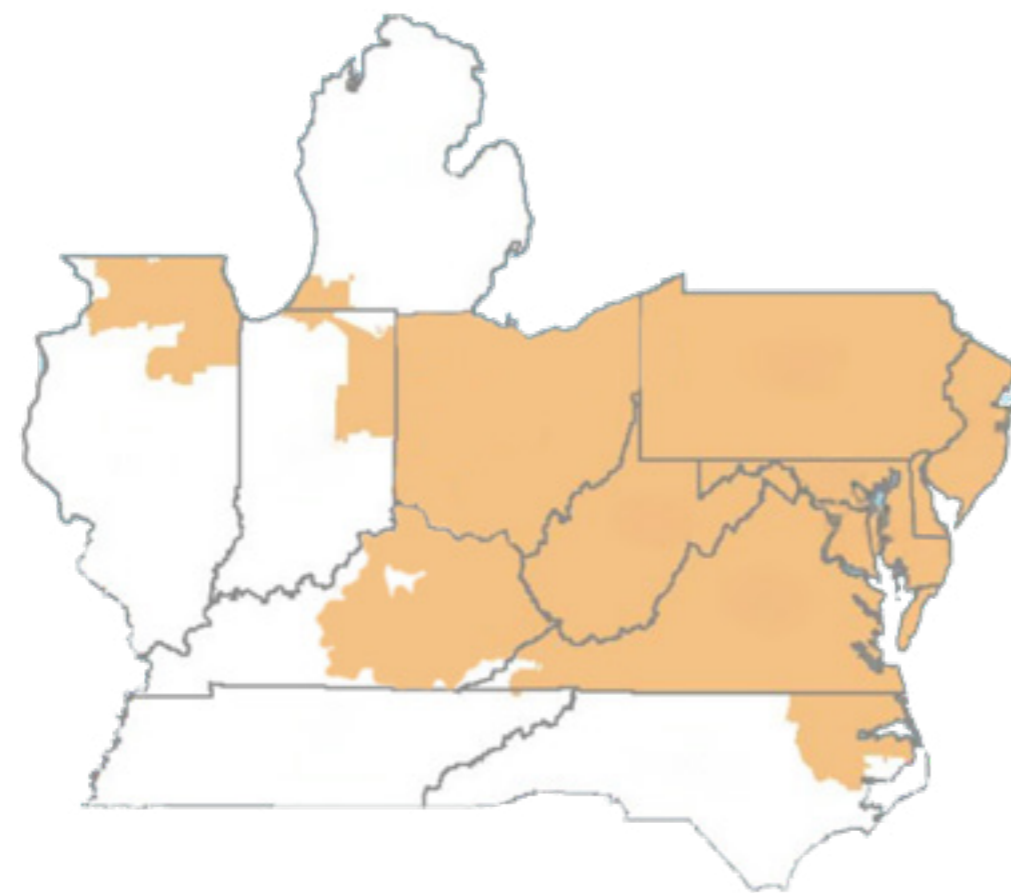
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In order to achieve a stable electricity system, it is incredibly important to strike a balance between the provision of safe, reliable and affordable electricity today and an energy transition increasingly fueled by clean generation sources. Pennsylvania is the top electricity exporter in the country; that means our customers rely on Pennsylvania’s resources, as do neighboring states, making Pennsylvania a key player in any proposed solutions.

Energy security is being increasingly challenged by climate-related physical risks, rising electricity demand from data centers and electrification and the declining generation in the PJM region. These circumstances have led to heightened industry concerns regarding a potential gap in electricity supply and demand that could lead to extreme consequences for customers in our region and across PJM as soon as 2030, with early impacts already visible in rising generation costs. Possible future impacts include reliability issues and security concerns. Due to the interconnected nature of the grid, coordinated action among stakeholders is essential to address these issues.

Our role is to enable the region’s energy security by putting our customers’ needs at the forefront of industry deliberation and ultimately the solutions that are pursued. We do so by advocating on our customers’ behalf with industry stakeholders to ensure that our region’s clean energy future is achieved through a balanced focus on providing safe, reliable service at an affordable rate for our customers.



Among other necessary market reforms, we have encouraged active exploration of the following opportunities to serve our customers while also maximizing Pennsylvania’s energy leadership:

1. Making sure we are all working from the same set of market facts regarding Pennsylvania’s position in terms of electricity supply and demand based on independent integrated assessment from the PA PUC.
2. Exploring whether to incentivize new electricity power plants through competitively bid, long term contracts between independent power producers and electric distribution companies.
3. Maximizing Pennsylvania’s energy economy with state expedited permitting and market signals to retain existing generation, as well as repower and build new generation assets in the state with the aim to meet both local and out-of-state energy needs.

To support these opportunities, in 2025, DLC took the following actions:

- We partnered with our peers to issue a Request for Information seeking input on strategies to build or expand dispatchable generation for Pennsylvania customers, including long-term power purchase agreements. We are now reviewing the results to identify next steps focused on enhancing affordability and reliability.
- We engaged in PA PUC proceedings, advocating for customer protection against cost increases from data centers and other large load customers establishing new service.
- We actively participated in policy conversations with the PA PUC, PJM, legislators, regional partners and other decision-makers, advocating for customer affordability and reliability.

The need to balance reliability, cost and environmental impacts is critical. We can do all three, but our first obligation is to provide the essential service that our customers depend on. We will continue to work on our customers’ behalf to strengthen the energy supply chain that powers our lives.

BIODIVERSITY AND HABITAT

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Pennsylvania's Department of Conservation and Natural Resources approved [DLC's first sustainable forest management plan](#), which will guide the long-term health and biodiversity of over 200 acres of property near the Racoon Service Center.

As we conduct business in the natural world, we are committed to doing so in an environmentally sensitive manner. We employ management practices that follow all applicable local, state and federal policies and rules, such as required environmental permitting, studies and regulations. We discuss these practices further in the [Resource Management](#) section of the report and include our vegetation management practices here.

VEGETATION MANAGEMENT

Delivering safe, reliable electricity starts with managing vegetation around our infrastructure. Our right-of-way maintenance program uses best practices and advanced techniques from arboriculture and utility vegetation management. We are proud to be a Tree Line USA award recipient for 24 years — an honor from the Arbor Day Foundation and the National Association of State Foresters recognizing excellence in quality tree care, crew training, community tree planting and education, tree-based energy conservation and Arbor Day celebration.

By proactively managing vegetation along more than 6,500 miles of overhead lines, we can minimize grid interference and keep power flowing to our customers. In 2025, our annual program inspected and maintained more than 1,500 miles of distribution and transmission lines using these practices. We also began utilizing overstory satellite analytics along our transmission lines to identify conflict trees for mitigation. This practice helps reduce tree removals while improving maintenance efficiency and promotes crew safety by reducing time spent on helicopter patrols and navigating rugged terrain on foot.

To further reduce interference, we promote utility-compatible vegetation through integrated vegetation management: encouraging stable, low-growing plant communities with environmentally sound, cost-effective control methods. Techniques include chemical, biological, cultural, mechanical and manual treatments. DLC applies selective herbicides and removes incompatible woody species along our infrastructure. Within distribution and transmission line corridors, we implement the wire zone-border zone method to promote healthy ecosystems.

Our Vegetation Management team maintains industry credentials, including:

- Pennsylvania Pesticide Applicator License
- International Society of Arboriculture (ISA) Certified Arborist and Utility Specialist
- SA Tree Risk Assessment Qualification

These certifications ensure professional right-of-way management and enable our team to partner with communities, educating customers on vegetation needs while enhancing biodiversity and habitat.

CUSTOMER PROGRAMS

To provide the required distance between vegetation and electric wires, trees are regularly pruned and removed during DLC’s annual vegetation management maintenance cycle and infrastructure upgrades. We are committed to serving as a trusted energy partner and have taken steps to improve our customers’ experience when trees must be removed from their property or pruned, while promoting a healthy ecosystem, including the following:

- In instances where DLC needs to remove a non-utility compatible tree species from a customer’s property, they may qualify for the tree voucher program. This program promotes the “right tree, right place” planting practices. Vouchers can be redeemed at local participating nurseries who advise customers on the safest place to plant the vegetation to enhance their landscaping without interfering with DLC infrastructure.
- In certain qualifying instances, if we must remove a significant portion of trees on a customer’s property, we offer to replant utility compatible trees.
- After a tree is pruned or removed, sometimes a portion of the wood is left behind on the customer’s property. To support our customers during this process, we offer a [Referral Network Program](#), which connects customers to vetted professionals who offer wood removal services.

COMMUNITY PARTNERSHIPS

A healthy tree canopy plays a big role in promoting healthy ecosystems in the communities we serve. By engaging in meaningful partnerships, we employ best-in-class management practices while also enhancing local ecosystems. In 2025, we donated \$20,000 to Tree Pittsburgh to support its seasonal tree care and maintenance program, which ensures the health and longevity of young trees in Pittsburgh and surrounding communities. The initiative includes essential follow-up care and provides hands-on workforce training for students and individuals facing employment barriers. DLC is also represented on the city of Pittsburgh’s Shade Tree Commission. This commission works to ensure the many social, economic, environmental and human health benefits of trees for current and future residents through the planting, protection and preservation of as many trees as possible within the city on public and private property.



RESOURCE MANAGEMENT

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Managing resources responsibly is central to our environmental stewardship and operational excellence. From water treatment at legacy sites to recycling programs across our facilities, DLC minimizes environmental impact while creating value for customers and communities. We employ management practices that follow all applicable local, state and federal policies and rules, such as required environmental permitting, studies and regulations. DLC has a long history of demonstrating responsible resource management practices, and this legacy has influenced our current programs to ensure we remain committed to making responsible decisions that impact our environment, community and customers.

WATER STEWARDSHIP

We monitor and comply with water treatment standards at our legacy sites¹⁴ focusing on long-term remediation. These initiatives highlight DLC’s commitment to environmental stewardship and compliance, balancing industrial legacy with ecological preservation and delivering measurable benefits for the environment.

Warwick Mine

We maintain a perpetual acid mine drainage treatment system for Warwick Mine, a legacy coal mine in Greene County, Pennsylvania, which is capable of processing more than five million gallons of water per day. From the 1930s until 2000, the coal mined there was used to power DLC’s electric-generating stations. Upon the closure of the mine, entrances were sealed, and we continue to take steps to maintain the seals and prevent surface discharges of mine water. This includes pumping mine water, treating the water to stabilize the pH, removing iron and manganese and safely releasing the clean water into Whiteley Creek, a tributary of the Monongahela River.

Cheswick Wetland

As part of our commitment to long-term environmental stewardship and regulatory compliance, DLC oversees the former emergency ash pond at the Cheswick Power Plant in Springdale Township, which is no longer owned by DLC. A passive wetland treatment system at the site is operating successfully using Pennsylvania-native plant species to naturally filter discharge from ash material before it

enters a local stream. The system treats an average of 4,400 gallons of water per day, with volumes fluctuating based on precipitation. Monitoring and sampling results are consistently documented and reported, with discharge constituents remaining well below permit limits — ensuring adherence to state and federal environmental requirements while reinforcing our accountability. We are among a select group of utilities pioneering sustainable practices that enhance biodiversity and promote responsible water management.

Elrama Ash Disposal Landfill

Hand in hand with the Pennsylvania Department of Environmental Protection (DEP), DLC implemented a drainage rerouting plan at the Elrama Ash Disposal Landfill in Union Township to protect aquatic habitats near the Monongahela River. By diverting leachate away from sensitive tributaries and into stream segments with no aquatic use, the project safeguards local ecosystems while meeting applicable regulatory requirements. The new pipeline complies with permit standards and preserves habitat integrity identified by DEP surveys.

The table below portrays the water withdrawn, consumed and discharged across the company’s legacy site activities and general usage at our facilities.

WATER SUMMARY			
(1000 M ³)	2023	2024	2025
Water Withdrawals	1,768.49	2,116.77	1,742.04
Water Consumption	10.85	12.25	15.20
Water Discharges	1,779.33	2,129.02	1,757.24

¹⁴ Legacy sites are properties tied to the utility’s retired generation facilities that were active before deregulation in Pennsylvania.



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DIELECTRIC FLUID SPILL PREVENTION

DLC uses dielectric fluid in equipment such as transformers, transmission lines and breakers as an arc-quenching medium to prevent catastrophic failures. This non-toxic, clear liquid cools and insulates the equipment. When fluid volumes exceed regulatory thresholds, we maintain Spill Prevention, Control and Countermeasure (SPCC) plans outlining procedures to prevent spills, control measures to keep fluid from reaching navigable waters and countermeasures for containment and cleanup. In compliance with U.S. Environmental Protection Agency (EPA) regulations, SPCC plans are reviewed at least every five years and updated within six months of any major facility change that affects discharge potential. Our commitment to safe, reliable service and environmental stewardship underscores the importance of proper facility maintenance.

OPERATIONAL WASTE

As part of our commitment to environmental stewardship, DLC maintains programs to keep harmful chemicals out of municipal waste landfills and maintain compliance with applicable government policies and regulations. We are steadfast in ensuring that any soil moved from DLC projects adhere to the DEP’s Management of Fill Policy, in addition to the proper regulated disposal of universal and hazardous classified materials. DLC manages the following waste streams:

- Universal waste: items such as spent light bulbs containing mercury, spent rechargeable and lead-acid batteries and mercury-containing devices.
- Hazardous waste: items such as asbestos and waste generated from vaults and maintenance holes.
- Non-hazardous: items such as non-hazardous soils¹⁵
- Polychlorinated biphenyls (PCBs): PCBs were banned in 1979 by the EPA. As we replace aged company equipment, anything that may contain PCBs is properly classified and disposed of or recycled by approved suppliers.

WASTE MANAGEMENT AND RECYCLING

DLC has continued to expand and refine our recycling and reclamation programs to further our positive impact. These initiatives involve comprehensive waste management practices aimed at minimizing the environmental impact of our operations. By segregating and recycling our materials, we aim to reduce the amount of waste destined for landfills. In 2025, we recycled over 3.5 million pounds of materials and more than 119,000 gallons of oil and antifreeze. Through these efforts, our materials recovery program has generated nearly \$1.4 million, which is ultimately passed on to our customers — proof that environmental responsibility can drive economic benefits.

To combat supply chain challenges, reduce costs and save resources, in 2025, we reconditioned 142 pole-mounted transformers for reuse in the field, saving nearly \$603,000. Transformers that were able to be reconditioned and continue to provide reliable service were sanded, repainted and repaired for service. These efforts helped improve equipment inventory, which is especially useful in instances where crews must perform unplanned work across our service territory, such as during storms.

In 2025, our Investment Recovery team contracted with an external trash compacting vendor to assist with decreasing our waste haul activity. Research from our third-party vendor estimates that a typical dumpster haul can contain up to 80% air and only 20% is occupied by waste. By decreasing this ratio, we are reducing waste removal costs, savings that are ultimately passed on to our customers, and keeping our workforce safe by preventing the overflow of trash in our dumpsters.

Building on our facilities waste reduction efforts, we expanded our electronic waste (e-waste) recycling program to further reduce contaminants and recover valuable materials. Our vendor ensures proper disposal, refurbishment and refinement of electronic components and holds [ISO 14001:2015](#), [R2v3](#) and [Recycling Industry Operating Standard](#) certifications, representing top standards for sustainable, legally compliant e-waste recycling, detailed in the [Glossary](#). In 2025, DLC recycled 389,788 pounds of e-waste and eliminated disposal costs, generating nearly \$30,000 in revenue.

In 2025, we continued to assess a pilot program for a new office-based recycling effort at one of our largest employee-based office locations, focused on educating employees about the different recycling streams to avoid cross-contamination. This effort is initially focused on paper, cardboard, plastic and aluminum. We are currently undergoing a transition to a new waste hauler with the hope that we can expand this to other locations in the future.

¹⁵ This does not include our facilities' waste. As an evolution of our data maturity, we are working to advance our waste data processes to include this information in future reports.



WASTE DISPOSAL SUMMARY

	2023	2024	2025
Landfill (metric tonnes)			
Hazardous Waste Generated	77	82	78
Non-Hazardous Waste Generated	1,950	1,164	1,129
Universal Waste Generated	9	7	5
PCB Waste Generated	14	9	0.23
Recycling			
Scrap Metals (pounds)			
Aluminum	662,123	591,008	686,563
Brass	461	515	870
Copper	516,335	340,902	340,549
Steel	2,428,580	1,921,700	2,136,793
Total Scrap Metal	3,607,449	2,854,125	3,161,775
Oil (gallons)	81,734	80,318	118,752
Antifreeze (gallons)	4,356	757	220
E-waste (pounds)	216,792	810,342	389,788

POWERING PEOPLE

In a year marked by economic pressures and rising affordability challenges, DLC's commitment to supporting the "human grid" — our customers, employees and the communities we serve — extended far beyond keeping the lights on. Our charitable giving and volunteerism programs evolved to directly address affordability. With these programs focusing on basic needs and workforce development, DLC provided grants and employee support and advanced partnerships with local nonprofits to build resilience and opportunity throughout the region.

A cornerstone of that approach is our investment in workforce development, empowering people with the skills and opportunities necessary to secure stable employment while contributing to a thriving local economy. We also launched new training initiatives that develop local contractors into knowledgeable, electrification partners while continuing to support long-term career pathways through our signature apprenticeships.

Within DLC, our talent management strategy fosters engagement, growth and belonging, ensuring every team member has the support needed to succeed, especially as we complete a transformative relocation of our headquarters to Pittsburgh's North Side. This move is an embodiment of how we're leading the future of work for the benefit of the utility and our employees.

A culture of inclusion underpins our work to support and energize people across the community, marketplace and workplace. This holistic approach, bridging fair access and shared success, ensures our progress in one area reinforces and amplifies impact in others, creating lasting value and resilience for all.



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In a rapidly changing energy landscape and amid socioeconomic pressures, affordability remains a top priority for both DLC and our customers. As a trusted energy partner, we are committed to delivering reliable service and valuable resources that make interactions simple and meaningful.

We take seriously our responsibility to keep bills affordable. That is why we provide tools and programs focused on price and value, ranging from Price to Compare education to customer assistance, energy efficiency initiatives and innovative products and services. Our goal is to empower customers with options that help them manage costs and maximize value.

AFFORDABILITY AND ACCESS

To reimagine how we provide valuable service to our customers, we are on an enterprise-wide journey to deliver more holistic support to customers in need of assistance. We aim to optimize our current payment assistance and energy efficiency programs in ways that maximize existing resources while also re-envisioning programs to increase customer engagement and deepen community impact. By delivering energy assistance that is financially inclusive, community-rooted and powered by data-driven insights, we will also strengthen our existing relationships and forge new strategic partnerships with community-based organizations, vendors and government agencies to increase program reach, value and accessibility.

Through our current programs, we offer various payment assistance options to meet customers' needs, including payment plans and reduced bills based on income eligibility. We also promote and fundraise for various programs, such as Dollar Energy Fund and the Low-Income Home Energy Assistance Program (LIHEAP), on a regular basis through digital and social media channels and partner directly with multiple community-based organizations to reach customers with resources that are available to them. In 2025, we empowered our customers to access nearly \$6.5 million in utility assistance, which played a role in reducing the energy burden they experienced. These funds are available to residents across Pennsylvania.¹⁶

For a comprehensive review of the programs we offer to support customers in need, [see here](#).

¹⁶ Compared to 2023, the total amount of funding available was reduced as a result of the ramping down of COVID-19 era support programs.

ENERGY ASSISTANCE PROVIDED			
	2023	2024	2025
Dollar Energy Fund	\$1,846,907	\$574,824	\$1,215,161
LIHEAP	\$8,220,025	\$5,017,329	\$5,198,534
Pennsylvania Homeowners Assistance Fund	\$349,301	\$187,623	\$81,998
Total	\$10,416,233	\$5,779,776	\$6,495,693





ENERGY EFFICIENCY

We offer energy efficiency programs to help customers conserve energy and reduce demand while lowering their electricity costs. We invite residential, commercial and industrial customers to take advantage of a wide range of energy efficiency and conservation measures, including specific programs targeted to income-eligible customers. By participating in these programs, customers learn about ways to conserve energy and save money plus other opportunities to reduce their overall impact on the environment through load reduction. Customers are encouraged to invest in products and home improvements that can increase their homes' safety, efficiency and comfort.

We are committed to lowering our customers' energy usage, with a goal of reducing 348,126 MWh by May 31, 2026, in accordance with our approved PA PUC plan.¹⁷ Additionally, within the PA PUC plan, DLC will deploy customer energy efficiency projects to reduce demand by 62 MW by May 31, 2026. When conducting efforts that help achieve this goal, we know it is important to ensure our customers who need it most have access to resources that help reduce their energy burden, and we strive to encourage participation in income-qualifying programs that increase comfort in the home and make bills more manageable.

Our residential programs include:

- **Money-saving rebates:** DLC provides rebates on a wide range of energy-saving products, including air conditioners, refrigerators, dehumidifiers, insulation, electric heat pump water heaters and furnaces.
- **Appliance recycling:** DLC pays customers \$50 to recycle old, working, energy-wasting refrigerators, freezers or old, working window air conditioner units. \$35 rebates are available for old, working dehumidifiers.
- **Energy audits:** The Residential Comprehensive Audit provides DLC customers with a professional energy audit for their home, complete with suggestions on how to reduce energy usage and save money. We offer up to \$275 in rebates for customers who participate in the Residential Comprehensive Audit program. Customers can receive \$400 in additional rebates for the installation of air-sealing and insulation measures. We also offer energy audits to low-income eligible customers at no additional cost and provide assistance with energy efficiency and weatherization upgrades.
- **Online marketplace:** DLC's online store offers a convenient way to shop from home, receive instant rebates and compare prices on energy-saving appliances and products.

In 2025, we enabled customers to collectively reduce 58,063 MWh of energy usage across all DLC programs and customer segments, in alignment with Act 129 PA PUC Guidelines, which translated into an estimated reduction of 39,010 metric tonnes of CO₂e.¹⁸ Additionally, 68,180 customers participated in non-behavioral energy efficiency programs, achieving long-term savings and improved energy performance.

Beyond program participation, we actively engage with communities to promote energy efficiency. Our teams regularly attend local events to distribute energy-efficient products and educate customers about available programs. We also partner with a third-party organization to deliver foundational energy education to elementary, middle and high school students. This initiative included interactive kits with practical measures that families could install at home, fostering early awareness and action toward energy conservation.

Recognizing the importance of affordability, we launched the Income Eligible Energy Kit Program in 2025 to assist households facing the greatest need. This program serves residential customers enrolled in our Customer Assistance Program (CAP) or verified as low-income, who use more than an average of 500 kWh monthly. Each kit includes LED lightbulbs and nightlights, providing immediate benefits while encouraging long-term energy-saving behaviors. Though modest in scale, this initiative reflects our proactive commitment to reaching our customers most in need.

¹⁷ Act 129 programs are subject to the Pennsylvania Public Utility Commission's (PA PUC) jurisdiction as mandated by Act 129 of 2008 (HB 2200). Currently, DLC is in Phase IV, which is a five-year term ending on May 31, 2026. These programs are funded through a non-bypassable surcharge and are designed and available for all customers, residential and nonresidential.
¹⁸ This calculation was done using [EPA Greenhouse Gas Emissions Calculator](#) and is accurate as of 1/16/26.



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IMPROVING CUSTOMER EXPERIENCE

Customer centricity is at the core of how we do business, and we are continuously working to improve our customers’ experience through enhanced communication, self-service options and education.

Due to the pressure of rising costs, in 2025, we continued strategic efforts to increase our customers’ understanding of changing energy supply rates.¹⁹ In addition to outreach at community events, we shared transparent information on rising energy supply costs through targeted email campaigns, website updates, social media and traditional media platforms. We also paired this messaging with energy efficiency resources and assistance program information to help customers manage their energy consumption and associated costs. To further assist with this, we have a dedicated webpage where customers can learn more: [Changing Energy Rates](#).

Additionally, we collected updated customer information to support our “My Alerts” function where customers can receive notifications on outages, billing, payment and service changes. As it related to affordability, we aimed to protect customers who are leveraging an electric generation supplier by notifying them when they are paying more than the default service price. To promote this, we regularly share educational information on social media, and in 2025, we saw a more than 14% increase in “My Alerts” enrollments. We also have a dedicated Understanding Your Bill webpage where we display example bills for different customer classes accompanied by videos explaining bill charges.

In an increasingly fast-paced and digital world, we strive to increase self-service options, creating efficiencies for both customers and DLC. In 2025, we made improvements to our website and DLC Mobile application where customers report outages to create a more seamless experience, in addition to upgrades to our website that allowed customers to complete more requests online. We also redesigned the DLC Mobile application, introducing a sleek, modernized design to enhance account overview and securely store banking details and added a step-by-step user experience tutorial.

In addition, we continued to promote our Paperless Program where customers receive most communication digitally, including bills, notices, etc. In 2025, we reached 48% of total enrollment in our Paperless and legacy e-Bill programs, optimizing convenience for customers and reducing paper.

CUSTOMER BREAKDOWN ²⁰			
	2023	2024	2025
Residential	548,919	552,125	554,752
Commercial	61,222	61,537	61,467
Industrial	1,025	982	927
Other ²¹	1,137	1,124	1,124
Total	612,303	615,768	618,270

¹⁹ DLC procures energy on behalf of customers who chose not to shop with an energy generation supplier. This process is regulated by the PA PUC. By law, default electricity supply must be procured through a “prudent mix” of contracts that yield the “least cost to customers over time.” It also must include a minimum percentage of renewable generation and other alternative sources as required under the Alternative Energy Portfolio Standards Act of 2004.

²⁰ This data reflects the number of customers at the end of the calendar year.

²¹ Includes DLC company accounts and lighting accounts. DLC company accounts refer to the electricity that is being consumed at the premise by DLC. Lighting accounts include municipal streetlights, highway streetlights and private area lighting.



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PHILANTHROPY AND VOLUNTEERISM

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DLC’s core value of community guides us as we contribute to the health and vibrancy of our region. Through our charitable giving and volunteerism programs we aim to enhance the quality of life for those we serve.

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During DLC’s annual holiday tree lighting ceremony at Point State Park, President and CEO Kevin Walker presented a \$50,000 grant to United Way of Southwestern Pennsylvania — just a portion of the [\\$200,000 we donated to nonprofits for emergency relief](#) after the federal government shutdown.

CHARITABLE GIVING

DLC has three distinct charitable giving programs: Traditional Grants, Community Impact Grants (CIG) and the Campaign for the Community. Nonprofit organizations located within our service territory are encouraged to apply for financial support through the corporate grants and CIG programs. These programs are made possible due to the generosity of the investors who own the company, with no customer dollars used to fund these grants.

DLC conducts periodic reviews of our charitable giving pillars to ensure that we continue to enable a clean energy future for all through our community investments. In 2025, our corporate giving strategy evolved to better meet the challenges our customers and communities are facing head-on while continuing to serve as a dependable, long-term community partner. Our funding pillars — basic needs and workforce development — reflect a sharpened focus on affordability and helping customers become more resilient today and in the future.

- **Basic Needs:** Supporting community access to food, housing, utility assistance and other essential services that reduce energy burden and improve quality of life.
- **Workforce Development:** Investing in education, training and career readiness programs that empower individuals to secure stable employment and thrive in the energy and utility sectors.

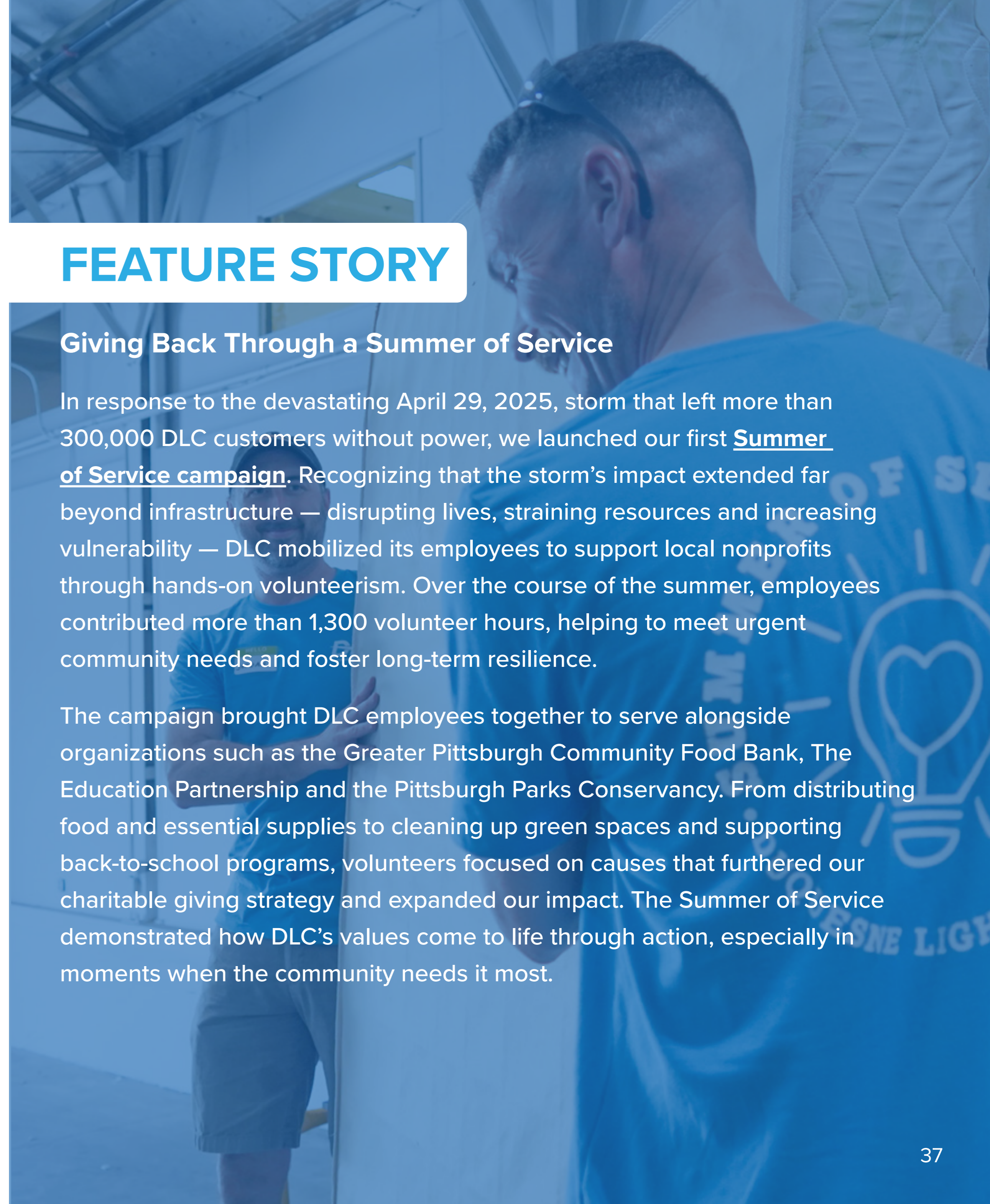
Since launching in 2021, [DLC’s CIG program](#) has distributed over \$1 million in microgrants to small, grassroots nonprofits with annual budgets under \$500,000. These organizations tackle urgent community needs and drive long-term impact. In 2025, DLC awarded 33 grants totaling \$207,500 in support of basic needs and workforce development initiatives. [The program’s success was recognized with the EEI Corporate Citizenship Award in Economic Development, honoring its contribution to community resilience across our service territory.](#)

Our Campaign for the Community is a yearly employee-led fundraiser that empowers our employees to support causes they care about. Through the program, each employee can receive up to \$2,500 in matching funds from DLC for donations made to eligible nonprofit organizations within our service territory. In 2025, 41% of employees took advantage of this benefit, equating to a DLC match of \$246,752 donated to local nonprofits.

CHARITABLE GIVING SUMMARY			
	2023	2024	2025
Workforce Development	\$473,500	\$214,500	\$400,531
Basic Needs	—	—	\$1,344,780
Social and Economic Interests	\$571,500	\$723,500	—
Sustainable Communities	\$480,000	\$591,265	—
Campaign for the Community (DLC match)	\$295,319	\$259,918	\$246,752
Total Charitable Giving	\$1,820,319	\$1,789,183	\$1,992,063

VOLUNTEERISM

Our volunteerism program is a core component of DLC’s community platform in support of the overall health and well-being of the region. Employees are encouraged to contribute their time and efforts to assist nonprofit organizations throughout the year. Many DLC employees, including members of our executive leadership team, dedicate their time to serving on regional nonprofit boards. In 2025, DLC employees contributed 4,524 volunteer hours in support of our local communities.



FEATURE STORY

Giving Back Through a Summer of Service

In response to the devastating April 29, 2025, storm that left more than 300,000 DLC customers without power, we launched our first Summer of Service campaign. Recognizing that the storm’s impact extended far beyond infrastructure — disrupting lives, straining resources and increasing vulnerability — DLC mobilized its employees to support local nonprofits through hands-on volunteerism. Over the course of the summer, employees contributed more than 1,300 volunteer hours, helping to meet urgent community needs and foster long-term resilience.

The campaign brought DLC employees together to serve alongside organizations such as the Greater Pittsburgh Community Food Bank, The Education Partnership and the Pittsburgh Parks Conservancy. From distributing food and essential supplies to cleaning up green spaces and supporting back-to-school programs, volunteers focused on causes that furthered our charitable giving strategy and expanded our impact. The Summer of Service demonstrated how DLC’s values come to life through action, especially in moments when the community needs it most.

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At DLC, our employees keep the region connected, and we invest in workforce development to ensure every team member has the skills and support needed to succeed. With investment flowing into projects that modernize our system and support our long-term strategy, we have expanded our skilled-craft workforce to meet the moment and ensure we are ready for the future. As the utility industry evolves with technologies like digitization and artificial intelligence, we help employees prepare for the future of work and adapt to change. By prioritizing growth and learning, we create opportunities for individuals to thrive while strengthening our organization.

Our employees take pride in serving the Pittsburgh region, knowing their work benefits families, friends and neighbors — especially since nearly 70% of our workforce are also DLC customers. Through an integrated talent management approach, we focus on recruitment, development, performance, leadership and succession planning to engage and retain a high-performing workforce, allowing the organization to respond to business needs quickly and effectively. This strategy also reinforces a culture of inclusion, respect and belonging, because when our people feel valued, they can deliver their best for the communities we serve.

TRAINING, EDUCATION AND ENGAGEMENT

Training and Education

DLC provides a wide range of education and training opportunities that allow employees to stay connected with ongoing business initiatives, organizational updates and continuous learning. These opportunities include access to LinkedIn Learning, monthly leadership update meetings, quarterly enterprise-wide town halls and regular virtual updates for ongoing projects. In 2025, we introduced Duquesne Light Holdings, Inc. (DLH) Essentials — a curation of upcoming training and career development resources by career level available to all employees.

To ensure we are conducting business in a safe and ethical manner, all employees are required to complete the following trainings annually:

- Conflict of Interest Training²²
- FERC Standards of Conduct Training
- Policies for Ethical Conduct Training
- Data Privacy and Security Training
- Safety Training

Outside of these initiatives, we also offer the following:

- **Leadership Cohort Program:** An eight-week immersive development program designed for supervisors through general manager levels. It brings together new and experienced leaders to build connections across business units and strengthen leadership competencies.
- **Program Accelerate:** A series of personalized development planning sessions and curated experiences available to select high potential talent.
- **Mentorship Program:** An enterprise-wide program that is offered to all employees, connecting mentors and mentees based on desired skills development, career transitions, etc.
- **New Employee Orientation:** We offer a two-day in-person interactive orientation for new hires to learn about DLC’s history, the electricity industry, company benefits and our mission, vision and values. Connected to our strong [community value](#), DLC donates \$25 through our new employee donation program to a strategic community partner chosen by each new hire, resulting in \$2,900 donated in 2025.
- **Technology Training Series and Mentoring Program:** The Technology Training Series is designed to educate participants on a range of practical technology-related topics. Employees also have access to the Technology Training Mentorship Program, which is designed to help participants overcome technical difficulties and accelerate their use of technology by matching employees with a skilled mentor.
- **Tuition Reimbursement Program:** Full- and select-time employees enrolled in a degree program related to DLC’s business needs can apply for the tuition reimbursement program.

²² Non-union employees are required to complete Conflict of Interest Training when they are hired and annually. Union employees are required to complete this training when they are hired.

Engagement

We believe it is critical to stay connected to our employees, so we can create a company where everyone can thrive. To do so, we collect feedback from employees via full and pulse engagement surveys. Using survey results, our Human Resources team leads the development of enterprise-wide action plans to address performance gaps. The company also works with Employee Engagement Committees from each business unit to concentrate on specific wants and needs of our workforce, which also serves as a direct connection for feedback with the Human Resources team. With 58% participation, this purposeful strategy led to a nine-point increase in company engagement on our 2025 pulse engagement survey.

In addition to these surveys, we also host several Business Employee Resource Groups (BERGs) and smaller incubator groups called Ally Circles, which give employees the chance to engage with their peers on topics that are important to them and the business. BERGs and Ally Circles are voluntary, employee-led groups that support and drive inclusion and engagement across the company through networking, leadership, skills development, volunteerism and special initiatives. These groups are open to all employees, and they have sponsorship from company leadership.



ASPIRE



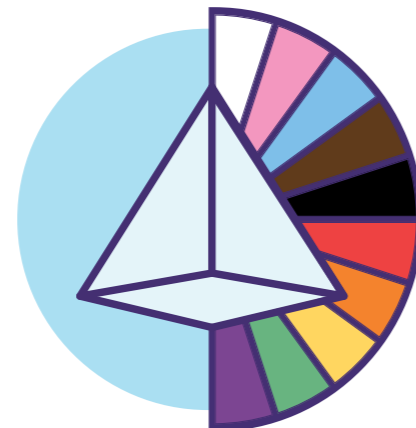
BRIDGE



EmpowerHer



UServe



PRISM



WeCAN

BERGS

- UServe supports the inclusion of veterans, first responders and allies within our organization and raises awareness of the experiences and strengths that these groups share.
- BRIDGE supports DLC’s Black and African American employees and allies with a focus on celebrating culture, inclusion and community building.
- EmpowerHer supports women and allies focused on fostering an inclusive workplace where employees feel valued, respected and engaged.
- PRISM supports members of the LGBTQ+ community and allies in driving positive interaction, mutual respect and engagement.

ALLY CIRCLES

- ASPIRE is focused on raising awareness and visibility of the Asian American and Pacific Islander communities and building connections through internal networks and community relationships.
- ConnectGen represents different generations in the workplace. This Ally Circle is committed to promoting cross-generational learning, mentoring and understanding. Its mission is to support the success of all generations in the workplace and foster a sense of belonging.
- WeCAN advocates for inclusion and accessibility for individuals with disabilities, and those who are caregivers.



PRISM – one of four DLC-supported business employee resource groups – recognized National Coming Out Day at an event open to all employees.

WORKFORCE PROGRAMS

Electrical Distribution Technology Program

Since 2002, DLC has provided a pathway to apprenticeship for skilled craft positions in the electric utility industry through the Electrical Distribution Technology (EDT) program. Our EDT program trains participants in the basic skills and knowledge applicants need to apply for skilled-craft positions in the electric utility industry. To remove potential barriers for highly qualified candidates, we launched a refreshed version of the program in 2025, which has participants join the program as employees on day one of the program, receiving pay and benefits immediately. The program lasts 22 weeks and provides participants with both classroom instruction and on-the-job training in the essential skills and knowledge required for skilled positions in an overhead lineworker or underground splicer apprenticeship. Successful completion of the program allows participants to continue the apprenticeship track for their craft. In 2025, we had 11 participants go through this program. We connect with local high schools, trade schools and community groups, among other networks, to attract regional talent into this program.

Apprenticeship Program

Once participants graduate from the EDT program, they enter our apprenticeship program. DLC's apprenticeship programs combine on-the-job training with related classroom technical instruction to allow employees to "earn as they learn" through a progressively increasing schedule of wages as they develop the proficiency of a skilled journey worker. The Overhead Lineworker Apprentice Program is formally registered with Pennsylvania's Apprenticeship and Training Office, providing apprentices with state and federal recognition for the skills they acquire while working at DLC, which sets the bar for safe, quality and comprehensive training. In 2025, DLC had more than 150 apprentices across several apprenticeship programs, including lineworkers, underground, substation and operations center crafts.²³ Within this group, about 16% successfully graduated and moved on to craft positions at DLC.

Internship Program

DLC offers paid summer internships across all areas of our business, providing hands-on, meaningful work experience. Interns collaborate with full-time employees on priority initiatives, gaining exposure to real projects that drive our organization forward. The program also includes opportunities for personal and professional growth through networking, volunteering and social activities. For more details, visit our [Internships webpage](#).



Workforce Development Partnerships

We are committed to building a reliable talent pipeline in our communities by partnering with educational institutions and local organizations to expand access to career opportunities. Our workforce development efforts support both DLC's and regional hiring needs, fostering a thriving economy and empowering our customers' long-term success through access to family-sustaining jobs. DLC is dedicated to creating clean energy workforce opportunities through initiatives in electrification, weatherization, electric vehicles and other emerging technologies, supported by community partnerships and educational programs.

In 2025, our charitable giving programs supported more than \$403,000 in workforce development initiatives in the Pittsburgh region. As part of this, we partnered with Veterans Place of Washington Boulevard and their Duquesne Light Workforce Development Center, a center devoted to providing veterans resources to help find meaningful employment opportunities. Of note, we awarded a \$25,000 seed grant to support their Mentorship and Workforce Advancement Program, which provides veterans with structured mentorship, job readiness training and access to livable-wage employment opportunities. The funding enabled the hiring of a veteran staff member to oversee the program and covered costs that directly support veterans' reintegration into the workforce and community. In addition to this, at the end of 2025 we kicked off a partnership with the Department of War's SkillsBridge program where service members gain valuable civilian work experience through specific industry training, apprenticeships or internships during the last 180 days of their service. We are looking forward to growing this partnership in the future.

²³ Apprenticeship programs vary in length but last multiple years.

BENEFITS AND COMPENSATION

DLC provides employees with a comprehensive benefits package,²⁴ including:

- Health Benefits: Medical, prescription drugs, dental, vision and a health savings account.
- Paid Time Off: Vacation days, personal days, convenience days and paid holidays.
- Leaves of Absence: Maternity, paternity, adoption and bereavement.
- Disability Benefits: Short term and long term.
- 401(k) Retirement Plan: Employer contribution of 7% and an additional \$0.50 for every dollar up to 6% (3% max match) for a total contribution of up to 10%.
- Life Insurance Options: Basic and supplemental, spouse/child life, supplemental AD&D and business travel accident.
- Employee Support Programs: Tuition assistance, Employee Assistance Plan (counseling, work, life and financial services) and pet insurance.
- Flexible Spending Accounts: Dependent care, transportation and parking.
- Wellness: Incentives offered to employees who complete a series of positive actions supporting their health and well-being.

LABOR RELATIONS AND FREEDOM OF ASSOCIATION

DLC respects the right of its employees to bargain collectively, and we are committed to building and maintaining a relationship with the local union that represents them. At the end of 2025, about 50% of our workforce was covered by a collective bargaining agreement. Union employees at DLC are represented by the International Brotherhood of Electrical Workers (IBEW) Local 29.

LEADING THE FUTURE OF WORK

To support collaboration and flexibility, eligible employees work in a hybrid model, while approximately half of our workforce continues to report on-site to deliver the essential services our customers rely on. As employees' needs evolve, we strive to remain an employer of choice by empowering our people to help shape the culture we aspire to embody.

Over the past few years, we have made significant facility upgrades and will continue modernizing workspaces to enhance collaboration, comfort, well-being and innovation. In 2025, construction began on new headquarters on Pittsburgh's North Side, where we plan to move in 2026. Regardless of location, we are committed to being "present with a purpose" by fostering in-person collaboration across functions, building trust through meaningful communication and encouraging personal interactions that equip leaders to guide teams with vision, empathy, empowerment and inclusion.

²⁴ Information accurate as of 12/31/25



HEALTH AND SAFETY

ABOUT DLC

Protecting the safety and well-being of employees, contractors and the public is central to our [values](#) and essential to being a responsible corporate citizen. We provide employees, contractors and service partners with the resources and training needed to work safely and effectively. Our customers also deserve safe, reliable and affordable services — possible only when we operate with safety as a priority. At DLC, we foster a culture where every employee is empowered to work in ways that protect health and safety, preserve the environment and safeguard company assets.

CLIMATE
CONSCIOUS

While safety is an enterprise-wide responsibility, our Environmental, Health and Safety (EHS) team leads strategy development, reporting and permitting. The team benchmarks performance against industry peers and references EEL resources to align with best practices and develop safety indices. DLC also participates in member organizations, such as the Network of Employers for Traffic Safety, where we gather information on best practices for program design, training and technology.

POWERING
PEOPLE

HEALTH AND
SAFETY

Data analysis drives our long-term roadmap. Recognizing trends in our recent performance, we are focusing on reducing preventable motor vehicle accidents through camera technology and training, lowering Occupational Safety and Health Administration (OSHA) recordables with ergonomic initiatives and mitigating contractor and public risk by offering training and safety demonstrations.

RESPONSIBLE
PERFORMANCE

When we collectively commit to each other's well-being, we can succeed, and in 2025, we were proud to achieve zero employee serious injury and fatality (SIF) incidents as well as zero recordable injuries caused by a motor vehicle accident.

ESG DATA

Safety has always been a priority for DLC, and we are doubling down on our commitment. In 2025, we launched a third-party partnership to implement a safe operating model at DLC, which will deepen our governance and mitigation of safety risks. This work will continue into 2026, and we are hopeful the outcomes will lead to strategic enhancements that reaffirm our dedication through continuous improvement.

APPENDIX

This work grows in importance as our service territory experiences the physical risks associated with climate change, such as severe weather and high heat. These challenges cause our workforce, contractors and communities to be exposed to additional health and safety risks that we must prepare for. We have protocols in place to protect employees' and contractors' health and safety, along with electrical safety education in the community to safeguard the public, and we remain prepared to respond with safety as a top priority.

Additionally, in 2025, we strengthened workplace health and safety through several key initiatives with the aim of impacting our performance:

- Proactive Measures
 - » Introduced High-Energy Control Assessments (HECA) to identify SIF potential activities and ensure robust controls are in place.
 - » Rolled out the enterprise-wide Good Catch Program, an employee tool to report potential safety incidents, to boost leading indicator reporting and proactive hazard identification.
- Occupational Health
 - » Introduced functional mobility and stretching programs to improve workforce wellness and reduce ergonomic risks.
- Preventable Motor Vehicle Accidents (PMVA) Reduction
 - » Joined the Network of Employers for Traffic Safety, a leading member organization in fleet safety program design, training and technology.
 - » Continued installation of camera technology in vehicles to further prevent accidents and increase visibility and operational productivity through real-time insights into vehicle location, usage, health and idling.
- 101 Days of Summer
 - » Adopted a U.S. Air Force-inspired campaign to address seasonal hazards and reinforce summer safety practices.

In addition to employee and contractor safety, DLC strives to be an excellent steward of public safety, with our efforts largely comprised of educational outreach programs and campaigns targeting our customers and emergency service providers. As part of our standard outreach, we regularly share safety content on our social media platforms and with news media, including information on severe weather, power outage updates and electrical safety. We also provide resources on deceptive marketing and scams, including a reporting webpage; safety requirements for tree care professionals working near electrical facilities; and training tips, videos and case studies on electrical safety for contractors. In addition, we share information on our website to inform the public on several different electrical safety topics, including downed power lines, lighting, line clearance, contractor safety, first responder safety and many others. For more information, view our publicly available [Electrical Safety webpage](#).

To engage our contractors, emergency service providers and the public more purposefully, in 2025, we shared electrical safety tips and demonstrations at the following events:

- Hosted three safety events for first responders at our facilities across our service territory with more than 250 registered participants.
- Participated in police, fire station and school safety events in the communities we serve.
- Collaborated with a local chapter of the Master Builders Association to host an event on electrical safety in the built environment.



Fire departments from across southwestern Pennsylvania visited DLC's Woods Run campus for [safety training events](#) focused on protecting themselves and others near downed power lines and electrical equipment.

DLC EMPLOYEE SAFETY PERFORMANCE			
	2023	2024	2025
OSHA Recordable Incidents			
Incidents	20	28	34
Rate	1.04	1.41	1.64
OSHA Lost Time Incidents			
Incidents	6	3	8
Rate	0.31	0.15	0.35
OSHA Dart Incidents			
Incidents	11	19	24
Rate	0.57	0.96	1.15
PMVA			
Incidents	23	22	21
Rate	5.45	4.47	4.37
Total Miles Driven			
Employee Work-Related Fatalities	0	0	0
Total Hours Worked			
	3,842,999	3,958,354	4,015,752

RESPONSIBLE PERFORMANCE

As an essential service provider, our standards for accountability, transparency and compliance are set by regulatory agencies, but the true impact of responsible performance is shaped by how we do business and deliver on our promises. We take seriously the trust of our stakeholders and the obligation to ensure our suppliers and partners share the same dedication to excellence.

Ethical conduct and sound risk management are embedded in every aspect of our operations, from safeguarding customer data to partnering with elected officials in support of a clean energy future for all. These responsible performance principles guide our decisions and actions, driving success and creating lasting value for southwestern Pennsylvania.



ENTERPRISE RISK MANAGEMENT

ABOUT DLC

CLIMATE CONSCIOUS

POWERING PEOPLE

RESPONSIBLE PERFORMANCE

ENTERPRISE RISK MANAGEMENT

ESG DATA

APPENDIX

Risks and threats of varying degrees are present every day and most are not unique to DLC as an essential service provider. The approach to risk management differs by company, and we understand that a successful ESG strategy goes hand in hand with effective risk management. We leverage our established enterprise risk management (ERM) philosophy to ensure that material ESG-related risks are identified, assessed, mitigated, managed, monitored and reported through processes facilitated by the ERM team.

We are constantly evaluating any new or emerging risks that may have an impact on our business and industry. This process is formally performed annually in conjunction with strategic processes — including business planning — and is detailed in the ERM Annual Lifecycle Flowchart. However, in line with risk management best practices, risks can and should be elevated, when necessary, based on changing conditions, whether internal or external to the organization.

All risks noted in the enterprise risk portfolio are grouped into four categories: financial, regulatory, operational or strategic. Operational risks are further classified into three subcategories: reliability, technology or talent. Mitigation efforts of material risks are monitored and reported to track and update the overall risk profile of the company, which considers our risk appetite in pursuit of our vision of a clean energy future for all.

To understand and manage ESG-related risks effectively, our enterprise risk portfolio is aligned to the issues identified through our materiality assessment. By aligning these strategies, we can ensure identified risk impacts are matched with business opportunities. We continue to evaluate and refine our understanding of enterprise risks as they relate to our ESG strategy pillars, both now and in the future.

Through the insights available to us, we recognize that climate-related risks could have a material impact on our business. These threats include physical risks to infrastructure from potential chronic and acute issues like changing weather patterns, as well as the potential for more frequent extreme weather events, heat, landslides, flood and wind. We are committed to delivering a clean energy future for all, which presents additional transition risks within the regulatory environment, including the need to meet both evolving expectations from our customers while making meaningful investments in technology to support an equitable clean energy transition.

In 2025, we released the company’s first position paper focused on climate resilience — [“Strengthening Our Communities Through Climate Resilience.”](#) This paper focused exclusively on DLC’s enterprise-wide approach to addressing climate-related physical risks and enhancing organizational resilience through the governance of our mitigation efforts. We are committed to prioritizing this work through continuous improvement in how we manage and mitigate these risks. DLC is making investments and adapting our processes to harden our system, minimize disruptions and enhance our response. Looking forward, we are committed to deepening our analysis of the physical climate risks and opportunities of our operations and assets to achieve actionable insights and value for our stakeholders.

RISK GOVERNANCE

The Board of Directors’ Audit Committee has ultimate oversight of our ERM program, including those material risks associated with our ESG strategic pillars. The management of risks, at the highest level, lies with the Enterprise Risk Management Committee (ERMC). The ERMC is made up of the company’s executive leadership team, which meets regularly to discuss

all material risks, available mitigation opportunities and ERM program evolution.

We review our risk appetite annually in conjunction with enterprise strategy setting and business planning. Mitigation and execution are delegated to risk owners based on their expertise. In addition to quarterly reports to the Audit Committee and to further drive visibility of risk mitigation efforts, monthly mitigation progress is reported to the Board of Directors’ Asset Management Committee. This reporting structure generates meaningful dialogue to ensure effective oversight of the company’s material risks.

ERM ANNUAL LIFECYCLE FLOWCHART





CYBERSECURITY

ABOUT DLC

As data becomes increasingly digitized, safeguarding the integrity of our customers’ and employees’ private information — and the security of the infrastructure we operate — is essential. DLC’s chief information officer (CIO) oversees the strategy and direction of our Information Technology business unit. In parallel, our chief information security officer (CISO) leads our cybersecurity strategy, governance and execution. The CISO reports to the Board of Director’s Audit Committee on a quarterly basis.

CLIMATE CONSCIOUS

DLC’s cybersecurity program is centralized to ensure consistent governance and execution across the organization. It provides a forward-looking, holistic view of cybersecurity risk and is structured to protect, detect, respond to and recover from cyber threats. Our strategy is aligned with the National Institute of Standards and Technology Cybersecurity Framework for Securing Critical Infrastructure and complies with the North American Electric Reliability Corporation Critical Infrastructure Protection Standards. In partnership with the Corporate Compliance team, DLC’s Cybersecurity team ensures adherence to all applicable state, federal and regulatory requirements related to data protection and utility operations.

POWERING PEOPLE

Internally, DLC manages information security risk through cross-functional collaboration among business units, employees and external partners. We emphasize employee accountability in protecting company assets and understanding how individual actions impact cybersecurity. To support this, we provide regular cybersecurity awareness training and conduct monthly exercises.

RESPONSIBLE PERFORMANCE

CYBERSECURITY

Our approach to protecting critical assets includes continuous threat and risk evaluation, situational awareness and the deployment of security controls to prevent incidents. We also measure and analyze key cybersecurity processes to drive continuous improvement and collaborate with U.S.

ESG DATA

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government agencies, federal and state law enforcement and industry peers to share threat intelligence and cybersecurity best practices.

In 2025, we completed actions to further protect our networks from outside threats, including:

- Advancing the enterprise AI strategy through pilot implementations of AI technologies, ensuring each initiative was guided by comprehensive risk assessments and reinforced with appropriate security controls.²⁵
- Implementing new tools to mature attack-surface exposure and incident response capabilities.
- Operationalizing a cybersecurity platform to provide enhanced visibility into operation-technology assets, vulnerabilities, threats and response actions.
- Prioritizing the development of a Secure Access Service Edge architecture to serve as a cornerstone of the cybersecurity modernization strategy.
- Retiring legacy applications and infrastructure.

To further strengthen our cybersecurity posture, we are developing a Zero Trust Architecture strategy that enforces strict identity verification and continuous monitoring across on-premises, remote and cloud environments. This strategy eliminates implicit trust, ensuring that access to data and resources is always verified and secure. Altogether, this approach safeguards the people, processes, technologies and assets that enable us to deliver safe, reliable and affordable service in the Pittsburgh region.

²⁵ We have an AI Governance Review Committee to evaluate potential AI solutions made up of a cross-departmental group including subject matter experts from our Data Governance, Compliance, Cybersecurity and Technology teams.



PHYSICAL SECURITY

DLC's Corporate Security team is committed to protecting the electric grid to ensure safe and secure operations daily. Alongside managing physical security for our employees, facilities and critical infrastructure, the team ensures regulatory compliance for security-related matters across the business.

As best practices evolve, we upgrade security infrastructure and technology to safeguard our working locations and critical resources. In 2025, these upgrades improved operational efficiency, prioritized asset protection and increased risk visibility.

- The Corporate Security team began preparing infrastructure to support the future expansion of remote communication capabilities between the Security Command Center and field locations. These capabilities are currently being piloted at select substations alongside anti-tailgating technologies to strengthen perimeter security, access control and real-time monitoring. Once implemented, this technology will enable two-way communication between the Security Command Center and field locations, improving access validation and emergency response coordination.
- The team also implemented an enhanced data-driven risk assessment process to identify and prioritize continuous security improvement at critical locations. This approach will allow DLC to direct resources toward the highest risk assets while maintaining regulatory compliance.

As we continuously embed safety and security into DLC's culture, we are committed to the ongoing training of the Corporate Security team and the entire DLC workforce. To remain vigilant, all employees complete mandatory annual training which reinforces critical security practices, including ID badge usage, access control and best practices for on-site security.

Lastly, we collaborate with local law enforcement to strengthen operational security and public safety throughout DLC's service territory. First responders are educated on substation access to help ensure they can respond safely and effectively during emergencies. Our ongoing participation in meetings with the Allegheny County and Western Pennsylvania Chiefs of Police Associations strengthens our relationship with law enforcement partners, supports security investigations and helps us stay informed on emerging risks and best practices.

PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

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PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

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DLC operates with a strong commitment to safety and customer focus and expects its suppliers, partners and consultants to have that same dedication while working with us. Our suppliers must adhere to our [Supplier Code of Conduct](#), which lays out the minimum standards of conduct that all suppliers must follow while conducting business with or on behalf of DLC, including our [Policies for Ethical Conduct](#). Our Supplier Code of Conduct reaffirms our commitment to conducting business in accordance with the highest ethical standards, including a commitment to the welfare of workers, fair employment/human rights and using resources responsibly and efficiently.

DLC’s Supplier Relationship Management (SRM) program goes beyond transactions to foster innovation and flexibility — strengthening our ability to anticipate and address supply chain challenges before they escalate. This program enables us to proactively manage emerging risks, such as cybersecurity threats, sustainability requirements, weather disruptions and regulatory changes, while driving collaboration, agility and long-term success.

Our supplier partnerships not only help keep the lights on for our customers, but they also create positive economic impact both locally and nationally. Based on 2023 data, DLC supplier spend generated nearly a 2x return in economic activity, supporting about 1,800 jobs and generating \$775 million in economic activity. Moving forward, we will continue to focus on supporting the growth and development of the local and regional economy and lead a competitive sourcing process which sparks innovation and increases competition while prioritizing value.

SUPPLIER SPEND			
	2023	2024	2025
Total Local and Regional Spend	34.8%	29.5%	37.3%

Throughout 2025, DLC has been on a bold transformational journey that aims to rethink the way we manage the financial planning and supply chain side of our business. We are accomplishing this by automating and digitizing key aspects of our processes, all while enhancing our data quality and reporting capabilities. We believe this optimization effort will help us build a more efficient business. With affordability being a major focus in today’s dynamic energy sector, this will also support our efforts to add value and streamline certain aspects of our operation. This new way of working will be fully implemented in 2027.

RESPONSIBLE PROCUREMENT

To deliver our vision of a clean energy future for all while maintaining safe, reliable, affordable and resilient service, DLC relies on a broad supply chain. Through our responsible procurement program, we create accessible opportunities for suppliers and foster economic activity by ensuring risks are properly managed and by expanding opportunities to various supplier networks. This approach not only strengthens our communities but also delivers business value to DLC by supporting overall economic growth and increasing demand for the essential service we provide.

DLC seeks to achieve the following responsible procurement objectives while maintaining a commitment to safety, quality, competitive pricing and customer service:

- Increase innovation and competition among our suppliers.
- Increase the number of suppliers that provide DLC with products and/or services.
- Ensure a fair and comprehensive evaluation and qualification process.
- Inform suppliers of DLC’s requirements and supplier-related policies and procedures.
- Actively partner with external organizations in the communities that DLC serves to identify and engage in outreach efforts to broaden the pool of suppliers that participate in the request for proposal process.
- Develop relationships with the supplier community on a local and regional basis to promote economic growth as well as strengthen the DLC brand and trust within the communities we serve.

PARTNERSHIPS

ABOUT DLC

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DLC sponsors the African American Chamber of Commerce of Western Pennsylvania's monthly Power Breakfast meetings, which in 2025 included a presentation by our Electrification Solutions team on commercial fleet services and other EV resources.

In 2025, we continued investing in our relationships with a range of local, regional and national organizations that strengthen connections between major institutions, entrepreneurs and small businesses. Together, these partnerships help broaden the pool of prospective suppliers, build resilient communities, unlock economic opportunity and create lasting positive impact across the region.

Organizations we partner with include:

- African American Chamber of Commerce of Western Pennsylvania
- Eastern Minority Supplier Development Council
- BEAM Collaborative Main Street Business Program
- National Veteran-Owned Business Association
- Pitt Institute for Entrepreneurial Excellence's Small Business Development Center
- Three Rivers Business Alliance
- Women's Business Enterprise Center East

GOVERNMENT AFFAIRS

DLC is governed by various state and federal statutes and regulations overseen by regulatory agencies, such as the Pennsylvania Public Utility Commission, Federal Energy Regulatory Commission and North American Electric Reliability Corporation. Because of the legislative and regulatory impact on our customers and company, DLC values the opportunity to partner with government and elected officials, sharing our expertise on energy and utility-related policies and advocating in the best interest of our customers and company.

Outside of policy matters, our Government Affairs team provides quick responses, support and education to elected officials and staff at all levels of government regarding utility-related issues in their districts and during times of crisis, such as extreme weather events and government shutdowns.



During a major storm response, DLC's Government Affairs team worked with the offices of Pittsburgh Mayor Ed Gainey, Gov. Josh Shapiro and Allegheny County Executive Sara Innamorato to quickly assemble press conferences and deliver accurate, timely information to the public.

We maintain an office in Harrisburg, Pennsylvania, and our government affairs employees are lawfully registered with the Pennsylvania Department of State. Our engagement on these matters is governed by DLC’s Policies for Ethical Conduct, which covers enforcement of applicable local, state and federal laws on use of company funds and facilities for political purposes; fair dealing and unfair competition; government bids and procurement; compliance with laws and regulations; gifts and entertainment within a business relationship; and honesty in business communications. These policies ensure our engagement in these matters is lawful and just.



DLH’s Political Action Committee (PAC) hosted Pennsylvania State Senator Nick Pisciotano at a luncheon event in an ongoing effort to build and maintain meaningful partnerships in service of our customers’ interests and regional well-being.

POLITICAL ENGAGEMENT

DLH operates a Political Action Committee (PAC), which includes DLC, to facilitate voluntary political contributions to state and local candidates. The PAC is a bipartisan, nonprofit association and is appropriately registered with the Pennsylvania Department of State. The PAC is governed by a steering committee, which oversees its operations, financials, engagement events and DLH-tracked legislation. The Steering Committee is made up of approximately 14 voluntary representatives from across DLH. While DLH occasionally engages informally with members of Congress on federal policy issues, the PAC is not federally registered and does not make contributions to federal candidates.

We comply with applicable federal, state and local laws that regulate and restrict the use of corporate funds in connection with elections and other political activities when engaging with government and elected officials. In limited circumstances, company funds may be used for certain permissible lobbying activities to solicit voluntary political contributions from employees and shareholders. Money raised through the PAC is comprised of voluntary and confidential employee contributions. The PAC follows all statutory filing obligations and guidance issued by the Bureau of Campaign Finance and Lobbying Disclosure of the Pennsylvania Department of State and never uses customer funds to participate in political activities.

In 2025, the PAC contributed to local and state candidates, working to create results-oriented partnerships, as we engaged on public policy issues and advocated for public policies that were in the best interest of our customers and company. The PAC determines which politicians to support based on a matrix that weighs their leadership role, bi-partisanship, legislative votes that support DLC’s interests and how well they align with DLC’s values. To learn more about our contributions to elected officials, visit the [Pennsylvania Campaign Finance Online Reporting](#) website.

DLC utilizes other forms of stakeholder engagement to build strategic relationships in the energy industry and garner influence in the region in ways that support our efforts to deliver a clean energy future for all. To accomplish this, we participate in the following membership organizations: Edison Electric Institute, Energy Association of Pennsylvania, Greater Pittsburgh Chamber of Commerce, Allegheny Conference on Community Development, Beaver County Chamber of Commerce and Pennsylvania Chamber of Business and Industry.

ENERGY POLICY

As part of our duty to provide safe, reliable and affordable service, our External Affairs team collaborates closely with internal subject matter experts and industry partners to monitor and shape policies that impact our customers and business. As an example, we participated in the Allegheny Conference on Community Development’s (ACCD) Energy Policy Committee. Through collaboration with regional partners, we advised on proposed energy security policies to support ACCD’s advocacy with state legislators and regulators. Collaborations like these ensure our positions are informed and aligned with the company’s vision of advancing a clean energy future for all while addressing the industry challenges we face today.

During the 2025-2026 legislative session, we actively engaged with Pennsylvania policymakers on critical issues, such as customer affordability, grid reliability, energy security and clean energy. These conversations are increasingly important as the energy landscape evolves, and our customers are facing increasing economic pressures. By working with legislators, DLC seeks to ensure that affordability and reliability remain at the forefront of the state’s energy future.



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2025 Policy Priorities	
Reliability and Energy Security	Existing generation is retiring faster than new generation is coming online to replace it, leading to potential shortfalls in electricity supply in the larger PJM grid, which serves Pennsylvania. DLC aims to advance solutions that maintain reliability and affordability for Pennsylvania consumers today, while transitioning to a cleaner, reliable energy future. To learn more about reliability and energy security, see the Infrastructure Reliability and Energy Security section in the report.
Customer Affordability	Existing generation is retiring faster than new generation is coming online to replace it, leading to potential shortfalls in electricity supply in the larger PJM grid, which serves Pennsylvania. DLC aims to advance solutions that maintain reliability and affordability for Pennsylvania consumers today, while transitioning to a cleaner, reliable energy future. To learn more about reliability and energy security, see the Infrastructure Reliability and Energy Security section in the report.
Cleaner Energy Sources	The company is an active participant in policy discussions in its service territory, as well as in Harrisburg, on opportunities to advance a cleaner, more robust energy future through an all-of-the-above strategy that balances affordability and reliability. Examples of this include updating existing renewable energy policies, including net metering rules and the Alternative Energy Portfolio Standards; energy efficiency and electrification; battery storage and nuclear generation.



ECONOMIC IMPACT

DLC recently completed an economic impact study using data from 2023 and 2024 to provide a comprehensive snapshot of our economic influence through operations, workforce, supplier partnerships, community investments and customer assistance. The study revealed an annual, total direct economic contribution of approximately \$848 million in Pennsylvania. Specific details on these contributions are shared throughout this report and can be seen in the article [here](#).

Local, State and Federal Grants

While the industry experienced a significant shift in available funding in 2025, we continued to work strategically in pursuit of federal, state and local grant opportunities that advance DLC and our region. Through these opportunities we aim to modernize our infrastructure and benefit our local communities in ways that enable the transition to a clean energy future for all. We are also supporting our customers and partners who are applying for funding by offering letters of support and technical assistance and serving as an advisor on multiple projects.

To that end, we partnered with several nonprofits and local governments to develop Alternative Fuel Incentive Grant applications, which would assist with the purchase of alternative fuel vehicles and charging. If awarded, these projects would support an additional 19 EVs and 24 charging ports in the Pittsburgh region.

FEDERAL GRANTS AND ECONOMIC IMPACT			
Focus Area	2023	2024	2025
DLC-Led Funding Efforts	\$19,852,500	\$230,000	\$200,000
Partnership Funding Efforts	\$43,731,336	\$23,152,685	\$6,551,374
Total	\$63,583,836	\$23,382,685	\$6,751,374

2025 DLC-LED FUNDING EFFORTS				
Category	Title	Organization	Amount	Description
Grid modernization	Innovation Queue Management Solutions (iQMS) Demonstration Program – Generator Interconnection	DLC	\$200,000	DLC was awarded \$200,000 to test and demonstrate distribution-level queue management solutions to improve interconnection process efficiency.
Total			\$200,000	

2025 PARTNERSHIP FUNDING EFFORTS				
Category	Title	Organization	Amount	Description
Grid modernization	Flexible Innovative Transformer Technologies (FITT)	University of Pittsburgh	\$2,500,000	The University of Pittsburgh was awarded \$2.5 million for Enabling Technology and Grid-Tied Testbed for Efficient, Flexible, Intelligent Distribution Transformers. They will be leveraging industry partners, including DLC, to identify new technologies for evaluation, benchmarking and maturation to lead to enabling next generation intelligent distribution transformers.
Transportation electrification	Charging and Fueling Infrastructure Discretionary Grant Program (CFI)	Allegheny County, city of Pittsburgh, Pittsburgh Parking Authority, Allegheny County Airport Authority and local governments	\$4,051,374	Allegheny County, the city of Pittsburgh, Pittsburgh Parking Authority, DLC, the Allegheny County Airport Authority and 14 local municipalities represented by the Congress of Neighboring Communities (CONNECT) were awarded a grant to install 150 EV charging station ports at 35 project sites. The grant was awarded in January 2025 but has since been paused by federal executive order. The parties are awaiting further instruction before they are able to proceed. ²⁶
Total			\$6,551,374	

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²⁶ This information is current as of May 20, 2026.

ETHICS AND COMPLIANCE

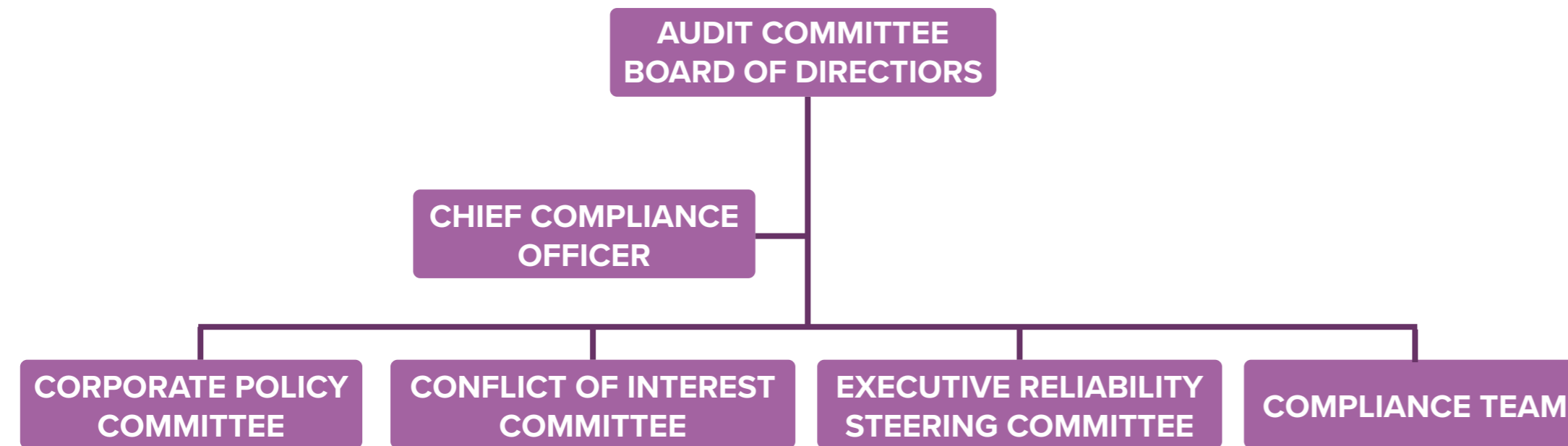
ABOUT DLC

DLC is committed to maintaining the highest standards of business and common-sense ethics and conducting itself in accordance with our policies and procedures and all applicable laws, rules and regulations. Our [Policies for Ethical Conduct](#), which are reviewed for potential updates annually, serve as the foundation for DLC’s compliance and ethics program.

CLIMATE CONSCIOUS

While all individuals at the company are responsible for operating in a compliant and ethical manner, the governance and execution of this strategy is overseen by the chief compliance officer (CCO). The CCO is supported by a network of committees that are staffed by subject matter experts across the company.

POWERING PEOPLE



RESPONSIBLE PERFORMANCE

ETHICS AND COMPLIANCE

COMPLIANCE REPORTING

Through our compliance program, employees are advised and empowered to promptly report any known or suspected violations of DLC policies, procedures or applicable laws, rules or regulations to management, the Compliance team, the Human Resources department or to use DLC’s Ethical Conduct Compliance Hotline. The hotline and other reporting mechanisms are promoted regularly to employees, and the hotline is also accessible to customers, contractors and the public. The hotline is operated and maintained by a third-party provider to allow for 24/7/365 reporting and to permit, if desired, anonymous reporting of concerns. DLC routinely assesses its program, reporting mechanisms and investigations process and refines and improves those areas as needed.

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All reported concerns are promptly and confidentially investigated, and when necessary, violations are addressed and corrective action is taken. We have a zero-tolerance policy with respect to retaliation that makes clear to employees that DLC prohibits retaliation against employees for reporting concerns or participating in an investigation. Employees are regularly educated about retaliation and encouraged to immediately report any suspected retaliatory conduct.

POLICIES AND PROCEDURES

Our policies and procedures are the foundation that employees follow to ensure we are conducting business in a way that is ethical and meets compliance standards. All corporate-wide policies and procedures are reviewed periodically for updates and are accessible to all employees via DLC’s intranet site. New corporate-wide policies are reviewed and approved by a company-wide, cross-functional Corporate Policy Committee.

CONFLICTS OF INTEREST

Employees are advised to avoid any situation that might interfere or appear to interfere with their obligations to DLC or their ability to make objective business decisions on behalf of the company. Our Policies for Ethical Conduct provide that all employees must report actual or potential conflicts for review by our Conflict of Interest (COI) Committee. The cross-functional COI Committee meets regularly to review reported conflicts and issue appropriate guidance to employees.

TRAINING AND ENGAGEMENT

DLC regularly educates its employees on key components of our compliance program. During new employee onboarding and repeated annually, our workforce completes compliance trainings, which include our Policies for Ethical Conduct, Data Privacy and Security and FERC Standards of Conduct, and in 2025, **we achieved 100% completion for all active employees**. The Compliance team also works collaboratively with teams across DLC to produce and deliver custom trainings based on specific business needs.

In addition to training, the Compliance team issues regular employee communications to reinforce DLC policies and procedures; the importance of reporting non-compliance and available reporting methods; and other areas of compliance risk.

BOARD GOVERNANCE

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DLC’s Board of Directors (“the board”) is comprised of nine members: six directors appointed by DQE Holdings LLC’s (Holdings LLC) owners, two independent directors and DLC’s President and CEO, Kevin Walker.²⁷ The directors appointed by Holdings LLC’s owners are experienced infrastructure asset investors and bring utility industry, financial and legal experience to the board process. One of the independent directors is currently the board chair. The board meets regularly and engages in appropriate oversight. There are five board committees: Asset Management; Audit; Business Plan and Budget Review; Talent and Compensation; and Governance, Regulatory and Corporate Responsibility. To ensure the effectiveness of our committees, the Governance, Regulatory and Corporate Responsibility Committee conducts an annual assessment and review of the board, including the board chair and the board’s committees.

BOARD SKILLS

DLC’s Board of Directors brings a variety of skill sets to their positions, including different geographical perspectives, industry expertise and years of experience.

- Board Experience
- Business Development
- Corporate Strategy
- Cybersecurity / IT
- Engineering
- Environmental / Sustainability
- Finance / Accounting
- Legal / Compliance
- Management Consulting
- Operations / Transmissions
- Risk / Asset Management
- Utilities / Regulatory

²⁷ DQE Holdings LLC’s Board of Directors governs all of DLH, including DLC.

BOARD COMMITTEES



Asset Management Committee: Reviews operational and financial performance monthly and monitors the operations of the business between board meetings. This committee conducts its day-to-day business within the confines of the delegated authority of the board. Additional responsibilities include managing top-tier risks and monitoring compliance with environmental, safety and reliability matters.



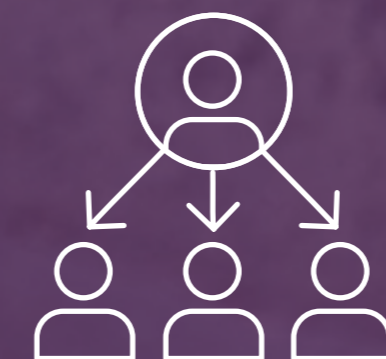
Audit Committee: Assists the board in fulfilling its oversight responsibilities of the integrity of the financial statements of DLC, the Independent Auditor’s qualifications and independence, the performance of DLC’s internal audit function and Independent Auditor, and DLC’s legal and regulatory requirements. Additional responsibilities include overseeing our ERM framework, cybersecurity program and compliance, including the compliance hotline reporting.



Business Plan and Budget Review Committee: Reviews the annual budget of DLC and the company’s three-to-five-year business plan, making final recommendations to the board for its approval. Additional responsibilities include allocating financial resources to address top-tier risks.



Governance, Regulatory and Corporate Responsibility Committee: Assists the board in setting policies representing good practice with respect to organizational governance, including the operation of the board, and provides oversight and assistance regarding community-facing and regulatory activities undertaken by DLC. Additional responsibilities include advising on ESG strategy and disclosure.



Talent and Compensation Committee: Assists the board in discharging its responsibilities relating to the compensation and benefits of DLC’s officers and employees. Additional responsibilities include overseeing CEO and executive officer compensation and evaluating talent along with succession planning.

ESG DATA

These data tables summarize the company's ESG performance as outlined in the narrative of this report and/or in response to periodic inquiries DLC receives from key stakeholders, such as the financial community, regarding non-financial performance metrics aligned with international reporting standards (GRI, SASB) and industry benchmarks (EEI ESG Template).



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GHG EMISSIONS			
<i>(metric tonnes of CO₂e)</i>	2023	2024	2025
Scope 1 Emissions	11,263	8,009	8,595
Gasoline Consumption	2,123	2,170	2,246
Diesel Consumption	3,165	3,398	3,423
Natural Gas Consumption	1,161	1,211	1,538
SF ₆ Emissions	4,747	1,163	1,320
Refrigerant Emissions	67	67	67
Scope 2 Emissions ²⁸			
Market-Based	13,854	13,924	14,477
Location-Based	12,852	12,916	13,429
DLC FLEET VEHICLE BREAKDOWN			
<i>(Number of units)</i>	2023	2024	2025
Full EV	20	37	39
Plug-In Hybrid	12	33	63
EV Forklift	7	7	7
JEMS	28	33	36
EV Total	67	110	145
DLC Total Fleet Vehicles	635	662	668
EV Fleet % ²⁹	11%	17%	22%

INFRASTRUCTURE RELIABILITY METRICS			
	2023	2024	2025
SAIFI (interruptions / customer)	0.57	0.82	0.84
SAIDI (minutes)	63	127	103
CAIDI (minutes)	110	156	123
WATER SUMMARY			
<i>(1000 M³)</i>	2023	2024	2025
Water Withdrawals	1,768.49	2,116.77	1,742.04
Water Consumption	10.85	12.25	15.20
Water Discharges	1,779.33	2,129.02	1,757.24
WATER DISPOSAL			
<i>(in metric tonnes)</i>			
Hazardous Waste Generated	77	82	78
Non-Hazardous Waste Generated	1,950	1,164	1,129
Universal Waste Generated	9	7	5
PCB Waste Generated	14	9	0.23

²⁸ Excludes the emissions generated as a result of line losses.

²⁹ Vehicle classifications are targeted for EV replacement based on utilization, age/condition and availability for a suitable and cost-effective EV replacement.



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RECYCLING EFFORTS			
	2023	2024	2025
Scrap Metals (in pounds)			
Aluminum	662,123	591,008	683,563
Brass	461	515	870
Copper	516,335	340,902	340,549
Steel	2,428,580	1,921,700	2,136,793
Total Scrap Metal	3,607,499	2,854,125	3,161,775
Oil (in gallons)	81,734	80,318	118,782
Antifreeze (in gallons)	4,356	757	220
E-waste (in pounds)	216,792	810,342	389,788

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ENERGY ASSISTANCE PROVIDED			
	2023	2024	2025
Dollar Energy Funds	\$1,846,907	\$574,824	\$1,215,161
LIHEAP	\$8,220,025	\$5,017,329	\$5,198,534
Pennsylvania Homeowner Assistance Fund	\$349,301	\$187,623	\$81,998
Total	\$10,416,233	\$5,779,776	\$6,495,693

CUSTOMER BREAKDOWN			
Residential	548,919	552,125	554,752
Commercial	61,222	61,537	61,467

CUSTOMER BREAKDOWN			
	2023	2024	2025
Industrial	1,025	982	927
Other ³⁰	1,137	1,124	1,124
Total	612,303	615,768	618,270

CHARITABLE GIVING SUMMARY			
	2023	2024	2025
Workforce Development	\$473,500	\$214,500	\$400,531
Basic Needs ³¹	—	—	\$1,344,780
Social and Economic Interests	\$571,500	\$723,500	—
Sustainable Communities	\$480,000	\$591,265	—
Campaign for the Community (DLC Match)	\$295,319	\$259,918	\$246,752
Total Charitable Giving	\$1,820,319	\$1,789,183	\$1,992,063

VOLUNTEERISM			
Employee Volunteer Hours	4,320	4,806	4,524

³⁰ Includes DLC company accounts and lighting accounts. DLC company accounts refer to the electricity that is being consumed at the premises by DLC. Lighting accounts include municipal streetlights, highway streetlights and private area lighting.

³¹ This focus area was added in 2025.



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EMPLOYEE COUNTS

	2023	2024	2025
Total Number of Employees	1,758	1,806	1,847
Number of Full-Time Employees	1,751	1,799	1,842
Number of Part-Time Employees	7	7	5
Number of Union Employees	884	907	903
Number of Non-Union Employees	874	899	944

WORKFORCE INFORMATION

% Employees Aged Under 30 Years Old	16.20%	19.20%	21.40%
% Employees Aged 30 to 50 Years Old	59.50%	58.90%	59.10%
% Employees Aged 51 Years Old and Over	24.40%	21.90%	19.50%
Overall Workforce Diversity ³²	44.10%	44.20%	44.20%

SENIOR LEADERSHIP INFORMATION³³

	2023	2024	2025
% Leaders Aged Under 30 Years Old	0.00%	0.00%	0.00%
% Leaders Aged 30 to 50 Years Old	64.40%	64.30%	69.80%
% Leaders Aged 51 Years Old and Over	35.60%	35.70%	30.20%
Overall Senior Leadership Diversity ³⁴	48.90%	45.20%	55.80%

TALENT INFORMATION

Voluntary Turnover as Percent of Workforce ³⁵	6.70%	5.50%	4.80%
New Hires Rate ³⁶	11.60%	11.30%	9.10%

DLC EMPLOYEE SAFETY PERFORMANCE

	2023	2024	2025
Work-Related Fatalities	0	0	0
<i>OSHA Recordable Injuries</i>			
Incidents	20	28	34
Rates	1.04	1.41	1.64
<i>OSHA Lost Time Injuries</i>			
Incidents	6	3	8
Rates	0.31	0.15	0.35
<i>OSHA DART Injuries</i>			
Incidents	11	19	24
Rates	0.57	0.96	1.15
<i>PMVA</i>			
Incidents	23	22	21
Rates	5.45	4.47	4.37
Total Miles Driven	4,216,791	4,708,442	4,804,653
Total Hours Worked	3,842,998.71	3,958,345.00	4,015,752.00

³² Count of employees who are female, BIPOC, veterans or individuals with disabilities.

³³ Career levels including director and above.

³⁴ Count of senior leaders who are female, BIPOC, veteran or individuals with disabilities.

³⁵ Calculated as voluntary resignations of workforce divided by total workforce. Does not include involuntary terminations or retirements.

³⁶ Calculated as new hires divided by total workforce.



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SUPPLIER SPEND			
	2023	2024	2025
Total Local and Regional Supplier Spend	34.80%	29.50%	37.30%
FEDERAL GRANTS AND ECONOMIC IMPACT			
DLC-Led Funding Efforts	\$19,852,500	\$230,000	\$200,000
Partnership Funding Efforts	\$43,731,336	\$23,152,685	\$6,551,374
Total	\$63,583,836	\$23,382,685	\$6,751,374
BOARD COMPOSITION			
Total Number of Directors	9	9	9
Number of Independent Directors	2	2	2
Female Directors	33%	33%	33%
Racially / Ethnically Diverse	22%	22%	22%
Overall Diversity ³⁷	44%	44%	44%

³⁷ Count of board members who are female or BIPOC.

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ORGANIZATIONAL STRUCTURE AND OWNERSHIP

ABOUT DLC

OUR ORGANIZATIONAL STRUCTURE

DQE Holdings LLC (Holdings LLC) is the parent company of Duquesne Light Holdings, Inc. (DLH) and is owned by a consortium of private investors. DLH is an energy services company that provides a powerful network of energy solutions to customers in western Pennsylvania and beyond. As the parent company to Duquesne Light Company (DLC) and The Efficiency Network (TEN), DLH brings a combined 125 years of energy expertise to your door. From energy delivery to your home to advanced energy efficiency services for your business, DLH is your trusted partner for reliable and sustainable energy solutions. The organization chart to the right reflects entities with current operations and does not reflect entities having discontinued operations or performing functions internal to DLH.

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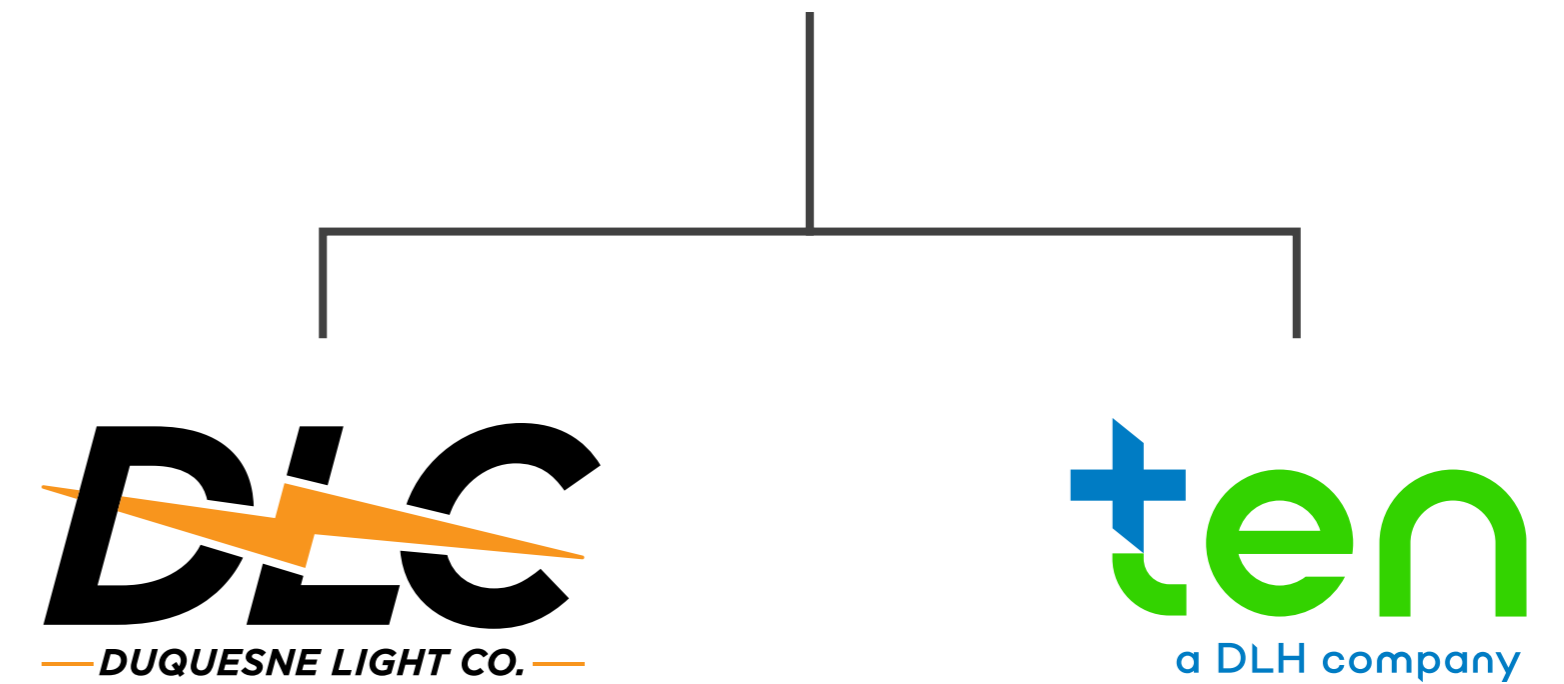
DLC, incorporated in 1912, is involved in the delivery of electricity, consisting in general of transmission and distribution service, to customers within its service territory in southwestern Pennsylvania. We hold an exclusive geographic franchise to provide electric distribution services in the majority of Allegheny and Beaver counties, including the city of Pittsburgh. DLC delivers electricity to more than 600,000 customers, of which nearly 90% are residential, over a service territory of 812 square miles. DLC also provides generation supply to retail customers in our service territory who either have not chosen an alternative electric generation supplier or who contracted for electric energy that was not delivered. DLC is DLH's largest and principal operating subsidiary and is regulated by the Federal Energy Regulatory Commission (FERC) and the Pennsylvania Public Utility Commission (PA PUC). We are also members of the regional transmission organization, PJM Interconnection (PJM).

TEN, established in 2012 and acquired by DLH in 2019, is an energy services project development company that provides customized energy solutions to help commercial and institutional customers meet sustainability, operational and financial goals.

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Parent Company

DUQUESNE LIGHT HOLDINGS



Affiliate Company

Affiliate Company

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ABOUT OUR OWNERSHIP

In May 2007, DLH was acquired by a consortium of long-term infrastructure and pension fund investors consisting of several institutional investors that own all the equity of our parent company, DQE Holdings LLC. Below are the current investors and their ownership interests in DQE Holdings LLC:

- Epsom Investment Pte. Ltd. (Epsom) is an affiliate of GIC Pte. Ltd. (GIC). GIC is a leading global investment firm established in 1981. GIC takes a long-term, disciplined approach to investing and is uniquely positioned across a wide range of asset classes and active strategies globally, including equities, fixed income, real estate, private equity, venture capital and infrastructure. GIC’s infrastructure portfolio comprises stakes in assets across various subsectors including transportation, energy and utilities and communications.
- Three Rivers Utility Holdings, LLC (Three Rivers) is a limited liability company whose members are John Hancock Infrastructure Fund, part of Manulife Investment Management, and John Hancock Life Insurance Company (collectively, Manulife Investment Management); and PGGM Infrastructure Fund (PGGM). Manulife Investment Management is the global wealth and asset management segment of Manulife Financial Corporation. PGGM is a pension services provider. Its infrastructure team manages a larger portfolio of investments globally and focuses on energy and utilities, transportation, telecom and social infrastructure.
- AIA Montana LLC is managed by Argo Infrastructure Partners and is owned by APG Americas Infrastructure (APG) and the California State Teachers’ Retirement System (CalSTRS). APG is an affiliate of APG Asset Management N.V., one of the world’s largest managers of pension fund assets. APG has several direct investments in U.S. infrastructure assets. CalSTRS, the largest public teacher pension fund in the U.S., has investment experience in several other regulated utilities.

ENTITY	%	OWNER SINCE
GIC Pte. Ltd. (Epsom Investment Pte Ltd.)	44.4%	2011
Manulife Investment Management/PGGM Infrastructure Fund (Three Rivers Utility Holdings, LLC)	30.4%	2016
APG Americas Infrastructure/CalSTRS/Argo Infrastructure Partners (AIA Montana LLC)	25.2%	2017

LEADERSHIP TEAM

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At the time of publication, DLC’s leadership team was composed of the members here. We are currently actively filling vacancies for our vice president, chief human resources officer and vice president, corporate strategy and economic development.

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LEADERSHIP
TEAM



Kevin E. Walker
President and CEO



Matthew Ankrum
Vice President,
Chief Financial Officer



Daniel Farrah
Vice President,
Chief Information Officer



David Fisfis
Vice President, Energy Policy
Interim Chief Human
Resources Officer



Brian Guzek
Vice President, Operations



Lisa Labriola
Vice President,
General Counsel



Kristy Stone
Vice President,
Chief Customer Officer



Christine L. Waller
Vice President,
Communications and
Corporate Responsibility

AFFILIATE OVERVIEW

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THE EFFICIENCY NETWORK

With an empowered and inspired team, The Efficiency Network (TEN) delivers energy projects for our customers that generate measurable utility savings and create environmental impact. We do so by leveraging innovative technology, engineering and financing solutions and cost-effective construction. Whether the goal is generating bottom-line savings, achieving environmental goals or executing critical construction projects, TEN can play an integral role in helping customers achieve success. Our staff of experienced professionals leverage expertise in technology, engineering, construction and project finance to meet the goals and needs of our customers. TEN's primary markets include K-12 education, federal, state and local government, healthcare, higher education and large commercial and industrial organizations.

Many of TEN's team members have more than 30 years of experience in developing, designing, constructing, financing, operating and maintaining complex energy projects. Our team has worked with hundreds of customers and is driven by customer satisfaction and referrals. TEN is accredited by the National Association of Energy Services Companies and is a prequalified Energy Services Company by the U.S. Department of Energy, the commonwealths of Pennsylvania and Virginia and the states of New Jersey and Maryland. TEN is also committed to supporting responsible procurement practices.

MANAGEMENT TEAM

- **Troy Geanopulos** — CEO
- **Rob Campbell** — President and Chief Operating Officer
- **Alison Shea** — Senior Vice President, Business Development
- **Randall Clark** — Executive Vice President, Energy Infrastructure and Sustainability
- **Matt Morris** — Vice President, Construction
- **Greg Lok** — Vice President, Engineering and Design
- **Dan Braun** — Vice President, Finance



GRI INDEX

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GRI INDEX

GRI STANDARD	DISCLOSER	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	About This Report Organizational Structure and Ownership
	2-2 Entities included in the organization’s sustainability reporting	About This Report
	2-3 Reporting period, frequency and contact point	About This Report
	2-4 Restatements of information	Not applicable
	2-5 External assurance	External assurances have not been conducted.
	2-6 Activities, value chain and other business relationships	About This Report
	2-7 Employees	ESG Data
	2-8 Workers who are not employees	DLC does not publicly disclose this information.
	2-9 Governance structure and composition	ESG Strategy and Governance Board Governance
	2-10 Nomination and selection of the highest governance body	ESG Strategy and Governance Board Governance
	2-11 Chair of the highest governance body	Board Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	Board Governance
	2-13 Delegation of responsibility for managing impacts	ESG Strategy and Governance Board Governance
	2-14 Role of the highest governance body in sustainability reporting	ESG Strategy and Governance
	2-15 Conflicts of interest	Ethics and Compliance
	2-16 Communication of critical concerns	Ethics and Compliance
	2-17 Collective knowledge of the highest governance body	Ethics and Compliance



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GRI STANDARD	DISCLOSER	LOCATION
	2-18 Evaluation of the performance of the highest governance body	Board Governance
	2-19 Remuneration policies	Not available
	2-20 Process to determine remuneration	Board Governance
	2-21 Annual total compensation ratio	Not available
	2-22 Statement on sustainable development strategy	Leadership Message
	2-23 Policy commitments	Ethics and Compliance Government Affairs Policies for Ethical Conduct
	2-24 Embedding policy commitments	Ethics and Compliance
	2-25 Processes to remediate negative impacts	Stakeholder Engagement Ethics and Compliance
	2-26 Mechanisms for seeking advice and raising concerns	Stakeholder Engagement Ethics and Compliance
	2-27 Compliance with laws and regulations	DLC experienced no significant instances of non-compliance with laws and regulations.
	2-28 Membership associations	DLC is a member of several associations including Edison Electric Institute (EEI), Allegheny Conference for Community Development and the Energy Association of Pennsylvania.
	2-29 Approach to stakeholder engagement	Stakeholder Engagement
	2-30 Collective bargaining agreements	Talent Management
GRI 3: Material Topics 2021	3-1 Process to determine material topics	ESG Strategy and Governance
	3-2 List of material topics	ESG Strategy and Governance
	3-3 Management of material topics	ESG Strategy and Governance
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Biodiversity and Habitat
	101-2 Management of biodiversity impact	Biodiversity and Habitat Resource Management



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GRI STANDARD	DISCLOSER	LOCATION
	101-3 Access and benefit sharing	Not available
	101-4 Identification of biodiversity impacts	Biodiversity and Habitat Resource Management Procurement and Supply Chain Management
	101-5 Locations with biodiversity impacts	Not available
	101-6 Direct drivers of biodiversity loss	Not available
	101-7 Changes to the state of biodiversity	Not available
	101-8 Ecosystem services	Not available
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Government Affairs
	201-2 Financial implications and other risks and opportunities due to climate change	Enterprise Risk Management Climate Strategy
	201-3 Defined benefit plan obligations and other retirement plans	Talent Management
	201-4 Financial assistance received from government	Government Affairs
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not available
	202-2 Proportion of senior management hired from the local community	Not available
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Infrastructure Reliability
	203-2 Significant indirect economic impacts	\$56 million as estimated from our top 25 customers
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Procurement and Supply Chain Management
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Enterprise Risk Management Ethics and Compliance
	205-2 Communication and training about anti-corruption policies and procedures	Ethics and Compliance
	205-3 Confirmed incidents of corruption and actions taken	DLC experienced no significant incidents during the reporting year.



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GRI STANDARD	DISCLOSER	LOCATION
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices	DLC does not publicly disclose this information.
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Resource Management
	301-2 Recycled input materials used	Resource Management
	301-3 Reclaimed products and their packaging materials	Resource Management
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Climate Strategy
	302-2 Energy consumption outside of the organization	Climate Strategy
	302-3 Energy intensity	Not available
	302-4 Reduction of energy consumption	Climate Strategy
GRI 302: Energy 2016	302-5 Reductions in energy requirements of products and services	Customer Relations
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Resource Management
	303-2 Management of water discharge-related impacts	Resource Management
	303-3 Water withdrawal	Resource Management
	303-4 Water discharge	Resource Management
	303-5 Water consumption	Resource Management
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate Strategy
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Strategy
	305-3 Other indirect (Scope 3) GHG emissions	Climate Strategy
	305-4 GHG emissions intensity	Not available
	305-5 Reduction of GHG emissions	Climate Strategy
	305-6 Emissions of ozone-depleting substances (ODS)	Not available



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GRI STANDARD	DISCLOSER	LOCATION
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	Not available
GRI 306: Effluents and Waste 2016	306-3 Significant spills	DLC experienced no significant instances during the reporting year.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Resource Management
	306-2 Management of significant waste-related impacts	Resource Management
	306-3 Waste generated	Resource Management
	306-4 Waste diverted from disposal	Resource Management
	306-5 Waste directed to disposal	Resource Management
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Procurement and Supply Chain Management Supplier Code of Conduct
	308-2 Negative environmental impacts in the supply chain and actions taken	Procurement and Supply Chain Management Supplier Code of Conduct
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	ESG Data
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Talent Management
	401-3 Parental leave	Talent Management
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	DLC complies with collective bargaining agreements, along with applicable laws and regulations.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety Enterprise Risk Management
	403-3 Occupational health services	Health and Safety
	403-4 Worker participation, consultation and communication on occupational health and safety	Health and Safety



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GRI STANDARD	DISCLOSER	LOCATION
	403-5 Worker training on occupational health and safety	Health and Safety
	403-6 Promotion of worker health	Health and Safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety
	403-8 Workers covered by an occupational health and safety management system	Not available
	403-9 Work-related injuries	Health and Safety
	403-10 Work-related ill health	Health and Safety
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Not available
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management
	404-3 Percentage of employees receiving regular performance and career development reviews	100% of eligible employees receive performance and development reviews.
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	ESG Data
	405-2 Ratio of basic salary and remuneration of women to men	Not available
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Ethics and Compliance
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Talent Management
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	DLC complies with applicable laws and regulations. See also: Supplier Code of Conduct
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	DLC complies with applicable laws and regulations. See also: Supplier Code of Conduct



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GRI STANDARD	DISCLOSER	LOCATION
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Physical Security Ethics and Compliance
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	DLC experienced no incidents during the reported year.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Philanthropy and Volunteerism
	413-2 Operations with significant actual and potential negative impacts on local communities	DLC conducts environmental and social impact assessments as it relates to our operations and takes steps to mitigate potential negative impacts.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Procurement and Supply Chain Management Supplier Code of Conduct
	414-2 Negative social impacts in the supply chain and actions taken	Procurement and Supply Chain Management Supplier Code of Conduct
GRI 415: Public Policy 2016	415-1 Political contributions	Government Affairs
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Health and Safety
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	DLC does not publicly disclose this information.
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Health and Safety
	417-2 Incidents of non-compliance concerning product and service information and labeling	DLC does not publicly disclose this information.
	417-3 Incidents of non-compliance concerning marketing communications	DLC does not publicly disclose this information.
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	DLC does not publicly disclose this information.

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TOPIC	CODE	METRIC	UNIT OF MEASURE	RESPONSE/REFERENCE
GHG Emissions and Energy Resource Planning	IF-EU-110a.1	(1) Gross global Scope 1 emissions, percentage covered under (2) emissions limiting regulations and (3) emissions reporting regulations	Metric tonnes (t) CO ₂ e, Percentage (%)	Climate Strategy
	IF-EU-110a.2	GHG emissions associated with power deliveries	Metric tonnes (t) CO ₂ e, Percentage (%)	Climate Strategy
	IF-EU-110a.3	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against those targets	Metric tonnes (t) CO ₂ e, Percentage (%)	Climate Strategy
Air Quality	IF-EU-120a.1	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) particulate matter (PM ₁₀), (4) lead (Pb) and (5) mercury (Hg); percentage of each in or near areas of dense population	Metric tonnes (t), Percentage (%)	Not available
Water Management	IF-EU-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand cubic meters (m ³), Percentage (%)	Resource Management DLC does not conduct business in regions with high or extremely high baseline water stress.
	IF-EU-140a.2	Number of incidents of non-compliance associated with water quality permits, standards and regulations	Number	DLC experienced no significant incidents during the reporting year.
	IF-EU-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	N/A	Resource Management
Coal Ash Management	IF-EU-150a.1	(1) Amount of coal combustion products (CCPs) generated, (2) percentage recycled	Metric tonnes (t), Percentage (%)	DLC no longer generates CCPs. All landfills are legacy assets that ceased operations more than 20 years ago.



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TOPIC	CODE	METRIC	UNIT OF MEASURE	RESPONSE/REFERENCE
Energy Affordability	IF-EU-150a.2	Description of coal combustion products (CCPs) management policies and procedures for active and inactive operations	N/A	DLC no longer generates CCPs. All landfills are legacy assets that ceased operations more than 20 years ago.
	IF-EU-240a.1	Average retail electric rate for (1) residential, (2) commercial and (3) industrial customers	Rate	1. Residential customers: ¢22.38/kWh 2. Commercial customers: ¢12.84/kWh 3. Industrial customers: ¢9.14/kWh
	IF-EU-240a.3	(1) Number of residential customer electric disconnections for non-payment, (2) percentage reconnected within 30 days	Number, Percentage (%)	1. 15,819 customers 2. 83%
	IF-EU-240a.4	Discussion of impact of external factors on customer affordability of electricity, including the economic conditions of the service territory	N/A	Leadership Message Energy Security Customer Relations
Workforce Health and Safety	IF-EU-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	Rate	Health and Safety DLC does not publicly disclose contractor information.
End-Use Efficiency and Demand	IF-EU-420a.2	Percentage of electric load served by smart grid technology	Percentage (%) by megawatt hours (MWh)	100% of our electric load is served by smart grid technology.
	IF-EU-420a.3	Customer electricity savings from efficiency measures, by market	Megawatt hours (MWh)	Customer Relations Act 129 Reports



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TOPIC	CODE	METRIC	UNIT OF MEASURE	RESPONSE/REFERENCE
Nuclear Safety and Emergency Management	IF-EU-540a.1	Total number of nuclear power units, broken down by results of most recent independent safety review	Number	Not applicable
	IF-EU-540a.2	Customer electricity savings from efficiency measures, by market	N/A	Not applicable
Grid Resiliency	IF-EU-550a.1	Number of incidents of non-compliance with physical or cybersecurity standards or regulations	Number	DLC does not publicly disclose this information.
	IF-EU-550a.2	(1) System Average Interruption Duration Index (SAIDI), (2) System Average Interruption Frequency Index (SAIFI) and (3) Customer Average Interruption Duration Index (CAIDI), inclusive of major event days	Minutes, Number	Infrastructure Reliability

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CODE	ACTIVITY METRICS	UNIT OF MEASURE	RESPONSE/REFERENCE
IF-EU-000.A	Number of: (1) residential, (2) commercial and (3) industrial customers served	Number	Customer Relations
IF-EU-000.B	Total electricity delivered to: (1) residential, (2) commercial, (3) industrial, (4) all other retail customers and (5) wholesale customers	Megawatt hours (MWh)	1. Residential customers: 4,094,041 2. Commercial customers: 5,611,568 3. Industrial customers: 2,484,318 4. Other retail customers: 43,831 5. Wholesale customers: 4,273,974
CoIF-EU-000.C	Length of transmission and distribution lines	Miles	2025 DLC Overview
IF-EU-000.D	Total electricity generated, percentage by major energy source, percentage in regulated markets	Megawatt hours (MWh), Percentage (%)	Not applicable
IF-EU-000.E	Total wholesale electricity purchased	Megawatt hours (MWh)	4,626,571

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EEI ESG TEMPLATE

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EEI ESG
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PORTFOLIO			
	2023	2024	2025
Purchased Net Generation (MWh)	4,396,663	4,538,513	4,645,431
Total Renewable Energy Resources (MWh)	830,455	767,458	785,448
Capital Expenditures and Energy Efficiency (EE)			
Total Annual Capital Expenditures (nominal dollars, in millions)	\$476.3	\$551.1	\$606.7
Incremental Annual Electricity Savings from EE Measures (MWh)	100,680	75,228	58,063
Incremental Annual Investment in Electric EE Programs (nominal dollars, in millions)	\$25.40	\$16.50	\$14.06
Retail Electric Customer Count (at end of year)			
Commercial	61,222	61,537	61,467
Industrial	1,025	982	927
Residential	548,919	552,125	554,752
EMISSIONS			
	2023	2024	2025
GHG Emissions: Carbon Dioxide (CO ²) and Carbon Dioxide Equivalent (CO ₂ e)			

EMISSIONS

Purchased Power			
Carbon Dioxide Equivalent (metric tonnes CO ₂ e)	2,130,051	2,198,773	2,250,572
Non-Generation CO₂e Emissions of Sulfur Hexafluoride (SF₆)			
Total CO ₂ e emissions of SF ₆ (metric tonnes CO ₂ e)	4,747	1,163	1,320

RESOURCES

	2023	2024	2025
Human Resources			
Total Number of Employees	1,758	1,806	1,847
Total Number on Board of Directors/ Trustees	9	9	9
Percentage of Minorities on Board of Directors/Trustees	22%	22%	22%
Employee Safety Metrics			
Recordable Incident Rate	1.04	1.41	1.64
Lost-time Case Rate	0.31	0.15	0.35
Days Away, Restricted and Transfer (DART) Rate	0.57	0.96	1.15
Work-related Fatalities	0	0	0
Waste Products			
Amount of Hazardous Waste Manifested for Disposal (metric tonnes)	77	82	78

GLOSSARY

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GLOSSARY

Beneficial electrification: Beneficial electrification strategies are those that prioritize three forms of societal benefits: reduced energy consumption (total source BTUs), lower consumer costs and reduced greenhouse gas emissions.

Black, indigenous and people of color (BIPOC): An umbrella term for non-white racial and ethnic groups, emphasizing the distinct experiences of Black and Indigenous communities.

CAIDI: Customer average interruption duration index (CAIDI) describes the average time required to restore service.

Campaign for the Community: DLC’s annual employee charitable giving campaign drive.

Community Impact Grant Program: DLC’s microgrant program that awards up to \$10,000 to applicants for projects and programs led by a broad array of grassroots community organizations that are directly supporting our customers and communities. These funds are provided by DLC’s owners.

Charitable giving: Budgeted spend that is provided by DLC’s owners and used to support community organizations and projects in the areas we serve to build strong and vibrant communities where we all can thrive.

Customer Assistance Program (CAP): A program established to assist low-income

customers who may have difficulty paying their bill with an ongoing, affordable monthly payment. CAP offers several benefits to those who are eligible, including a reduced monthly bill, debt forgiveness and security deposit waiver, if needed.

Distributed Energy Resource Management System (DERMS): A system that allows a utility to manage edge-of-grid devices that have the potential to create two-way power flow and provide other grid services.

Federal Energy Regulatory Commission (FERC): An independent federal agency that regulates the interstate transmission of electricity, natural gas and oil. FERC also reviews proposals to build liquefied natural gas (LNG) terminals and interstate natural gas pipelines and licenses hydropower projects.

Grid modernization: Actions that make the electricity system more fully integrated. To have a modernized grid that safely, securely and reliably operates with precise and timely situational awareness to the edge of the grid; executes automated grid control functions; is flexible; enables new clean energy resources; and provides customer choice.

Incident Management Team: Internal group that has a wide breadth of expertise, such as operations, planning, logistics, finance, technology and communications. DLC uses this

group to effectively and efficiently respond to incidents, emergencies and disasters that are outside the normal course of business.

ISO 14001: The internationally recognized standard for environmental management systems (EMS). This certification guarantees to maintain and implement relevant, sustainable practices, reducing environmental impacts from outdated electronics and complying with all legal regulations for electronic recycling.

Job Energy Management System (JEMS): An integrated plug-in system for vehicles that uses stored energy from a lithium-ion battery to deliver power to jobsite tools, truck hydraulics (booms) and cab climate control.

LIHEAP: The Low-Income Home Energy Assistance Program (LIHEAP) helps low-income households pay some energy costs associated with heating their home. LIHEAP is administered by the Pennsylvania Department of Human Services. LIHEAP provides a cash grant during the heating season to help eligible customers pay their electric bill.

NERC: The North American Electric Reliability Corporation (NERC) is the electric reliability organization for North America, including Canada, the United States and the northern portion of Baja California, Mexico. NERC mainly assures the effective and efficient reduction of risks to the reliability and security of the grid.

OSHA DART incidents: DART: Days Away, Restricted or Transferred. A DART case is a subset of OSHA recordable cases where the injury/illness is severe enough that the individual loses time away from his/her job by being away from work, on restricted duty or is transferred to another job function because of the injury.

OSHA DART rate: The number of work-related injuries or illnesses that result in days away from work, restricted work or job transfer, per 100 employees.

OSHA lost time incidents: The number of days away from work as a result of work-related injuries or illnesses.

OSHA lost time rate: The number of days away from work as a result of work-related injuries or illnesses, per 100 employees.

OSHA recordable incidents: An occupational injury or illness that requires medical treatment more than basic first aid and must be reported on the OSHA Form 300.

OSHA recordable rate: Reflects the number of year-to-date (YTD) incidents multiplied by 200,000 then divided by YTD productive work hours, where 200,000 is the industry average number of hours worked per 100 employees per year.

PCB: Polychlorinated biphenyls (PCB) are human-made chemical compounds that are harmful to human and environmental health. These chemicals were banned in the United States by the EPA in 1979.

Pennsylvania Public Utility Commission (PA PUC): The state regulatory agency that oversees utility services in Pennsylvania, including electric distribution companies, like DLC.

PJM Interconnection (PJM): The regional interconnection transmission operator for a multistate region that coordinates the movement of wholesale electricity in all or parts of Delaware, Illinois, Indiana, Kentucky, Maryland, Michigan, New Jersey, North Carolina, Ohio, Pennsylvania, Tennessee, Virginia, West Virginia and the District of Columbia.

PMVA incidents: The number of preventable motor vehicle accidents (PMVA).

PMVA rate: The number of preventable motor vehicle accidents (PMVA) multiplied by 1,000,000 then divided by vehicle miles driven year-to-date.

Power purchase agreement (PPA): An arrangement in which a third-party developer installs, owns and operates an energy system, and a separate entity enters into a contract to purchase the electric output, potentially in addition to other electric market attributes, from

a set amount of capacity and for a set length of time.

Price to Compare (PTC): The current price for the generation and transmission of electricity, which consists of the default service supply and transmission service charges.

R2: A voluntary global sustainability standard for the responsible reuse and recycling of electronics, which is now adopted by over 1,000 facilities in over 40 countries. R2 prioritizes a hierarchy of reuse before recycling and is a comprehensive, outcomes-oriented standard that includes best practices for protecting the environment, the health and safety of workers and communities, and data while complying with all applicable legal requirements and providing accountability throughout the entire processing of equipment.

Recycling Industry Operating Standard (RIOS): A management system built and audited to the rules and requirements that are defined by the RIOS Standard. Each requirement of the standard is carefully crafted and designed to work in harmony, so that a properly implemented RIOS system works like a fine timepiece. The RIOS standard was written and developed by industry leaders and experts and was built on the well-refined concepts of plan-do-check-act.

SAIDI: System average interruption duration

index (SAIDI) describes the total duration of the average customer interruption.

SAIFI: System average interruption frequency index (SAIFI) describes how often the average customer experiences an interruption.

Scope 1 emissions: Greenhouse gas emissions that are produced directly by operations that an organization has control over or ownership of and occur at the source. For DLC, these include gasoline, diesel and natural gas consumption, along with SF6 and refrigerant emissions.

Scope 2 emissions: Greenhouse gas emissions that are produced indirectly by an organization's operations and do not occur on-site, such as the purchase of electricity. For DLC, this includes energy consumed in our direct facilities but excludes the emissions generated as a result of line losses.

Zero Trust Architecture: A security framework that assumes no user or device, inside or outside the network, can be trusted by default. It requires continuous verification of every access request, ensuring strict identity verification, least-privilege access and comprehensive monitoring to protect resources.

FORWARD-LOOKING STATEMENTS

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FORWARD-LOOKING STATEMENTS

This document contains forward-looking statements. Statements that are not historical facts are forward-looking statements and are based on beliefs and assumptions of the Company’s management, and on information currently available to management.

Forward-looking statements include statements preceded by, followed by, or using such words as “believe,” “expect,” “anticipate,” “plan,” “estimate” or similar expressions. Such statements speak only as of the date they are made, and the Company undertakes no obligation to update publicly any of them in light of new information or future events. Actual results may materially differ from those implied by forward-looking statements due to known and unknown risks and uncertainties. Factors that could cause actual results to differ materially from those indicated in any forward-looking statement include, but are not limited to: Earnings and cash flows will be affected by the electricity transmission and distribution rates authorized by the Federal Energy Regulatory Commission (FERC) and the Pennsylvania Public Utility Commission (PUC), respectively, and the outcome of current and future rate case filings or other matters pending before the FERC and the PUC, which cannot be predicted; The Company is subject to substantial governmental regulation, and if the Company receives unfavorable regulatory treatment, its business could be negatively impacted; Changes in, issuances of and

compliance with laws, policies, orders and regulations relating to operations, labor relations, environmental matters, taxes and business generally, including among others, new interpretations and enforcement initiatives by regulatory, state and federal agencies and other governmental authorities, could affect earnings levels and cash flows; The results of current and future investigations, audits, responses to self-reports, new regulations or new interpretations of existing regulations by the FERC, the North American Electric Reliability Corporation (NERC), Reliability First Corporation (RFC) or federal or state taxing authorities could result in new compliance programs and processes, as well as fines and penalties, which could affect Duquesne Light’s earnings levels or financial condition; Duquesne Light could be subject to higher costs and/or penalties related to mandatory reliability standards set by NERC/ FERC/RFC or changes in the rules of organized markets; Though Duquesne Light acts as an administrative intermediary only, cash flow may be affected if Duquesne Light’s provider of last resort (POLR) plans are not approved or if Duquesne Light is not otherwise able to recover its costs of providing POLR supply; Duquesne Light does not generate power and is dependent on the market for power generation supply for customers; Regional transmission organization rules and transmission charges instituted by PJM Interconnection LLC (PJM) or set by the FERC could affect earnings of

Duquesne Light; Demand for and pricing of electricity, changing market conditions and changing economic conditions, including changes in rates of inflation and interest, could affect earnings levels; Climate change may produce changes in weather or temperature and may impact consumer demand for electricity or may increase the frequency of weather related storms or other events which could have an impact on the Company’s customers, operations or consolidated financial statements; Failure to provide safe and reliable service could result in serious injury to persons, loss of life or damage to property, which could negatively impact Duquesne Light’s operating results and business reputation; The Company’s performance could be impacted by international and/or domestic events that create increased volatility and market uncertainty since these events could have an overall effect on general market conditions, the ability of our commercial and industrial customers to operate their businesses and consume electric power, and the ability of our customers and suppliers to satisfy their obligations to us; The impact of pandemics or other public health events could adversely impact the Company’s overall performance due to, among other things, temporary workforce disruptions, supply chain disruptions, ability to perform work, reduced ability to interact with customers and enter customer premises, load shifts and demand reductions (including as business customers

curtail operations), increases in uncollectible customer receivables, limited ability to fulfill liquidity needs, changes in governmental and regulatory policies, including vaccine mandates, and increased financial commitments; The Company could be subject to higher costs and/or penalties and risks associated with litigation; The Company’s credit and contractual risk includes the exposure to the possibility of economic loss that would occur as a result of nonperformance by counterparties of their contractual obligations and/or of customer refund obligations in relation to Duquesne Light Company, and other customer refund obligations such as those arising from quality guarantees made by The Efficiency Network (TEN); If TEN cannot obtain surety bonds and letters of credit, its ability to operate may be restricted; The amount and timing of any future debt reduction or refinancing will depend on the availability of cash flows and an appropriate replacement or refinancing vehicle(s); The credit ratings received from rating agencies could affect the cost of borrowing, access to capital markets and liquidity; Financial results and position could be affected by changes in pronouncements periodically issued by accounting standard-setting bodies; The construction of and capital improvements to transmission and distribution facilities involve risks; should construction or capital improvement efforts be significantly more expensive than planned, or if there were to be

disruptions in the ability of our suppliers to complete projects, the financial condition, results of operations, or liquidity of the Company could be materially affected; Poor investment performance of the Company's pension plan holdings and interest rates could unfavorably impact the Company's pension liability and pension funding requirements, including as a consequence of significant market volatility or declines; The Company is engaged in the deployment of technology platforms to improve operating efficiencies and meet the expectations of its customers; These upgrades could result in cost overruns, project delays and business interruptions that could affect earnings and have an adverse impact on financial condition; The Company may experience challenges due to the rapid growth of artificial intelligence (AI); Operational reliability could be at risk due to AI systems failing or producing incorrect outputs. The rapid evolution of AI technologies could outpace regulatory frameworks, leading to challenges in ensuring compliance with existing laws and standards; Cyber, physical and other security breaches or penetrations or system disruptions could interrupt the Company's operations, require significant recovery and compromise critical infrastructure and/or confidential information, which could affect earnings and have an adverse impact on financial condition; The Company may recognize impairments of recorded goodwill or of some of its long-lived

assets, which would result in write-offs of the impaired amounts and could have an adverse effect on results of operations; The Company's use of derivative instruments for hedging purposes may result in financial losses; Cash flow, earnings, earnings growth, capitalization, capital expenditures and dividends will depend on the performance of the Company's subsidiaries, changes in the Company's business portfolio and the policies adopted by the Company's Board of Directors and the regulatory policies adopted by regulatory bodies; The level of the Company's indebtedness could adversely affect its business whereby making it more difficult to satisfy its obligations related to indebtedness, increase vulnerability to general adverse economic and industry conditions, require the Company to dedicate a substantial portion of cash flow from operations to payments on indebtedness, thereby reducing the availability of cash flow to fund working capital, capital expenditures, acquisitions and other general corporate purposes, limit the Company's flexibility in planning for, or reacting to, changes in business and the industries in which it operates, place the Company at a disadvantage compared to competitors that have less debt and/or limit the Company's ability to borrow additional funds or refinance existing debt; Potential labor disruptions and/or the unavailability of trained and qualified labor to meet its future staffing requirements, and certain events, such as a

strike, work stoppage or a labor dispute with our employees represented by a collective bargaining agreement, could cause interruption to our operations; Supply chain disruptions outside of Company control, such as the failure of parties to provide contracted materials or services, increased costs, international trade restrictions or tariffs and cybersecurity risks associated with our supply chain, could harm results of operations; Energy efficiency and peak demand reduction mandates, higher energy prices, increased customer adoption of distributed energy resources and net metering as well as other changes in customer behavior could negatively impact financial results; The Company's operations generally are subject to continuous stakeholder scrutiny and criticism that could lead to reputational harm, which could affect its financial conditions, results of operations and cash flows; The impact of weather-related conditions or events (such as storms, tornadoes, floods, drought, solar or electromagnetic events and wild land and other fires), natural disasters (such as earthquakes, tsunamis, pandemics and other public health events) and other events (such as explosions, fires, accidents, mechanical breakdowns, equipment failures and human errors), as well as acts of terrorism, war, cyber-attacks, vandalism or other attacks that can cause unplanned outages, disrupt service to customers, or damage or disrupt the facilities, operations or information technology and systems owned by

the Company, its customers, or third parties on which the Company relies could subject the Company to third-party liability for property damage or personal injury or result in the imposition of civil, criminal or regulatory penalties or adverse findings, which could materially impact the financial condition of the Company; Although the Company maintains customary insurance coverage for certain of these risks, no assurance can be given that such insurance coverage will be sufficient to compensate the Company in the event losses occur. In light of these risks and uncertainties, the events described in the forward-looking statements might not occur or might occur to a different extent or at a different time than the Company has described.