ECONOMIC ANALYSIS OF THE DOMINION ENERGY AND NEXTERA ENERGY MERGER

ECONOMIC & FISCAL IMPACT ON THE STATE OF VIRGINIA

Prepared for

Virginia Chamber of Commerce

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NOVEMBER 2026

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About Mangum Economics, LLC

Mangum Economics was founded in 2003 and since then, we have become known as a leader in industry analysis, economic impact assessment, policy and program evaluation, and economic and workforce strategy development. The Mangum Team specializes in producing objective and actionable quantitative economic research that our clients use for strategic decision making in a variety of industries and environments. We know that our clients are unique, and that one size does not fit all. As a result, we have a well-earned reputation for tailoring our analyses to meet the specific needs of specific clients, with a specific audience.

Most of our research falls into four general categories:

- **Economic Development and Special Projects:** The Mangum Team has performed hundreds of analyses of proposed economic development projects and existing entities including museums and tourist attractions, hospital systems, industrial development and mixed-use projects, and economic development regions. The Mangum Team has also authored multiple economic development plans and assessed the impacts of international trade and an overseas trade office.
- **Energy:** The Mangum Team has produced analyses of the economic and fiscal impact of over 70 GW of proposed solar, wind, battery energy storage, and hydro projects spanning more than thirty states ranging from 1 MW to over 2 GW in capacity, including small-scale distributed facilities. Among those projects was Dominion Energy's 2.6 GW Coastal Virginia Offshore Wind project off of Virginia Beach. In addition, the Mangum Team has also performed economic and fiscal impact analyses for the natural gas, nuclear, oil, transmission line, and pipeline industries.
- **Advanced Applied Technology:** The Mangum Team specializes in analyzing how advanced technology developments (like data centers, fiber networks, and advanced manufacturing plants) contribute to the state and local economies. We have worked with local governments, trade associations, developers, and operating firms across the country to show how investments in advanced critical infrastructure transform local economies.
- **Policy Analysis:** The Mangum Team has extensive experience in identifying and quantifying the impacts of legislative and regulatory initiatives. We have performed analyses (benefit-cost analysis, return on investment, risk assessment, empirical, and logic modelling) spanning a wide array of policy initiatives, including economic development, labor, tax, food safety and nutrition, consumer products, transportation, e-commerce, consumer data collection, environmental, and gaming.

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Executive Summary

As part of their proposed merger, NextEra Energy and Dominion Energy have publicly made a number of commitments that would directly impact Virginia, including: 1) shareholder-funded bill credits to Virginia customers, 2) increased charitable giving, 3) construction of a new NextEra Energy headquarters tower in Richmond, 4) 600 new NextEra Energy jobs, 5) 400 new supplier jobs in Virginia, and 6) support for workforce development.

Our estimates of the economic and fiscal impact that those commitments would have on Virginia are as follows (all monetary values in 2026 dollars):

Direct Benefits to Virginians

Shareholder-Funded Bill Credits to Virginia Customers

The combined company would provide shareholder-funded bill credits to Virginia customers totaling roughly $1.87 billion paid out to qualified customers for 2 years and residential customers for 4 years. We estimate the year-by-year impact on Virginia from that $1.87 billion in shareholder-funded bill credits would support approximately:

- Year 1
  - 2,949 total jobs (direct, indirect, and induced),
  - $210.7 million in associated wages and benefits,
  - $720.3 million in economic output, and
  - $30.7 million in state and local tax revenue.
- Year 2
  - 2,869 total jobs (direct, indirect, and induced),
  - $204.3 million in associated wages and benefits,
  - $697.7 million in economic output, and
  - $30.1 million in state and local tax revenue.
- Year 3
  - 1,389 total jobs (direct, indirect, and induced),
  - $87.8 million in associated wages and benefits,
  - $282.4 million in economic output, and
  - $19.0 million in state and local tax revenue.
- Year 4
  - 1,389 total jobs (direct, indirect, and induced),
  - $87.8 million in associated wages and benefits,
  - $282.4 million in economic output, and

- $19.0 million in state and local tax revenue.

Increased Charitable Giving in Virginia

The combined company would increase charitable contributions by $7 million annually in Virginia for a total of $35 million disbursed over five years. We estimate the annual impact on Virginia in each of those five years from increased charitable contributions would support approximately:

- 67 total jobs (direct, indirect, and induced),
- $6.0 million in associated wages and benefits,
- $14.3 million in economic output, and
- $0.4 million in state and local tax revenue.

Construction of the New NextEra Headquarters Tower in Richmond

We estimate construction of the NextEra Energy tower would generate a one-time pulse of economic activity in Virginia that would support approximately:

- 4,122 total one-year full-time-equivalent jobs (direct, indirect, and induced),
- $337.1 million in associated wages and benefits,
- $959.2 million in economic output, and
- $30.1 million in state and local tax revenue.

New NextEra Energy Jobs in Virginia

The combined company would bring 600 new NextEra Energy jobs to Virginia. We estimate the on-going annual impact on Virginia from those new NextEra Energy jobs would support approximately:

- 1,293 total jobs (direct, indirect, and induced),
- $154.8 million in associated wages and benefits,
- $332.0 million in economic output, and
- $13.8 million in state and local tax revenue.

New Supplier Jobs in Virginia

The combined company would work with suppliers who would bring 400 new jobs to Virginia. We estimate the on-going annual impact on Virginia from those new supplier jobs would support approximately:

- 755 total jobs (direct, indirect, and induced),
- $71.3 million in associated wages and benefits,
- $205.2 million in economic output, and
- $6.8 million in state and local tax revenue.

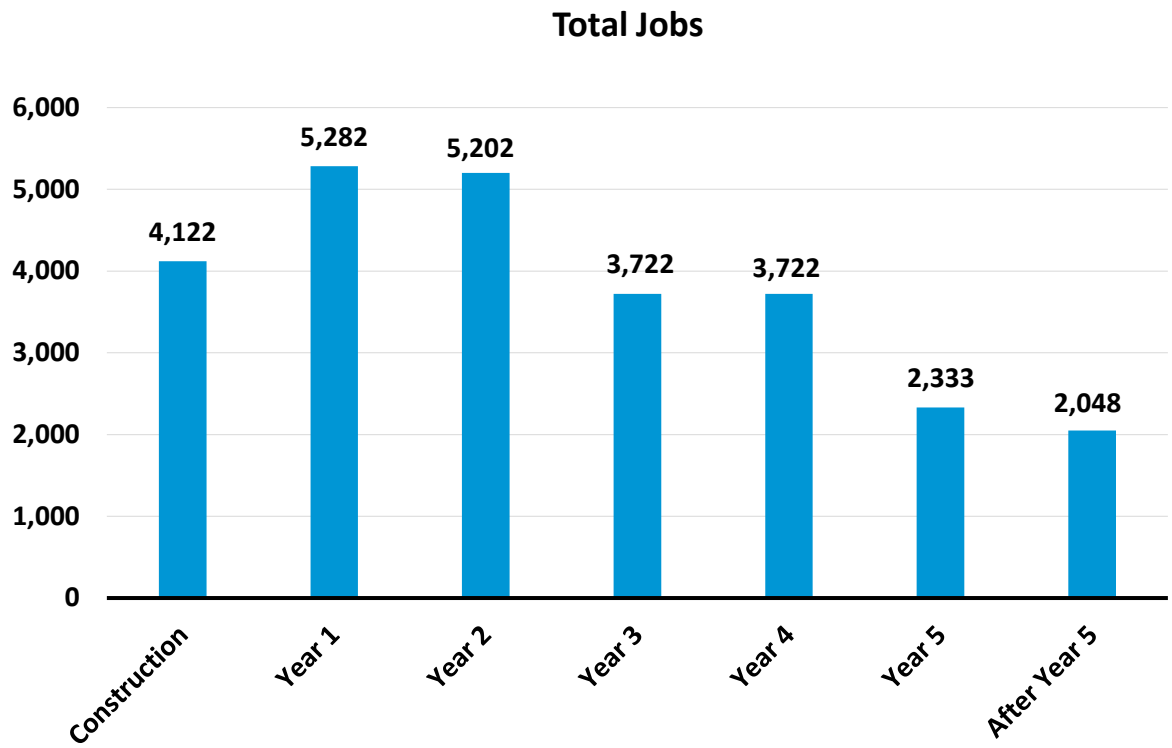
Support for Virginia Workforce Development

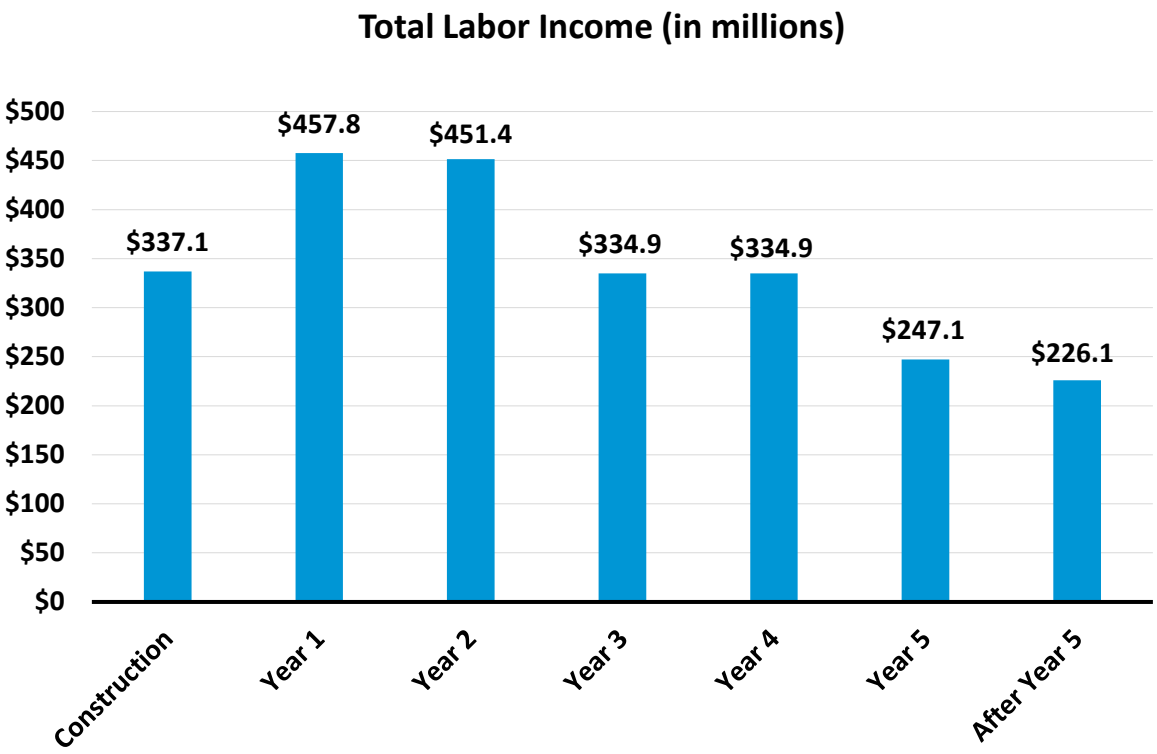
The combined company would create a $100 million workforce development fund, allocated over five years. The fund would provide additional resources to colleges, universities, community colleges, technical schools, trade schools, and union partners to expand career development, apprenticeship programs, and hands-on workforce training.

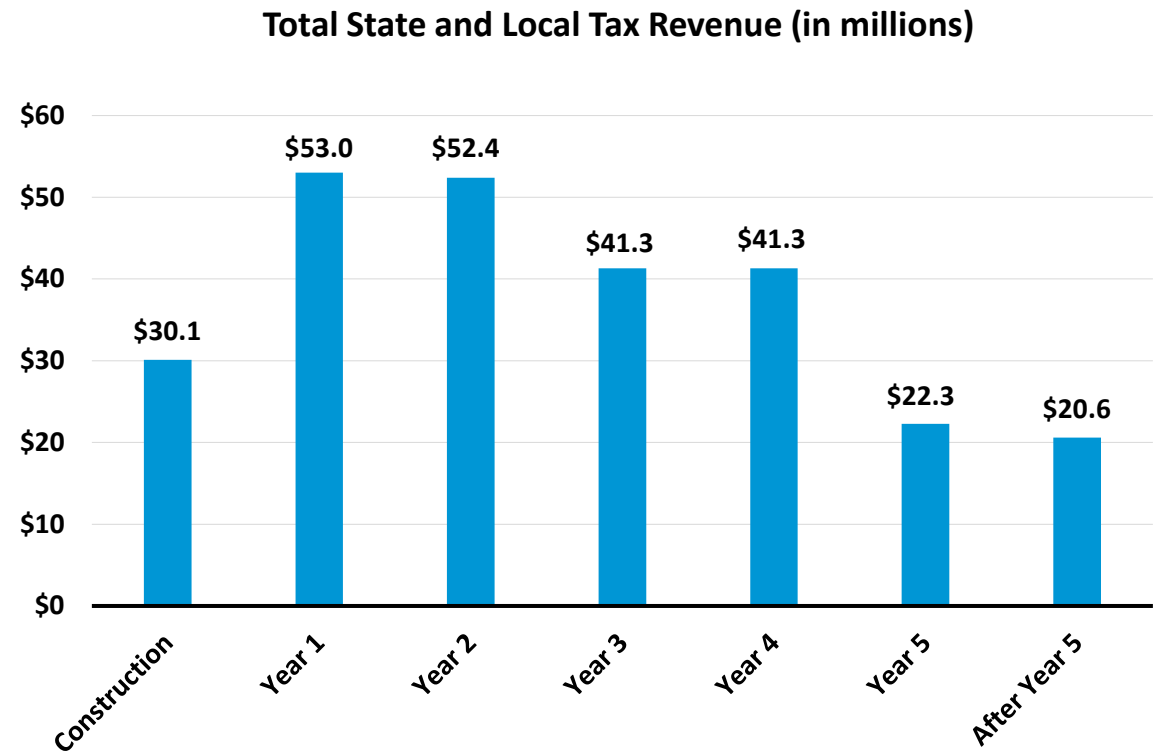
We estimate the annual impact on Virginia in each of those five years from increased funding for workforce development would support approximately:

- 218 total jobs (direct, indirect, and induced),
- $15.0 million in associated wages and benefits,
- $37.1 million in economic output, and
- $1.3 million in state and local tax revenue.

Year-by-Year Summary




Total Labor Income (in millions)
$500
$450
$400
$350
$300
$250
$200
$150
$100
$50
$0
$337.1
$457.8
$451.4
$334.9
$334.9
$247.1
$226.1
Construction
Year 1
Year 2
Year 3
Year 4
Year 5
After Year 5


Total State and Local Tax Revenue (in millions)
$60
$50
$40
$30
$20
$10
$0
$30.1
$53.0
$52.4
$41.3
$41.3
$22.3
$20.6
Construction
Year 1
Year 2
Year 3
Year 4
Year 5
After Year 5

Jobs for Virginians

Dominion Energy has provided employee protection guarantees for 18 months post-close for Dominion Energy employees and the combined company would maintain current employee headcount levels for five years and establish a Virginia Supplier Program (funded at up to $5 billion over five years) to maintain and expand relationships with current Virginia suppliers. In combination these commitments ensure that Dominion Energy will retain its current economic contribution to Virginia, which is significant, and might otherwise be eroded absent this guarantee.

We estimate the on-going annual impact on Virginia from Dominion Energy's current economic footprint in Virginia supports approximately:[1]

- 26,803 total jobs (direct, indirect, and induced),
- $2.7 billion in associated local wages and benefits,
- $6.8 billion in economic output, and
- $524.1 million in state and local tax revenue.

Other Benefits to Virginians

In addition to new job creation and guaranteed job retention, other benefits from the proposed merger, such as the expansion of Dominion Energy's EnergyShare program, shareholder payouts, scale and efficiency benefits, enhanced buildout of renewable energy, and savings through better access to capital funding, although more difficult to quantify, could also provide tangible benefits to Virginia's economy and to Dominion Energy customers.

The estimates provided in this report are based on the best information available and all reasonable care has been taken in assessing the quality of that information. However, because these estimates attempt to foresee the consequences of circumstances that have not yet occurred, it is not possible to be certain that they will be representative of actual events. These estimates are intended to provide a good indication of likely future outcomes and should not be construed to represent a precise measure of those outcomes.

[1] It is important to note that these estimates of economic and fiscal impact are for Dominion Energy's current economic footprint. They do not take into account any increase in the future combined company's purchases of goods and services from Virginia suppliers attributable to the Virginia Supplier Program, which is expected to expand funding to Virginia suppliers by approximately 13 percent. However, this issue may be subject to additional analysis once the details of the program are delineated in the order.

Introduction

This report presents the estimated economic and fiscal impact on Virginia from commitments that are part of the proposed merger between Dominion Energy and NextEra Energy. This study was commissioned by the Virginia Chamber of Commerce.

Background[2]

In May 2026, NextEra Energy announced its intent to effect a merger with Dominion Energy through an all-stock transaction worth approximately $66.8 billion. Under the agreed terms, Dominion Energy shareholders would receive a fixed exchange ratio of 0.8138 shares of NextEra Energy stock for each Dominion Energy share they hold. At close, Dominion Energy investors would control roughly 25.5 percent of the merged company. The merged company would own 110 gigawatts (GW) of generation and serve 10 million utility accounts across Virginia, Florida, North Carolina, and South Carolina. The combined company would be the largest regulated utility business by market capitalization, as well as the largest renewable and energy storage operator in the world.

The merger provides opportunities for potential benefits in the form of efficiency and scale gains, and improved credit ratings. Further, Dominion Energy and NextEra Energy have publicly made the following commitments as part of the merger that would impact Virginia:[3]

- shareholder-funded bill credits to Virginia customers totaling roughly $1.87 billion paid out to qualified customers for 2 years and residential customers for 4 years;
- expansion of the EnergyShare program by $100 million, aiding lower-income customers;
- an increase of $7 million annually in charitable contributions for five years;
- Dominion Energy has provided employee protection guarantees for 18 months post-close for Dominion Energy employees and the combined company would maintain current employee headcount levels for five years;
- 600 new NextEra Energy jobs in Virginia;
- 400 new supplier jobs in Virginia;
- $100 million to directly support workforce development in Virginia;
- construction of a new NextEra Energy office tower in Richmond;
- continued commitment to Virginia suppliers through the Virginia Supplier Program;
- an annual energy summit in Richmond Virginia;

[2] All monetary values are in 2026 dollars.
[3] NextEra Energy, Inc., and Dominion Energy, Inc., "NextEra Energy and Dominion Energy Announce Transformational Virginia Benefits Package That Puts Customers First and Positions the Commonwealth as a Global Energy Leader," news release, September 14, 2026.

- accelerated buildout of Virginia renewables and storage; and
- a one-time cash payment to Dominion Energy shareholders of $360 million.

In the remainder of this report, the *Direct Benefits to Virginians* section first quantifies the potential economic and fiscal impact on Virginia from: 1) the proposed shareholder-funded bill credits to Virginia customers, 2) increased charitable giving, 3) construction of the NextEra Energy headquarters tower in Richmond, 4) new NextEra Energy jobs in Virginia, 5) new supplier jobs in Virginia, and 6) support for Virginia workforce development. Then the *Jobs for Virginians* section provides a summary of the jobs created and retained as a result of the proposed merger. This is followed by the *Other Benefits to Virginians* section that qualitatively addresses potential benefits of the expansion of Dominion Energy's EnergyShare program, shareholder payouts, scale and efficiency benefits, enhanced buildout of renewable energy, an annual energy summit, and savings through better access to capital funding. Finally, the *Conclusion* section provides concluding remarks.

Direct Benefits to Virginians[4]

Method

Economic and Fiscal Impact

To empirically evaluate the likely local economic impact attributable to the potential economic development projects, we employ a regional economic impact model called IMPLAN.[5] The IMPLAN model is one of the most commonly used economic impact simulation models in the U.S. and in Virginia is used by UVA's Weldon Cooper Center, the Virginia Department of Planning and Budget, the Virginia Employment Commission, and other state agencies and research institutes. Like all economic impact models, the IMPLAN model uses economic multipliers to quantify economic impact.

Economic multipliers measure the ripple effects that an expenditure has as it makes its way through the economy. For example, when a potential project located in a community purchases goods and services or pays its workers, thereby generating income for someone else, which is in turn spent, becoming income for yet someone else, and so on, and so on. Through this process, one dollar in expenditures generates multiple dollars of income. The mathematical relationship between the initial expenditure and the total income generated is the economic multiplier.

One of the primary advantages of the IMPLAN model is that it uses regional and national production and trade flow data to construct region-specific and industry-specific economic multipliers, which are then further adjusted to reflect anticipated spending patterns within the specific geographic study area that is being evaluated. The fiscal impacts are calculated by applying the region's average effective tax rates to

[4] All monetary values are in 2026 dollars.
[5] IMPLAN is produced by IMPLAN Group, LLC.

the resulting labor income, business taxes, household income and corporate profits. As a result, the economic and fiscal impact estimates produced by IMPLAN are not generic. They reflect as precisely as possible the economic realities of the specific industry, and the specific study area, being evaluated.

In the analysis that follows, these impact estimates are divided into three categories:

- First round direct impact measures the direct economic contribution of an economic event (e.g., employment, wages paid, goods and services purchased).
- Second round indirect and induced impact measures the economic ripple effects of this direct impact in terms of business to business, and household (employee) to business, transactions.
- Total economic activity is simply the sum of the preceding two.

These categories of impact are then further defined in terms of:

- Employment or the equivalent of one full-time job lasting one year.
- Wages and Benefits associated with those jobs.
- Economic Output or the total amount of economic activity that is created in the economy.
- State and Local Tax Revenue or the tax revenue generated by an economic event's direct, indirect, and induced activity.

Shareholder-Funded Bill Credits to Virginia Customers

The combined company would provide shareholder-funded bill credits to Virginia customers totaling roughly $1.87 billion paid out to qualified customers for 2 years and residential customers for 4 years.[6] The bill credit is meant to provide meaningful bill relief to customers and would support additional economic activity in Virginia during the four years the program is in place.

Economic and Fiscal Impact Assumptions[7]

- The combined company would provide $1.87 billion in shareholder-funded bill credits to Virginia customers. Of this total, $1.15 billion in bill credits go directly to residential consumers, while $198.7 million in non-jurisdictional credits are excluded from the analysis.
- The shareholder-funded bill credits are paid out to qualified customers for 2 years and residential customers for 4 years.
- Monthly residential credits paid over four years are based on $10/MWh and monthly usage.
- Monthly non-residential (GS-1, GS-2, GS-3, GS-4,[8] churches, lighting) credits paid over two years

[6] NextEra Energy, Inc., and Dominion Energy, Inc., "NextEra Energy and Dominion Energy Announce Transformational Virginia Benefits Package That Puts Customers First and Positions the Commonwealth as a Global Energy Leader," news release, September 14, 2026.
[7] All assumptions regarding bill credits are directly pulled from *Baine Supplemental Direct Testimony, Case No. PUR-2026-00112*.
[8] GS and GS-C levels are Dominion Energy Virginia's general-service (non-residential and non-residential choice) rate classes, sorted by size of peak demand: GS-1 is Small General Service (under 30 kW) and GS-2 is Intermediate General Service (30–500 kW). Customers at 500 kW and above fall under GS-3, Large General Service Secondary Voltage, or GS-4, Large General Service Primary Voltage, depending on the voltage at which they take service.

are based on $8.54/MWh and monthly usage in the first year, and $8.10/MWh and monthly usage in the second year.

- Monthly non-residential choice (GS-1C, GS-2C, GS-3C, GS-4C, OLC) credits paid over two years are based on $2.99/MWh and monthly usage in the first year, and $2.84/MWh and monthly usage in the second year.

Economic and Fiscal Impact

As shown in Table 1, in Year 1 we estimate that the bill credit disbursement would directly support approximately: 1) 837 jobs, 2) $67.2 million in wages and benefits, and 3) $267.5 million in economic output in Virginia.

Taking into account second round economic ripple effects, we estimate the total impact on Virginia in Year 1 from that direct economic activity would support approximately: 1) 2,949 jobs, 2) $210.7 million in wages and benefits, 3) $720.3 million in economic output, and 4) $30.7 million in state and local tax revenue.

Table 1: Year 1 Estimated Economic and Fiscal Impact on Virginia from Shareholder-Funded Customer Bill Credits (in millions of dollars)

Economic Impact (Residential)	Employment	Wages and Benefits	Economic Output
1st Round Direct Economic Activity	0	$0.0	$0.0
2nd Round Induced Economic Activity	1,389	$87.8	$282.4
Economic Impact (Non-Residential)	**Employment**	**Wages and Benefits**	**Economic Output**
1st Round Direct Economic Activity	837	$67.2	$267.5
2nd Round Indirect and Induced Economic Activity	723	$55.7	$170.4
Total Economic Activity	**2,949**	**$210.7**	**$720.3**
Fiscal Impact			
State and Local Tax Revenue			**$30.7**

As shown in Table 2, in Year 2 we estimate that the bill credit disbursement would directly support approximately: 1) 794 jobs, 2) $63.7 million in wages and benefits, and 3) $253.7 million in economic output in Virginia.

Taking into account second round economic ripple effects, we estimate the total impact on Virginia in Year 2 from that direct economic activity would support approximately: 1) 2,869 jobs, 2) $204.3 million in wages and benefits, 3) $697.7 million in economic output, and 4) $30.1 million in state and local tax revenue.

Table 2: Year 2 Estimated Economic and Fiscal Impact on Virginia from Shareholder-Funded Customer Bill Credits (in millions of dollars)

Economic Impact (Residential)	Employment	Wages and Benefits	Economic Output
1st Round Direct Economic Activity	0	$0.0	$0.0
2nd Round Induced Economic Activity	1,389	$87.8	$282.4
Economic Impact (Non-Residential)	**Employment**	**Wages and Benefits**	**Economic Output**
1st Round Direct Economic Activity	794	$63.7	$253.7
2nd Round Indirect and Induced Economic Activity	686	$52.8	$161.6
Total Economic Activity	**2,869**	**$204.3**	**$697.7**
Fiscal Impact			
State and Local Tax Revenue			**$30.1**

Table 3 presents the results of the analysis of the bill credit program in Year 3, when credits are applied to residential bills only. Because the disbursement is only to residential households, there are no direct or indirect economic effects, only induced economic effects through customer spending.

As shown in Table 3, we estimate the total impact on Virginia from customer spending in Year 3 would support approximately: 1) 1,389 jobs, 2) $87.8 million in wages and benefits, 3) $282.4 million in economic output, and 4) $19.0 million in state and local tax revenue.

Table 3: Year 3 Estimated Economic and Fiscal Impact on Virginia from Shareholder-Funded Customer Bill Credits (in millions of dollars)

Economic Impact (Residential)	Employment	Wages and Benefits	Economic Output
1st Round Direct Economic Activity	0	$0.0	$0.0
2nd Round Induced Economic Activity	1,389	$87.8	$282.4
Total Economic Activity	**1,389**	**$87.8**	**$282.4**
Fiscal Impact			
State and Local Tax Revenue			**$19.0**

Table 4 presents the results of the analysis of the bill credit program in Year 4, when credits are applied to residential bills only. As in Year 3, because the disbursement is only to residential households there are no direct or indirect economic effects, only induced economic effects through customer spending.

As shown in Table 4, we estimate the total impact on Virginia from customer spending in Year 4 would support approximately: 1) 1,389 jobs, 2) $87.8 million in wages and benefits, 3) $282.4 million in economic output, and 4) $19.0 million in state and local tax revenue.

Table 4: Year 4 Estimated Economic and Fiscal Impact on Virginia from Shareholder-Funded Customer Bill Credits (in millions of dollars)

Economic Impact (Residential)	Employment	Wages and Benefits	Economic Output
1st Round Direct Economic Activity	0	$0.0	$0.0
2nd Round Indirect and Induced Economic Activity	1,389	$87.8	$282.4
Total Economic Activity	**1,389**	**$87.8**	**$282.4**
Fiscal Impact			
State and Local Tax Revenue			**$19.0**

Increased Charitable Giving in Virginia

The combined company would increase charitable contributions in Virginia by $7 million annually for five years. This additional contribution represents a 75 percent increase over the average level of contributions allocated between 2023 and 2025.[9] The increase is meant to provide a boost in funding for Virginia civic and charitable institutions and would support additional economic activity in Virginia during the five years the program would be in place.

Economic and Fiscal Impact Assumptions

- The combined company would increase charitable giving by $35 million over five years, or $7 million annually for five years.
- The money would be disbursed to charities that are tax exempt.

Economic and Fiscal Impact

As shown in Table 5, we estimate the $35 million increase in charitable giving over five years ($7 million annually) would directly support an annual impact of approximately: 1) 32 jobs, 2) $3.4 million in wages and benefits, and 3) $7.0 million in economic output in Virginia in each of the five years.

Taking into account second round economic ripple effects, we estimate the total annual impact on Virginia from that direct economic activity would support approximately: 1) 67 jobs, 2) $6.0 million in wages and benefits, 3) $14.3 million in economic output, and 4) $0.4 million in state and local tax revenue in each of the five years.

[9] Data source: client information. Dominion Energy charitable giving in Virginia has averaged $9.4 million per year over the past three years (2023-2025)

Table 5: Estimated Annual Economic and Fiscal Impact on Virginia of an Increase in Charitable Giving Over Five Years (in millions of dollars)

Economic Impact	Employment	Wages and Benefits	Economic Output
1st Round Direct Economic Activity	32	$3.4	$7.0
2nd Round Indirect and Induced Economic Activity	35	$2.6	$7.3
Total Economic Activity	**67**	**$6.0**	**$14.3**
Fiscal Impact			
State and Local Tax Revenue			**$0.4**

Construction of the New NextEra Energy Headquarters Tower in Richmond

The combined company would construct a new NextEra Energy office tower adjacent to the existing Dominion Energy headquarters in downtown Richmond. The building would accommodate 600 new NextEra Energy employees and provide room for growth as the combined company continues to expand. Construction of the tower would generate a significant pulse of economic activity in Virginia over the course of the project.

Economic and Fiscal Impact Assumptions

- Total construction related investment of $465 million (in 2023 dollars, updated to 2026 dollars for purposes of the analysis), occurring in Richmond, Virginia.[10]
- Actual construction timeline is unknown, but for ease of explication we assume all construction is completed within a 12-month period.

Economic and Fiscal Impact

As shown in Table 6, we estimate construction of the new NextEra Energy headquarters tower in Richmond would provide a one-time pulse of economic activity that would support approximately: 1) 2,523 one-year full-time-equivalent jobs, 2) $213.9 million in wages and benefits, and 3) $561.4 million in economic output in Virginia.

Taking into account second round economic ripple effects and per diem spending of non-local construction workers, we estimate the total one-time impact on Virginia from that direct economic activity would support approximately: 1) 4,122 total one-year full-time-equivalent jobs, 2) $337.1 million in wages and benefits, 3) $959.2 million in economic output, and 4) $30.1 million in state and local tax revenue.

[10] Source: Dominion Energy, Inc., Form 10-K for the fiscal year ended December 31, 2025, filed with the U.S. Securities and Exchange Commission.

Table 6: Estimated Economic and Fiscal Impact on Virginia from Construction of the New NextEra Energy Richmond Headquarters Tower (in millions of dollars)[11,12]

Economic Impact	Employment	Wages and Benefits	Economic Output
1st Round Direct Economic Activity	2,523	$213.9	$561.4
2nd Round Indirect and Induced Economic Activity	1,599	$123.2	$397.8
Total Economic Activity	**4,122**	**$337.1**	**$959.2**
Fiscal Impact			
State and Local Tax Revenue			**$30.1**

New NextEra Energy Jobs in Virginia

As part of the merger, NextEra Energy would expand its workforce in Virginia by 600 jobs, located primarily in the new headquarters tower in Richmond. These jobs would include positions in, but not limited to, renewable energy development and supply chain management, battery storage operations, nuclear and small modular reactor innovation, enterprise technology, and cybersecurity.

Economic and Fiscal Impact Assumptions

- NextEra would bring 600 new jobs to Virginia.
- These new jobs would primarily be located in the new NextEra Energy headquarters in Richmond and would generally consist of management and related positions.

Economic and Fiscal Impact

As shown in Table 7, we estimate the 600 new NextEra Energy jobs would directly support an on-going annual impact of approximately: 1) 600 jobs, 2) $107.1 million in wages and benefits, and 3) $180.2 million in economic output in Virginia.

Taking into account second round economic ripple effects, we estimate the total on-going annual impact on Virginia from that direct economic activity would support approximately: 1) 1,293 jobs, 2) $154.8 million in wages and benefits, 3) $332.0 million in economic output, and 4) $13.8 million in state and local tax revenue.

[11] One construction job equals one person working full-time for one year. Since construction schedules and daily on-site employment vary, the analysis converts these variations into a consistent, 12-month, full-time equivalent job.
[12] Wages and Benefits are included in the Economic Output associated with the project.

Table 7: Estimated On-Going Annual Economic and Fiscal Impact on Virginia from 600 New NextEra Energy Jobs Located in Virginia (in millions of dollars)

Economic Impact	Employment	Wages and Benefits	Economic Output
1st Round Direct Economic Activity	600	$107.1	$180.2
2nd Round Indirect and Induced Economic Activity	693	$47.7	$151.8
Total Economic Activity	**1,293**	**$154.8**	**$332.0**
Fiscal Impact			
State and Local Tax Revenue			**$13.8**

New Supplier Jobs in Virginia

The combined company is committed to expanding the presence in Virginia of national suppliers interested in taking advantage of the new company's larger scale. Dominion Energy and NextEra Energy already have letters of intent from multiple companies that would bring an estimated 400 new jobs to Virginia.[13]

Economic and Fiscal Impact Assumptions

- The combined company would work with suppliers who would bring an estimated 400 new jobs to Virginia.

Economic and Fiscal Impact

As shown in Table 8, we estimate the 400 additional supplier jobs would directly support an on-going annual impact of approximately: 1) 400 jobs, 2) $45.2 million in wages and benefits, and 3) $126.0 million in economic output in Virginia.

Taking into account second round economic ripple effects, we estimate the total on-going annual impact on Virginia from that direct economic activity would support approximately: 1) 755 jobs, 2) $71.3 million in wages and benefits, 3) $205.2 million in economic output, and 4) $6.8 million in state and local tax revenue.

[13] John W. Ketchum, remarks at NextEra Energy, Inc., Third-Quarter 2026 Financial Results Conference Call, webcast, October 21, 2026

Table 8: Estimated On-Going Annual Economic and Fiscal Impact on Virginia from 400 Additional Supplier Jobs Located in Virginia (in millions of dollars)

Economic Impact	Employment	Wages and Benefits	Economic Output
1st Round Direct Economic Activity	400	$45.2	$126.0
2nd Round Indirect and Induced Economic Activity	355	$26.1	$79.2
Total Economic Activity	**755**	**$71.3**	**$205.2**
Fiscal Impact			
State and Local Tax Revenue			**$6.8**

Support for Virginia Workforce Development

The combined company would contribute $100 million, allocated over five years, to support workforce development in Virginia. That investment would fund additional career development, hands-on training and apprenticeships. An independent organization, governed by a board drawn from the Commonwealth's trade schools, colleges, universities, technical colleges and community colleges would operate the workforce development fund for Virginia.

Economic and Fiscal Impact Assumptions

- The combined company would create a $100 million workforce development fund, allocated over five years.
- The fund would allocate resources to colleges, universities, community colleges, technical schools, trade schools, and union partners to expand career development, apprenticeship programs, and hands-on workforce training.

Economic and Fiscal Impact

As shown in Table 9, we estimate the workforce development fund would directly support an annual impact of approximately: 1) 140 direct jobs, 2) $10.0 million in wages and benefits, and 3) $20.0 million in economic output in Virginia in each of the five years.

Taking into account second round economic ripple effects, we estimate the total annual impact on Virginia from that direct economic activity would support approximately: 1) 218 jobs, 2) $15.0 million in wages and benefits, 3) $37.1 million in economic output, and 4) $1.3 million in state and local tax revenue in each of the five years.

Table 9: Estimated Annual Economic and Fiscal Impact on Virginia in Each of Five Years from a $100.0 Million Workforce Development Fund (in millions of dollars)

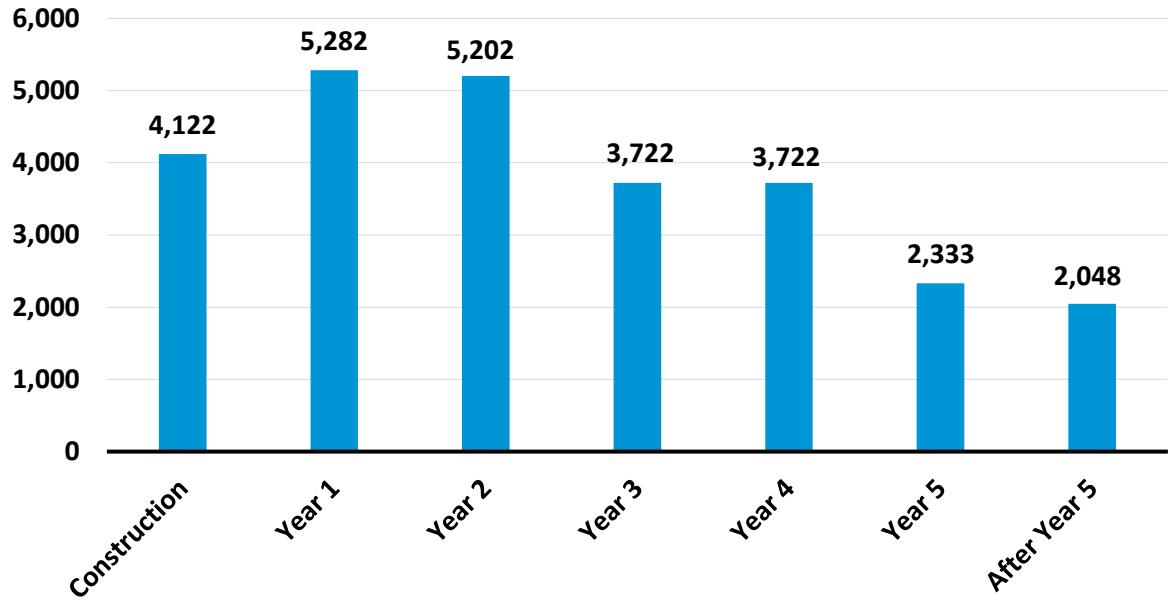
Economic Impact	Employment	Wages and Benefits	Economic Output
1st Round Direct Economic Activity	140	$10.0	$20.0
2nd Round Indirect and Induced Economic Activity	78	$5.0	$17.1
Total Economic Activity	**218**	**$15.0**	**$37.1**
Fiscal Impact			
State and Local Tax Revenue			**$1.3**

Jobs for Virginians

Summary of Additional Jobs Created Through the Merger

The programs and initiatives committed to as part of the merger and evaluated in the previous section would all support new jobs in Virginia, some of which would be temporary and some permanent. The shareholder-funded bill credits, the charitable giving, the construction of the new NextEra Energy headquarters, and the support for workforce development would create direct, indirect, and induced jobs for the duration of the project and programs, while the 600 new NextEra Energy and 400 supplier jobs would add lasting direct, indirect, and induced jobs to the Virginia workforce. The year-by-year breakdown of the combined employment impacts of these programs and initiatives (*i.e.*, direct, indirect, and induced) is summarized in Figure 1 below.

Figure 1: Total Jobs Supported by the Combined Company



Job Protections

Dominion Energy has provided employee protection guarantees for 18 months post-close for Dominion Energy employees and the combined company would maintain current employee headcount levels for five years. In addition, Dominion Energy has committed to establish a Virginia Supplier Program (funded at up to $5 billion over five years) to maintain and expand relationships with current Virginia suppliers. This portion of the section quantifies the first round (direct) and second round (indirect and induced) economic and fiscal impact of these commitments, which might otherwise be eroded, absent this guarantee.

It is important to note that economic and fiscal impacts presented here are not new impacts, but simply the current impact of the Dominion Energy workforce and relationships with Virginia suppliers that the proposed commitments would maintain.

Economic and Fiscal Impact Assumptions

- Dominion Energy currently employs 10,431 people in Virginia.[14]
- Operational spending is taken from Dominion Energy's most recent 10-K filing with the SEC. [15]
- Employment and wage breakdowns are based on data from the U.S. Bureau of Labor Statistics.
- Operational spending breakdown is based in part on data from the U.S. Energy Information Administration (EIA) and PJM Interconnection, LLC.
- The estimated economic and fiscal impacts are not new impacts but rather impacts that would be preserved for at least five years by the proposed job protections.

Economic and Fiscal Impact[16]

As shown in Table 10, we estimate that Dominion Energy's 10,431 employees and purchases of goods and services from Virginia suppliers currently directly support an annual impact of approximately: 1) 10,431 direct jobs, 2) $1.4 billion in wages and benefits, and 3) $2.1 billion in economic output in Virginia.

Taking into account second round economic ripple effects, we estimate the total on-going annual impact on Virginia from that direct economic activity supports approximately: 1) 26,800 jobs, 2) $2.7 billion in wages and benefits, 3) $6.8 billion in economic output, and 4) $524.1 million in state and local tax revenue.

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[14] Source: Client information.

[15] Dominion Energy, Inc., *Form 10-K: Annual Report for the Fiscal Year Ended December 31, 2025* (Washington, DC: U.S. Securities and Exchange Commission, February 23, 2026).

[16] It is important to note that these estimates of economic and fiscal impact are for Dominion Energy's current economic footprint. They do not take into account any increase in the future combined company's purchases of goods and services from Virginia suppliers attributable to the Virginia Supplier Program, which is expected to expand funding to Virginia suppliers by approximately 13 percent. However, this issue may be subject to additional analysis once the details of the program are delineated in the order.

Table 10: Estimated Annual Economic and Fiscal Impact of Current Dominion Employment in Virginia (in millions of dollars)

Economic Impact	Employment	Wages and Benefits	Economic Output
1st Round Direct Economic Activity	10,431	$1,406.6	$2,089.2
2nd Round Indirect and Induced Economic Activity	16,372	$1,321.3	$4,692.8
Total Economic Activity	**26,803**	**$2,727.9**	**$6,782.0**
Fiscal Impact			
State and Local Tax Revenue			**$524.1**

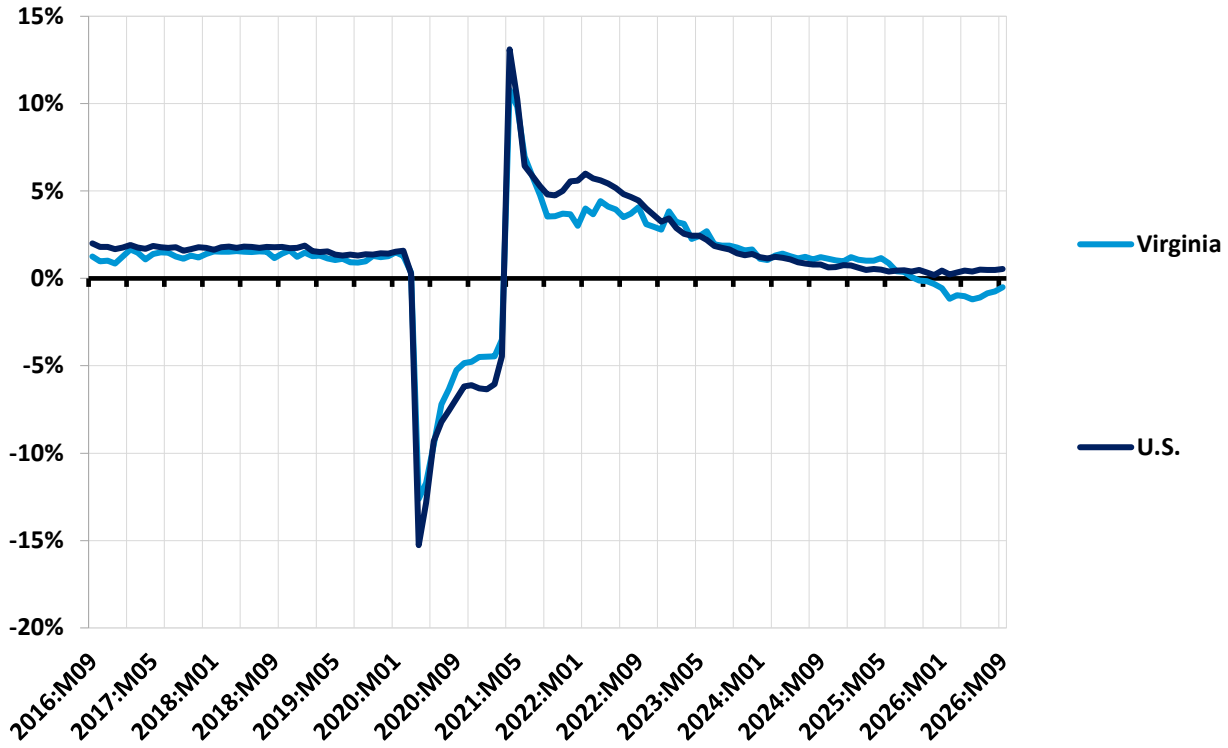
Jobs Numbers in the Context of Virginia's Current Economic Performance

In evaluating the importance of the annual economic and fiscal impact of maintaining Dominion Energy's current employment and relationships with Virginia suppliers shown in Table 10, it is important to keep in mind four things.

First, Virginia has generally been under-performing the national average for some time. Figure 2 depicts the year-over-year change in private sector employment in Virginia over the last ten years. The trough and spike that dominate this graph are attributable to collapse of economic activity during the lockdowns imposed in response to the COVID pandemic and the spike in economic activity that occurred immediately after the lockdowns were lifted.

As these data indicate, except for the lockdowns (March 2020 to March 2021) and a more recent respite (May 2023 to July 2025), Virginia's employment growth generally lagged behind the national norm throughout this period. Moreover, starting in October 2025 the year-over-year change in private sector employment in Virginia went negative and the state has since experienced a cumulative net loss of 18,000 private sector jobs, with the bulk of that loss in the state's high-paying Professional and Business Services sector. These trends are demonstrative of the fact that Virginia can no longer afford to take job retention for granted.

Figure 2: Year-Over-Year Change in Private Sector Employment – September 2016 to September 2026[17]



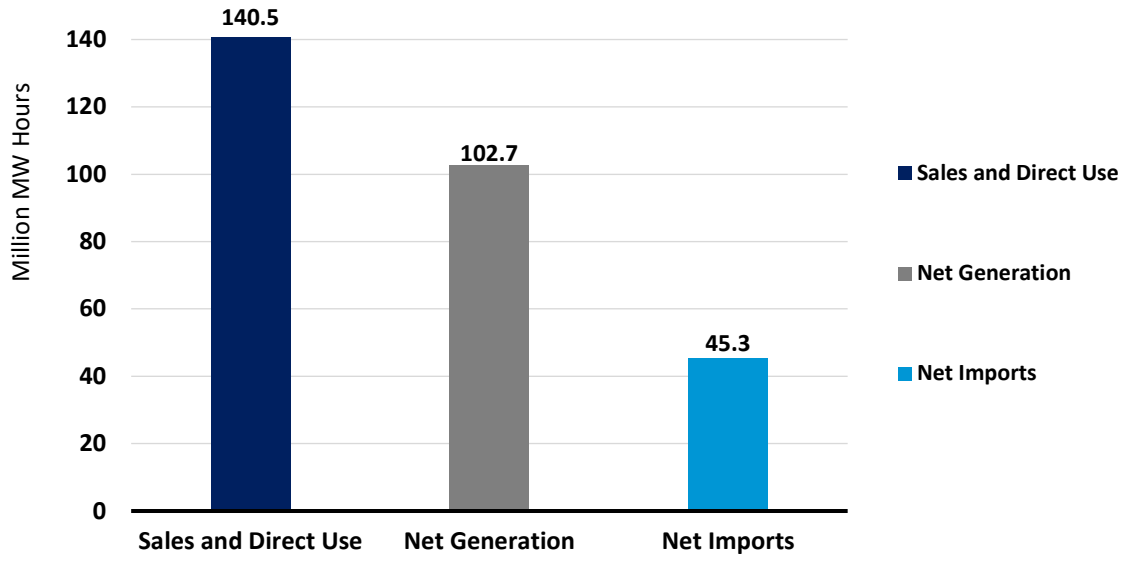
Second, because of Dominion Energy's commitment to maintain its current employment level for five-years and establish a five-year $1 billion Virginia Supplier Program to maintain and expand relationships with current Virginia suppliers, the new job numbers summarized in Figure 1 from programs and initiatives committed to by Dominion Energy and NextEra Energy as part of their merger – should be seen as a net gain. In other words, they would not be offset by job losses at Dominion Energy or among current Virginia suppliers to Dominion Energy.

Third, the magnitude of the employment numbers involved is substantial. Only taking into account the total on-going annual job impact from the permanent new NextEra Energy and supplier jobs shown in Tables 7 and 8 (*i.e.*, 2,048 jobs), and Dominion Energy's retained employment impact as shown in Table 10 (*i.e.*, 26,803 jobs), the combined company's total new and retained jobs in Virginia could be nearly 29,000. Given Virginia's current economic climate as detailed above, this creation of new jobs, as well as the protection of existing ones, are an important benefit of the merger agreement.

[17] Data Source: U.S. Bureau of Labor Statistics.

Fourth, it is important to realize that Virginia already imports more electricity than any state other than California, which means the economic benefits associated with producing that electricity go to other states, not Virginia. As shown in Figure 3, in 2024 electricity sales and direct use in Virginia totaled 140.5 million megawatt hours. However, only 73 percent of that demand was met by in-state sources. As a result, Virginia imported the remaining electricity it consumed from producers in other states. As with all imports, the associated jobs, wages, and economic output created by that production went to the exporting states. To the extent that the proposed merger between Dominion Energy and NextEra Energy better equips Virginia to meet its future demand for electricity, that means the jobs associated with that additional generation capacity would be Virginia jobs, not out-of-state jobs.

Figure 3: Demand and Supply of Electricity in Virginia in 2024
(in millions of megawatt-hours)[18]



[18] Data Source: U.S. Energy Information Administration. "Net Imports" also takes into account losses during transmission. As a result, it does not directly equal the residual of "Total Net Generation" minus "Total Retail Sales and Direct Use."

Other Benefits to Virginians[19]

Besides the direct benefits to Virginians from the proposed shareholder-funded bill credits to Virginia customers, increased charitable giving, construction of the NextEra Energy headquarters tower in Richmond, new NextEra Energy jobs in Virginia, new supplier jobs in Virginia, support for Virginia workforce development, and the promised job protections, Virginians could experience benefits through other agreements made as part of the proposed merger. In this part of the report, we qualitatively evaluate the proposed expansion of 1) the EnergyShare program, 2) shareholder payouts, 3) scale and efficiency benefits, 4) enhanced buildout of renewable energy, 5) the annual energy summit, and 6) savings through better access to capital funding.

Expansion of the EnergyShare Program in Virginia

EnergyShare is Dominion Energy's customer assistance program. The program provides assistance to customers facing financial hardship, in the form of assistance toward their power bills. The program provides winter and summer bill assistance but also covers weatherization and energy efficiency upgrades. Qualifying hardships for the bill assistance include, but are not limited to, unexpected medical bills, work-related transportation costs, rising childcare costs, or temporary interruptions in pay.[20] Qualification is need-based rather than income-based and the program aims to assist a wider population than typically qualifies for federal programs, including veterans and individuals with disabilities.

In the past decade, the program has provided bill payment assistance to more than 171,300 individuals and families, including 12,400 military veterans and 12,200 individuals living with disabilities. Further, more than 24,500 homes have received no-cost energy efficiency upgrades through the weatherization program.[21]

Under the terms of Virginia Code § 56-585.1:2, Dominion Energy is bound to commit between $156 million and $204 million to fund the program for energy assistance and weatherization for low-income, elderly and disabled individuals in Virginia between 2026 and 2038. In accordance with commitments made as part of the proposed merger between Dominion Energy and NextEra Energy, the combined company would commit an additional $100 million to the program, an increase of roughly 50 to 64 percent over statutory funding levels.

EnergyShare provides benefits that potentially extend beyond the dollar value of assistance provided. Households unable to pay energy bills commonly turn to coping strategies that carry financial and physical risk, including accruing debt, forgoing food and medical care, and heating homes with space heaters, ovens, or other unsafe sources. More than half of low-income U.S. households use one of these strategies, while comparatively few seek government assistance despite it being among the least risky

[19] All monetary values are in 2026 dollars.
[20] Dominion Energy, *EnergyShare Annual Report 2023–2024*, Report Document 334 (Richmond: Virginia General Assembly, 2024).
[21] Ibid.

options. EnergyShare's pairing of bill assistance with weatherization also targets a root cause, since deficient housing conditions are among the strongest predictors of risky coping behavior.[22]

Federal assistance alone reaches only about one-fifth of eligible households and is often provided on an annual basis.[23] EnergyShare's year-round availability across both heating and cooling seasons, and its need-based rather than income-based eligibility, make it a critical program, extending support to Virginians that federal programs may not reach. The combined company's $100 million increase in funding for the program signals a strong commitment to the health and welfare of Virginians facing hardship.

Shareholder Payouts

The merger agreement includes a one-time cash payment of $360 million in total to Dominion Energy shareholders. The payment would be made at closing and split evenly across all outstanding Dominion Energy common shares. Based on roughly 880 million shares outstanding in July 2026, that comes out to about $0.41 per share.[24] The exact figure will depend on the share count at closing. The cash comes on top of the stock that Dominion Energy shareholders will receive in the transaction, and unlike the stock exchange, it is taxable to the shareholders who receive it.

Dominion Energy's shareholders are a broad mix of investors. Most shares are held by institutional investors, such as mutual funds, pension funds, and other asset managers that invest on behalf of individuals and retirement savers across the country. The rest are held directly by individual investors. Because ownership is spread nationally and internationally, most of the $360 million will go to shareholders outside Virginia.

Some Dominion Energy shareholders do live in Virginia, either holding shares directly or through retirement savings and investment funds. To the degree that shareholders are located in Virginia, this payment would benefit Virginia households, adding to their income and supporting spending in the Commonwealth.

Scale and Efficiency Benefits

The proposed combination would create a larger utility organization, and increased scale can produce operating efficiencies. Efficiencies of this kind require integration and would accumulate gradually rather than at closing. Their magnitude depends on company-specific operating and procurement information.

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[22] Sanya Carley et al., "Behavioral and Financial Coping Strategies among Energy-Insecure Households," *Proceedings of the National Academy of Sciences* 119, no. 36 (2022): e2205356119.
[23] J. A. Adams et al., "Utility Assistance and Pricing Structures for Energy Impoverished Households: A Review of the Literature," *The Electricity Journal* 37, no. 2 (2024): 107368.
[24] Dominion Energy, Inc., Form 10-Q for the quarterly period ended June 30, 2026, filed with the U.S. Securities and Exchange Commission on July 31, 2026 (shares of common stock outstanding as of July 24, 2026).

Utilities purchase equipment, materials, and contracted services in substantial volumes, and suppliers generally extend more favorable terms to buyers with larger and more predictable order requirements. The combined company would consolidate purchasing across a broader asset base, which could improve terms on supply agreements and support more reliable access to equipment in periods of constrained availability.

Utilities develop specialized operating and maintenance practices for particular classes of facilities, and applying established practices to additional assets can improve availability and reduce maintenance requirements over time. The combined company would operate a larger and more varied generation fleet, creating opportunities to extend proven practices across a wider set of facilities.

The companies reference NextEra Energy's operating record at its Florida utility subsidiary as evidence of what scale advantages can produce. NextEra Energy reports that since 2006, Florida Power & Light has increased customer accounts by more than 36 percent and generation capacity by more than 60 percent while improving reliability by more than 40 percent and reducing typical bills by 20 percent in real terms.[25] The utility's non-fuel operations and maintenance expense, typical residential bills, and reliability performance each compare favorably to national averages.[26] Florida Power & Light has separately reported that its non-fuel operations and maintenance costs per customer are the lowest among peer utilities, which the company estimates saves customers approximately $2.9 billion annually relative to an average-performing utility.[27] The companies state that these same scale advantages and operating efficiencies are among the long-term benefits the combination would bring to Virginia, while Dominion Energy Virginia would remain locally led, separately regulated, and accountable to the State Corporation Commission.

These long-term customer benefits are grounded by NextEra Energy's operating track record and scale advantages that have translated into lower costs and potentially into savings for customers over time. The ability to buy, build, operate and finance more efficiently could help drive affordability over the long term.

Enhanced Buildout of Renewable Energy

Virginia has adopted statutory requirements for renewable energy and energy storage that will require substantial new development over the next two decades. The pace and cost of that development depend on access to equipment, construction capacity, financing, and regulatory approvals.

[25] NextEra Energy, Inc. and Dominion Energy, Inc., "NextEra Energy and Dominion Energy announce transformational Virginia benefits package that puts customers first and positions the Commonwealth as a global energy leader," news release, September 14, 2026.
[26] NextEra Energy, Inc. and Dominion Energy, Inc., "NextEra Energy and Dominion Energy announce transformational Virginia benefits package that puts customers first and positions the Commonwealth as a global energy leader," news release, September 14, 2026.
[27] Florida Power & Light Company, "FPL files details of new rate plan designed to power growing state," February 28, 2025.

The Virginia Clean Economy Act of 2020 established a renewable portfolio standard that rises to 100 percent for Dominion Energy Virginia by 2045 and requires Dominion Energy to seek approval for 16,100 megawatts (MW) of solar and onshore wind and up to 5,200 MW of offshore wind by 2035.[28] The new administration has taken action and identified steps to extend that framework. Virginia resumed participation in the Regional Greenhouse Gas Initiative, and the General Assembly raised the amount of short-duration energy storage Dominion Energy must seek approval for to 16,000 MW by 2045.[29] The Spanberger administration's 2026 Virginia Energy Plan identifies multiple pathways to a net-zero power sector by 2050.[30]

NextEra Energy develops and operates renewable generation and battery storage across the country. Its subsidiary NextEra Energy Resources reports ownership interests in more than 22 gigawatts (GW) of wind, 10 GW of solar and 5 GW of battery storage capacity, along with a development backlog of approximately 35 GW. Florida Power & Light, NextEra Energy's Florida utility, owns and operates nearly 8 GW of solar.[31] The company describes itself as a world leader in renewables and battery storage.[32]

Renewable and storage projects are capital-intensive and depend on reliable access to solar panels, batteries, transformers and construction contractors. The combined company, with scale and efficiency advantages, better credit and purchasing power, combined supply chains, Dominion Energy's experience in Virginia, and NextEra Energy's proven experience and track record in renewable energy development, could be positioned to develop renewable and storage resources more quickly in support of the Commonwealth's goals.

Annual Energy Summit

One of the public commitments that Dominion Energy and NextEra Energy have made in connection with the merger is to convene an annual energy summit in Richmond, Virginia. The expectation is that summit would eventually reach a scale similar to CERAWeek in Houston, Texas. In 2026, CERAWeek brought roughly 2,470 firms, 2,200 top energy company executives and 588 government officials to Houston. Rough estimates indicate that approximately 10,000 to 11,000 people attended that conference.[33]

It is likely that an annual energy summit in Richmond would take time to grow into the scale of CERAWeek. However, if we assume it were initially even half the size of CERAWeek (*e.g.*, a 3-day conference with roughly 5,000 attendees), based on published reports of the economic impact of

[28] Code of Virginia § 56-585.5.
[29] 2026 Va. Acts chs. 694 and 920; Regional Greenhouse Gas Initiative, Inc., Auction 73 news release, September 11, 2026.
[30] Virginia Department of Energy, *2026 Virginia Energy Plan*, October 2026, pp. 105, 114.
[31] NextEra Energy, Inc., Form 10-K for the fiscal year ended December 31, 2025, filed with the U.S. Securities and Exchange Commission (capacity as of December 31, 2025); NextEra Energy, Inc., second-quarter 2026 earnings release, July 24, 2026 (backlog as of July 24, 2026).
[32] NextEra Energy, Inc., "September 2026 Investor Presentation," September 2026.
[33] "New NextEra Bid for Dominion Boosts Credits, Adds RVA Jobs," *Richmond Times-Dispatch*, September, 2026

CERAWeek, a conference of that size could potentially support $20 million to $30 million in annual economic impact on Virginia (inclusive of direct, indirect, and induced effects).[34]

Savings Through Better Access to Capital Funding

Virginia's electric system faces substantial capital requirements over the coming decade, driven by load growth, generation development, and transmission investment. The capacity to finance that investment efficiently could produce benefits.

Credit rating agencies evaluate utility holding companies on the size, diversity, and stability of their cash flows. A larger company operating across multiple states and business lines is generally less exposed to any single regulatory outcome, weather event, or regional economic shift than a smaller, more concentrated one. The diversification tends to support a stronger credit profile, which affects financing in two ways.

The first is capacity. A stronger credit profile allows a company to carry more debt while remaining within the thresholds rating agencies associate with its rating. Each of the three major rating agencies has indicated that it expects to relax its downgrade threshold for the combined company upon closing.[35] Because interest expense is deductible for tax purposes while dividends are not, debt financing carries a tax advantage.[36]

The second is the cost of borrowing. An improved credit profile at the utility level would allow new debt to be issued on more favorable terms. Borrowing costs are a significant element of the overall cost of providing electric service, particularly during a period of sustained capital investment, and more favorable financing terms support affordability over time. The effect develops gradually, as existing debt matures and is refinanced at lower rates. Because financing costs are ultimately reflected in customer rates, cheaper financing of the utility's capital investment could, over time, allow Virginia customers to pay lower rates than they would otherwise.

The magnitude of the impact of better access to capital funding depends on rating agency determinations, the timing of future debt issuance, and prevailing conditions in the credit markets.

[34] Rough estimates are based on general research on similarly sized conferences.
[35] Moody's Ratings, *Rating Action: Moody's Ratings affirms NextEra Energy's ratings following announced merger with Dominion Energy*, May 18, 2026; S&P Global Ratings, *Research Update: NextEra Energy Inc., Subsidiaries Ratings Affirmed On Announced Merger With Dominion Energy; Outlook Stable*, May 18, 2026; Fitch Ratings, *Fitch Affirms NextEra's Ratings; Outlook Stable; Places Dominion on Positive Watch*, May 18, 2026.
[36] Franco Modigliani and Merton H. Miller, "Corporate Income Taxes and the Cost of Capital: A Correction," *American Economic Review* 53, no. 3 (1963): 433-443; John R. Graham, "How Big Are the Tax Benefits of Debt?" *Journal of Finance* 55, no. 5 (2000): 1901-1941.

Conclusion

As part of their proposed merger, NextEra Energy and Dominion Energy have publicly made a number of commitments that would directly affect Virginia, including: 1) shareholder-funded bill credits to Virginia customers, 2) increased charitable giving, 3) construction of a new NextEra Energy headquarters tower in Richmond, 4) 600 new NextEra Energy jobs, 5) 400 new supplier jobs, 6) support for workforce development, 7) maintaining Dominion Energy's current headcount employment for five years, and 8) establishing a Virginia Supplier Program (funded at up to $5 billion over five years) to maintain and expand relationships with current Virginia suppliers.

In this report we have provided estimates of the economic and fiscal impact that those commitments would have on Virginia. What that analysis has shown is that, only taking into account the total on-going annual job impact from the permanent new NextEra Energy and supplier jobs (*i.e.*, 2,048 jobs) and Dominion Energy's total retained employment impact (*i.e.*, 26,803 jobs), the combined company's total new and retained jobs in Virginia could be nearly 29,000. Moreover, it is important to realize that this new job creation and guaranteed job retention comes at a time when Virginia has generally been under-performing the national average for employment growth for some time. Moreover, since October of 2025 Virginia has actually experienced a cumulative net loss of 18,000 private sector jobs, with the bulk of that loss in the state's high-paying Professional and Business Services sector.

Finally, our analysis has shown that, in addition to new job creation and guaranteed job retention, other benefits from the proposed merger, such as expansion of Dominion Energy's EnergyShare program, shareholder payouts, scale and efficiency benefits, enhanced buildout of renewable energy, and savings through better access to capital funding, although more difficult to quantify, could provide tangible benefits to Virginia's economy and to Dominion Energy customers.

The estimates provided in this report are based on the best information available and all reasonable care has been taken in assessing the quality of that information. However, because these estimates attempt to foresee the consequences of circumstances that have not yet occurred, it is not possible to be certain that they will be representative of actual events. These estimates are intended to provide a good indication of likely future outcomes and should not be construed to represent a precise measure of those outcomes.