



ESG Investor Update

December 2024



OUR VISION IS TO BE A
PREMIER, INNOVATIVE & TRUSTED
ENERGY PARTNER



Legal Disclaimer

Forward-Looking Statements

This presentation contains "forward-looking statements," within the meaning of Section 27A of the Securities Act of 1933, as amended (the "Securities Act"), and Section 21E of the Securities Exchange Act of 1934, as amended (the "Exchange Act"). Investors and prospective investors should understand that many factors govern whether any forward-looking statement contained herein will be or can be realized. Any one of those factors could cause actual results to differ materially from those projected. Forward-looking statements in this presentation include, but are not limited to, statements regarding our financial guidance; plans, strategies, objectives, expected performance, expenditures, recovery of expenditures through rates, stated on either a consolidated or segment basis; and any and all underlying assumptions and other statements that are other than statements of historical fact. Expressions of future goals and expectations and similar expressions, including "may," "will," "should," "could," "would," "aims," "seeks," "expects," "plans," "anticipates," "intends," "believes," "estimates," "predicts," "potential," "targets," "forecast," and "continue," reflecting something other than historical fact are intended to identify forward-looking statements. All forward-looking statements are based on assumptions that management believes to be reasonable; however, there can be no assurance that actual results will not differ materially.

Factors that could cause actual results to differ materially from the projections, forecasts, estimates and expectations discussed in this Press Release include, among other things: our ability to execute our business plan or growth strategy, including utility infrastructure investments, or business opportunities, such as data center development and related generation sources and transmission capabilities to meet potential load growth; potential incidents and other operating risks associated with our business; our ability to work successfully with our third-party investors; our ability to adapt to, and manage costs related to, advances in technology, including alternative energy sources and changes in laws and regulations; our increased dependency on technology; impacts related to our aging infrastructure; our ability to obtain sufficient insurance coverage and whether such coverage will protect us against significant losses; the success of our electric generation strategy; construction risks and supply risks; fluctuations in demand from residential and commercial customers; fluctuations in the price of energy commodities and related transportation costs or an inability to obtain an adequate, reliable and cost-effective fuel supply to meet customer demand; our ability to attract, retain or re-skill a qualified, diverse workforce and maintain good labor relations; our ability to manage new initiatives and organizational changes; the actions of activist stockholders; the performance and quality of third-party suppliers and service providers; potential cybersecurity attacks or security breaches; increased requirements and costs related to cybersecurity; any damage to our reputation; the impacts of natural disasters, potential terrorist attacks or other catastrophic events; the physical impacts of climate change and the transition to a lower carbon future; our ability to manage the financial and operational risks related to achieving our carbon emission reduction goals, including our Net Zero Goal, including any future associated impact from business opportunities such as data center development as those opportunities evolve; our debt obligations; any changes to our credit rating or the credit rating of certain of our subsidiaries; adverse economic and capital market conditions, including increases in inflation or interest rates, recession, or changes in investor sentiment; economic regulation and the impact of regulatory rate reviews; our ability to obtain expected financial or regulatory outcomes; economic conditions in certain industries; the reliability of customers and suppliers to fulfill their payment and contractual obligations; the ability of our subsidiaries to generate cash; pension funding obligations; potential impairments of goodwill; the outcome of legal and regulatory proceedings, investigations, incidents, claims and litigation; compliance with changes in, or new interpretations of applicable laws, regulations and tariffs; the cost of compliance with environmental laws and regulations and the costs of associated liabilities; changes in tax laws or the interpretation thereof; and other matters set forth in Item 1, "Business," Item 1A, "Risk Factors" and Part II, Item 7, "Management's Discussion and Analysis of Financial Condition and Results of Operations," of our Annual Report on Form 10-K for the fiscal year ended December 31, 2023 and matters set forth in our Quarterly Reports on Form 10-Q for the quarters ended March 31, 2024, June 30, 2024, and September 30, 2024 some of which risks are beyond our control. In addition, the relative contributions to profitability by each business segment, and the assumptions underlying the forward-looking statements relating thereto, may change over time. All forward-looking statements are expressly qualified in their entirety by the foregoing cautionary statements. We undertake no obligation to, and expressly disclaim any such obligation to, update or revise any forward-looking statements to reflect changed assumptions, the occurrence of anticipated or unanticipated events or changes to the future results over time or otherwise, except as required by law.

Non-GAAP Disclosure Statement

Beginning with the first quarter of 2024, NiSource Inc. changed its disclosure of non-GAAP results and guidance for net operating earnings available to common shareholders to adjusted net income available to common shareholders and for net operating EPS to adjusted EPS to better align with the presentation used by many companies to report their non-GAAP results. The change reflects a name change only and the calculations of each of these non-GAAP metrics remains consistent with the historical calculations.

This presentation includes financial results and guidance for NiSource with respect to adjusted net income available to common shareholders and adjusted EPS, which are non-GAAP financial measures as defined by the SEC. The company includes these measures because management believes they permit investors to view the company's performance using the same tools that management uses and to better evaluate the company's ongoing business performance. With respect to guidance on adjusted EPS, NiSource reminds investors that it does not provide a GAAP equivalent of its guidance on adjusted net income available to common shareholders due to the impact of unpredictable factors such as fluctuations in weather, impact of asset sales and impairments and other unusual or infrequent items included in the comparable GAAP measures. The company is not able to estimate the impact of such factors on the comparable GAAP measures and, as such, is not providing guidance on a GAAP basis. In addition, the company is not able to provide a reconciliation of its non-GAAP adjusted EPS guidance to the comparable GAAP equivalents without unreasonable efforts.

Segment Reporting

Beginning with the period ended March 31, 2024 our operations are now evaluated through two primary reportable segments, Columbia Operations and NIPSCO Operations rather than Gas Distribution Operations and Electric Operations. Prior period amounts have been reclassified to conform to the current year presentation

Delivering a Best-In-Class ESG Plan

Environmental

- 50% reduction in scope 1 greenhouse gas emissions (“GHG”) by 2025 is an industry-leading interim target
- Retiring all 2,105 MW of coal generation by 2028
- Installing 3,350 MW of renewable generation (PPA and BTA) from 2020 to 2027
- Investing over \$4B cumulatively across NIPSCO-owned renewables and energy storage projects
- 48% reduction already achieved as of YE23: 2025 goal on-track
- Retired 216 miles of priority pipe and installed 342 miles of replacement pipe in 2023
- Surveyed 27k miles or more than 50% of NiSource’s total distribution lines in 2023

Social

- Board of directors comprised of 33% women and 33% diverse directors
- Executive leadership comprised of 43% women and 57% diverse executives
- 32% of external hires were racially or ethnically diverse and 49% were female
- Introduced “25 by 25” in 2022, creating a goal targeting 25% diverse supplier spend by YE2025
- Short term incentive compensation added 10% weighting to operational excellence & safety from 2020 to 2023
- Overall NiSource average annual residential customer bill projected change less than 5%, 2023-2029

Governance

- 73-86% of total executive compensation is at risk
- Non-GAAP adjusted EPS and relative stock price performance are key long-term compensation metrics

Leading Peers in Greenhouse Gas Emissions Reductions

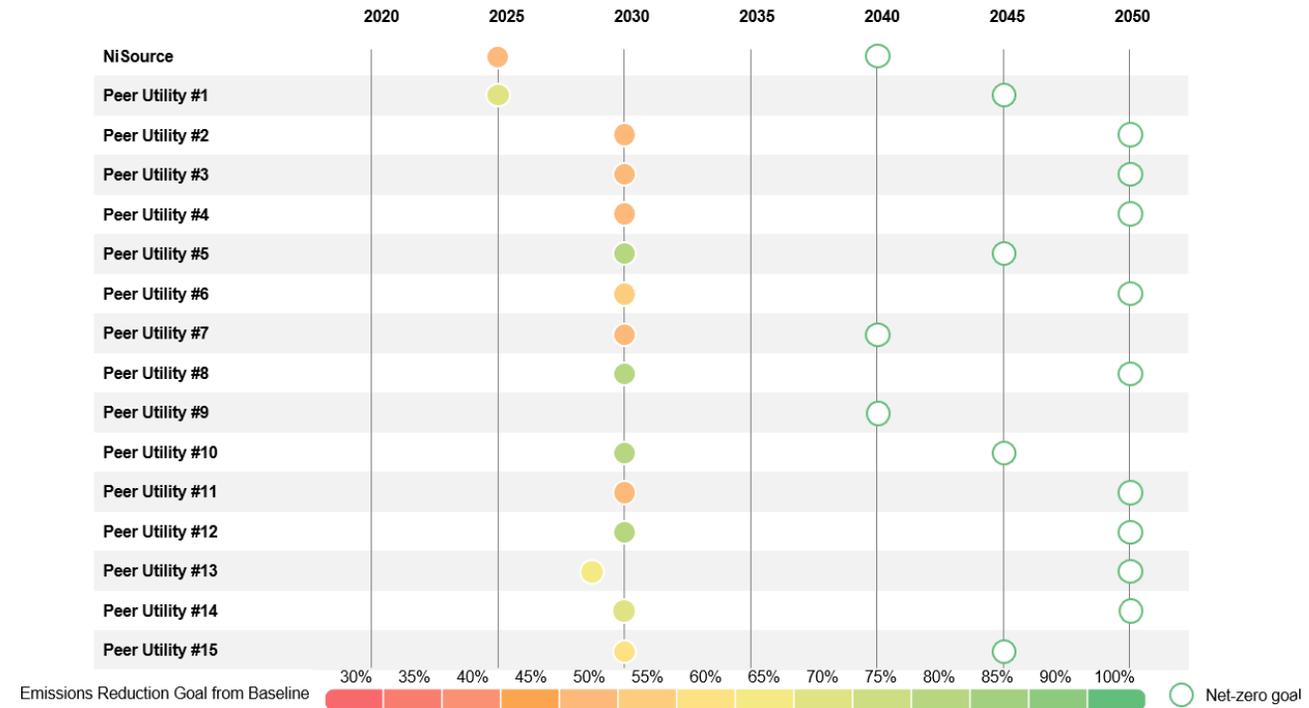
Industry Leader in GHG Reductions

Generation Transition Exceeds Pace and Magnitude of MISO Market and Large Capitalization Peers

- 50% reduction in scope 1 greenhouse gas emissions (“GHG”) by 2025 is an industry-leading interim target
- Interim target already achieved with 72% reduction at YE 2023
- Net Zero Scope 1 & 2 by 2040 goal is among fastest in large capitalization peer group

Long-term incentive compensation has included GHG reduction since 2018

Peer Decarbonization Timeline



Source: Individual Company Disclosures

Pursuing an Actionable Pathway to Net Zero

- Retiring all 2,105 MW of coal generation by 2028
- Installing 3,350 MW of renewable generation (PPA and BTA) from 2020 to 2027
- Investing over \$4B cumulatively across NIPSCO-owned renewables and energy storage projects
- Our states have multiple technological levers to reduce emissions
 - RNG facilities operate in northern Indiana and Ohio
 - MachH2 hydrogen hub located in Indiana and other Midwest states
 - ARCH2 hydrogen hub located in Ohio, West Virginia and Pennsylvania
 - Favorable CO2 geological storage capacity for development of carbon capture and storage projects
- Expanding deployment of Advanced Mobile Leak Detection (AMLDD) and targeted repair
- Continuing pipeline modernization programs
- Retiring and replacing 100% of priority pipe

Efficiently Decarbonizing the Gas System

On-Track to Achieve 50% Reduction in Fugitive Methane from Mains and Services Target by 2025

- 48% reduction already achieved as of YE23: 2025 goal on-track
- Retired 216 miles of priority pipe and installed 342 miles of replacement pipe in 2023
- Invested \$1.1 billion in 2023 to modernize and replace aging infrastructure, enhancing safety and reliability and enabling future alternative fuel compatibility
- 4 of 6 NiSource state gas systems have retired their last remaining sections of cast iron pipe

Advanced Mobile Leak Detection is Highly Effective

- Currently deploying advanced leak detection and repair in 5 of 6 states with Picarro vehicles
- Surveyed 27k miles or more than 50% of NiSource's total distribution lines in 2023
- Quantification of emissions allows prioritization of repairs by intensity
- Field resources pinpoint leak indications, enabling application of risk-based replacement strategy
- Accelerating the reduction in both traditionally defined asset risk as well as climate risk from fugitive methane

Advancing Energy-Fuel Diversity

Expanding RNG Ecosystem Supports Long-Term Gas Distribution System Value

- **Exploring a fully regulated RNG business model that leverages Virginia’s 2022 Energy Innovation Act**
 - Increases customer access to low/zero-carbon fuels
 - Displaces use of geologic natural gas and captures methane emissions
 - Offers shareholders a rate base “steel for fuel” investment
 - Benefits local communities through job creation and plentiful access to RNG
 - Provides other local economic benefits including supporting municipality tax bases
- **Socializing adoption of similar regulatory constructs in other NiSource states**
 - Well-positioned to provide necessary feedstock: over 300 undeveloped RNG production sites within our gas distribution service areas
- **Continuing to add interconnections with RNG production facilities**
 - Interconnection of 5 RNG producers across Indiana and Ohio transporting ~5 MMDTH RNG/year
 - Working with over 10 RNG additional producers on potential interconnections
 - In 2024 RNG activity expanded to all NiSource states
- **Offering voluntary green tariffs to customers since 2023**
 - Virginia and Indiana customers may now voluntarily elect to offset their emissions
 - Over 500 residential and commercial customers enrolled through November 2024

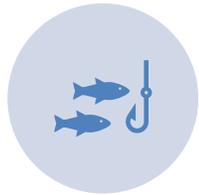
Advancing Energy-Fuel Diversity

Exploring Hydrogen Decarbonization Potential

- **Recently awarded DOE hydrogen grants further supplement long-term gas infrastructure value**
 - Two hydrogen hubs residing in our regions were awarded nearly \$2B in federal grants collectively
 - MachH2 hub explores hydrogen fuel complementary use cases for vertically integrated electric and gas combination utilities for NIPSCO
 - ARCH2 hub explores options for producers and distribution companies to transport and blend hydrogen in Ohio, Pennsylvania, and West Virginia
- **Columbia Gas of Pennsylvania launched multi-phase hydrogen blending project in 2023**
 - Early latest generation plastic and coated steel piping studies indicate adequate durability to safely transport hydrogen blends by volume at up to 20%
 - Leak detection equipment unaffected by hydrogen blends (up to 20%) in early testing; can still accurately detect leaks while maintaining end-use appliance performance
 - Exploring location and other options for pilot next phase, including hydrogen production through pyrolysis

Improving Biodiversity and Strengthening Communities

Implementing Company-wide Biodiversity Program to Avoid, Minimize, Restore and Offset Habitat Impacts



NIPSCO contributed to The Wetlands Initiative and the National Fish and Wildlife Foundation to assist in the creation of an 800-acre complex with recreational activities and accessible greenspace for the local community with construction beginning in spring 2024



NIPSCO's Environmental Action Grant has helped 143 environmental restoration and education projects come to fruition across northern Indiana



NIPSCO will convert up to 10 acres of mowed turf grass into a diverse, native prairie habitat on the Erie Lackawanna Trail as part of NiSource's Pollinator Program



Columbia Gas of Maryland provided interpretive signage at several Maryland State Parks as part of their pollinator, aviary and tree planting programs to bring inclusivity for individuals with physical and hearing impairments



Columbia Gas of Kentucky converted 900 square feet of pipeline rights-of-way at Wellington Park in Lexington into a haven for bees and butterflies as part of the NiSource Pollinator Program

Advancing Social Priorities

DEI and Compensation Alignment

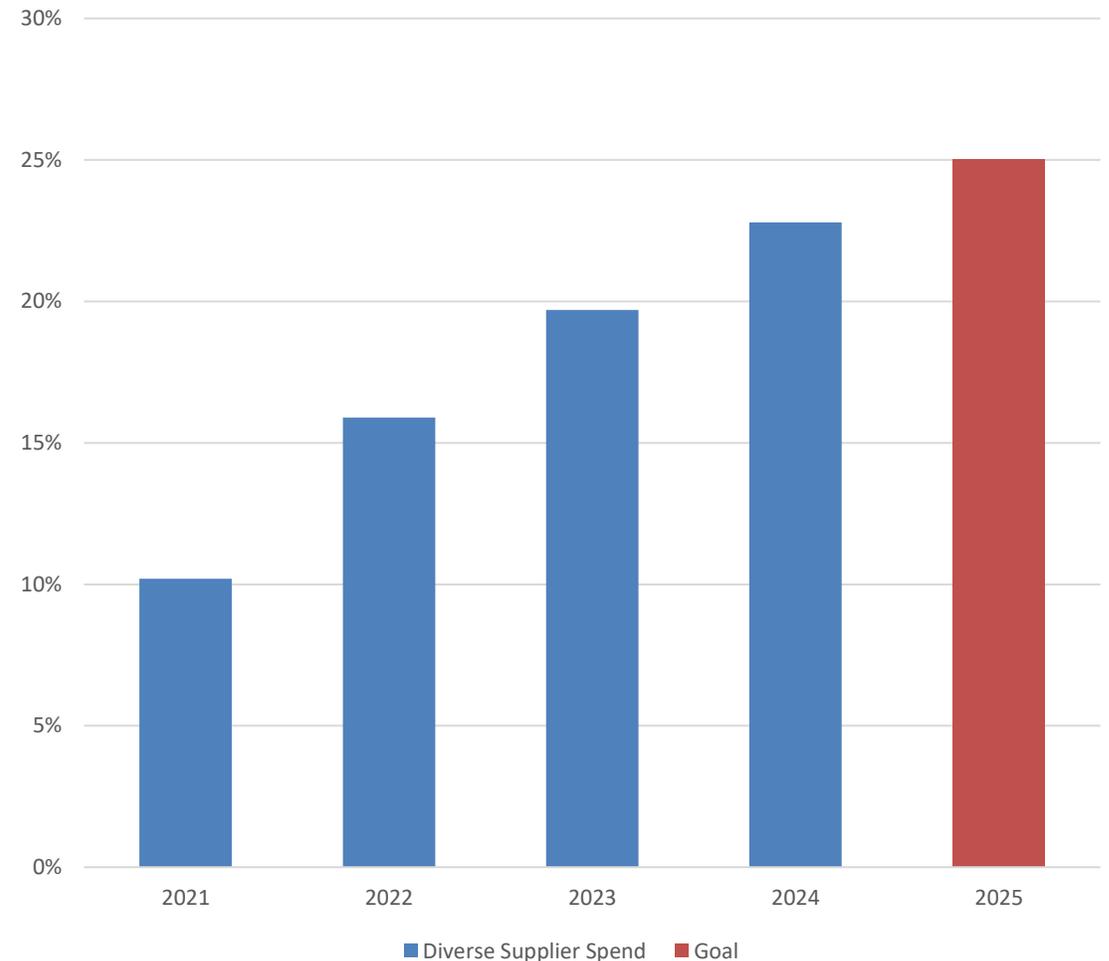
Emphasizing Diversity, Equity and Inclusion and Incentive Alignment

- Board of directors comprised of 33% women and 33% diverse directors
- Executive leadership comprised of 43% women and 57% diverse executives
- 2023 Diversity of Slate process supported overall hiring of 62% internal candidates
- 32% of external hires were racially or ethnically diverse and 49% were female
- Added 150 female employees from 2022 to 2023
- Inclusive leadership training conducted in 2023 for over 700 directors and managers
- 8 employee resource groups support employees including “All Abilities”, a group supporting individuals with both visible and invisible disabilities
- Introduced “25 by 25” in 2022, creating a goal targeting 25% diverse supplier spend by YE2025

Executive compensation alignment

- 30% of short-term incentive (STI) compensation is non-financial
- 25% of long-term incentive (LTI) performance stock unit (PSU) compensation is non-financial

Diverse Supplier Spend



Advancing Social Priorities

Continued Focus on Core Safety, Affordability and Community Initiatives

Safety

- Short term incentive compensation added 10% weighting to operational excellence & safety from 2020 to 2023
- Occupational Safety and Health Administration assessed injury rate and preventable vehicle collisions are both first quartile in safety as of 2023, on track to be top decile by 2026
- Recorded 321k training hours in 2023 with 98.9% of employees trained on health and safety standards

Affordability

- Overall NiSource average annual residential customer bill projected change less than 5%, 2023-2029
- Columbia Gas of Pennsylvania continues to rank among top overall companies and peer utilities for affordability in the state's Customer Assistance Program
- Columbia Gas of Pennsylvania is state leader in universal services, low-income initiatives, and choice/energy efficiency programs
- Authorized Weather Normalized Adjustment mechanisms of residential and commercial bills during winter period stabilize customer bills across all NiSource companies
- NIPSCO Gas ranked 17th lowest of 19 utilities in Indiana average residential bill over last 5 years

Community

- NiSource Charitable Foundation donated \$7.6 million in 2023, up from \$7 million the prior year
- Columbia Gas of Ohio contributed to local non-profit organizations through the Columbia Promise Initiative in 2023 to support a drop-in center for unhoused youth and an English as a second language (ESL) service center
- Opened the NiSource welding training center in 2024 to provide pathways and opportunities to high school graduates seeking technical careers instead of college degrees
- NIPSCO launched Bridging Our Energy program with a donation to local non-profit and educational organizations to encourage students to pursue energy-related careers
- Columbia Gas of Virginia contributed to Urban League of Greater Richmond to recruit and hire students in the Petersburg, Virginia region
- Columbia Gas of Kentucky provided grants to create bike trails in the Eastern Kentucky Sugarcamp Mountains to provide recreational activities for residents and potentially new economic development opportunities

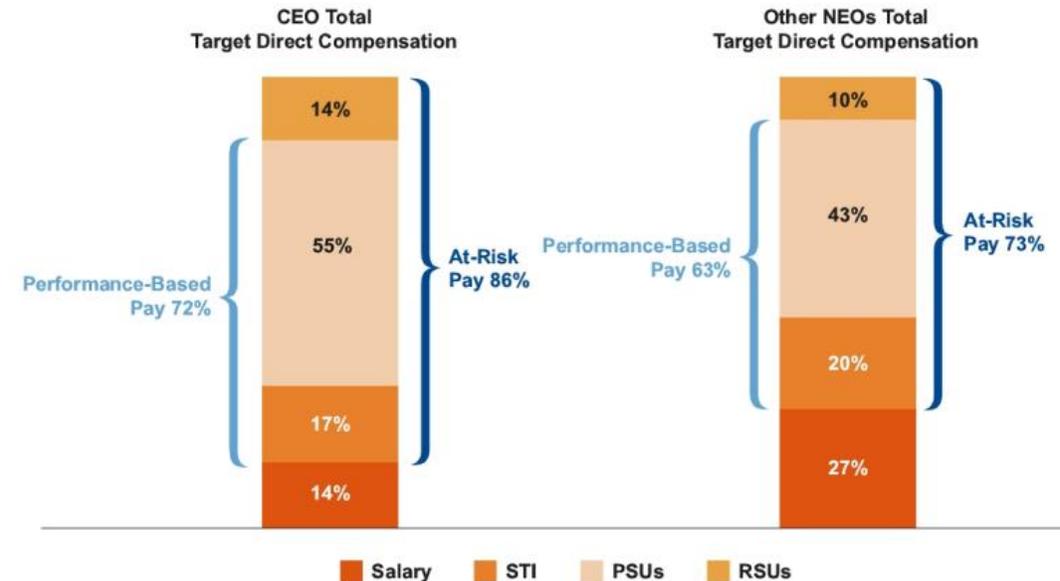
Established Governance Framework

Aligned Interest

Oversight and Incentive Practices Align with Shareholder Interests

- Independent chair preserves the integrity of the oversight function of the board
- Strong alignment of executive incentive compensation with financial, customer, and ESG objectives
 - 73-86% of total executive compensation is at risk
 - Non-GAAP adjusted EPS and relative stock price performance are key long-term compensation metrics
- Board is actively engaged in risk oversight and the direction of our strategy
- Regular review of corporate practices and governing documents to ensure effective governance
- Perform annual board and committee evaluations and ongoing evaluations of individual directors
- Reconstitution of committees of the board in 2022 with significant board and governance refresh
- Established chief compliance officer role in 2023 with dual reporting to management and audit committee

2023 Executive Compensation



Consistently Recognized for ESG Excellence

TIME Magazine's World's Best Companies for 2024

Newsweek America's Greatest Workplaces for Diversity in 2024

DOW Jones Sustainability Index (DSJI) for 10th Consecutive Year in 2023

AAA Rating from MSCI in 2024 for 3rd Consecutive Year

FTSE4Good Index Series in 2024

"A" Grade in Sierra Club's 2024 Report on Clean Energy Transition for 4th Consecutive Year

2024 Most Trusted Residential Utility Brands from Escalent: NIPSCO, COH, CKY, and CVA