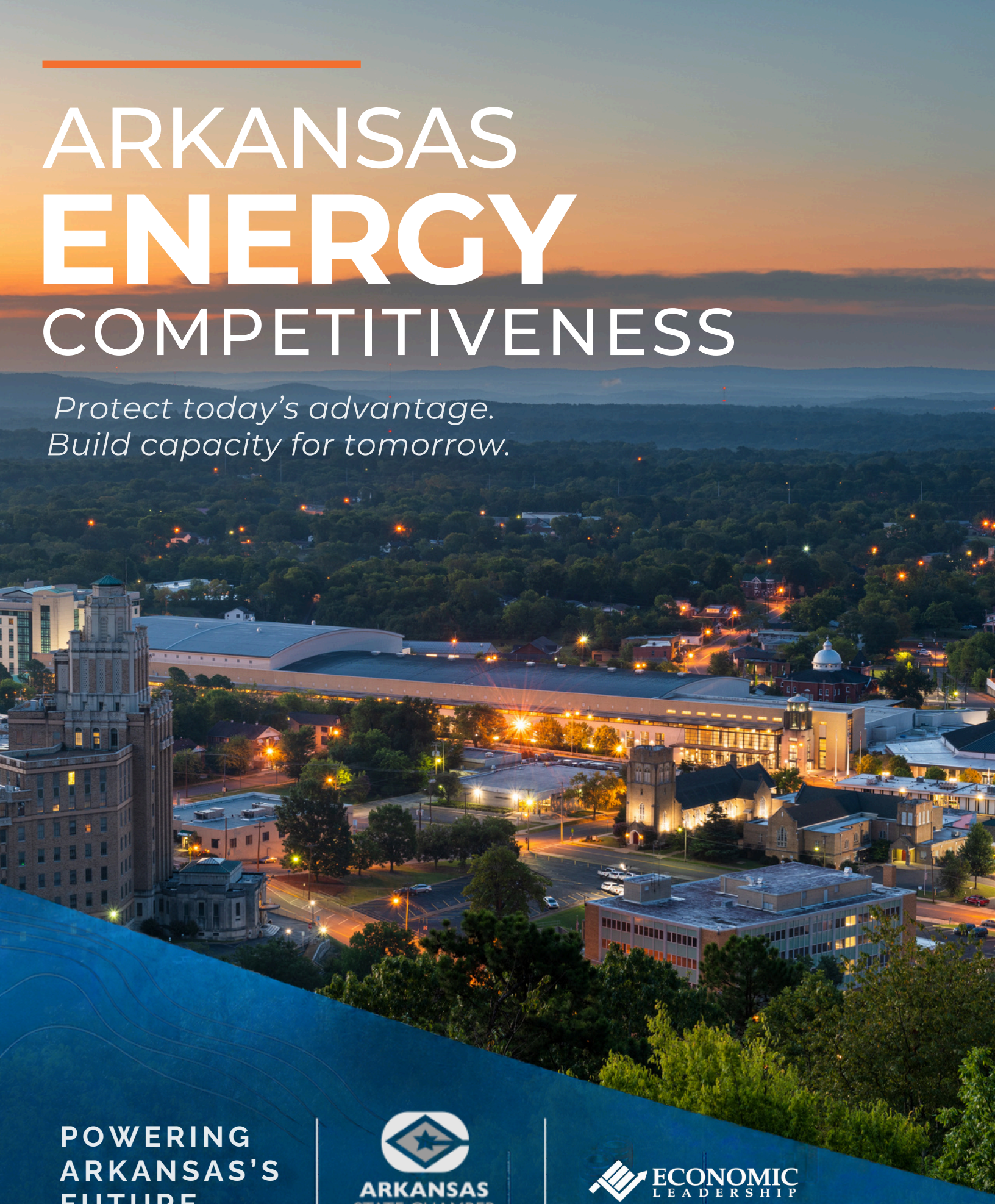
ARKANSAS ENERGY COMPETITIVENESS

Protect today's advantage.
Build capacity for tomorrow.



POWERING ARKANSAS'S FUTURE

ARKANSAS STATE CHAMBER OF COMMERCE

ECONOMIC LEADERSHIP

Executive Summary

Protect today's advantage.
Build capacity for tomorrow.

Arkansas is well positioned to build on its energy advantage, but meeting future demand and competing for new investment will require a focused, long-term strategy.

GROWING DEMAND

Steel, manufacturing, data centers, aerospace and lithium processing are increasing power needs.

SPEED TO POWER

Generation, transmission and substations must be ready where and when businesses need them.

A DIVERSE ENERGY PORTFOLIO

Build on natural gas, coal and nuclear. Evaluate every resource by reliability, timing, and total system cost.

DEPENDABLE SERVICE

Maintain dependable supply. Strengthen the grid for severe weather. Keep businesses and households powered.

EQUIPMENT AND WORKFORCE

Turbines, transformers and skilled workers can limit construction speed. Plan and coordinate years ahead.

AFFORDABILITY AND PUBLIC TRUST

Protect existing customers. Allocate growth costs fairly. Explain local benefits and impacts.



Plan now to deliver reliable, affordable and abundant energy for Arkansas's growth.

Energy is Critical to the State's Economic Strategy



Globally, energy has emerged as the prerequisite for economic development success! Arkansas's ability to successfully compete with other states for economic growth will increasingly depend on its ability to provide reliable, affordable and abundant energy. Electricity demand has accelerated as manufacturing, technology and other energy-intensive industries expand. States that can supply dependable power on a competitive schedule will be able to attract investment and support existing businesses. States where energy is unavailable, unreliable, or expensive will experience an inevitable economic decline.

Arkansas can strengthen its economic competitiveness by aligning its energy, economic, and workforce development strategies, treating electricity availability as a condition for growth. Today, affordable power remains an important advantage, but the next decade will reward places that can also connect new businesses quickly, maintain dependable service, secure a trained energy workforce, and finance expansion without imposing unreasonable costs on existing customers.

The International Energy Agency forecasts global electricity demand growth averaging 3.6 percent annually from 2026 through 2030. Advanced economies are returning to faster demand growth after years of stagnation, with industry, data centers and electrification among the drivers. These are forecasts rather than guarantees, but they signal a different planning environment.

For Arkansas, the connection is direct. Expansion in steel, advanced manufacturing, aerospace and defense, lithium processing and technology requires additional power. All the state's businesses need reliable service and predictable bills to expand, modernize and compete. A successful and future-focused energy strategy must serve all these needs and those of a growing population.

Stakeholder interviews identified a window of opportunity for Arkansas to attract new investment while competing states face infrastructure and development constraints. Taking advantage of that opportunity will require not just adequate power, but the ability to deliver it when and where businesses need it.

THREE OUTCOMES SHOULD GUIDE OUR STRATEGIC DECISIONS.

RELIABLE

Power is available during ordinary operations and extreme conditions.

AFFORDABLE

The total cost of service remains competitive and manageable.

ABUNDANT

Sufficient dependable generation and delivery capability exists to accommodate economic opportunity, with prudent reserves and financial discipline.

Abundance is a planning objective, not a commitment to build every proposed project. The state needs to distinguish credible customer commitments from speculative requests and use staged investment to manage uncertainty.



The question is whether Arkansas can preserve its current advantages while building the capacity its economic growth goals will require. This report compares the state with its six neighbors and proposes priorities for the next five and ten years. Data reflects the most recent comparable, published figures used for each measure. Electricity prices and generating capacity use 2025 data, while outage performance and interstate electricity flows use 2024 data from EIA's published state-level tables. Forward-looking forecasts and plans are identified separately.

Arkansas Starts with a Cost Advantage

Arkansas's electricity prices are competitive nationally, but affordability is an advantage shared with several neighboring states. Some offer even lower industrial rates, making the ability to deliver dependable power quickly and predictably increasingly important.

Affordable electricity remains an important part of Arkansas's business climate. The state's industrial electricity prices are below the national average, and Arkansas benefits from an established generation base and access to regional power networks. Protecting this position will require attention to both electricity costs and the capacity to serve future growth.

In 2025, Arkansas industrial customers paid an average of 6.69 cents per kilowatt-hour, about 21 percent below the U.S. average of 8.51 cents. Among these seven states, Arkansas had the fifth-lowest industrial price. Oklahoma, Louisiana, Texas and Tennessee were lower; Mississippi and Missouri were higher.

State industrial prices are revenue divided by electricity sales, not quotes for a specific factory. Customer size, usage patterns, utility territory and rate design affect the bill a business actually receives. Arkansas should benchmark representative projects as well as statewide averages.

INDUSTRIAL ELECTRICITY PRICES

Cents per kilowatt-hour, 2025



ARKANSAS IS 21% BELOW THE U.S. AVERAGE OF 8.51¢/KWH

Capacity Is an Inventory Rather Than a Measure of Spare Power

Arkansas has a smaller generation fleet than most neighbors, but absolute size does not establish a shortage or a competitive disadvantage. Texas serves a far larger economy. Oklahoma has a different resource mix. Available headroom depends on peak demand, utility ownership and contracts, dependable capacity, regional reserve requirements and transmission constraints.

NET SUMMER GENERATING CAPACITY

Gigawatts (GW), 2025

Texas	185.2
Oklahoma	33.6
Louisiana	25.7
Missouri	21.4
Tennessee	20.7
Arkansas	16.8
Mississippi	16.3

The business implication for Arkansas must be to protect the cost position while measuring how much additional load each utility and location can actually serve. A low published rate is valuable only when dependable service is available on the customer's schedule. Stakeholder interviews reinforce this point, identifying speed, certainty and workforce availability as increasingly important factors in Arkansas's ability to compete for major industrial investment.

The Demand Outlook Requires New Thinking

Large prospective loads and changes in existing generation make timing and execution critical.

Arkansas utilities are preparing for substantial growth in electricity demand while parts of the existing generation system change. Large industrial and technology projects could require significant additional power, although prospective requests will not all become operating customers. New generation, plant conversions and grid investments must be coordinated with the timing of that demand. The challenge is to prepare for credible growth while managing the financial risk of projects that do not materialize.

The July 2026 Arkansas Nuclear Feasibility Study reports that Entergy Arkansas projects power needs to grow by more than 35 percent over five years. It also reports roughly 4,000 MW of prospective load requests being evaluated by Arkansas Electric Cooperative Corporation, whose existing system peaks near 3,000 MW. These figures describe different utility systems and should not be added together as a statewide forecast.

>35%

Entergy Arkansas projected five-year growth in power needs

Demand is accelerating, “it’s a tsunami of demand growth that hasn’t been seen since the 1950s”

Stakeholder interview

Stakeholder interviews reinforce the scale of the challenge, identifying data centers, steel and metals production, and other manufacturing operations as simultaneous sources of growing electricity demand.

Prospective requests are not committed demand. Some projects will proceed, while others will shrink, move or be cancelled. Nevertheless, their scale justifies planning beyond the assumptions of the past decade.

The same study identifies deadlines to cease coal burning at White Bluff by the end of 2028 and Independence by the end of 2030. Ending coal use does not necessarily mean retiring every generating unit; conversions and repowering must be tracked separately.

Utilities Are Already Responding

Entergy Arkansas describes plans that include new natural gas generation, 600 MW of solar with 350 MW of battery storage, conversion of coal generators to natural gas, upgrades to existing gas facilities and renewal of Arkansas Nuclear One's operating license. Its public description identifies projects as subject to or pending regulatory approval. Announced capacity must be distinguished from approved, financed and operating capacity.

Plan Around Three Demand Cases

A committed-load case should include contracted customers and realistic completion dates. A high-growth case should stress-test additional credible projects. An opportunity case should identify investments that create commercially useful headroom at priority industrial locations. Each case should account for seasonal peaks, fuel availability, outages, retirements and transmission limits.

The immediate task is a coordinated utility and economic development assessment of dependable capacity through 2031 and 2036. A quantified statewide supply gap cannot be established without utility-level data and regional system analysis.

Hurry Up, but Prepare to Be Patient

Equipment supply chains and a shortage of skilled construction workers are major constraints on how quickly Arkansas can expand its energy infrastructure. Stakeholder interviews indicate that gas turbines ordered today can carry delivery times of three to five years, while transformers and transmission breakers face similarly long lead times. These challenges are driven in part by national supply chains and cannot be resolved through faster approvals alone.

Transmission construction can take even longer. Stakeholders estimated that new generation takes roughly five years to bring online, while major transmission upgrades can take six to eight years. Existing line constraints, equipment availability, construction labor shortages and right-of-way requirements can extend those timelines. Generation and transmission must advance together to ensure new capacity can actually reach customers.

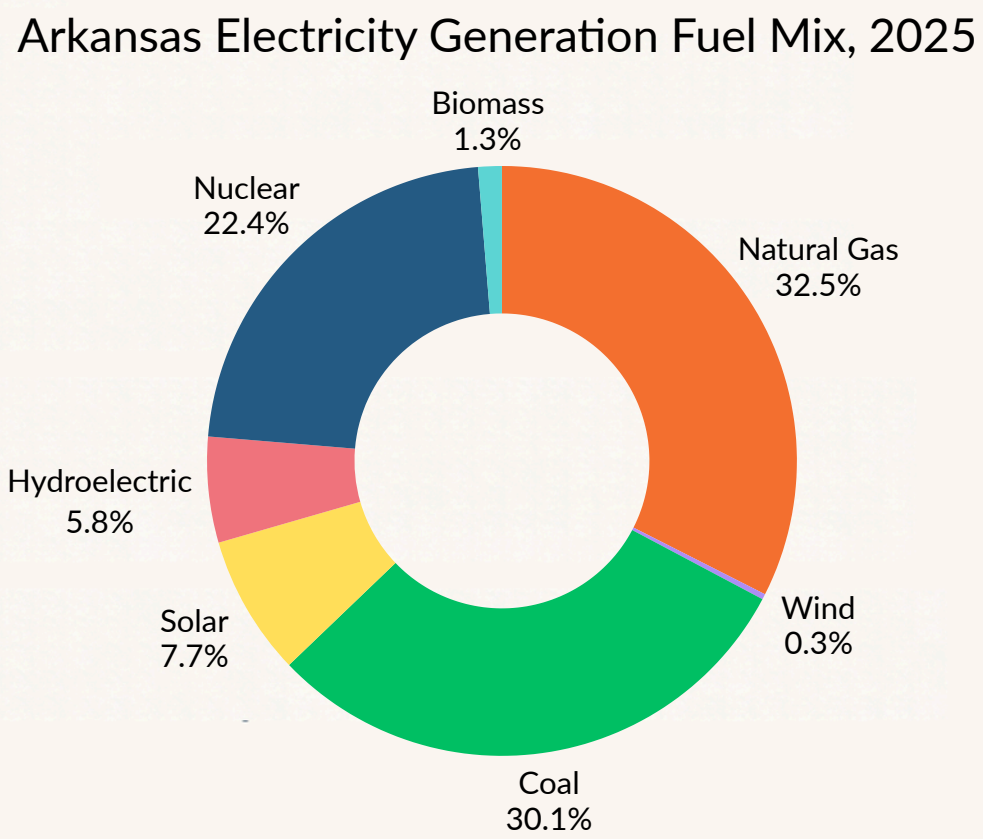
New power plants, transmission lines, substations, and industrial facilities compete for electricians, line workers, engineers, welders, and construction supervisors. Arkansas could approve and finance projects, but still fail to deliver them on schedule without enough skilled workers. It will take a business-led partnership among utilities, contractors, the community colleges and workforce providers to anticipate and fulfill the requirements of the expected energy investments.

A Diverse System Offers More Options

Arkansas should choose resources by their contribution to dependable service and total system cost.

Meeting Arkansas's future electricity needs will require a portfolio of resources that work together. Natural gas, nuclear, coal, renewables, storage and efficiency contribute differently to cost, reliability and flexibility. Their value depends on when power is available, how it reaches customers and what the complete system costs. Arkansas should evaluate each option by its ability to support dependable, competitive service over time.

Arkansas has natural gas, coal and nuclear generation, along with hydroelectric, growing solar and a small amount of wind and biomass generation. In 2025, natural gas (32.5%), coal (30.1%) and nuclear (22.4%) accounted for about 85 percent of Arkansas's electricity generation. Solar contributed another 7.7 percent and hydroelectric power accounted for 5.8 percent, with smaller contributions from biomass and wind.



Source: EIA (2026)

Neighboring states illustrate different portfolios: Louisiana and Mississippi rely heavily on natural gas with nuclear; Oklahoma combines natural gas and substantial wind; Missouri remains strongly coal-oriented; Tennessee has a major nuclear contribution; and Texas combines a large natural gas fleet with wind, solar and other resources. These profiles describe resource orientation rather than comparable numerical shares.

Diversity can reduce exposure to one fuel or technology, but it does not automatically establish reliability. Weather, fuel delivery, maintenance, plant performance and transmission can create correlated risks across resources.

RESOURCE ROLES AND PLANNING QUESTIONS

Resource or action	Role in the portfolio	Planning question
Natural gas	Controllable output and flexibility	Fuel security and price exposure
Solar and wind	Fuel savings and additional energy	Output during system peaks
Battery storage	Shift energy and support short peaks	Duration and ability to recharge
Existing nuclear	Large steady output	License life and outage performance
New nuclear	Potential long-term dependable supply	Cost timing and commercial readiness
Efficiency and flexible demand	Reduce or shift system requirements	Verified savings and customer participation

Installed megawatts do not provide equal service. Capacity available during a winter morning, summer evening or prolonged outage matters more than nameplate capacity alone. Batteries require both a power rating and a usable energy duration; they are not a primary energy source.

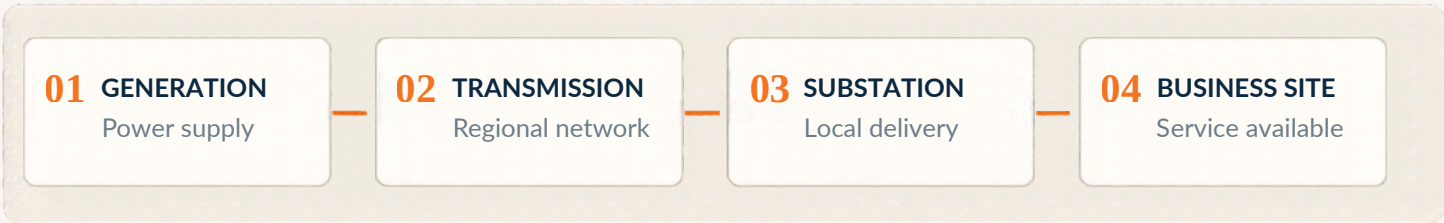
An all-of-the-above approach should mean fair evaluation, not automatic approval. Arkansas should compare complete portfolios, including transmission, storage, fuel, financing, environmental requirements and the cost of maintaining dependable service. The state should also preserve options for emerging technologies without assigning them an operating date they cannot reliably meet.

Power Must Reach the Places That Can Grow

Arkansas should compete on the time required to deliver dependable power to a business location.

Electricity becomes an economic-development asset when it can reach a business where and when it is needed. Transmission, substations and connection requirements can constrain growth even when generation is available elsewhere in the system. Arkansas's access to regional networks creates opportunities, but service capability must be established for individual locations. Preparing sites with documented power availability and credible delivery schedules can improve the state's ability to compete for investment.

Generation is only one link in the chain. Transmission corridors, substations, distribution equipment, interconnection studies and permits determine whether a project can use that power. A statewide annual surplus can coexist with a constrained industrial site.



The Regional Comparison Changes the Question

Arkansas operates within regional networks including the Midcontinent Independent System Operator (MISO) and Southwest Power Pool (SPP). Louisiana and Mississippi have important MISO connections; Oklahoma is principally in SPP; Missouri spans regional systems; Tennessee depends heavily on the Tennessee Valley Authority's (TVA) multistate network. Most Texas load is in the Electric Reliability Council of Texas (ERCOT), while portions of Texas participate in other systems. These are planning relationships rather than rankings of transmission quality.

Stakeholder interviews emphasized that MISO and SPP have different rules and timelines for connecting large new customers. Economic developers need to understand which regional grid operator serves a prospective site before making commitments about power availability or delivery schedules.

> *"Transmission doesn't matter if you don't have generation capacity, and vice versa."*
>
> STAKEHOLDER INTERVIEW

There is no defensible single statewide transmission-capacity number that captures this comparison. Transfer capability changes with network conditions, direction of flow, outages and location. Circuit miles and voltage describe infrastructure but do not establish available power at a site.

SPP approved $8.6 billion in projects in its 2025 Integrated Transmission Plan. That is a regional portfolio, not Arkansas spending or capacity reserved for Arkansas customers. The state should identify which regional investments improve access to its priority growth locations and when those benefits become available.

$8.6B

SPP regional transmission projects approved in its 2025 Integrated Transmission Plan

Develop Arkansas Power-Ready Sites

Economic developers and utilities should jointly identify industrial sites with documented service capability, a credible delivery schedule, upgrade costs and a clear path to approvals. Stakeholders emphasized that utilities should be involved years, rather than months, before a prospective business makes a location decision. Early coordination can help identify infrastructure needs, realistic service timelines and potential barriers before a site is marketed.

Public marketing should distinguish power available today from power contingent on future construction. This distinction is increasingly important as states compete to offer businesses greater certainty about when operations can begin. Water, gas service, land use and workforce should be assessed alongside electricity.

At each priority site, track the load that can be served now, the additional load after planned upgrades, expected time to service, unresolved permits and responsibility for costs. Review the inventory regularly as commitments change. Sensitive network and customer information should remain protected.

For business leaders, the useful comparison is the time, cost and certainty of service for a comparable project in competing locations. Arkansas can organize that information before a prospect arrives.

Reliability and Growth Both Require Strategic Discipline

Welcome major investment while protecting service quality and existing customers from unreasonable costs.

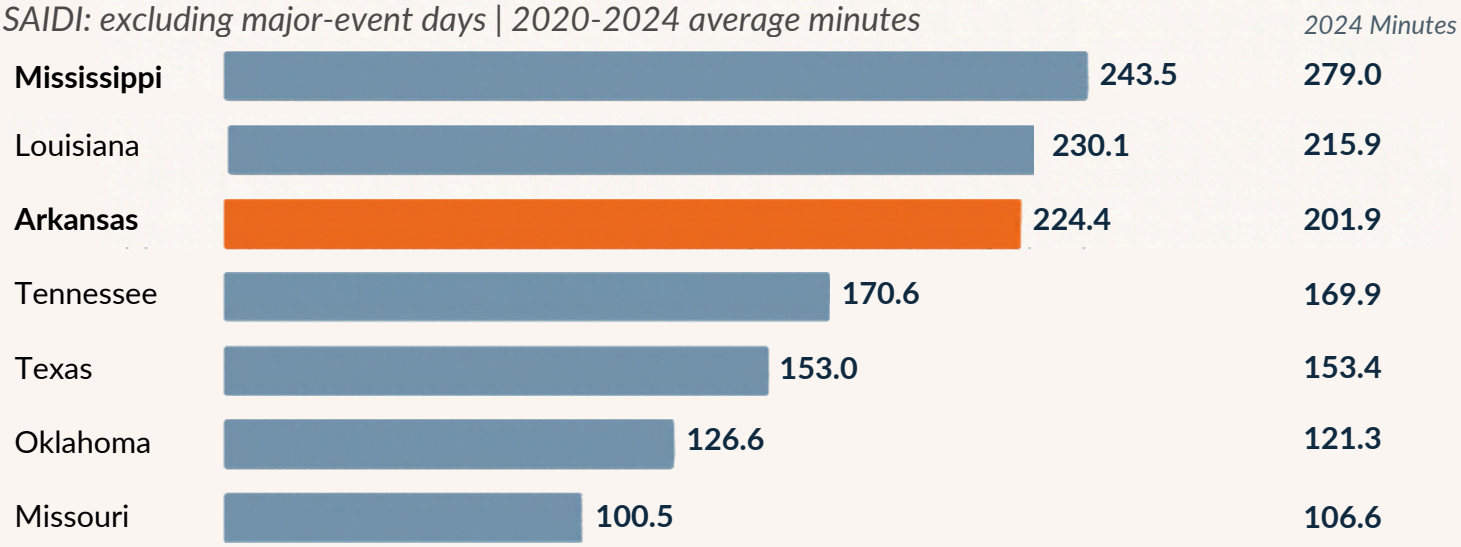
Energy investment should strengthen service for existing customers while making room for new businesses. That requires improving everyday outage performance and ensuring enough dependable supply during periods of extreme demand. Very large customers also introduce infrastructure costs and financial risks that need clear allocation. Arkansas should welcome productive investment under arrangements that protect reliability and assign costs fairly.

Measure Customer Outages and Dependable Supply Separately

EIA's System Average Interruption Duration Index (SAIDI) measures the average number of minutes a customer experiences power interruption annually. It reflects distribution service reliability, rather than whether sufficient generation will be available during future peak demand. The table excludes major-event days to reduce the influence of unusually severe storms. Lower values indicate fewer average interruption minutes.

AVERAGE ANNUAL OUTAGE DURATION

SAIDI: excluding major-event days | 2020-2024 average minutes



Arkansas's five-year average was higher than Missouri, Oklahoma, Texas and Tennessee, but lower than Louisiana and Mississippi. This is a statewide screening measure, not a verdict on a particular utility or industrial service. The five-year figure is a simple average of annual state values. Reporting coverage and customer mix may differ. Major-event resilience still matters and should be assessed separately.

Structure Large Loads to Strengthen the Economy

Evaluate large projects by employment, payroll, tax revenue, supplier activity, water requirements, permanence and their demand for scarce infrastructure. Capital investment alone is insufficient. Flexible or interruptible service can sometimes reduce system requirements, but only when enforceable and consistent with customer operations.

Arkansas already has mechanisms designed to protect existing customers from the costs associated with large new electricity users. Stakeholder interviews identified utility and cooperative rate structures that require large customers to help cover the additional generation, transmission and connection costs they create. Entergy Arkansas's Fair Share Plus framework is one example. These arrangements can help prevent infrastructure costs from being shifted to residential and small-business customers, although their effectiveness depends on the specific agreements and how costs are allocated.

Entergy projects that agreements with major new data-center customers could deliver approximately $1.7 billion in benefits to Arkansas customers over 20 years. This is the company's estimate, rather than a guaranteed savings outcome.

Regulators and utilities should build on these existing protections by ensuring clear and consistent rules for deposits, minimum bills, contract length, exit obligations and infrastructure contributions. Allocate costs according to benefits and cost responsibility. Protect existing customers if a project is delayed, cancelled or uses less power than expected, while recognizing shared upgrades can benefit the wider system.

Build Community Understanding and Support

Stakeholder interviews also highlighted the importance of public understanding and community support. Large energy-intensive projects can raise concerns about electricity bills, water use, construction disruptions and whether the economic benefits justify the infrastructure required. Even communities that initially welcome an investment may become more skeptical as construction begins and its impacts become visible.

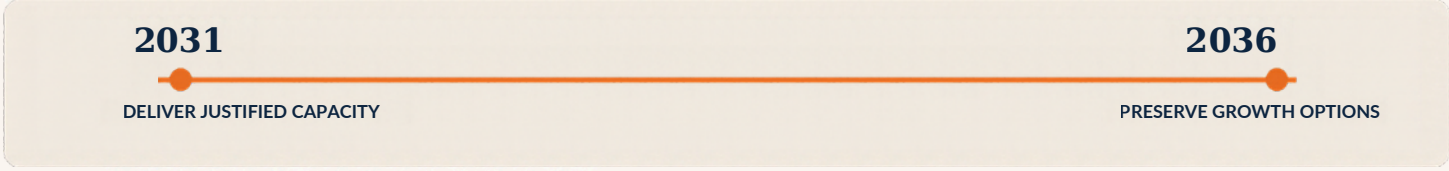
Utilities, economic developers and state leaders should communicate clearly about how infrastructure costs are allocated, what protections exist for current customers and what benefits new investments will bring to local communities. While some customer agreements contain confidential business information, greater transparency about the principles governing these arrangements can help build public trust and support continued economic growth.

> *"We need to do so much more to get the word out about these ratepayer protection plans."*
>
> STAKEHOLDER INTERVIEW

Five-Year Execution Should Create Ten-Year Options

The next five years should secure service while preparing the choices Arkansas may need by 2036.

Arkansas needs to deliver near-term energy investments while preparing for the larger choices ahead. Over the next five years, priorities include completing justified projects, maintaining dependable resources and connecting credible new demand. Over ten years, major transmission investments and additional generation options could expand the state's capacity to accommodate opportunity. Decisions made now should preserve flexibility as demand, technology and costs change.



Through 2031, Deliver the Capacity Already Justified

Utilities should prioritize timely execution of approved generation and network investments, maintain existing dependable resources and verify fuel arrangements. Regulators should scrutinize costs and load assumptions while providing predictable decisions. Economic developers should align recruitment with realistic service schedules.

Arkansas has already taken steps to support investment in new energy infrastructure. The 2025 Generating Arkansas Jobs Act allows eligible utilities to recover certain costs associated with qualifying generation and transmission investments during construction, before the facilities enter service. Stakeholder interviews identified the law as an important tool for accelerating investment, with interviewees reporting that it has already helped advance at least one major project. Earlier cost recovery can support construction financing, but it also means customers may begin paying before new facilities are operating. Continued oversight of costs, construction schedules and customer impacts remains essential.

Business leaders can help by supplying credible expansion plans, documenting the cost of delays and participating in efficiency and flexible-load programs where operationally feasible. Policymakers can improve permitting coordination and invest in the workforce needed to construct and operate the system.

Through 2036, Create Options for Further Growth

Begin the studies, land arrangements and transmission planning needed for longer-lived investments. Evaluate nuclear opportunities alongside other dependable resources, with explicit cost and readiness milestones. Scale successful storage and grid upgrades as performance improves. Keep the portfolio adaptable if technology costs or demand differ from expectations.

Annual Exports Do Not Establish Future Headroom

EIA's 2024 state energy accounting identifies Arkansas, Mississippi and Oklahoma as net interstate exporters of electricity, and Louisiana, Missouri, Tennessee and Texas as net interstate importers. Texas's statewide position includes flows outside ERCOT; it should not be read as ERCOT's import capability.

73.9 | **TRILLION BTU**
Arkansas net interstate outflow, 2024

Arkansas's net interstate outflow was 73.9 trillion Btu in that accounting. The measure includes associated electricity-system energy losses and should not be converted directly into delivered electricity or dependable megawatts. Annual trade describes historical system flows; it does not show power available for a new Arkansas customer during peak conditions.

Use Staged Investment to Balance Two Risks

Underbuilding can turn away productive investment. Overbuilding for speculative requests can raise bills. Arkansas should use demand scenarios, customer commitments and investment milestones to balance both. Stakeholder interviews also emphasized the importance of earlier disclosure of large electricity demands, allowing utilities and state leaders to better anticipate infrastructure needs and distinguish credible projects from speculative requests. Headroom should be assessed in dependable capacity and deliverable service, with its cost and intended economic benefit stated explicitly.

It Is Time to Turn Energy Advantage into Capacity for Growth

A coordinated agenda should connect electricity investment to Arkansas economic goals.

Arkansas can make energy a stronger competitive advantage through coordinated action by business leaders, utilities and policymakers. The agenda should connect economic goals with dependable generation, timely delivery and disciplined investment. Progress should be measured by service available, projects completed, customer costs and reliability. The objective is to give Arkansas greater capacity to grow while preserving the affordability that benefits businesses and households today.

Make Energy a Statewide Competitiveness Priority

The Chamber should champion an Arkansas Energy Competitive Initiative that begins with convening utilities, regulators, state economic development leaders and major customers to create a shared agenda.

- Align demand scenarios and infrastructure priorities while respecting regulatory independence.
- Establish clear responsibilities for demand forecasting, infrastructure planning, site readiness, customer protections, and community engagement.
- Coordinate with utilities and economic developers to identify and market priority growth locations.
- Publish an annual assessment of progress and constraints.
- Publish an annual energy competitiveness scorecard.

Build Ahead of Credible Demand

Utilities and regional planners should identify the generation, fuel and delivery investments needed in each demand case. Use staged commitments rather than treating every request as certain. State leaders should support coordinated approvals and workforce preparation for justified projects. They should also advocate at the federal level for policies that address permitting delays and interconnection challenges affecting Arkansas's energy competitiveness.

> *"Now's Arkansas's opportunity if we can get ahead of it."*
>
> STAKEHOLDER INTERVIEW

Protect the Affordability Advantage

Regulators should evaluate total customer costs and reasonable allocation of large-load infrastructure expenses. Build on existing ratepayer protections by encouraging clear, consistent cost-allocation practices for major new electricity users. The Chamber should benchmark actual project bills against neighboring states and track household and small-business impacts as well as industrial rates.

Increase Dependable Service and Resilience

Judge resources by seasonal reliability, total system cost, construction timing and fuel risk. Pair distribution improvements with resource-adequacy planning. Business leaders should contribute operating needs and evaluate practical efficiency and demand-flexibility options.

Reduce the Time Required to Serve New Investment

Economic developers and utilities should establish a verified inventory of power-ready locations and a process for resolving service barriers. Policymakers should help coordinate permits and infrastructure planning. Measure delivery dates and completed upgrades, not simply announcements.

Strengthen Public Understanding and Support

The Chamber, utilities and state leaders should work together to provide clear, accessible information about energy investments, customer protections and the economic benefits of new projects. Ongoing communication with local officials, businesses and communities can help address concerns, build trust and sustain support for responsible energy development.

Prepare Longer-Term Options Now

Study nuclear, storage and other promising resources before they are urgently needed. Establish decision milestones based on commercial performance and customer value. Preserve optionality while avoiding dependence on unproven schedules.

Progress should be visible: credible demand under contract, dependable capacity entering service, industrial project time-to-power, representative customer bills, outage performance and completion of priority network upgrades. Report what is operating, what is approved and what remains uncertain.

Arkansas has a foundation worth protecting. The opportunity is to expand the state's ability to serve productive investment without weakening reliability or affordability. Energy abundance should mean practical capacity to grow, supported by disciplined investment and clear responsibility for costs.

Sources and Methodology

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02 **U.S. Energy Information Administration (EIA) — Electricity Prices and Generating Capacity.** Final 2025 annual data: EIA-861 Annual Electric Power Industry Report (released October 7, 2026), *Annual Sales to Ultimate Customers by State and Sector*; EIA-860 Annual Electric Generator Report (released September 10, 2026), *Existing Nameplate and Net Summer Capacity by Energy Source, Producer Type and State*. Capacity rounded to 0.1 gigawatts (GW); 1 GW equals 1,000 megawatts (MW).

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https://www.arkleg state.ar.us/Home/FTPDocument?path=%2FAssembly%2FMeeting+Attachments%2F510%2F27952%2FEXHIBIT+C1++Arkansas+Nuclear+Feasibility+Study.pdf

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06 **Southwest Power Pool (SPP).** *2025 Integrated Transmission Planning.* Regional transmission planning and infrastructure investments. Regional project approvals do not represent capacity reserved for Arkansas or investments occurring exclusively within the state.

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08 **U.S. Energy Information Administration (EIA) — Interstate Electricity Flows.** *State Energy Data System*, Table C1, 2024, including footnote (g) on interstate electricity flows. Annual interstate electricity flows do not represent available generating capacity or power deliverable during peak demand.

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09 **Entergy — Ratepayer Protections and Customer Benefits.** *Fair Share Plus and Data Centers and Entergy: Arkansas.* Information on large-load customer cost responsibilities and Entergy's projected $1.7 billion in benefits to Arkansas customers over 20 years. These benefits represent company projections rather than guaranteed savings.

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https://arkleg.state.ar.us/Bills/Detail?ddBienniumSession=2025%2F2025&id=5B307

11 **Stakeholder Interviews.** Findings and quotations are drawn from interviews conducted for the Powering Arkansas' Future project. Participants represented perspectives from electric cooperatives, investor-owned utilities, regional grid operations, energy companies and business strategy. Individual interviewees and organizations are not identified in connection with specific statements to preserve anonymity. Interview findings reflect stakeholder perspectives and are distinguished from independently verified data.

12 **Economic Leadership Analysis**. Economic comparisons, interpretation, planning frameworks and recommendations were developed by Economic Leadership using the sources identified above and stakeholder input. Proposed actions and five- and ten-year planning priorities are recommendations rather than an adopted statewide plan. Historical data are identified by year, and proposed investments and forecasts are distinguished from operating capacity and established outcomes.

This report was written by Economic Leadership, LLC. November, 2026.

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STATE CHAMBER
OF COMMERCE

Reliable. Affordable. Abundant.

ENERGY FOR A STRONGER ARKANSAS

ARKANSAS ENERGY COMPETITIVENESS