



Alectra Inc.

Annual General Meeting

April 29, 2022

PRIVATE & CONFIDENTIAL

Glossary

The following acronyms and abbreviations may be used in this document

AUC	Alectra Utilities Corporation	ICM	Incremental Capital Module
AES	Alectra Energy Services	IESO	Independent Electricity System Operator
BPC	BPC Energy Corporation (prev. Borealis)	IRM	Incentive Rate-Setting Mechanism (distribution rates setting mechanism)
CapEx	Capital Expenditures	LDC	Local Distribution Company
CDM	Conservation Demand Management	LU	Large User (Customers)
CP	Commerical Paper	MAADs	Mergers, Acquisitions, Amalgamation and Divestitures (application)
DER	Distributed Energy Resource	MIFRS	Modified International Financial Reporting Standards
EDR	Electricity Distribution Rate	MUSH	Municipal (Government), University, School, Hospital (sector)
ESM	Earnings Sharing Mechanism	OEB	Ontario Energy Board
FIT	Feed-in Tariff	OM&A	Operating, Maintenance and Administrative expenses
FTE	Full Time Equivalent	RFSP	Ring-Fenced Solar Projects (previously PS solar generation business)
GS	General Service (Customers)	USL	Unmetered Scattered Load

Disclaimer

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This presentation contains, and oral answers to questions may contain, forward-looking information within the meaning of applicable Canadian securities laws (“forward-looking statements”). All statements other than statements of historical fact are forward-looking statements. Often, but not always, forward-looking statements can be identified by the use of the words such as “plans”, “expects”, “budget”, “scheduled”, “estimates”, “forecasts”, “intends”, “anticipates”, or “believes” or variations (including negative variations) of such words and phrases, or state that certain actions, events or results “may”, “could”, “would”, “might” or “will” be taken, occur or be achieved.

Forward-looking statements reflect the current expectations of Alectra’s management regarding future events and operating performance, but involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of Alectra Inc. to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Actual events could differ materially from those projected herein and depend on a number of factors.

Although forward-looking statements contained herein are based upon what management believes are reasonable assumptions, there can be no assurance that actual results will be consistent with these forward-looking statements. Accordingly, prospective investors should not place undue reliance on forward-looking statements. The forward-looking statements contained herein speak only as of the date of this Investor Presentation. Except as required by applicable securities laws, Alectra does not undertake, and specifically disclaims, any obligation to update or revise any forward-looking statements, whether as a result of new information, future developments or otherwise, except as required by applicable law.

All references in this presentation are as of April 29, 2022 unless otherwise stated.

Agenda

Annual General Meeting – Alectra Inc. (Video Conference)

1	Welcome and Opening Remarks	Norm Loberg, Chair of Alectra Inc.	5
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Welcome and Opening Remarks

Norm Loberg - Chair, Alectra Inc.



Preliminary Matters

Dennis Nolan – Executive Vice-President, Legal, Government Relations and Corporate Secretary, Alectra Inc.

Minutes of the 2021 Annual General Meeting (“AGM”)

The Minutes of the June 11, 2021 AGM were provided to the Shareholders for information.

Confirmation of the Appointment of Directors

Since the Directors of Alectra are appointed pursuant to the provisions of the Unanimous Shareholder Agreement (“USA”), they are not appointed at the AGM. There is simply a confirmation of the existing slate of Directors.

Preliminary Matters

Jane Armstrong
Gerald Beasley
Maurizio Bevilacqua
Bonnie Crombie
Giuseppina D'Agostino
Sean Donnelly
Fred Eisenberger
Jennifer Fang*
Matthew Harris
John Knowlton
Norm Loberg
Donald Lowry
Frank Scarpitti
Ronald Stevens**

* Theresa Moore resigned effective September 3, 2021 and was replaced by Jennifer Fang effective February 15, 2022.

** Jeff Lehman resigned effective April 29, 2022 and was replaced by Ronald Stevens effective April 29, 2022..

Appointment of the Auditors

Section 2.21(1)(j) of the USA provides that Shareholders holding at least 66.66% of the issued and outstanding voting shares shall appoint the Auditors of Corporation. The reappointment of KPMG LLP as Auditors of the Corporation was approved by Alectra's Board of Directors at its meeting on March 4, 2022 and Shareholders holding 66.66% of the Voting Shares, have confirmed their approval of such reappointment to the Secretary of the Corporation. Therefore, the Resolution set out below was approved and KPMG LLP is appointed as Auditors of the Corporation to hold office until the next AGM, and further that their remuneration be fixed by the Directors of the Corporation.

Appointment of the Auditors

RESOLVED AS A SPECIAL RESOLUTION THAT:

In accordance with Subsection 2.21(1)(j) of the USA:

KPMG LLP are appointed auditors of the Corporation, to hold office until the close of the next annual meeting of the shareholders or until their successors are appointed, subject to the provisions of the Act; and

The remuneration of the auditors shall be fixed by the directors of the Corporation.

Alectra Inc. Annual Financial Statements Year Ended December 31, 2021

Alectra's 2021 Financial Statements have been provided to each of the Shareholders as required pursuant to Section 2.25 of the USA by letter dated March 8, 2022.

John Basilio will review the financial results for 2021.

Financial Statements

Receipt of the Financial Statements of the Corporation for the financial year ended December 31, 2021 as approved by the Directors is acknowledged.

Annual Report / Sustainability Report

For the financial year ended December 31, 2021, the Corporation's Annual Sustainability Report will be sent to Shareholders in June, 2022.



Update re: Alectra's Unanimous Shareholder Agreement

**Dennis Nolan – Executive Vice-President, Legal, Government Relations
and Corporate Secretary, Alectra Inc.**

Unanimous Shareholder Agreement

USA Side Letter

- All Shareholders and Principals have now approved the Side Letter, dated April 28, 2022, to the Alectra Unanimous Shareholder Agreement, dated January 1, 2019
- Fully executed copies of the Side Letter will be distributed to all Shareholders and Principals



Alectra Update

Brian Bentz – President and CEO, Alectra Inc. and

**John Basilio – Executive Vice-President and Chief Financial Officer,
Alectra Inc.**

2021 was a year like no other

- Strong Financial Profitability and Liquidity during Pandemic
- Focused on:
 - ✓ Elevating Cultural Engagement
 - ✓ Well-being and Safety of Employees
 - ✓ Public Safety and Customer Support
 - ✓ Emergency Preparedness, Reliability and Quick Response Time
 - ✓ Advancements in ED&I, Sustainability and Innovation

The logo for Alectra CARES features a stylized hash symbol (#) composed of four colored lines (blue, red, green, yellow) to the left of the text "alectraCARES". "alectra" is in a grey sans-serif font, and "CARES" is in a bold purple sans-serif font.

Elevating Cultural Engagement



Well-being and Safety of Employees



Public Safety and Customer Support



Emergency Preparedness, Reliability and Quick Response Time

 Resolved by PAAlectra3
4 days ago • [View Assignment History](#)

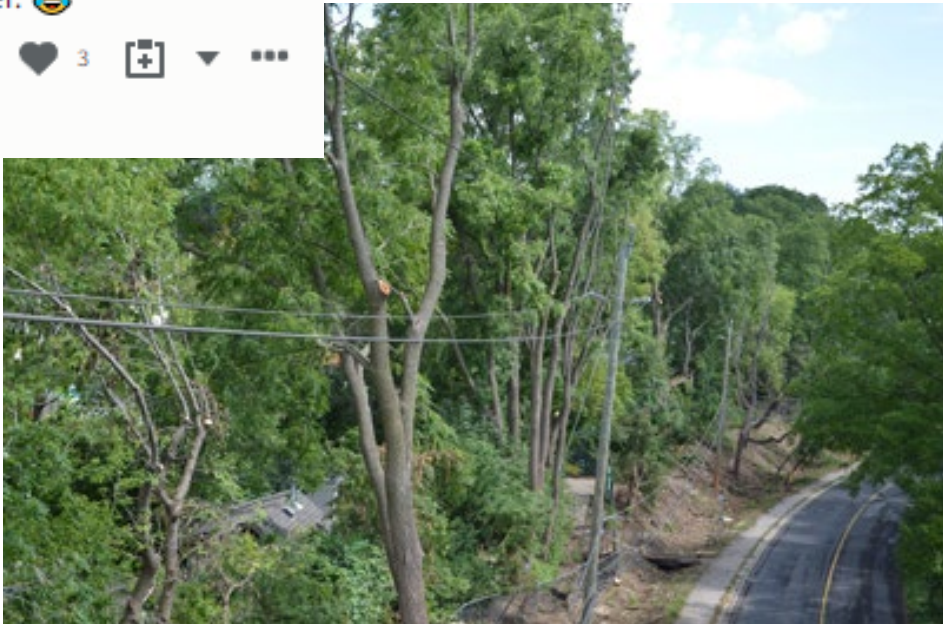
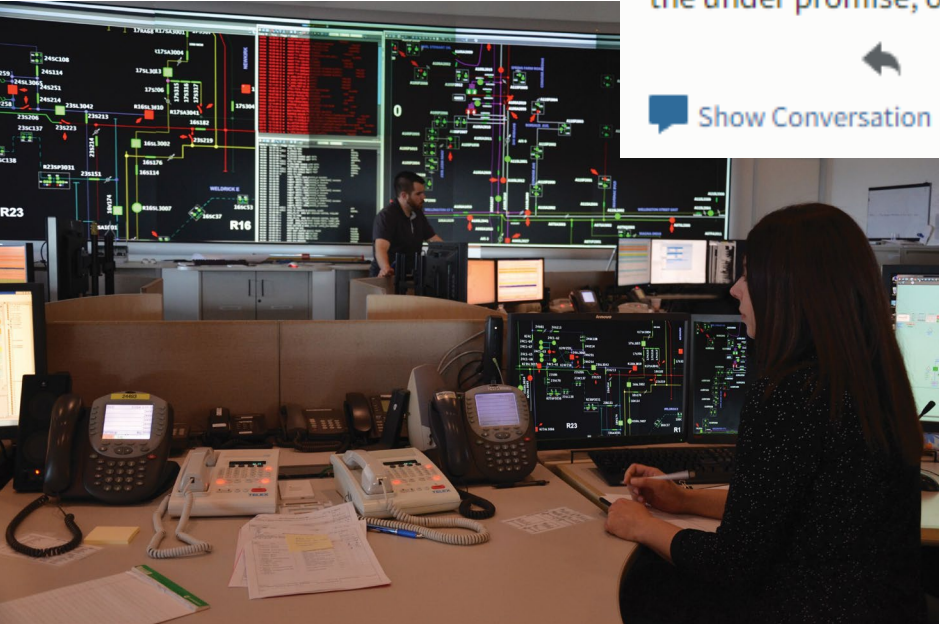
 In reply to alectranews

 **Trin Pettingill** @TPettingill
4 days ago

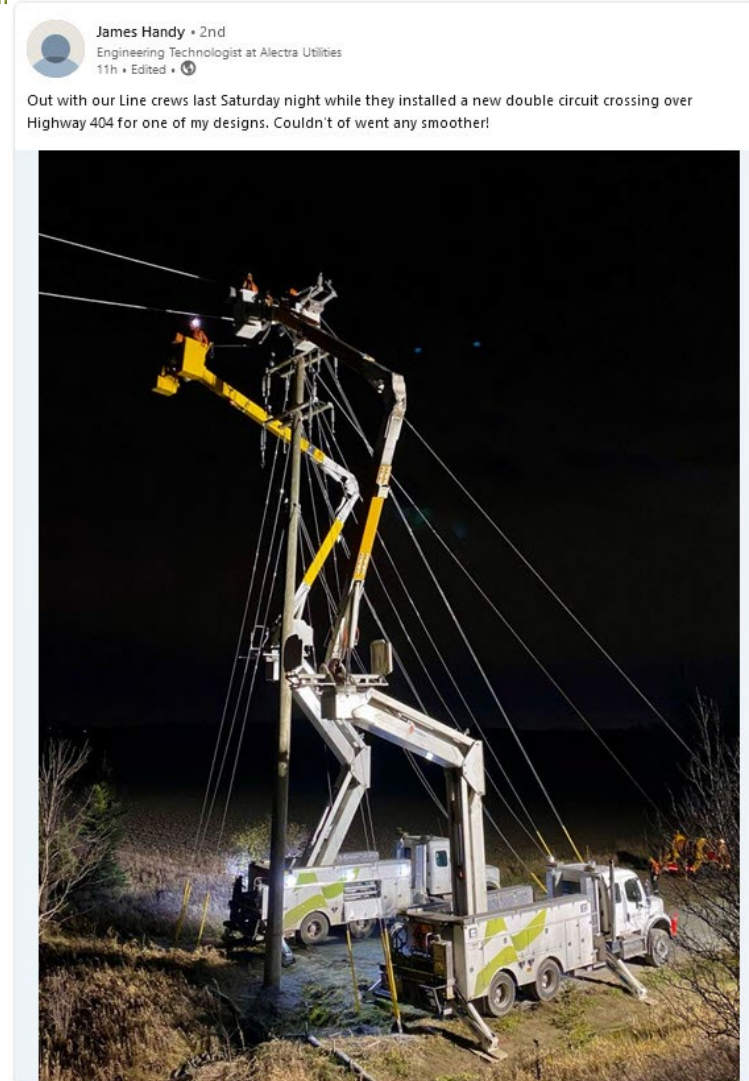
Thank you to your crew for working on a Sunday night. Our power is back on. 👍 I'm a big fan of the under promise, over deliver. 😊

    3   

 [Show Conversation](#)



Advancements in E,D&I, Sustainability and Innovation

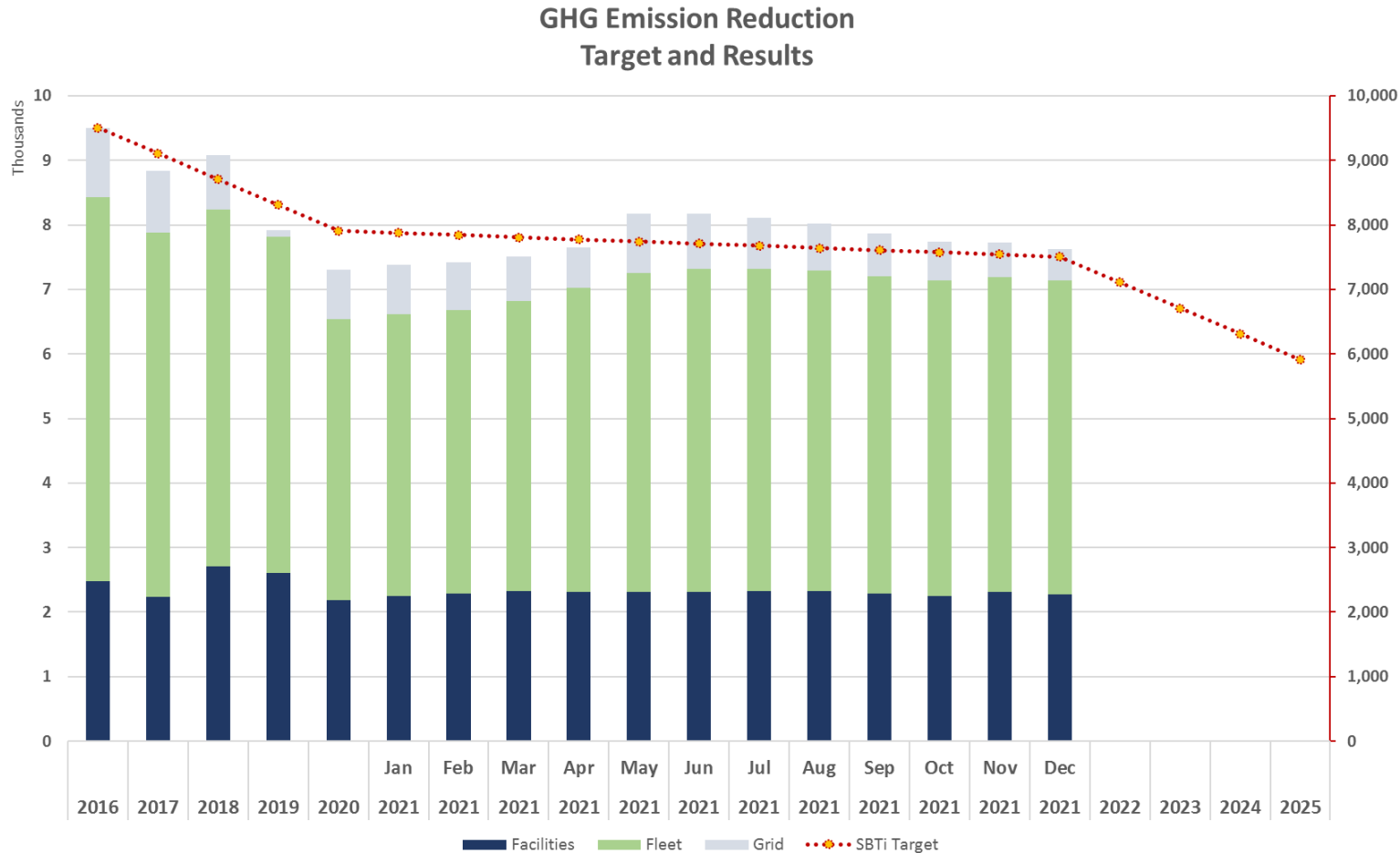


Successes achieved

- ✓ Integrated Customer Information and Billing system for +1 Million customers
- ✓ Integrated Financial Systems
- ✓ Integrated SCADA system
- ✓ Successful brand awareness of Alectra in all communities
- ✓ Sustained community involvement post merger in each community
- ✓ Moving towards an integrated corporate culture supportive of our values
- ✓ 93% customer satisfaction
- ✓ Set a net-zero target for Corporate Operations and achieved a 20% reduction in greenhouse gas emissions from 2016 baseline
- ✓ \$312MM invested in capital infrastructure to support distribution and growth
- ✓ \$628MM in distribution revenue

Sustainability

Net Zero by 2050



20.1%

Dec 2021*
12-month rolling
GHG emission reductions
result

96% of 2021 Target

* Quarterly results are based on a rolling 12-month average as compared to Baseline Year of 2016

Results: 20.1%

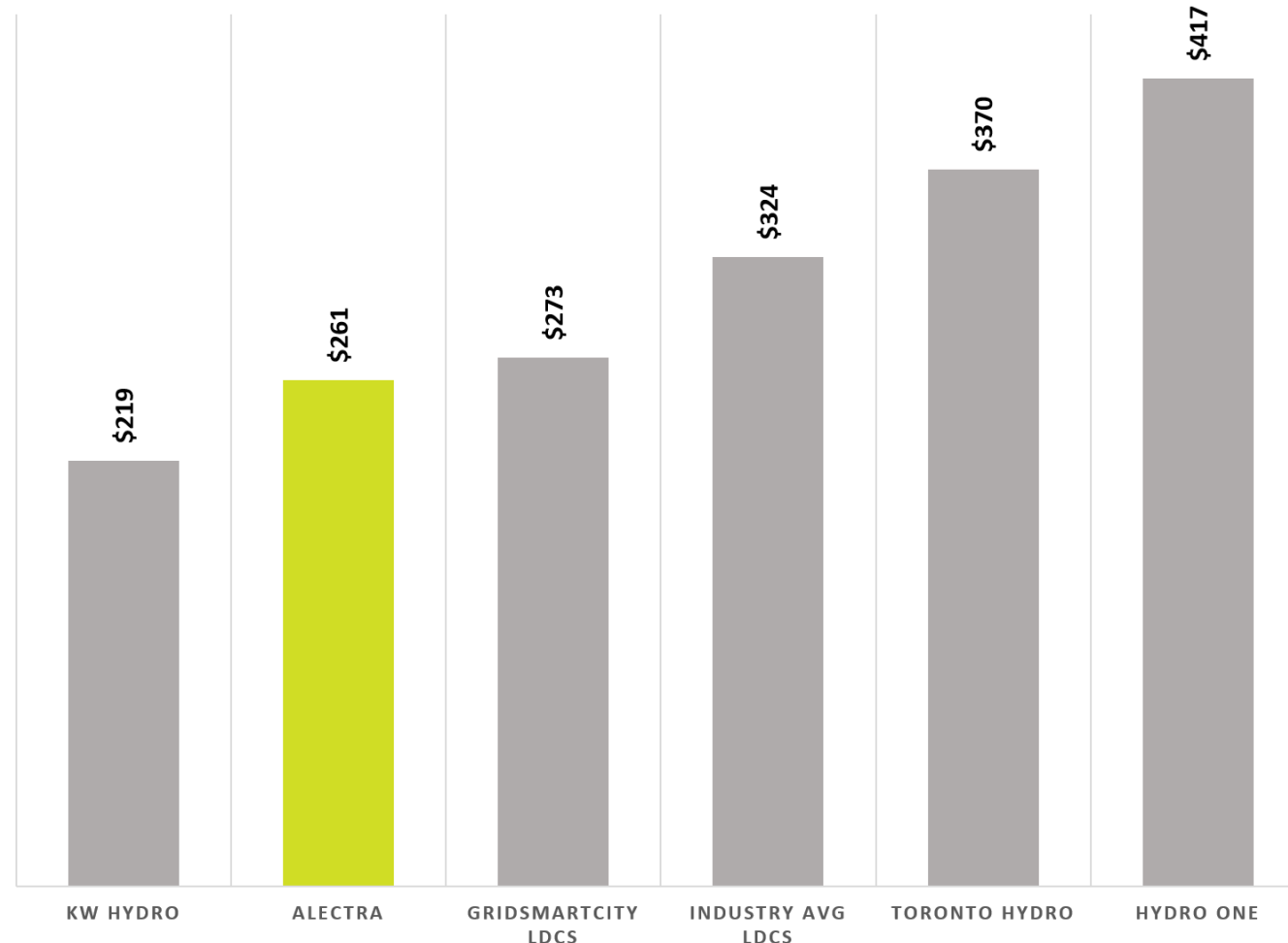
Influencing Factors:

- Fleet single occupancy vehicle use
- Facilities greater fresh air input to buildings
- Grid no SF₆ gas releases in Q4

Year in Review

\$OM&A per Customer [2020]

KW	\$219	-\$42
Alectra	\$261	
GSC	\$273	+\$12
Industry	\$324	+\$63
THES	\$370	+\$109
Hydro One	\$417	+\$156



References

All numbers shown are \$OM&A per Customer

GSC = Grid Smart City utilities

Industry = All Ontario utilities except Alectra

OEB Yearbook - data from 2020
[latest OEB data available]

How does Alectra Compare?

Monthly Residential Bill [March 2022]

Large Urban Utility

SAMPLE MONTHLY BILL	
Time-of-Use Pricing	
Account Number: 000 000 000 0000 Meter Number: 0000000	
Your Electricity Charges	
Electricity	
On-peak @ 17 c/kWh	\$22.95
Mid-peak @ 11.3 c/kWh	\$15.26
Off-peak @ 8.2 c/kWh	\$39.36
Delivery	\$55.49
Regulatory Charges	\$3.26
Total Electricity Charges	\$136.32
HST	\$17.72
Ontario Electricity Rebate	(-\$23.17)
Total Amount	\$130.87

Alectra (PRZ)

SAMPLE MONTHLY BILL	
Time-of-Use Pricing	
Account Number: 000 000 000 0000 Meter Number: 0000000	
Your Electricity Charges	
Electricity	
On-peak @ 17 c/kWh	\$22.95
Mid-peak @ 11.3 c/kWh	\$15.26
Off-peak @ 8.2 c/kWh	\$39.36
Delivery	\$44.68
Regulatory Charges	\$3.28
Total Electricity Charges	\$125.53
HST	\$16.32
Ontario Electricity Rebate	(-\$21.34)
Total Amount	\$120.51

Delivery Charge for Alectra Average Residential Customer using 750 kwh per month is: **\$44.68**

Delivery Charge for a large urban LDC Average Residential Customer using 750 kwh per month is: **\$55.49**

An annual savings of: **\$129.72**

Note: the total bill will include other charges and will vary due to the amount of electricity an individual customer will use

Graphic: OEB Bill Calculator – March 2022



**High Voltage &
Streetlighting Services**

Solar Energy Services

Metering Services

**Distributed Energy
Solutions**



Community Support Program

#alectraCARES



Go online for our frontline

We'll donate \$50,000 to the Frontline Fund

WIN FREE hydro for a year*

alectra utilities

Discover the possibilities

SAVE THE DATE!

35TH ANNUAL GUELPH AND DISTRICT MULTICULTURAL FESTIVAL

GOING VIRTUAL
JUNE 11-13, 2021

PRE-RECORDED AND LIVE EVENTS
Performances, Cooking Shows, Activities for Children, Arts and Crafts and More!

VISIT GDMF.CA FOR DETAILS

GUELPH & DISTRICT MULTICULTURAL FESTIVAL
ONE WORLD LIVING TOGETHER

gdmf.ca
info@gdmf.ca
519-836-7482

alectra
Discover the possibilities

Community Support Program

- ✓ Stevenson Memorial Hospital Level 2 ICU Project – Alectra donation of two ICU beds
- ✓ Coldest Night of the Year Walk in support of The Dam Mississauga (\$5,000) – Alectra employees walked to raise an additional \$2,000
- ✓ International Women’s Day: Women to Women Symposium, YWCA Hamilton Women of Distinction Awards, and Barrie Chamber International Women’s Day celebration
- ✓ Allocated over \$180,000 to support community programs impacting children’s health, wellbeing, and education
- ✓ Designated \$100,000 to support diversity & inclusion and combat racism
- ✓ Committed approximately \$100,000 to community mental health initiatives
- ✓ Donated \$100 to each of the 84 charities identified by employees in our 2020 survey
- ✓ Contributed a total of \$70,000 to two COVID-19 vaccination clinics in Brampton and Hamilton



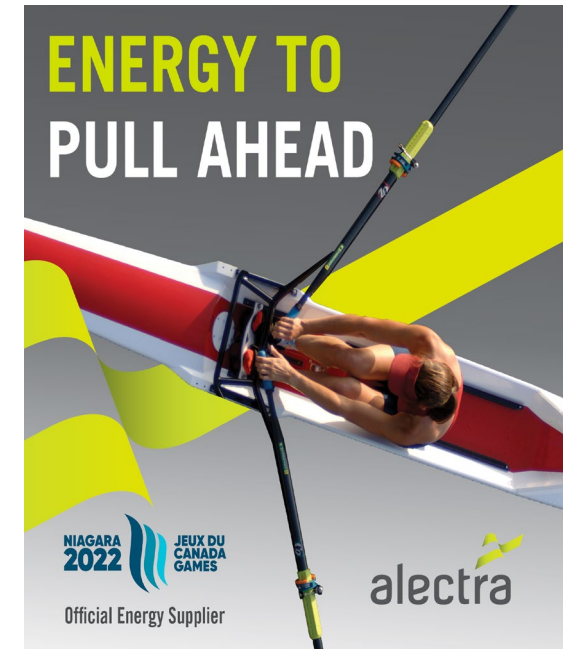
2022 Canada Summer Games Official Energy Supplier



Canada Summer Games are taking place this August 6-21 in the St.Catharines/Niagara Region

Alectra installed a solar energy system to power the new Henley Rowing Centre and we are the Official Energy Supplier for the Games

This is a legacy installation that adds to our renewable energy portfolio. The facility will be branded “Powered By Alectra” for a period of 10 years.



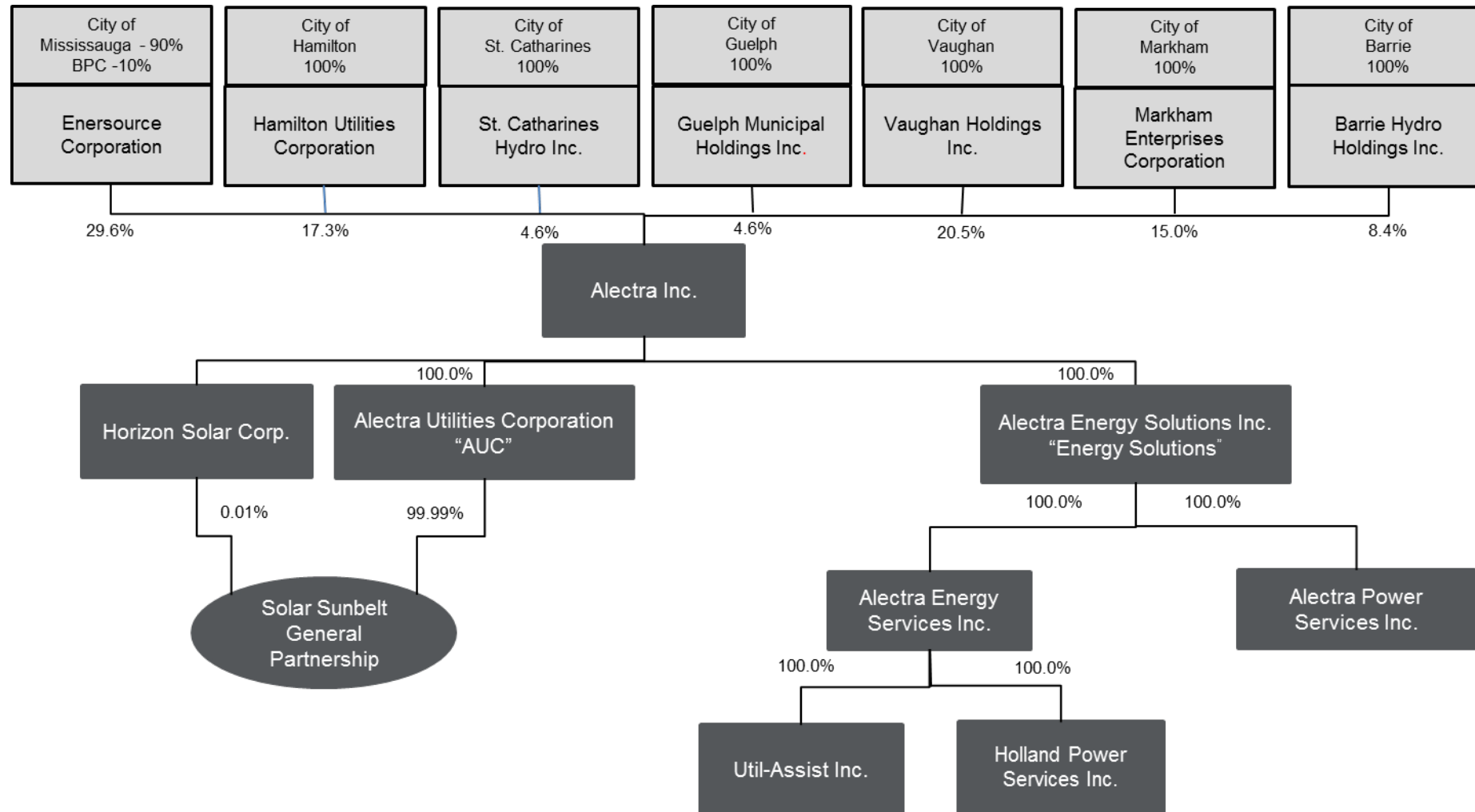


Overview of 2021 Financial Results

John Basilio – Executive Vice-President and Chief Financial Officer,
Alectra Inc.

Principal Corporate Structure

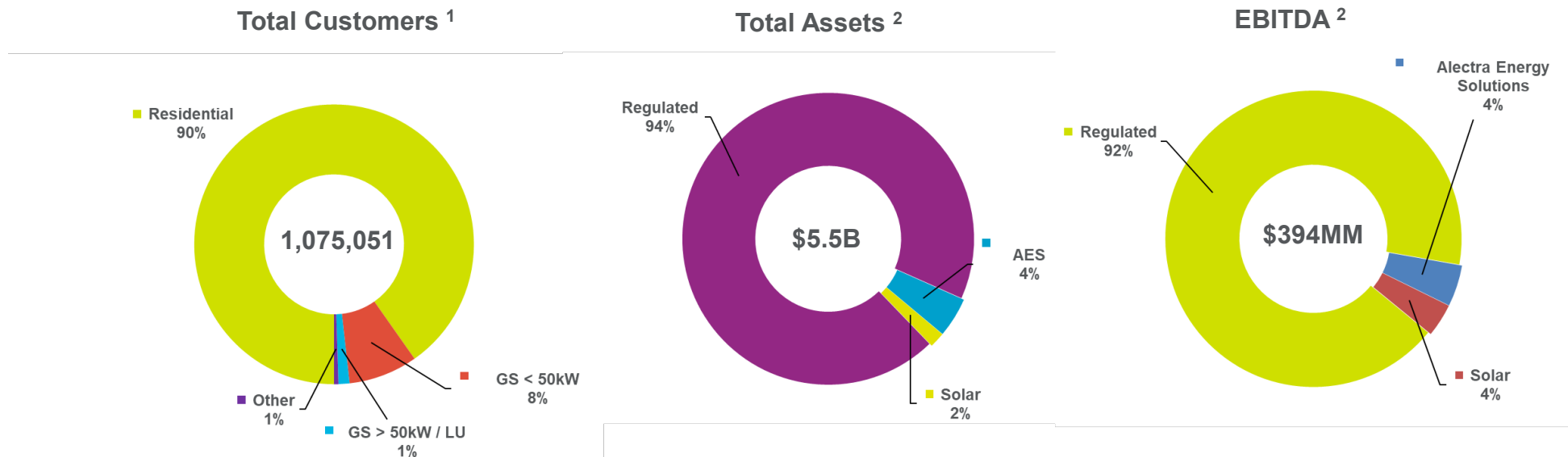
Alectra Inc. (as of Jan. 4, 2022)



2021 Financial Highlights

AUC is the largest municipally-owned Local Distribution Company ("LDC") in Canada providing service to over 1 million residential, commercial, industrial and institutional customers around the Greater Golden Horseshoe Area

- *Regulated business comprises* approximately 94% of total assets and approximately 92% of consolidated EBITDA
- *Non-regulated business* consists principally of solar generation assets under long term FIT contracts with the IESO, sub-metering and power restoration businesses



1 - Number of customers is as of Dec.31, 2021

2 - Total Assets and EBITDA are based on 2021 IFRS Audited Financial Statements

Alectra Utilities Corporation



More than **1,000,000** customers




2nd largest municipally owned utility in North America ²




17 communities served




1,924 square-km service territory




605 fleet vehicles



21,581 overhead and underground lines



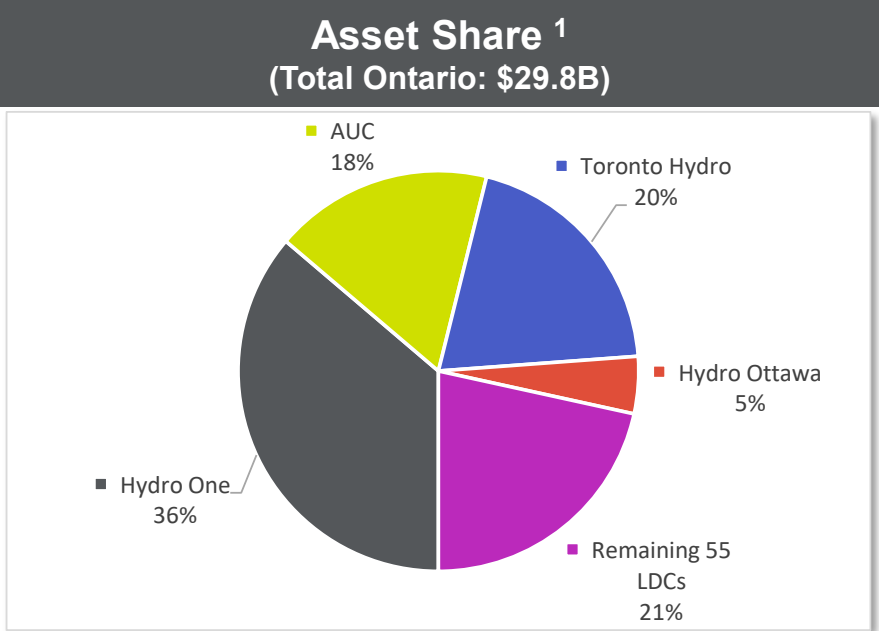
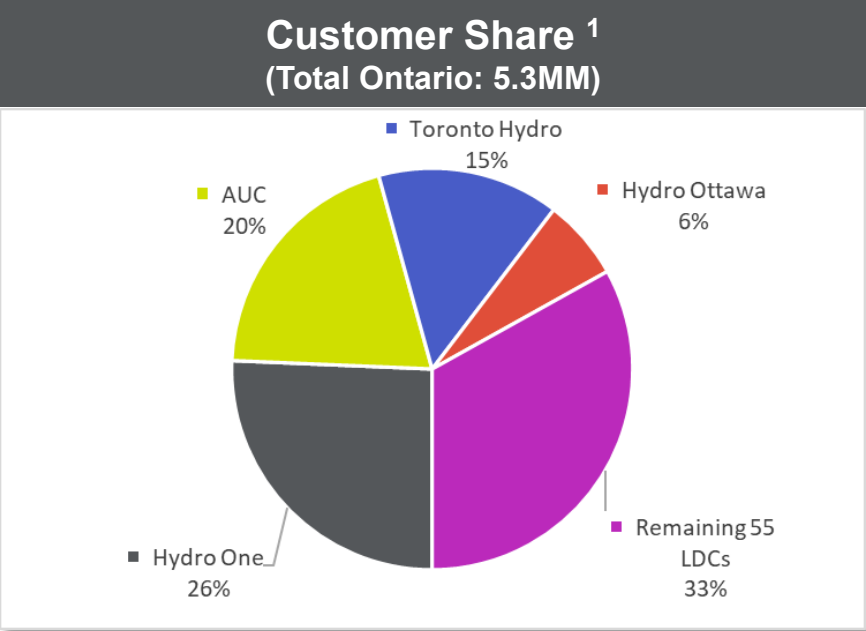
14 transformer stations



149 municipal substations

Peer Comparison

Ontario Electricity Sector

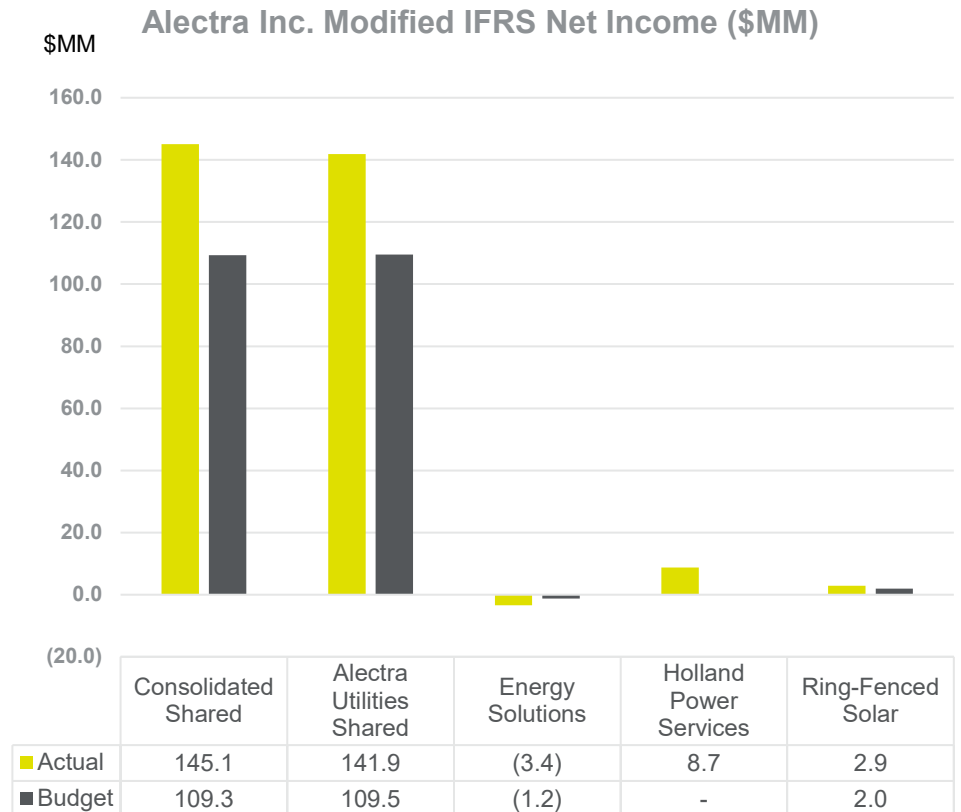


Comparison of 2020 Operating Statistics ¹		
	LDC Average	AUC
Number of Customers ²	89,874	1,062,040
Total GWh Delivered	2,172	26,211
Distribution Losses ³ (% of GWh Delivered)	4.00%	3.24%
OM&A per Customer	\$324	\$261
Distribution revenue per Customer	\$735	\$534

1 - Source - OEB, Yearbook of Electricity Distributors 2020
 2 - Number of customers excludes Sentinel and USL customers
 3 - Distribution Losses refer to the loss of energy due to electrical resistance in the transmission process
 4 - Averages include Alectra

2021 Consolidated Results

- ✓ Despite the significant impacts of COVID-19 Pandemic, 2021 net income of \$145.1MM (MIFRS) exceed budget by \$35.8MM:
 - Derecognition of PP&E \$18MM;
 - Payment of CDM performance incentive \$12MM;
 - Higher Dx revenue \$11.3MM;
 - Unbudgeted earnings from acquisition of HPS \$8.7MM, offset by;
 - COVID-19 impact, mainly due to higher provision for credit losses \$9.3MM and cleaning \$3.9MM
- ✓ Net capital expenditures of \$310MM, \$8MM higher than budget:
 - Higher AES expenditure on natural gas generator, partially offset by;
 - Deferral of the Kennedy Road construction;
 - Deferral of transit projects;
- ✓ HPS capital of \$2.5MM relate to purchase of trailers and fleet



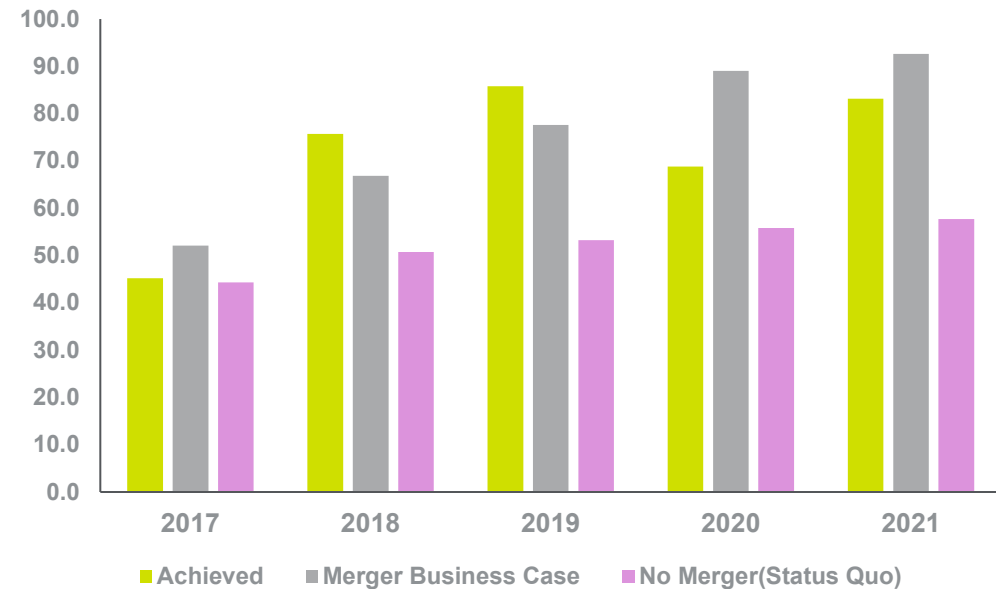
Dividends on Common Shares

In the first five years following Alectra merger, Alectra declared \$358.6MM to the inaugural shareholders group, or 5.2% lower than estimated in Alectra original Business Case.¹

Without the merger the inaugural shareholders would have seen \$261.7MM in standalone dividends

The merger has provided dividends \$96.9MM (37%) greater than the standalone course of action would have provided

Alectra Inc. - Dividends Paid 2017-2021¹



¹ Accruing to initial Alectra Inc. Voting Common Shareholders (i.e., excluding GMHI) for comparative purposes to Alectra Merger Business Case.

Common Shares Dividend Forecast

2022-2024 Dividend Forecast

(\$MMs)	2022B	2023F	2024F	Total
PERFORMANCE vs MERGER BUSINESS CASE				
Forecast	78.7	81.1	78.7	238.4
Merger Business Case	95.7	97.8	97.2	290.6
Difference	(17.0)	(16.7)	(18.5)	(52.2)
PERFORMANCE vs NO MERGER				
Forecast	78.7	81.1	78.7	238.4
No Merger(Status Quo)	63.8	66.9	69.8	200.5
Difference	14.8	14.2	8.9	38.0

*For comparative purpose only, the amounts from the original Merger business case and the Guelph business case are combined.

- These results are based on the Financial Plan communicated to Shareholders in November 2021, with 2022 Budget updated in 2022 to include the impact of an earlier than planned sale of the Mavis Operating Centre;
- Irrespective of the potential to mitigate costs through Management actions or government/ OEB mechanisms, the Pandemic is still expected to have an adverse impact on the Corporation's financial results this year relative to the 2022 Budget;
- As previously reported to Shareholders, other principal drivers of the unfavourable forecast dividend trends compared to Merger Business Case are a result of (i) unexpected adverse OEB decision on Alectra Utilities ICM/IR rate applications; (ii) changes in customer service rules adversely impacting revenue forecasts; (iii) elimination of the Conservation First Framework and (iv) a reset of revenue growth expectations from non-regulated Energy Solutions businesses.

Investor Considerations

- ✓ Largest municipally-owned LDC in Canada by number of customers
- ✓ Low-risk monopoly electricity distribution business
- ✓ Efficient, low cost operations
- ✓ Favourable customer mix in a strong service territory
- ✓ Stable and consistent financial performance through predecessor entities
- ✓ Strong reputation & experienced management team
- ✓ Supportive shareholders
- ✓ Excellent relationship with regulator



Awards and Recognition

Brian Bentz – President and CEO, Alectra Inc.

2021



Alectra becomes the first ever recipient of the Sustainability Leadership Award presented by Sustainable Hamilton Burlington



Sustainable Hamilton Burlington - 2d
The Winner of the "Overall Sustainability Leadership Award 2019" goes to @alectranews
Congratulations!!
#8thAnnualEOR
#SHBSustainabilityAwards2019



EDA Communication Excellence Award

Alectra's innovation in shareholder communication was recognized by our peers



In Summary

2021

- Strong financial performance in 2021, considering impacts of COVID-19
- Evolving business environment is creating risks as well as opportunities
- Strategy 2.0 is accelerating Alectra's progress towards becoming a customer-centric, innovative, integrated energy services company focused on Customer, Grid and Growth
- Growth and re-balancing investment will be key to addressing short-term risks and longer-term opportunities





Question & Answers

Thank You

A word cloud of various languages expressing gratitude, including:

rahmat, ngiyabonga, derim, mahalo, tapadh leat,

Баярлала, спасибо, faafetai lava, vinaka, blagodaram, ki, dank je, misaotra, matondo, paldies, grazzi,

nanni, nandri, kiitos, dankie, dhanyavadu, nandri, bayarlalaa, gracie, hvala, mauiutu,

enkosi, bedankt, bayarlalaa, gracie, hvala, mauiutu,

dziękuje, sobodi, dekuji, sagolun, chnorakaloutioun, gratias ago, gracias, sulpáy, go raibh maith aga,

obrigado, mési, didi madloba, kam sah hamnida, rahmat, sukriya, kop khun krap, taiku, arigatô, takk, dakujem,

তোসাকে ধন্যবাদ, rahmat, sukriya, kop khun krap, taiku, arigatô, takk, dakujem,

감사합니다, xiexie, xapictw, diolch, dhanyavadagalau, shukriya, merce, merci