

SUSTAINABLE POWER

Discovering the possibilities





Sustainable power balances social responsibility and environmental accountability with economic efficiency – People, Planet and Performance. It is power that embraces innovation to improve our quality of life by providing safe and reliable energy solutions that help deliver value to our homes, workplaces and communities.

Alectra is committed to helping customers and the communities we serve discover the possibilities of a new energy future for our people and our planet through our sustainable performance.

This is Alectra's second Annual Sustainability Report which highlights our achievements in 2018.





Alectra's Vision, Mission and Values

Our Vision

To be Canada's leading electricity distribution and integrated energy solutions provider, creating a future where people, businesses and communities will benefit from energy's full potential.

Our Mission

To provide customers with smart and simple energy choices, while creating sustainable value for our shareholders, customers, communities and employees.

Our Values

Our core values are safety, respect, customer focus, excellence and innovation.

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About Alectra

Alectra Inc. (Alectra) is an investment holding company with a head office in Mississauga, Ontario, that owns 100 per cent of the common shares of each of: Alectra Utilities Corporation (Alectra Utilities), Alectra Energy Solutions Inc. and Horizon Solar Corporation. Through its investment in Alectra Energy Solutions Inc., Alectra also indirectly wholly owns: Alectra Energy Services Inc.; Alectra Power Services Inc.; and Util-Assist Inc.

Alectra Utilities Corporation, a regulated electricity distribution company licensed by the Ontario Energy Board, is Canada's largest municipally-owned electric utility by customer base. With nearly one million

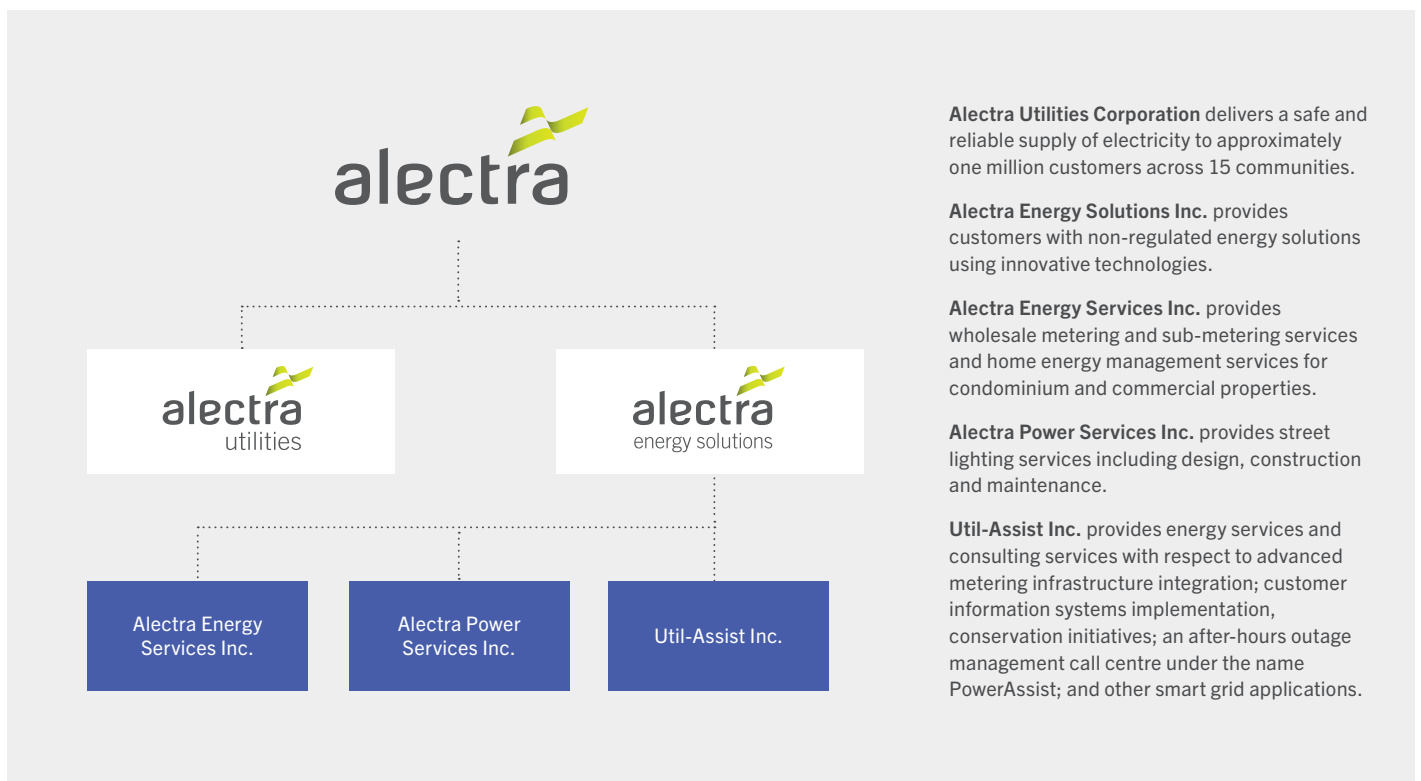
customers, we deliver approximately 22 per cent of Ontario's electricity. In addition to our electricity distribution business, Alectra Utilities Corporation has a non-regulated commercial rooftop solar generation business, under which we operate solar photovoltaic (PV) equipment.

Alectra's distribution service territory spans more than 1,800 square kilometres including the communities of Alliston, Aurora, Barrie, Beeton, Bradford West Gwillimbury, Brampton, Hamilton, Markham, Mississauga, Penetanguishene, Richmond Hill, St. Catharines, Thornton, Tottenham and Vaughan.



Alectra's \$4.7 billion in assets is maintained by over 1,500 employees

Alectra corporate structure



Alectra Utilities Corporation delivers a safe and reliable supply of electricity to approximately one million customers across 15 communities.

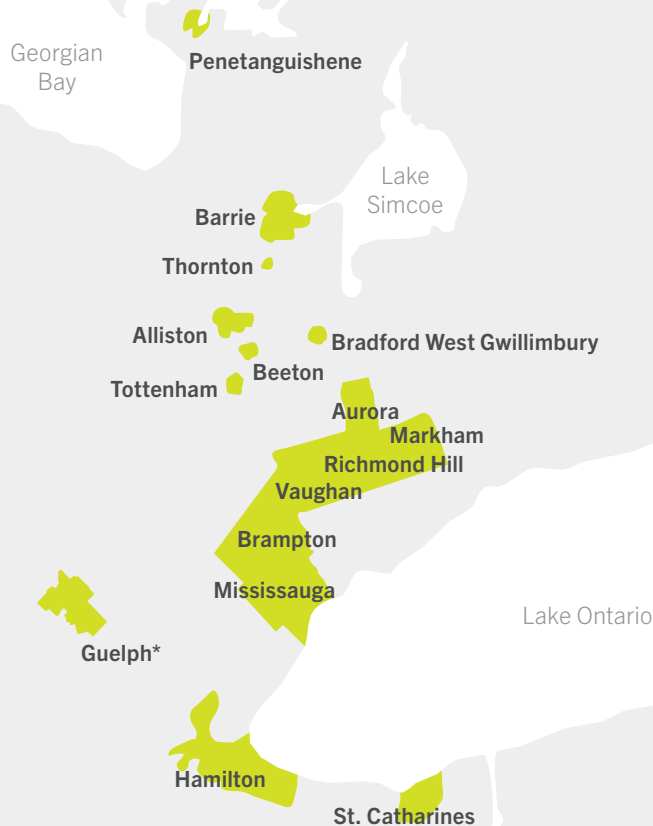
Alectra Energy Solutions Inc. provides customers with non-regulated energy solutions using innovative technologies.

Alectra Energy Services Inc. provides wholesale metering and sub-metering services and home energy management services for condominium and commercial properties.

Alectra Power Services Inc. provides street lighting services including design, construction and maintenance.

Util-Assist Inc. provides energy services and consulting services with respect to advanced metering infrastructure integration; customer information systems implementation, conservation initiatives; an after-hours outage management call centre under the name PowerAssist; and other smart grid applications.

Alectra service territories



*Guelph Hydro Electric Systems Inc. merged with Alectra effective January 1, 2019

“

We invite our customers to join us in exploring the sustainable energy choices that will improve their homes, workplaces and communities.”

Brian Bentz
President and Chief Executive Officer,
Alectra Inc.

Fast Facts

Although we're a relatively new company, through our legacy utilities we have over 100 years of history.



991,103
Customers

1,827 km²
Service Territory

19,897 km
Circuit Overhead
and Underground

39,705 km
Conductor Lines

25,421,910
Delivery (MWh)

1,510
Employees

1.08
System Average
Interruption Duration
Index (SAIDI)¹

1.37
System Average
Interruption Frequency
Index (SAIFI)¹

\$4.7 billion
Total Assets

113,675
Distribution Transformers

123,737
Poles and Pole Structures

13
Transformer Stations

155
Municipal Substations

60%
Employees
Represented by the
Power Workers Union

A
Credit Ratings

\$283 million
Capital Expenditures

1. Adjusted for loss of supply and major event days.

More than two years after the amalgamation of four energy companies to create Alectra Inc., Alectra's leaders, Norm Loberg, Chair of the Alectra Board of Directors, and Brian Bentz, President and Chief Executive Officer of Alectra, talk about the impact of the merger, plans to transform the business, as well as the company's determination to improve the customer experience by providing simple, sustainable and powerful energy solutions.



Q Why have you chosen “Sustainable Power, Discovering the Possibilities.” as your theme this year? How does Alectra bring this to life?

A Brian Bentz: *Sustainable power* captures everything we're trying to achieve. Alectra is doing more than just distributing electricity. We're all about exploring new sources and options for uses of energy that are cleaner, more efficient and more cost effective.

Discovering the possibilities speaks to the transformation happening within our sector and within our business. We believe in the promise of what the energy grid of the future can deliver. We see a more digitized, decentralized and decarbonized grid, and we want to lead that change.

Looking forward, our long-term goal is to grow as a leader in the world of technological change, building on our brand promise and serving as an ally for our customers, helping them discover the possibilities of sustainable energy solutions.

A Norm Loberg: Sustainability is embedded in our culture and in how each Alectra employee carries out his or her responsibilities. Sustainability reporting itself generates a tremendous amount of value because it forces companies to look at themselves in a holistic manner and requires longer-term thinking. It balances the outlook of our shareholders with that of our stakeholders, focusing on what is best for the future of our company.

Q The company was only formed two years ago, but Alectra has already realized many of the benefits anticipated from the consolidation. What is the reason for your success?

A Bentz: Looking back, the goal of bringing four organizations together to form one utility and setting a target of achieving synergies in a very short timeframe was certainly an ambitious undertaking. I was confident that our employees had the knowledge, the skills and the adaptability to rise to the challenge, and I am so very proud to report that we are achieving planned merger synergies and savings, thanks to our employees – the reason for our success.

Through all the challenges associated with the merger, our employees have continued to focus on what's important – safety, serving our customers and keeping the lights on. Behind the scenes, teams of employees have been working together to bring our systems and processes together. Throughout this period, our employees have been very open minded, enabling people from across our organization to have a voice in how new systems were developed and focusing on implementing best practices. I believe this approach of tapping into the diverse skills and knowledge of our employees has made us stronger.

Q How would you characterize the company's performance in 2018? Did you achieve your targets?

A Bentz: It was an outstanding year overall. Our net income was 32 per cent above target and we exceeded a number of our operational targets. For example, our customer service benchmarks exceeded our expectations for billing accuracy and call-answer response time. This was particularly impressive given that we were in the midst of a massive switchover of 750,000 customers to a new billing system, and replacing four legacy systems with a new platform.

In 2018, we also reported a 5.11 per cent decrease in carbon emissions when compared to our 2016 baseline, which is trending in the right direction.

Unfortunately, severe weather had a negative impact on reliability. We experienced several major weather event days, such as ice storms and high winds, which can damage equipment and disrupt the supply of electricity to homes and businesses. Despite these events, we continued to maintain high levels of service reliability.

On the safety front, there was an increase in lost-time incidents. Fortunately, none of which were “critical” in nature. On a positive note, there were fewer first aids and motor vehicle incidents, which is an important area of focus considering we have 750 Alectra vehicles on the roads every day.

Q Alectra is in a unique situation given that your owners are the municipalities you serve. How do your shareholders influence your culture and your priorities?

A Loberg: We have a collaborative relationship with our municipal stakeholders characterized by frequent communication and meaningful dialogue to understand the growth, economic prosperity and sustainable energy goals of the communities we serve.

Representatives from many of our shareholder municipalities sit on our Board of Directors and have the opportunity to influence culture and the company's business strategy. A good example is the fact that our Board of Directors has identified diversity and inclusion as a priority for the business. In 2018, female decision-makers make up over 30 per cent of all of Alectra's main governance bodies. We are proud of our track record of promoting gender diversity; however, we want to make further progress on the diversity and inclusiveness of our workforce.

Q Are there any major risks on the horizon for your business or your sector?

A Loberg: Regulatory uncertainty and disruption of the utilities sector are key risks being experienced by the energy industry. We are working closely with our regulator and are taking steps to transform from a traditional “poles and wires” company to an integrated, innovative, energy solutions provider offering planning services as well as assistance in implementing on- and off-grid energy services and solutions.

Q What are your immediate and longer-term plans to grow the business?

A Bentz: In 2019 and beyond, our goal is to deliver better, more efficient service in a more productive way. We want to raise the bar on how we interact with customers, and how we plan and design future energy systems to anticipate their needs and improve the customer experience.

Consumers clearly want more predictability in the pricing, reliability and sustainability of their energy supply. They want more choices, so we are working to provide simple, affordable and predictable energy solutions. The same holds true for our industrial and commercial customers. It is a global economy and they need to be as sustainable and competitive as other companies anywhere else in the world.

Q What is ahead for Alectra in 2019?

A Bentz: We have successfully completed a number of very large integration projects and, with that work behind us, I want to ensure we are not only optimizing our business performance, but also our workforce performance. By that I mean striving for a better work-life balance. Over the last two years, our employees have gone above and beyond what we asked of them, and a healthy workforce is vital to the future success of our business.

A Loberg: We must never be satisfied with the status quo. We must continue to grow our business and expand our horizons. In 2019, we will focus on continually improving our performance. We just want to keep getting better and better at what we do. We are ready to help our customers navigate the new potential of energy services and solutions, and we are well positioned to meet the future needs of the communities we serve.



Norm Loberg
Chair of the Board of Directors



Brian Bentz
President and Chief Executive Officer

Matters of the Board

Strong corporate governance is fundamental to Alectra's long-term success as a profitable organization dedicated to providing safe, reliable and innovative energy solutions across the Greater Golden Horseshoe area.

Alectra's governance practices are designed to ensure that all aspects of our business are conducted with integrity and transparency to improve the company's performance and enhance shareholder value.

Through its holding companies, Alectra is owned by six municipal shareholders – the cities of Barrie, Hamilton, Markham, Mississauga, St. Catharines and Vaughan – and BPC Energy Corporation, which is part of the Ontario Municipal Employees Retirement System (OMERS).

ALECTRA EXECUTIVE COMMITTEE

Alectra is managed by an experienced and forward-looking Executive Committee, which is ultimately responsible for Alectra's strategic development and stewardship and serves as its executive decision-making body for key facets of day-to-day operations.



Brian Bentz
President and Chief Executive Officer, Alectra Inc.



Max Cananzi
President, Alectra Utilities Corporation



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



Barb Gray
Senior Vice President, People and Safety, Alectra Utilities Corporation¹



John Matovich
Executive Vice President, Energy Solutions and Services, Alectra Inc.



Dennis Nolan
General Counsel and Corporate Secretary, Alectra Inc.

1. Effective January 1, 2019

BOARD OF DIRECTORS

Alectra is governed by a 14-member¹ Board of Directors, which is accountable to the shareholders to establish a system of effective corporate governance and to achieve Alectra's mission, vision and purpose. The Board discharges its responsibilities either directly or through four committees – the Audit, Finance and Risk Management Committee; Corporate Governance and Nominating Committee; Integration Committee; and the Human Resources and Compensation Committee. Sustainability topics are embedded as part of the Corporate Governance and Nominating Committee's mandate.

Alectra's Board of Directors promotes and champions diversity in board composition and the recruitment of board members with a mix of business and professional expertise. Our Board and management team are committed to the highest standards of corporate governance and business ethics. The Board's mandate is to govern Alectra Inc. by setting its strategic direction and risk tolerances, selecting and overseeing the effectiveness of the Chief Executive Officer, and monitoring the successful performance, culture and ethical integrity of the Corporation.



Norm Loberg
Chair



Jane Armstrong¹



Gerald Beasley



Paul Benson



Maurizio Bevilacqua



Bonnie Crombie



Giuseppina D'Agostino



Fred Eisenberger



Matt Harris



Jeff Lehman



Don Lowry



Teresa Moore



Frank Scarpitti



Annesley Wallace

Sustainability

Meeting today's needs and the needs of the future



As a sustainable company, Alectra is committed to meeting today's needs and the needs of future generations by empowering our customers, communities, and employees, protecting the environment, and embracing innovation.

Alectra's journey toward sustainability began in 2017 with a sustainability statement affirming a commitment to delivering value to our municipal shareholders; providing our customers with safe, reliable and efficient electricity service and innovative energy solutions; and, protecting the health, safety, environment and well-being of our customers, employees, contractors and communities. We also stated our intention to develop a sustainability framework modelled after the Canadian Electricity Association's Sustainable Electricity™ program.

Materiality Assessment

In September 2018, we undertook a materiality assessment to determine the sustainability issues that are most significant to Alectra's business and stakeholders including customers, employees, suppliers and community organizations. The assessment was based on recognized global frameworks, including the Global Reporting Initiative (GRI) standards, and was conducted by an independent third party. Results and priorities were then validated through a workshop with Alectra's executive team and a review by the cross-functional Corporate Sustainability Committee.

Through this exercise, Alectra's stakeholders identified eleven areas of focus (shown on the previous page) as material to the business and with the potential to impact our business performance. We address these top sustainability issues throughout this report.

In 2019, Alectra will develop performance metrics and targets for each material issue identified, and work toward obtaining the Canadian Electricity Association's Sustainable Electricity Company™ designation.



Alectra's growing volunteer base participated in tree planting with Credit Valley Conservation

AlectraCARES is the umbrella under which all sustainability elements in the company are connected according to the three pillars of sustainability – People, Planet and Performance.

#alectraCARES

Building strong relationships through strategic outreach

Alectra is committed to building solid relationships with a broad range of community, government and industry stakeholders through ongoing engagement and outreach.

A key element of our 2018 materiality assessment was surveying and speaking with over 100 external suppliers, community organizations and shareholders to gain their insights on Alectra's sustainability issues and priorities.

We also continued to engage with councillors of our shareholder municipalities, holding frequent meetings with elected officials and senior staff as well as participating broadly in industry events. In these sessions we discussed Alectra's conservation initiatives, capital investments, system upgrades, construction projects, rate filings, new policy initiatives and updates on billing information.

Some of the key industry and community organizations engaged during 2018 included:

- Boards of Trade
 - Brampton
 - Markham
 - Mississauga
 - Richmond Hill
- Chambers of Commerce
 - Aurora
 - Greater Barrie
 - Hamilton
 - Greater Niagara
 - Vaughan
 - Stoney Creek
- Canadian Electricity Association
- Canadian Urban Transit Research & Innovation Consortium
- Electricity Distributors Association
- Electrical Safety Authority
- Independent Electricity System Operator
- Infrastructure Health and Safety Association
- Ontario Energy Association
- Ontario Energy Network
- Ontario Regional Ground Alliance
- Plug'n Drive
- Sub-metering Council of Ontario
- The Atmospheric Fund

Highlights

21

community specific versions of ally created

112

external stakeholders participated in our sustainability survey

Alectra recognized for proactive stakeholder communications

The Electricity Distributors Association (EDA) presented Alectra with the 'Communications Excellence Award' in 2018 for proactive stakeholder communications with our municipal partners, underscoring our commitment to serve as an ally to our customers and stakeholders alike.

The EDA credited the creation of our *ally* newsletter as a key factor in earning this honour. *Ally* is a quarterly newsletter that serves as a useful touch point between Alectra, city councillors and municipal staff, helping to increase engagement and understanding of our sustainability initiatives, community involvement, customer service resources and regulatory matters.



EDA Communication Excellence Award

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

Alectra's leadership
in operating in a
safe, sustainable and
responsible manner
was recognized by
our industry peers
throughout 2018





ClimateWise Sustainability Leadership Award

for developing a comprehensive greenhouse gas (GHG) baseline across all nine Alectra facilities in the Greater Golden Horseshoe area, providing the foundation for reporting of over four per cent year-over-year decrease in carbon emissions (carbon dioxide equivalents) for 2017.



Canadian Dealmakers Award for 'Infrastructure and Utilities Deal of the Year'

for merging four innovative and dynamic Greater Toronto and Hamilton Area electric utilities in 2017 to create North America's second largest municipally-owned utility, Alectra. Key factors that led to the judges' unanimous decision were the strategic nature of the merger and the complexities management was able to overcome by merging four utility companies together.

Outstanding Workplace YWCA Hamilton

for proactively supporting the success and advancement of women in our workplace, as well as for fostering a culture that supports work-life balance, Alectra was presented with the YWCA Hamilton "Outstanding Workplace Award" at the 2018 Women of Distinction Awards.



Corporate Knights Top 10 in Future 40

for ranking seventh on the Corporate Knights annual sustainability top 10 ranking of Canadian companies that are top sustainability performers. Alectra Utilities West Region earned the high ranking, which uses 14 key performance indicators within the categories of resources, finance and employee management.



Globe and Mail and Morneau Shepell – Employee Recommended Workplace Award

for putting the health and well-being of employees first, Util-Assist was one of 53 winners across Canada. Util-Assist, a third-party call centre, is a wholly owned subsidiary of Alectra Energy Solutions.

Novinium Environmental Stewardship Award

for rejuvenating more than 76,000 metres of underground power cables, mitigating 968 tonnes of CO₂ that would otherwise have been released into the environment. This is the second consecutive year Alectra received this honour, and we are the only Ontario-based utility and one of only 10 in North America presented with this award.



People

Improving homes, workplaces and communities

“Environmental and social responsibility are foundational to Alectra’s success and part of the fabric of this organization. Our focus on people, planet and performance speaks to the continuing value we provide to our customers, employees, communities and owners.”

Brian Bentz
President and Chief Executive
Officer, Alectra Inc.

Our success depends on having an empowered, talented and diverse workforce to nurture strong relationships with our customers and to implement innovative practices that will help drive sustainable power and growth across our organization.

In 2018, Alectra continued to invest in the people who matter most to our organization – our employees, customers and the communities we serve. We advanced our health, safety, community and customer service performance, supported by Alectra employees who continue to make the right decisions that help us meet the needs of our customers and stakeholders.

HEALTH, SAFETY AND WELL-BEING

The health, safety and well-being of Alectra employees, customers and communities remain core to our values. We understand that it is our responsibility, as an electricity utility, to educate everyone on the safe use of electricity. This includes our employees, our contracted staff, our customers, and the general public.

To ensure employee health and safety remains top-of-mind, we introduced **AlectraSafe “Safety Perfect” days** – days when no personal injuries, preventable vehicle incidents or environmental spills occur, but an employee reports a near miss incident or hazard to their supervisor for correction. We also record **Potential AlectraSafe days**, which reflect no injuries, incidents or spills, and no near misses or hazards are reported. In 2018, over the course of 2,812,020 hours worked, we recorded three lost-time injuries.

To ensure employees have full access to and awareness of our Safety Data Sheets, which cover safe chemical and hazard identification, we provided prominent access to a phone app and digital links for employees to download key information. Health and safety information is also displayed on a centrally located touchscreen library of safety policies and processes.

To contribute to employee wellness, ergonomic audits are available and a new standard for sit-stand desks was introduced to improve the well-being of our staff.

People Highlights

321

electrical safety information sessions delivered to students

91%

customer satisfaction rate

750K

customers converted to industry-leading billing system



Doug Matthew recognized for safety leadership and service

Doug Matthew, Alectra's Director of Health & Safety, Wellness & Environment, was honoured by the Canadian Society of Safety Engineering, Hamilton Chapter, for Outstanding Service to the Safety Profession.

Public safety initiatives

In 2018, our efforts to increase public awareness of electrical safety included ongoing communication about our emergency preparedness plans with customers and municipal officials. We also conducted safety presentations in 97 primary schools in Ontario's Greater Golden Horseshoe area, delivering 321 electrical safety information sessions to more than 41,600 students.

Our customer service representatives respond to 78 per cent of calls within 30 seconds



INVESTING IN OUR EMPLOYEES

Being an ally to our customers begins with ensuring our people are fully engaged, have a passion for performance and see a clear path forward for their career development.

We take pride in providing a safe and respectful workplace where employees are highly valued, treated fairly, provided with challenging and meaningful work, engaged through a variety of communication channels, and recognized and rewarded for their skills, talent and dedication.



We compensate employees competitively with the market to ensure we can attract and retain the skills and talent we need to meet the changing needs of the energy sector.

We encourage employees to “Discover the possibilities” of their own career paths by providing a wide variety of skills training, as well as support through our Continuing Education Assistance Program, which helps employees pursue college or university level courses in work-related programs on their own time. In 2018, 20 employees benefited from this program.



DIVERSITY AND INCLUSION

In 2017, we publicly committed to promoting the values of diversity and inclusion by signing the Leadership Accord on Gender Diversity for the Electricity Industry – an Electricity Human Resources Canada (EHRC) initiative. Alectra was the first company to sign the Accord that now has 48 signatories.

In 2018, we formed a Diversity & Inclusion Council and finalized our diversity strategy, which outlines our commitment to developing a corporate culture that demonstrates greater awareness of diversity issues and refines our hiring and orientation practices and processes to support greater diversity.

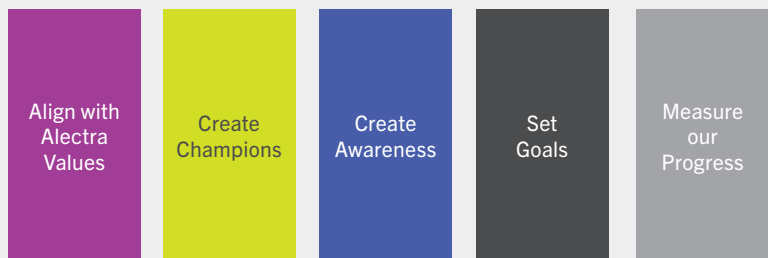
All of Alectra’s main governance bodies – our Board of Directors and senior management teams – include a diverse and growing number of female decision-makers, with representation ranging from 31 per cent to 34 per cent. We are exceeding guidelines set out in the Leadership Accord on Gender Diversity, which advocates for 10 to 30 per cent female representation at these levels.

“

In the midst of change, our people worked hard to build one team, one company and one culture. Together, we have made significant progress in building the core systems that will allow us to operate efficiently in the future.”

Brian Bentz
President and Chief Executive Officer,
Alectra Inc.

Diversity and Inclusion Strategy



Education & Programs | Employee Engagement | Attract and Retain Talent

People Highlights

31-34%

female leadership
representation

Leadership Diversity

Board of Directors

31% female / 69% male



Senior Management

34% female / 66% male



Employees

33% female / 67% male



Empowering women to achieve their professional goals

In March, YWCA Hamilton presented Alectra with its Outstanding Workplace Award at the 2018 Women of Distinction Awards for proactively supporting the success and advancement of women in our workplace, as well as fostering a culture that supports work-life balance. The award was accepted by Eileen Campbell, Vice President, Customer Service (right).

At the same event, Kathy Lerette, our Senior Vice President, Business Transformation (left), received a *Women of Distinction Award* for the promotion of STEM – Science, Technology, Engineering and Math – and for encouraging women to pursue these fields in their careers. A certified engineering technologist, Kathy serves as the Vice-Chair of the Electricity Human Resources Canada (EHRC) Board and is representing the Ontario Association of Certified Engineering Technicians and Technologists (OACETT) on a three-year project to address barriers that contribute to the under representation of women in STEM fields.

Customer Satisfaction Survey Results		2018 Alectra	2018 Ontario	2017 Alectra	2017 Ontario
How satisfied customers are	↑	91%	89%	88%	81%
Provides consistent, reliable electricity	↑	92%	90%	91%	89%
Quickly handles outages and restores power	↑	90%	86%	87%	85%
Customer-focused and treats customers as if they're valued	↑	85%	79%	79%	72%
Is a company that is "easy to do business with"	↑	84%	82%	83%	79%
Keeps its promise to customers and the community	↑	85%	80%	81%	75%
Is a trusted and trustworthy company	↑	85%	81%	81%	76%

Source: Annual Electric Utility Customer Satisfaction Survey – UtilityPULSE, a division of Simul Corporation

CUSTOMER SERVICE

As an ally to our customers, we focus on providing quick, responsive and consistent service and advice to help them make smart energy choices.

According to the results of our second annual Customer Satisfaction Survey, we increased satisfaction levels across every category and outperformed our sector peers.

We also exceeded our goals in 2018 on two indicators we track internally to ensure we are providing optimal service:

Billing Accuracy

Target: > 99%
Achieved: 99.6%

Call Answer Time

(answered within 30 seconds)
Target: > 75%
Achieved: 78%

Energy affordability

The Ontario Energy Board is responsible for setting electricity rates across the province. When applying for new electricity distribution rates, Alectra Utilities endeavours to keep rates affordable while generating enough revenue to support capital projects to upgrade and expand the network to meet the needs of the communities we serve. Prudent capital investment and effective cost control enable us to ensure the efficiency of our operation and ongoing affordability of our services.

Assisting customers in need

For low income consumers, Alectra promotes the Ontario Electricity Support Program (OESP), which provides a monthly on-bill credit, and the Low-income Energy Assistance Program (LEAP), which provides a one-time grant delivered through social service agencies. In 2018, 41,309 customers received a credit through OESP and Alectra contributed \$439,235 to LEAP.

Industry-leading customer care and billing system

In 2018, our teams completed the largest customer information system convergence project in Ontario's history – successfully combining three legacy local distribution company systems into one industry-leading customer care and billing system to serve 750,000 customers.

Not only did we adopt a common billing system and streamline our business processes, but we also achieved this without interrupting service to our customers and mitigating billing issues. The project involved integrating multiple networks and systems including metering, field operations, billing, payments and customer self-service. It also required comprehensive employee training and change management to harmonize processes – including a resource website with how-to tutorials, in-person training and videos. In total, 418 frontline customer service staff were trained in the new customer care and billing system. We completed the final conversion of our remaining 250,000 customers in March 2019.



The Alectra team walked away with three awards including top fundraising team at the Walk a Mile in Her Shoes event

COMMUNITY ENGAGEMENT

Our community investments touched many lives:

Helping end the stigma around mental illness

Alectra employees joined millions of Canadians participating in the annual Bell Let's Talk Day. Alectra also provided extensive support to community organizations that focus on mental health care – including the Peel Children's Centre and the Pathstone Children's Mental Health Centre, a new state-of-the-art mental health treatment facility in St. Catharines that will provide professional intervention to children and their families living with mental health issues.

Showing real heart

Alectra employees raised over \$22,000 for the Heart and Stroke Foundation by fielding seven teams to participate in its annual 'Big Bike' ride, pedalling through the communities we serve, and putting their hearts and energy into building a healthy community.

Delivering community support

Alectra employees showed strong support for the United Way by donating \$84,000 through payroll deductions and special events. In addition, Alectra's 2nd Annual Charity Golf Tournament, a large-scale corporate fundraiser, raised \$350,000 through the support of our vendors who share in Alectra's commitment to give back to the communities we serve.

Thanks to the generosity of our employees and vendors, Alectra was able to provide valuable funding to Community Foundations in Barrie, Hamilton, Mississauga, Niagara and Toronto, Easter Seals Ontario and United Way charities operating within communities served by Alectra – Peel and York Region, Simcoe County, Hamilton and St. Catharines.

People Highlights

\$842K

in AlectraCARES
community support

Stepping up to end violence against women – Walk a Mile in Her Shoes

A team of 26 Alectra employees donned red shoes in June and walked a mile through downtown Hamilton to help raise awareness and funds to end violence against women. The team contributed \$10,000 to the fundraising effort organized by YWCA Hamilton.

Bringing smiles to children

Alectra employees donated \$12,000 in support of the Children's Wish Foundation for the child of an Alectra employee who was granted a wish by the organization. They also donated almost \$6,700 to Million Dollar Smiles, a local charity that raises money to bring a smile to the faces of terminally ill children. Twenty five Alectra employees and their families delivered teddy bears and gifts to families identified by the organization.

Peddalling for cancer research

A team of 35 Alectra employees cycled in the annual Enbridge® Ride to Conquer Cancer®, travelling more than 200 kilometres between Toronto and Niagara Falls and raising over \$112,000 in support of the world-renowned Princess Margaret Cancer Centre. Since 2017, Alectra has raised over \$267,000 for cancer research and to support personalized cancer medicine research, treatment advances, education and new standards of care.

The past two years Alectra raised over \$260,000 for cancer research

AlectraCARES Community Support Program

Alectra understands that empowering our communities is critical to our sustainability journey. We invest in programs and initiatives that foster sustainability within the communities we serve across Ontario's Greater Golden Horseshoe area.

In 2018, we refined our community investment program to align with the guiding framework of our AlectraCARES initiative. We also contributed more than \$842,000 to local not-for-profit organizations that promote community sustainability through the AlectraCARES Community Support Program, which helps not-for-profits foster healthy, diverse and sustainable communities.

Alectra's community investments are directed toward charities and not-for-profit organizations that share our vision of building sustainable communities in the following four areas of focus:

1

LOCAL ECONOMIC SUPPORT

We work with local business associations to help develop a vibrant economic community throughout Alectra's distribution area.

2

INNOVATION

We support new programs and activities that are useful to our customers and that drive the energy industry forward through the continuous integration of people and technology.

3

HEALTHY COMMUNITIES

We support programs targeted to residents and families that improve the quality of life in our communities.

4

ENVIRONMENT AND CULTURE

We support organizations and programs that contribute to building and maintaining environmentally healthy, sustainable, and culturally diverse communities.



A photograph of a family of four walking away on a dirt path through a dense forest. The father is in the front wearing a red hoodie and a purple hat. A young girl in a green hat and blue patterned shirt is next to him. Another young girl in a blue patterned shirt and purple boots is in the foreground. The mother is partially visible behind her. The forest is lush with green undergrowth and tall trees.

Planet

Helping shape the future of our planet

“

We believe in the potential of what the energy grid can deliver. We see a more digitized, decentralized and decarbonized grid and we want to lead that change, we want to enable the grid of tomorrow – one that delivers sustainable growth and empowers our customers, communities, employees and owners.”

Brian Bentz
President and Chief Executive
Officer, Alectra Inc.

We hold ourselves accountable for protecting the planet by championing energy conservation, investing in sustainable forms of energy and continuously reducing our impact on the environment.

ENERGY CONSERVATION AND EFFICIENCY

In 2018, Alectra continued to advance our environmental performance by focusing on the company’s top sustainability issues – energy conservation and efficiency, climate change and greenhouse gas (GHG) reporting, alternative energy technologies and solutions, and waste and materials management. Alectra continued on the journey to achieve ISO 14001 certification for our Environmental Management System. Training and a gap analysis audit were conducted with the intent to be fully certified by 2020.

We offered our customers conservation and demand management (CDM) programs to help them consume energy as efficiently as possible. This not only helped our customers manage their costs, but it also helped to reduce our collective carbon footprint. We delivered these energy saving programs and services on behalf of the Independent Electricity System Operator (IESO), providing energy retrofits, incentive programs and awareness campaigns to generate understanding of how customers can reduce their energy needs.

We helped our customers save over 319 gigawatt hours of electricity² in 2018, enough to power 35,000 typical homes for a year, and provided over \$48 million to support their energy saving projects.

Planet Highlights

6,700
Save On Energy Retrofit applications approved

\$48M
paid to customers in energy incentives

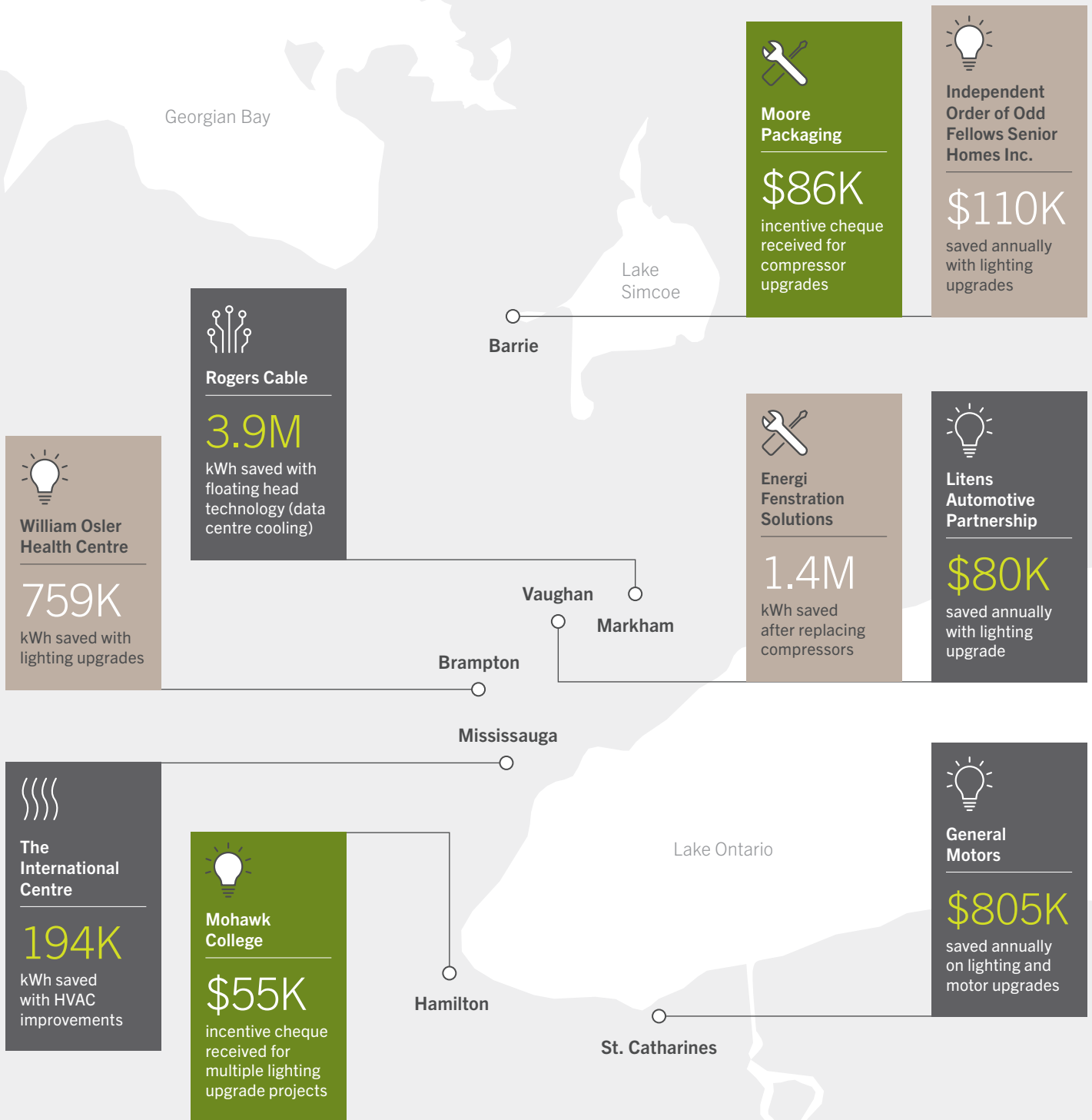
5.11%
reduction in greenhouse gas (GHG) emissions compared to the 2016 baseline

2018	Sum of Net Energy Persisting (GWh)	Sum of Incentive (\$MM)
Non-Residential	251.97	37.02
Residential	67.08	11.75
Grand Total	319.05	48.77

2. Final verified 2018 results will be available from the IESO in July 2019.

Conservation and Demand Management

Alectra worked with local businesses across our communities to achieve significant energy and cost savings



2018 incentive and sponsorship highlights

- Approved 6,700 Save on Energy Retrofit applications
- Helped 400 local businesses receive support from the Small Business Lighting and Business Refrigeration Incentives programs to operate more efficiently by retrofitting lighting and refrigeration equipment
- Placed more than 3 million products into the hands of residential customers through instant discount coupon Deal Days, Heating and Cooling, and Smart Thermostat programs
- Hosted 16 community events, including the Mississauga Waterfront Festival and Kempenfest Barrie
- Sponsored seven community teams, including the Ontario Hockey League's Barrie Colts, Hamilton Bulldogs and Niagara Ice Dogs, as well as the Raptors 905 of the National Basketball Association's G League, the official minor league of the National Basketball Association
- Helped shift the residential lighting market from compact fluorescent (CFL) bulbs to light emitting diode (LED) bulbs

Customer flexibility on pricing

Alectra is helping customers take charge of their electricity costs and provide options that make life easier. That's why we designed Advantage Power Pricing, a program that empowers customers to save on energy costs.

Participating customers have a choice of programs to fit their lifestyle and can reduce their costs – without sacrificing their comfort. Advantage Power Pricing program participants are part of a community that is helping to reduce the production of carbon-intensive electricity – it's a win for customers and for the environment.

The trial program that began in 2017 has been so well received that the Ontario Energy Board extended it into 2019.



In April 2018, we hosted an Energy Evolution Summit to recognize companies that have participated in Save on Energy programs and highlight outstanding energy conservation achievements. The 2018 Energy Evolution Summit had 400 attendees and saw 15 unique awards presented to companies that have taken the next step in creating a culture of energy conservation in their businesses.

Award winners included:

- The Collaboration Award
Peel Condominium Corporation 250
- The Continuous Improvement Award
Walmart Canada
- The Discovery Award
Canplas Industries Ltd.
- The Energy Analytics Award
Welded Tube of Canada
- The Energy Evolution in New Construction Award
Urbacon
- The Energy Impact Award
GM Canada
- The Environmental Sustainability Award
Mohawk College
- The Exceptional Achievement Award
Petro-Canada Lubricants
- The Gamechanger Award
ACCO Brands Canada
- The Inspiration Award
PCC 400 – Kingsbridge Grand I
- The Integration Solutions Award
T & T Supermarket Inc.
- The Project Payoff Award
Trulite Glass & Aluminum Solutions
- The Regeneration Award
Canada Post Corporation
- The Spirit Award
Humberview Group

CLIMATE CHANGE

Climate change is an increasingly important global challenge for businesses and communities. Alectra's support for the transition to a lower-carbon economy includes promoting energy conservation measures, better managing our response to weather extremes, and improving our ability to account for and report on our greenhouse gas emissions, as we consider various climate change mitigation and adaptation strategies for the future.

In 2018, we continued to experience an increase in the severity and frequency of major storm events, one of the most notable outcomes of a changing climate. We experienced eight major event days, the majority of which were weather related, much higher than the annual average of four days.

Our service area, particularly Mississauga, was hit with three major wind events in April and May, with gusts between 90–100 kilometres per hour. This resulted in several outages, which crews responded to as quickly as possible. Additionally, as a member of the North Atlantic Mutual Assistance Group³, Alectra crews were dispatched to Pennsylvania, Massachusetts, Georgia, and Florida throughout the year to assist in power restoration efforts following extreme weather events. In addition, following the tornadoes in Ottawa, Alectra crews immediately responded to provide assistance to Hydro Ottawa.



Emergency Response

Alectra has developed a corporate emergency plan – considered an all-hazard plan – to ensure we are prepared to handle any kind of emergency, from severe storms and their aftermath, to cyber threats and civil unrest. The plan provides both a framework and a guideline for the course of action we will take to efficiently handle emergency situations that could impact the company's ability to restore power and the continuity of operations, as well as being part of a municipal response.

We annually test our plan and this year's exercise, involving over 100 people, focused on the logistical aspects of moving crews and supplies to our different regions (including bringing in mutual aid from across the border), as well as the long-term recovery of infrastructure, community and employees.

3. The North Atlantic Mutual Assistance Group encompasses all of the United States northeast, as well as Canadian utilities in Ontario, Quebec, New Brunswick and Nova Scotia. It is one of seven regional electricity mutual assistance groups that operate in North America. The power system is an interconnected network and restoring service to the grid goes faster when utilities can share resources to make the necessary repairs. Utilities address these resource constraints by using mutual assistance programs that allow companies to pool resources to meet their shared needs during an emergency event.

Greenhouse Gas Emissions (tCO₂e)

		2018	2017	2016 (baseline)
Scope 1 – Fleet fuel and natural gas	↓	6,860.32	7,224.42	7,417.86
Scope 1 – SF6 - Sulphur hexafluoride	↓	843.67	956.00	1,075.50
Scope 2 – Electricity and district heating and cooling	↑	982.83	685.36	661.44
Total	↓	8,686.82	8,865.78	9,154.80

Notes:

1. GHG emissions were calculated in accordance with the principles and requirements of ISO 14064-1, and the Greenhouse Gas Protocol – A Corporate Accounting and Reporting Standard.
2. The calculations took into account nine facilities, comprised of three corporate offices in Mississauga, Vaughan and Hamilton and six service centres in Markham, Brampton, Mississauga, Barrie, St. Catharines and Hamilton. Excluded are substations and transformer stations.
3. The 2017 emissions were adjusted to account for the emissions associated with four months on the district heating and cooling system at our John Street office.

GREENHOUSE GAS (GHG) REPORTING

In 2018, Alectra's Scope 1 and Scope 2 GHG emissions decreased by 468 tonnes of carbon dioxide equivalents (tCO₂e), or 5.11 per cent compared to the 2016 baseline.

We attribute our 2018 GHG reductions to efficiencies achieved in our fleet of vehicles, as fewer kilometres were travelled, and to the purchase of newer, more fuel-efficient vehicles replacing older vehicles. Natural gas usage decreased due to a full year on the district energy system in Hamilton and reduced heating, ventilation and air conditioning (HVAC) use during renovations. While the connection to the district energy system resulted in an increase to Scope 2 emissions, the connection reduced the on site emissions by 368 tCO₂e as we reduced our natural gas consumption by over 190,000m³. Repairs to station equipment resulted in a reduction of sulphur hexafluoride (SF6). Electricity use increased due to the higher cooling requirements in the summer months and lighting and power needs for overnight renovations to the head office.

We also introduced carpool and vanpool initiatives for our employees during the year. Employees are connecting with their colleagues through MetroLinx's Smart Commute Tool and, to date, over 70 people have joined the carpool program and logged their carpool activity, reducing emissions by 87 tCO₂e. Nine vanpools operated during the year with savings, on average, of approximately 30 tCO₂e per vehicle, the equivalent of physically removing 54 vehicles from the road each rush hour.

In 2019, Alectra will work to establish a GHG reduction target and to develop an action plan to meet our goal with a focus on our vehicle fleet, as it is the largest contributor of emissions.

We attribute our 2018 GHG reductions to efficiencies achieved in our fleet of vehicles, as fewer kilometres were travelled, and to the purchase of newer, more fuel-efficient vehicles replacing older vehicles.

ALTERNATIVE ENERGY TECHNOLOGIES

Alectra is an industry leader in offering a broad array of alternative energy solutions, helping customers, businesses and communities benefit from energy's full potential. Some of the advanced energy solutions we initiated in 2018 include:

Net Zero Energy Emission homes

Alectra partnered with Enbridge Gas Inc., the City of Markham and the Centre of Urban Energy at Ryerson University to demonstrate and test the Net Zero Energy Emission (NZEE) homes Proof of Concept. NZEE is retrofitting a Markham test home with controllable electrical and thermal technology, integrated controls, and real-time grid greenhouse gas signals with a goal of reducing up to 8 tonnes of CO₂e per year.

SPARK Proof of Concept

Alectra partnered with IBM and Interac Corporation to demonstrate and test the SPARK Proof of Concept. SPARK is a concept for a blockchain-enabled market platform to contract, verify, and settle transactions with distributed energy resources (DERs) providing grid services to enable a distribution energy services market.

Electrification of transportation

Alectra partnered with York University, the Independent Electricity System Operator (IESO) and the Canadian Urban Transit Research & Innovation Consortium (CUTRIC) on an electric bus simulation. The study that is aimed at understanding the impacts of adopting full battery-based electric city and school buses on local distribution networks and bulk electricity systems and identifying and evaluating the potential energy conservation barriers and technical best practices for efficient electrification of transit bus fleets in Ontario.

Alectra Drive for the Workplace

Alectra continued its partnership with the City of Markham on a two-year pilot program at the Markham Civic Centre to test the impact of daytime electric vehicle

(EV) charging at workplaces on Ontario's electricity grid. This first-of-its-kind initiative is designed to demonstrate how EV charging stations can be added to workplaces, while managing electricity costs through smart charging and the integration of multiple distributed energy resources such as batteries, demand response from buildings and solar energy generation.

Renewable energy

Alectra Energy Solutions and Alectra Energy Services continued managing the operations for 95 solar photovoltaic projects disbursed across Ontario. The portfolio generated 25.7 gigawatt hours of electricity, enough to power over 2,800 typical homes for a year.



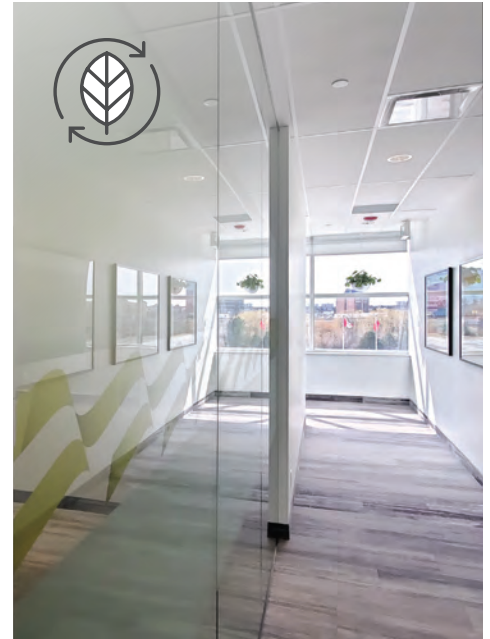
WASTE AND MATERIALS MANAGEMENT

In 2018, Alectra recycled 4,210 kilograms of electronic waste (E-waste) as compared to 2,850 kilograms in 2017. This waste material, which includes products such as computers and televisions, is sent to Global Electric Electronic Processing in Barrie for recycling and recovery.

Our employees donated 1,726 kilograms of used clothing and other textiles to the Kidney Foundation of Canada, bringing Alectra's two-year total to over 3,500 kilograms. The clothing is either recycled as textiles or resold to Value Village, a thrift store chain with locations throughout Canada and the United States.

In 2018, a company-wide waste audit was conducted and the audit findings will be used to consolidate and roll out a harmonized office waste recycling program across all of Alectra's offices and service centres. In addition, the first ever cradle-to-grave environmental audit was conducted on Alectra transformers taken out of service.

We also continued to track our water usage and reduced our year-over-year water consumption by over 3,000 m³ from 32,193 m³ to 29,153 m³.



Sustainable building solutions

After a major renovation at our head office, we recycled and donated cabinets, dishwashers, a refrigerator and a stainless-steel sink to Habitat for Humanity in support of the important work they do in rebuilding our communities.

At Alectra's Vaughan office, we successfully installed our first green roofs, which have halted the deterioration of two roof overhangs that were exposed to the elements. The environmental benefits include improved stormwater management, lower maintenance requirements, improved water quality, and enhanced urban biodiversity by providing a habitat for wildlife. The economic benefits include increased longevity of roofing membranes because the vegetation keeps the membranes cool in summer and protects from extreme temperature fluctuations; and, reduced maintenance costs to clean and repair the roof.



POWER.HOUSE is Alectra's solar-storage technology program that enables homeowners to generate their own electricity and maximize savings.



Performance

Navigating the new potential of energy

“

We are thinking longer term about how we need to transform as a company, as a utility and as an industry, and how our infrastructure needs to accommodate those changes.”

Max Cananzi
President, Alectra Utilities

We are an ally in navigating the new potential of energy. We invite stakeholders to join our quest to build an innovative energy company that spans the dynamic and growing Greater Golden Horseshoe area.

In order to meet today's needs and support future generations, we focus on continuously improving our performance as we deliver sustainable power to our customers and the communities we serve.

Alectra makes substantial and ongoing financial investments that are designed to:

- deliver safe, reliable and sustainable power to our customers;
- improve our costs and reduce our risks;
- contribute to social and economic well-being; and
- support our research into innovative energy solutions that will drive future performance improvements.

CAPITAL INVESTMENTS TO ENHANCE RELIABILITY AND ENABLE GROWTH

Our capital investments are targeted to expand and improve the reliability of our distribution system, as well as to support our operations in delivering superior customer service. In 2018, our capital investments totalled \$283 million, as compared to \$260 million in 2017. We invested in infrastructure for growth and in upgrading and renewing our networks.

Examples include:

\$1.8 million for new equipment to re-vitalize Hamilton's Locke Street

Part of a five-year infrastructure modernization project, the funds will be used to replace the old four-kilovolt (kV) system with new, higher voltage 13.8 kV capacity. The upgrades include over 6.8 kilometres of new overhead wires supported by 103 new poles, six new switches and 34 new transformers.

Performance Highlights

\$505M
in electricity distribution revenue

1M
Approximate number of residential and commercial customers

\$283M
in capital expenditures

\$2.2 million to modernize Brampton's electrical infrastructure

We completed a project to re-vitalize underground cables to improve electrical service reliability in Brampton.

\$1 million to enhance system reliability in Mississauga

The three-phase project consisted of rebuilding overhead poles along Derry Road, part of an infrastructure upgrade that included 27 pole rebuilds and the replacement of 7,360 metres of overhead conductor cable.

\$2 million two-phase modernization project launched in the Dundas-Hamilton area

The first phase of this five-year project to re-vitalize critical electrical infrastructure involved the replacement of the old four kV system, with a new, higher voltage 27.6 kV system.

\$8 million to modernize Barrie's electricity grid and enhance reliability

A two-phase project that replaced and upgraded pole capacity that connects the Livingstone Municipal Station with Little Lake Municipal Station, in anticipation of new growth in the area. This is part of an infrastructure upgrade that included the building of a new 44 kV municipal station with four 13.8 kV distribution lines.

Alectra employees work diligently to renew and upgrade our assets





Alectra's grid is monitored 24/7

RISK MITIGATION

The ability to identify, manage and mitigate risk and uncertainty, maintain effective operations and respond appropriately to changes in the external and internal business environment is crucial to the continued success of the company.

Alectra has established and implemented an Enterprise Risk Management System Framework to provide a coordinated approach to assessing and responding to risks and opportunities that have the potential to impact the achievement of strategic objectives. Annually, Alectra completes an assessment of enterprise-wide risks.

During the 2018 assessment, a number of risks that have the potential to impact the sustainability of our business were identified, including risks related to culture, cyber-security, safety, labour relations, integration projects, regulatory environment and political policy changes. To minimize the negative outcomes associated with these risks, internal risk owners were identified and risk mitigation strategies were developed and implemented.



Sustainable Power: Contributing to the Future of our Industry

Georgian College: Alectra Centre for Research, Innovation and Commercialization

Alectra has made a \$750,000 investment over five years to Georgian College for the construction of an 8,000 square foot Advanced Technology, Innovation and Research Centre at its Barrie Campus. The only one of its kind in Central Ontario, it will be a go-to source for industry and academic partners to test concepts, accelerate development and showcase promising research and new products.

Mohawk College: Educational Substation

A decommissioned Alectra substation was donated to Mohawk College for use as a new energy and power utilities lab. The lab is being used as an educational centre for more than 200 engineering and technology students to learn about utility equipment in a life-like working environment offering both classroom and hands-on learning.

Conestoga College: Powerline Pre-Trade Program for First Nations Communities

Four Alectra powerline maintainers became volunteer instructors at Conestoga College (Ingersoll Training Facility), leading an intensive eight-week program for students from six First Nation communities to learn the power line trade to assist with Northern Ontario's 26-month transmission project that will link Wawa to Thunder Bay.

FINANCIAL PERFORMANCE

Summarized financial disclosure 2018

The financial information, unless otherwise stated, has been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB") and in effect at December 31, 2018 with comparatives for the 11 months ended December 31, 2017. All dollar amounts in the tables are in millions of Canadian dollars, which are presented in whole numbers.

System access expenditures comprise projects required to meet customer service obligations in accordance with the Distribution System Code of the Ontario Energy Board and corporate Conditions of Service. Projects in this category include connecting new customers, building new subdivisions, and relocating system plant for roadway reconstruction work.

System renewal expenditures comprise long-term plans to replace assets that are at the end, or nearing the end, of their useful lives. Replacement strategies are prioritized based on both age and condition of assets, as well as the impact on system reliability.

Selected consolidated financial information¹

(C\$MM)	2018	2017
Operations		
Revenue		
Electricity sales	2,850	2,591
Electricity distribution	505	458
Other		
Regulated	59	39
Non-regulated	38	37
	3,452	3,125
Expenses		
Cost of power	2,833	2,567
Operating expenses	261	271
Depreciation and amortization	140	124
Loss on derecognition of property, plant and equipment	7	6
	3,241	2,968
Income before financial expenses and taxes	211	157
Net finance costs	(63)	(53)
Taxes	(39)	(30)
Net income	109	74
Balance Sheet Summary		
Total assets	4,655	4,481
Loans and borrowings (includes short term debt)	1,944	1,869
Total shareholders' equity	1,689	1,648
Property, plant and equipment and intangible assets	3,268	3,051
Cash Flow Summary		
Cash at beginning of period	122	155
Net cash from operating activities	302	546
Net cash from financing activities	(66)	286
Net cash used in investing activities	(342)	(865)
Cash at end of period	16	122
Other Financial Statistics		
Net income (before net movements in regulatory balances) ²	140	83
Adjusted funds from operations	238	329
EBITDA (before net movements in regulatory balances) ³	356	269

1. The consolidated financial information is derived from the audited consolidated financial statements of Alectra Inc.

2,3. These balances are calculated based on Modified IFRS as determined by the OEB which includes certain other regulatory balances not recognized for financial statement purposes under IFRS.



We invest in infrastructure projects that contribute to the resilience of our communities. Our capital investments in 2018 totalled \$283 million.”

Max Cananzi
President, Alectra Utilities

System service expenditures comprise projects required to support the expansion, operation and reliability of the distribution system.

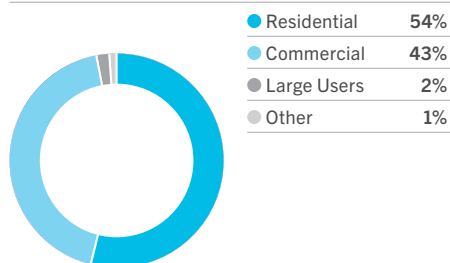
General plant expenditures comprise modifications, replacements or additions to assets that are not part of the distribution system, including: land and buildings; tools and equipment; rolling stock; and electronic devices and software used to support day-to-day business and operations activities.

Capital contributions comprise contributions received in relation to services or property received from electricity customers to construct or acquire property, plant and equipment for the purpose of connecting a customer to a network.

Alectra Energy Services capital expenditures are principally attributable to the purchase of sub-metering assets.

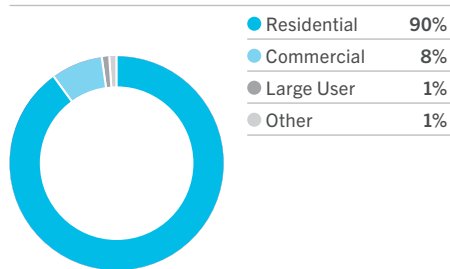
Distribution revenue by customer class (2018)

\$505M



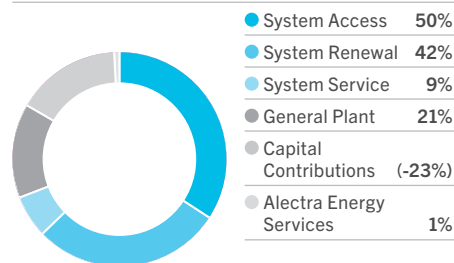
Distribution customers by class (2018)

1M



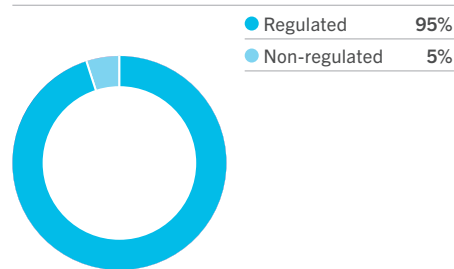
Capital expenditures (2018)

\$283M



Property, plant and equipment and intangible assets (2018)

\$3.27B



Regulated Electricity Distribution Statistics

Customers	Approximately 1,000,000 residential and commercial customers located in the Ontario Greater Golden Horseshoe area.
Assets	6,576 km of overhead lines and 168 distribution stations.
Approved rate base (2018) ¹	\$2,640M
Approved return on equity (ROE) (2018) ¹	8.94%

1. The 2018 approved rate base and approved ROE values are based on the most recent rate decisions of the Ontario Energy Board on the applications of Alectra Utilities Corporation

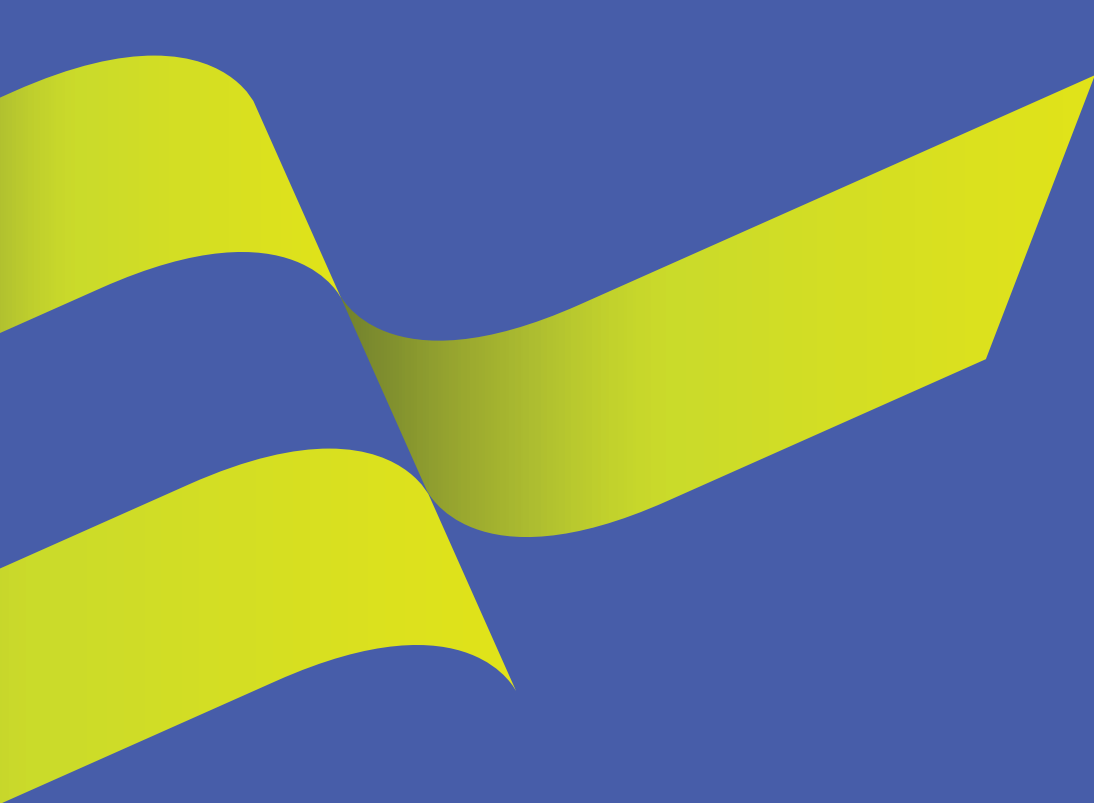
Credit Rating

	Dominion Bond Rating Service			Standard & Poor's Global Ratings		
	Date Confirmed	Credit Rating	Trend	Date Confirmed	Credit Rating	Trend
Issuer rating	June 29, 2018	A	Stable	January 24, 2018	A	Stable
Senior unsecured debentures	June 29, 2018	A	Stable	January 24, 2018	A	Stable
Short term (Commercial Paper)	October 2, 2018	R1(low)	Stable	—	—	—

Alectra Inc.

Management's Discussion & Analysis and Financial Statements

Year ended December 31, 2018



2018 Annual Sustainability Report

Alectra's family of energy companies distributes electricity to approximately one million customers in Ontario's Greater Golden Horseshoe area and provides innovative energy solutions to these and thousands more across Ontario.

To further discover the possibilities of sustainable power, you can contact us directly:

Alectra Head Office
2185 Derry Road West
Mississauga, ON L5N 7A6
alectra.com

