

**2019** A YEAR IN REVIEW

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# OUR VISION

Delivering inspired solutions for a better world.  
Always There. Anywhere.

# OUR MISSION

To build a global portfolio of utilities and energy infrastructure assets that consistently delivers operational excellence and superior returns.

*A Horizontal Directional Drill (HDD) pullback on one of our Urban Pipeline Replacement connector projects.*

# MESSAGE FROM THE EXECUTIVE CHAIR

Dear Canadian Utilities Share Owners,

I am very pleased with the strong 2019 performance of Canadian Utilities, ATCO's largest principally controlled company. Throughout the year, we continued to advance our strategy, fortify our balance sheet and strengthen our portfolio of energy-related assets that deliver both operational excellence and superior returns.

It is true, however, that our businesses continue to face growing challenges—not the least of which is the policy-driven erosion of economic competitiveness here in Canada, and the many macroeconomic and geopolitical factors that are reshaping the face of commerce around the world. From the unprecedented COVID-19 pandemic, to technological disruption, trade tensions, geopolitical conflict, ballooning

global debt and slowing growth in emerging markets, it is a deeply uncertain time for business and consumers alike.

Companies that grow sustainably over the long term—as Canadian Utilities has—must continually adapt to the changing world, new technologies, and increasing customer and stakeholder needs. I am extremely optimistic about the change in tone globally, and the realization that a net-zero world is a very real and practical opportunity that will allow for continued growth involving all aspects and forms of energy.

The exceptional leadership and talented people of Canadian Utilities are taking bold action to ensure your company thrives in this evolving net-zero world. With operations throughout the energy value chain, we are uniquely positioned to help facilitate the global energy transformation that is already underway, and to create lasting prosperity for our customers.



## CREATING A NEW MODEL FOR CANADA

In May 2019, we announced the appointment of Siegfried Kiefer to the role of President & Chief Executive Officer, Canadian Utilities Limited. Together, we are committed to the continuation of building long-term value for our share owners, while adhering to the highest ethical standards and ensuring that we contribute to a better quality of life for our customers and communities.

Perhaps no project better exemplifies our commitment to these principles than the completion, energization and sale of Alberta PowerLine (APL)—a true Canadian success story, and an example for the world of how industry and Indigenous communities can work together to develop energy infrastructure that benefits all constituents.

APL, a partnership between Canadian Utilities and Quanta Services, was selected in 2014 by the Alberta Electric System Operator to design, build, own and operate the Fort McMurray West 500-kV Transmission Project—the longest 500-kV AC line in the country.

In developing this world-class project, we conducted extensive landowner and community engagement, entailing more than 3,000 face-to-face meetings that produced a permit and license application with no Indigenous or NGO objections. We also implemented a comprehensive Indigenous contracting strategy totaling \$85 million, which helped enable us to complete this state-of-the-art infrastructure ahead of schedule, on-budget and with an impeccable safety record in March 2019.

In June 2019, we announced the sale of APL, and the opportunity for Indigenous communities along the route to obtain an equity stake in this award-winning \$1.6-billion project, providing a stable long-term investment that further enables economic and social development.

With the completion of the sale in December, seven Indigenous communities in Alberta: Athabasca Chipewyan First Nation, Bigstone Cree Nation, Gunn Métis Local 55, Mikisew Cree First Nation, Paul First Nation, Sawridge First Nation, and Sucker Creek First Nation now have a combined 40 per cent ownership in this essential piece of Canadian energy infrastructure and are now direct participants in Alberta's electricity sector.

I am deeply appreciative of the collaboration and commitment from all Indigenous communities along the line, whose centuries-old culture, histories, and knowledge helped

us in shaping the route and taught us so much about the migratory paths of our wildlife. You can read more about this exceptional and innovative project on page 14.

## BUILDING THE UTILITY OF THE FUTURE

The energy industry is changing at an accelerated pace, with a convergence of energy sources, and new adaptive technologies and digitalization. Our utility businesses are positioned to capitalize on this trend by focusing on the building blocks for your 'Utility of the Future'—delivering the energy solutions that not only align with customers' needs, but also their desires for real-time information on their energy solutions, balanced with affordability.

To take advantage of these emerging trends, we have launched an initiative to evaluate energy transition scenarios using a disciplined approach and a team of focused employees from across our enterprise. Our goal is to help enable and expedite the global transition to a net-zero

emissions balance in the future. For more on this exciting undertaking, I commend you to Siegfried's letter on page 5.

Our ability to pioneer new and creative energy solutions often outpaces the ability of governments and regulators to react. Therefore, we are actively engaged with government at all levels to educate them on the societal benefits of our innovations, and to encourage

policies and regulations that are aligned to the needs of our customers, while balancing sustainability, affordability and energy security.

Similarly, we continue to work with government to address fundamental challenges with respect to economic competitiveness in the jurisdictions where we operate—particularly here in Canada.

As a world-leader in responsible resource development and energy innovation, Canada has the expertise and capacity to deliver the safe, clean, reliable and affordable energy the world needs.

We are increasingly hampered by interventionist regulatory and legislative obligations that create market distortions and impede the efficiency of the free market, and yet we continue to advance technologies to offset emissions; hydrogen, solar, combined heat and power, and electric vehicle charging infrastructure are just a sampling of the avenues we are investing in. Accordingly, we remain engaged in important policy discussions with all levels of government, and we are pushing forward to find the right solutions for all Canadians.

*Our goal is to help enable and expedite the global transition to a net-zero emissions balance in the future.*

## LEVERAGING THE STRENGTH OF OUR STALWART BOARD

Central to the evolution and success of our company is the steadfast guidance provided by our Board of Directors, whose experience and acumen are unparalleled among our peers. Each member of our Board brings a diverse mix of skills and expertise to our deliberations, and all members are committed to the highest standards of ethics, corporate governance and share owner value creation.

Of note is the exemplary work of Dr. Matthias Bichsel, who possesses decades of world-class expertise with respect to innovation and digital transformation in the energy sector. His experience, knowledge and insights have already proven invaluable in supporting and informing the work of our Utility of the Future team, and will no doubt continue to serve as a source of inspiration for our people as they advance this vital work on your behalf.

In November 2019, we further strengthened our Board with the appointment of Alex Pourbaix, who currently serves as President & Chief Executive Officer of Cenovus Energy—one of Canada's largest energy producers.

For years, Alex has been an insightful and articulate proponent for Canada's energy sector, and he has been highly engaged in policy discussions of tremendous significance to our national energy ambitions. Of equal importance, he is a talented and experienced leader with a clear view to the value of operational excellence, and careful consideration of the environmental and social impact of our actions; now and for the future. We look forward to benefitting from Alex's deep expertise and valuable perspectives as we continue executing our strategic growth plan in the years ahead.

## THANK YOU

I would like to thank the women and men of Canadian Utilities for last year's accomplishments and for the Herculean efforts that are already underway in 2020. I am inspired by the bold course you have helped establish for our company, and by your continued commitment to our customers, communities and share owners.

I would also like to thank the members of the Executive Team and our Board for their expertise and guidance throughout this past year. It is my sincere honour to work alongside each of you.

And to you, our share owners, thank you for entrusting your investment with us. I am confident in the strategic direction we have set, and in the expertise of our people to firmly establish Canadian Utilities at the forefront of the evolving energy landscape.

Sincerely yours,



**Nancy C. Southern**

*Executive Chair, Canadian Utilities Limited*

# MESSAGE FROM THE PRESIDENT & CHIEF EXECUTIVE OFFICER

To our Share Owners,

As a proud member of the ATCO Group of Companies, Canadian Utilities is steadfastly focused on delivering operational excellence and exceptional customer service, while generating superior returns for our share owners. I am proud to say that 2019 was a terrific year on both fronts, made possible by the incredible employees of Canadian Utilities, who consistently go the extra mile on behalf of our customers and communities.

Across our global enterprise, our people are executing to the highest standards and delivering results that far outpace our competitors. Take for example, our electricity distribution business in Alberta, where we have achieved a 30 per cent improvement in distribution reliability since 2014—outperforming both our regulator’s targets, as well as our peer group—while reducing distribution operations and maintenance costs per kilometre of line by almost 20 per cent over the same period. Our natural gas utility customers in Alberta are similarly

benefitting from our employees’ expertise—our operations and maintenance costs are nearly 60 per cent below the industry average, and we are almost 60 per cent faster to install new natural gas service.

With our long track record of operational excellence, and with the peerless expertise of our 4,600 people around the world, Canadian Utilities is well positioned to continue to create strong and sustainable value for our customers and share owners, and to energize the economies and communities of tomorrow.

## THE UTILITY OF THE FUTURE

Once considered a stable, if relatively unexciting, pillar of our modern economy, the utilities industry is on the cusp of transformation. We will play a critical role as a conduit for society-wide decarbonization, and we are determined to do our part in driving the energy transition towards cleaner fuels and electricity.

Building the Utility of the Future requires that we reexamine our traditional business models and determine how best to capitalize on the evolution of the utility industry.



With operations across the energy value chain, opportunities for our company will arise in areas such as adaptive technologies, artificial intelligence and digital innovation.

In our natural gas and electric utility operations, for example, we have already created operational improvements using new and innovative technologies. We have implemented remote monitoring technology, digitized high-pressure natural gas stations and are in the process of implementing workforce and asset management systems, which will digitize our work processes, creating operational efficiencies and enable enhanced data collection from our infrastructure.

These are just the first steps of many as we pursue new methods to provide service to our customers and create value for our share owners. As we move forward, our cross-disciplinary Utility of the Future team will take a coordinated and strategic approach to ensuring we thrive in this evolving energy future, evaluating a range of possible scenarios, regulatory frameworks and technological advancements to gauge our preparedness, and to ensure we are investing capital to ensure the long-term prosperity of our business.

We will continue to seek opportunities to modernize our transmission and distribution networks to improve safety, reliability, and flexibility to support greater adoption of renewable and distributed energy. Concurrently, we will focus on developing technology-enabled solutions for our customers, including new distributed energy solutions for communities and industrial customers. Further, we will invest in future technologies that can dramatically reduce carbon emissions, and will stay at the forefront of market developments and innovation by partnering with industry, academia, and government.

## **FIRMING OUR FOUNDATION**

We are steadfastly committed to being a leader in promoting a more environmentally sustainable future by providing cleaner, reliable and affordable utility service to our customers around the world. This commitment reflects our strategy to enhance our long-term business resilience that will enable us to continue to deliver unparalleled benefits to our customers, make the company a motivating and attractive place to work, and create value for our share owners.

While we recognize the opportunities ahead, we remain focused on maintaining our long track record of operational and regulatory excellence. This legacy of top-tier operations

has long been the hallmark of our utilities businesses, which provide the fundamental building blocks for Canadian Utilities to grow.

Over the decades, our natural gas and electric utilities have consistently outperformed our approved returns, and we have demonstrated our exceptional operating and regulatory expertise time and time again. As we move into 2020 and beyond, it is vital that we remain focused on those things we do best: driving operational and regulatory excellence, delivering superior value to our customers, building capacity within our teams, creating value for share owners, and ensuring the safety of our people, customers and communities.

Continuing to execute on these fundamental priorities will enable Canadian Utilities to pursue opportunities for growth at home and abroad, and to leverage the expertise of our people in new markets.

*We will play a critical role as a conduit for society-wide decarbonization, and we are determined to do our part in driving the energy transition towards cleaner fuels and electricity.*

## **EXPORTING OUR EXPERTISE**

Although our roots in Canada are deep, and while the pioneering spirit of Alberta is woven into the fabric of our company, we are increasingly focused on global prospects for growth. As we seek these strategic opportunities to expand our geographic footprint, the operational, regulatory and customer service expertise of our utilities businesses is our calling card.

This is already occurring with our business in Australia, where we are building upon our strength in natural gas and our long history in electricity generation to invest in renewables, allowing us to play a key role in the transition to cleaner forms of energy.

For example, in early January, we were awarded funding from the Western Australian Renewable Hydrogen Fund to conduct a feasibility study into the development of a commercial scale hydrogen production plant, which we have named the Clean Energy Innovation Park (CEIP).

This is an exciting step for our company, and builds on the considerable work we have already advanced at our Clean Energy Innovation Hub, which is currently the only facility in Australia generating green, or 'clean' hydrogen through water electrolysis. Should the feasibility study yield positive findings, we will build and commence operation of the CEIP in 2022.

## **UNLOCKING CAPACITY FOR GROWTH**

As we seek strategic opportunities to expand our global portfolio of investments in premier energy-related assets, we are continuously reviewing our holdings to look for



opportunities to monetize assets and increase our capacity for growth. In 2019, we completed two notable asset dispositions, which position us well to capture new opportunities, both at home and abroad.

In September 2019, we announced that we had completed the sale of our entire Canadian fossil fuel-based electricity generation portfolio in a series of three transactions. These assets have provided reliable and affordable energy to customers across Canada for many years, and I want to thank our people for their commitment and dedication to operating these assets to the highest standards throughout the sale process.

As our Executive Chair, Nancy Southern, discussed in her letter, in December 2019, we also completed the sale of Alberta PowerLine (APL). We are extremely proud of this world-class project and of the many Indigenous partnerships we fostered at each stage of development. APL truly exemplifies a new model for Canada and showcases how industry and Indigenous communities can work together to develop energy infrastructure that benefits all stakeholders.

Going forward, these transactions improve our financial strength and position Canadian Utilities to further grow our global portfolio of utility and energy infrastructure assets, while reliably delivering operational excellence to customers at home and abroad.

### ADVOCATING FOR FORWARD-THINKING POLICY

In a future that is characterized by significant technological change and evolving environmental standards, it is vital that our regulatory and policy frameworks create certainty for customers and investors alike. For that reason, we have prioritized working with policymakers and regulators to roll out market-based technology and innovation in energy infrastructure that does not compromise energy affordability.

Unfortunately, just as we look to expedite our efforts to catalyze the world's energy transition, regulatory constraints and inefficient policies are proving to be significant barriers.

While this is true across the globe, Canada is particularly challenged with a crippling lack of investor confidence, largely due to unfavourable regulatory and policy constraints on resource extraction, energy infrastructure development and higher taxation.

Consequently, our economic competitiveness is suffering, and our industry's ability to respond quickly to the changing expectations of our customers and society is hampered. Without timely action and courageous political leadership, we risk hindering investment at the very moment that it must accelerate to keep pace of emerging technologies and growing demand in global markets.

With one of the cleanest grids in the world and blessed with an abundance of low-carbon resources, Canada is uniquely positioned to accelerate the global transition to a low-carbon economy. We are a leader in building smart, integrated clean electricity systems, and in responsible resource development.

Accordingly, we are working with leaders in Ottawa to advocate for a clear path forward on economic competitiveness, environmental sustainability, and social development. Equally, we continue to advocate for opportunities to bring Canadian resources and energy ingenuity to global markets, and to demonstrate to the world the unparalleled operational expertise and innovative models for community and Indigenous partnership that define our method of operating.

### SERVING OUR COMMUNITY

At the heart of our great company is our commitment to the communities that we serve. Strong, mutually beneficial partnerships have long been foundational to the success of our company, and we take great pride in the decades-long relationships that we have built with communities and Indigenous groups in the areas that we operate.

I would like to thank the people of Canadian Utilities for your unwavering commitment to our communities, and to the success of our company. Together, we energize homes, businesses and industries, and deliver reliable customer solutions like no other company in the world, and I look forward to a bright and successful future.

Sincerely,



**Siegfried W. Kiefer**

*President & Chief Executive Officer, Canadian Utilities Limited*



# OUR COMPANY



## CURRENT OPERATIONS

We are more than the sum of our many parts. On a global scale, we energize homes, businesses and industries, delivering reliable, customer-focused solutions like no other company in the world.

Canadian Utilities Limited (CU) is a \$20 billion company with a diverse, global portfolio of investments in premier energy infrastructure that delivers operational excellence and superior returns. Fueled by the unwavering dedication of our 4,600 people, we offer comprehensive solutions and operational excellence in utilities, energy infrastructure development, and retail energy.

-  *Electricity, Pipelines & Liquids*
-  *Electricity*



**\$20B**

IN ASSETS



**2M+**

GLOBAL CUSTOMERS



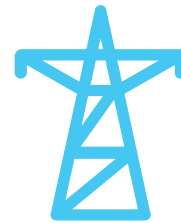
**4,600**

EMPLOYEES



**400,000 m<sup>3</sup>**

HYDROCARBON STORAGE CAPACITY



**75,000 km**

ELECTRIC POWERLINES

**64,000 km**

NATURAL GAS PIPELINES

**5**

POWER PLANTS

**85,200 m<sup>3</sup>/d**

WATER INFRASTRUCTURE CAPACITY\*

**52 PJ**

NATURAL GAS SEASONAL  
STORAGE CAPACITY\*\*

\* cubic metre per day \*\* petajoules

# CORPORATE STRUCTURE



(1) Regulated businesses include Natural Gas Distribution, Natural Gas Transmission, International Natural Gas Distribution, Electricity Distribution, and Electricity Transmission.

(2) CU Inc. includes Natural Gas Distribution, Natural Gas Transmission, Electricity Distribution, and Electricity Transmission.

(3) In December of 2019, Canadian Utilities, along with Quanta Services Inc. completed the previously announced sale of APL. Canadian Utilities received aggregate proceeds of \$222 million for its interest in APL and will remain as the operator over its 35-year contract with the Alberta Electric System Operator.

(4) Retail Energy, through ATCO Energy Ltd. (ATCOenergy), provides retail, commercial and industrial electricity and natural gas service in Alberta.

(5) On September 30, 2019, Canadian Utilities completed the sale of its Canadian fossil fuel-based electricity generation portfolio for aggregate proceeds of \$821 million.

# STRATEGIES



## INNOVATION

We seek to create a work environment where employees are encouraged to take a creative and innovative approach to meeting our customers' needs. By committing to applied research and development, we are able to offer our customers unique and imaginative solutions that differentiate us from our competitors.



## GROWTH

Long-term sustainable growth is paramount. We approach this strategy by: expanding geographically to meet the global needs of our customers; developing significant, value-creating greenfield projects; and fostering continuous improvement.

We pursue the acquisition and development of complementary assets and businesses that have future growth potential and provide long-term value for share owners.



## FINANCIAL STRENGTH

Financial strength is fundamental to our current and future success. It ensures Canadian Utilities has the financial capacity to fund existing and future capital investments through a combination of predictable cash flows from operations, cash balances on hand, credit facilities and access to capital markets. It enables Canadian Utilities to sustain our operations and to grow through economic cycles, thereby providing long-term financial benefits.

We continuously review Canadian Utilities' holdings to evaluate opportunities to sell mature assets and recycle the proceeds into growing areas of the Company. The viability of such opportunities depends on the outlook of each business as well as general market conditions. This ongoing focus supports the optimal allocation of capital across Canadian Utilities.



## OPERATIONAL EXCELLENCE

We achieve operational excellence through high service, reliability, and product quality for our customers and the communities we serve. We are uncompromising about maintaining a safe work environment for employees and contractors, promoting public safety and striving to minimize our environmental impact. We ensure the timely supply of goods and services that are critical to our customers' ability to meet their core business objectives.



## COMMUNITY INVOLVEMENT

We maintain a respectful and collaborative community approach, where meaningful partnerships and positive relationships are built with community leaders and groups that will enhance economic and social development. Community involvement creates the opportunity to develop partnerships with Indigenous and community groups that may be affected by projects and operations worldwide, and build ongoing, positive Indigenous relationships that contribute to economic and social development in their communities. We also engage with governing authorities, regulatory bodies, and landowners. We encourage partnerships throughout the organization. We encourage our employees to participate in community initiatives that will serve to benefit non-profit organizations through volunteer efforts, and the provision of products and services in-kind.

# FINANCIAL HIGHLIGHTS



*Since ATCO acquired Canadian Utilities (CU) over 40 years ago, we have been focused on creating share owner value—returning four times the value of the TSX Composite Index since 1980.*

Our enduring financial strength and consistent performance reflect our approach to our customers, our determined focus on innovative technologies, the expertise of our people and a deeply embedded culture of operational excellence.

Strong and stable earnings from our regulated utilities and long-term contracted operations have provided us with solid growth for decades. The quality, stability and predictability of our earnings also underpin dividend growth for our share owners. CU has increased its dividend every year for 48 years—the longest track record of annual dividend increases of any Canadian publicly traded company.

## **UNLOCKING VALUE THROUGH DISCIPLINED CAPITAL RECYCLING**

Consistent with our disciplined focus on revitalizing our business, in 2019, we completed several strategic asset sales that position us for growth at home and abroad.

In September, we completed the sale of our Canadian fossil fuel-based electricity generation portfolio for aggregate proceeds of \$821 million.

In December, we completed the sale of Alberta PowerLine (APL), a partnership between CU (80 per cent) and Quanta Services (20 per cent). We received aggregate proceeds of \$222 million for our interest, and we will remain the operator of the line over its 35-year APL contract with the Alberta Electric System Operator (AESO).

As part of the sale of APL, seven Indigenous communities in Alberta acquired a combined 40 per cent equity ownership in this essential Canadian energy infrastructure. For more on this innovative and exciting project, see page 14.

These divestitures will enable us to continue building a global portfolio of premier utility and long-term contracted energy infrastructure assets, while reliably delivering operational excellence and exceptional customer service.

# CONSOLIDATED ANNUAL RESULTS

## YEAR ENDED DECEMBER 31

(Millions of Canadian dollars except per share data)

FINANCIAL	2019	2018
Revenues	3,905	4,377
Earnings attributable to equity owners of the company	951	634
Adjusted earnings	608	607
Total assets	20,044	21,819
Equity attributable to equity owners of the company	6,734	6,375
Funds generated by operations	1,797	1,782
Capital investments	1,226	1,951

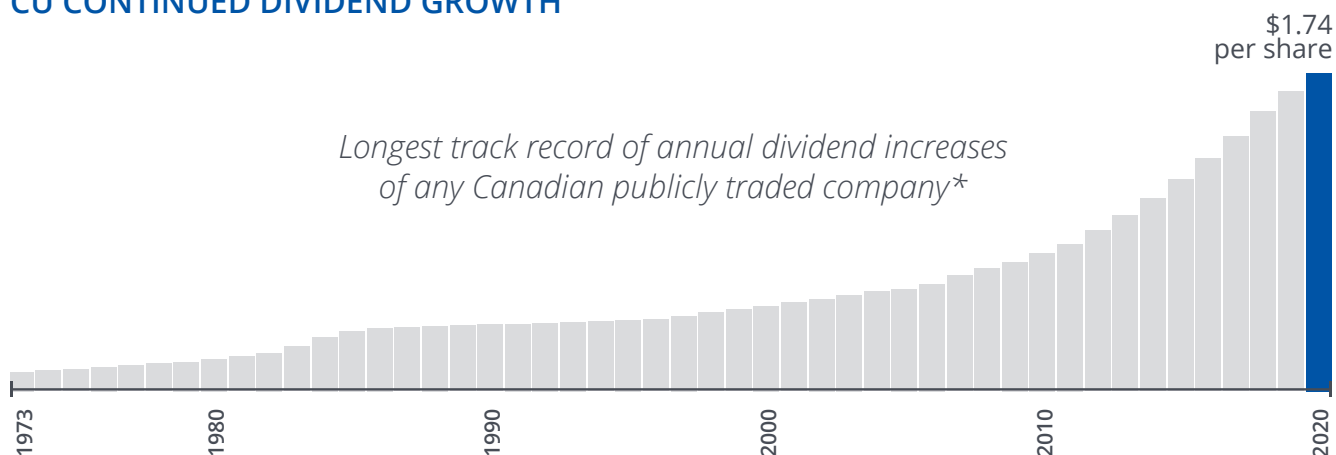
CLASS A NON-VOTING & CLASS B COMMON SHARE DATA	2019	2018
Adjusted earnings per share	2.23	2.24
Earnings per share	3.24	2.08
Dividends paid per share	1.69	1.57
Shares outstanding	273,246	273,141
Weighted average shares	272,630	271,464

### FORWARD-LOOKING INFORMATION

Certain statements contained in this Year in Review constitute forward-looking information. Forward-looking information is often, but not always, identified using words such as "anticipate," "plan," "estimate," "expect," "may," "will," "intend," "should" and similar expressions. Forward-looking information involves known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in such forward-looking information. The company believes that the expectations reflected in the forward-looking information are reasonable, but no assurance can be given that these expectations will prove to be correct, and such forward-looking information should not be unduly relied upon.

This data (other than funds generated by operations, capital investments, and adjusted earnings per share) has been extracted from financial statements which have been prepared in accordance with International Financial Reporting Standards (IFRS). The reporting currency is the Canadian dollar. For further information, please see the CU Consolidated Financial Statements and Management's Discussion and Analysis.

### CU CONTINUED DIVIDEND GROWTH



\*On January 9, 2020, Canadian Utilities declared a first quarter dividend of \$0.4354 per share, or \$1.74 per share annualized.

### CU SHARE OWNERSHIP FOR PRESENT AND PROSPECTIVE OWNERS

It is important for prospective owners of CU shares to understand that CU is a diversified group of companies principally controlled by ATCO, which is controlled by Sentgraf, a Southern family holding company. It is also important for present and prospective share owners to understand that the CU share registry has both non-voting and voting common shares.



# ALBERTA POWERLINE: A NEW MODEL FOR CANADA

*Crews assemble one of more than 1,350 transmission towers for the Fort McMurray West 500-kV Transmission Project.*



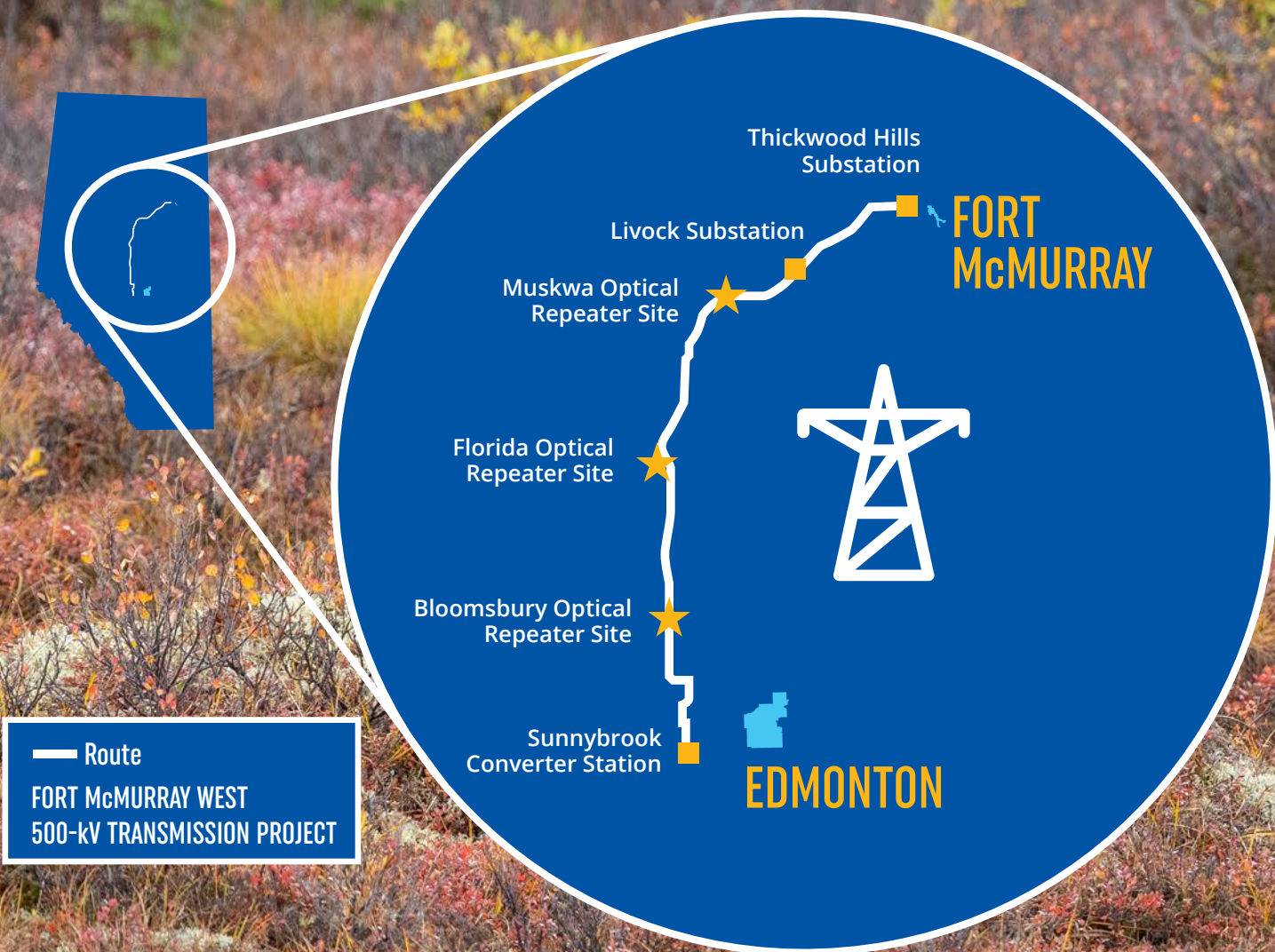


We are leading the way in developing state-of-the-art energy infrastructure in North America, and pioneering models for consultation, engagement and long-term partnerships with Indigenous Peoples.

Alberta PowerLine (APL), a partnership between Canadian Utilities (CU) and Quanta Services, built the Fort McMurray 500 kilovolt (kV) West Transmission Project in northern Alberta. Spanning 508 kilometres (km), the project is the longest 500-kV AC transmission line in Canada.

The project dates back to 2014, when APL was awarded the Alberta Electric System Operator's (AESO's) first-ever competitive public-private-partnership (P3) contract for large-scale critical transmission infrastructure. After competing against 30 parties from around the world, we were selected to design, build, finance, own and operate the Fort McMurray West 500-kV Transmission Project. The transmission line provides essential electricity and greater reliability, while enhancing the transmission system to meet the growing demands in northern Alberta, where geology, weather and access are particularly challenging.

With this project, we have developed a new model for energy infrastructure for the full life cycle of project development, from securing innovative funding sources right through to developing strong relationships that enabled Indigenous communities to purchase an equity stake in the long-term asset.



## CANADA'S LARGEST PUBLIC-PRIVATE PARTNERSHIP

Valued at \$1.6 billion, APL was the first transmission infrastructure P3 to be procured in Canada and is the largest P3 bond in the country.

Our leadership and experience in designing, building, operating and maintaining similar transmission projects in Alberta and around the world also demonstrated that we had clearly mitigated project risks. The result was an A- credit rating, which reduced project financing costs and costs to customers.

This tremendous achievement attracted the attention of two top global publications in project finance: Project Finance International and IJ Global. Both organizations named APL “the largest P3 bond in Canadian history.”

## PARTNERING FOR SUCCESS

We engaged extensively with landowners and communities as we designed and constructed the project. Over a three-year period, we engaged with 27 Indigenous communities with traditional land use in proximity to the transmission line. We held more than 3,000 in-person meetings to ensure that we understood the concerns and viewpoints of all constituents and integrated their feedback into our plans.

Our firm commitment to Indigenous involvement continued with the implementation of our Indigenous contracting strategy. We awarded \$85 million worth of contracts to Indigenous communities and their contractors, creating jobs, offering skills training and stimulating local economic development. We will continue to foster strong relationships with Indigenous communities in the area through maintenance and operational contracts as part of our 35-year contract with the Alberta Electric System Operator (AESO).



*Centuries-old culture, histories and local knowledge helped us in shaping the route and our Caribou Protection Program, which has set a new standard for construction.*

## **UNLOCKING LONG-TERM DEVELOPMENT THROUGH INDIGENOUS OWNERSHIP**

APL truly exemplifies a new model for Canada for how industry and Indigenous communities can work together to develop energy infrastructure that benefits all parties.

Following the early energization of the line in March 2019, we announced that we had entered definitive agreements for the sale of APL in June. As part of the sale process, we offered Indigenous communities along the route the opportunity to purchase a total of 40 per cent equity in APL.

With the completion of the sale in December 2019, seven Indigenous communities in Alberta now have a combined 40 per cent equity ownership in this essential Canadian energy infrastructure: Athabasca Chipewyan First Nation, Bigstone Cree Nation, Gunn Métis Local 55, Mikisew Cree First Nation (by way

of its business arm, the Mikisew Group of Companies), Paul First Nation, Sawridge First Nation and Sucker Creek First Nation.

This investment enables these communities to become direct owners and participants in Canada's electricity sector and will contribute to their long-term economic and social development. This successful ownership agreement was only made possible through the strong, mutually beneficial partnerships that we have fostered with Indigenous communities since the beginning of the project in 2014.



# GROWING OUR PORTFOLIO

*Our Pembina-Keephills transmission project will support the coal-to-gas conversion of power plants in Alberta.*

Over the years, our business has grown in both scale and complexity, from an Alberta-based operation to a truly global portfolio of investments in premier infrastructure assets. We are always looking for opportunities to grow in strategic markets with long-term potential—all while pursuing innovation that will position us at the forefront of the evolving energy landscape.

## EXPANDING OUR ENERGY STORAGE BUSINESS

In 2019, we expanded our hydrocarbon storage business at the ATCO Heartland Energy Centre near Fort Saskatchewan, Alberta. The growth of this key infrastructure will include the development of a fifth salt cavern storage facility (being developed through ATCO's strategic partnership with Petrogas Energy Corp.) and an ATCO-owned pipeline connecting the cavern to existing pipeline networks in the Alberta Industrial Heartland region. This development not only supports our commitment to providing the most valuable services and solutions possible for our customers, but also the overall economic growth of our home province of Alberta.

Our four existing salt cavern storage facilities, currently under long-term contract, have a combined hydrocarbon storage capacity of 400,000 cubic metres. The new development will increase aggregate hydrocarbon storage capacity by approximately 20 per cent, while creating a regional hub for feedstock storage and management in the region.

## RETAIL ENERGY—HITTING NEW HEIGHTS

We have continued to build our presence in Alberta's competitive retail energy landscape for both electricity and natural gas. ATCOenergy, our retail energy business, has grown its market share to nearly 12 per cent as of September 2019. This remarkable growth over such a short period reflects our strong customer focus, exceptional service and a variety of flexible service offerings.

ATCOenergy maintained the highest cumulative change in market share since entering the competitive retail market. We have outpaced all others from the end of September 2018 to the end of September 2019.



Almost 179,000 total customer contacts in 2019 through phone and chat



75% customer satisfaction in 2019

As ATCOenergy has grown, we've continued to establish innovative ways to meet our customers in the physical and digital spaces they inhabit. Along with market share, our customer engagement and satisfaction have also increased steadily. Process improvements implemented throughout the year helped increase conversion rates, decrease resource time and provide a more streamlined and efficient course for managing customer inquiries. Because, at the end of the day, it's about doing more than what is expected and delivering a customer experience like no other—from helping customers understand their bill and the changing energy landscape, to answering their questions and solving their problems as soon as they arise. The ATCOenergy customer care team rates better than industry average on issues resolved after one call, the average number of calls required to resolve an issue and the total number of calls resolved.

## BE HAPPIER IN YOUR HOME: INTRODUCING RÜMI

Caring for our customers' wellbeing is nothing new; it's been part of our DNA for more than 70 years. In an industry where competition is fierce and margins are tight, we're looking towards a future that includes more than utilities for homes and businesses. To that end, we're introducing Rumi, the newest member of the ATCO family.

Rumi offers a range of solutions through products and services to reduce the anxiety that comes with home ownership and increase homeowner happiness. This new offering will allow our customers' homes to become the stress-free sanctuaries they're meant to be.

A pilot program launched in the Edmonton and Calgary, Alberta area in late 2019 is allowing us to test this new

offering. As we develop service-delivery partnerships to deliver homeowner happiness, we're designing and co-creating a culture that will empower employees to deliver on the brand promise. The number of products and services offered, and our emerging culture will continue to develop as we prepare for a province-wide launch in 2020.

Services currently in our pilot project include:

- smart thermostat installation,
- duct, dryer and central vacuum cleaning,
- furnace and fireplace chimney cleaning, and
- environmentally friendly carpet, area rug and upholstery cleaning.



*Rumi, currently offered as a pilot program in Edmonton and Calgary, offers home happiness with a range of products and services that reduce the anxiety that comes with home ownership.*

## FUELLING COAL-TO-GAS CONVERSIONS

In August 2019, our Pembina-Keephills transmission project received approval from the Alberta Utilities Commission (AUC), allowing us to move forward with the construction of 59 kilometres (km) of high-pressure pipeline located approximately 80 km southwest of Edmonton.

Once built, the pipeline will have the capacity to deliver up to 550 terajoules of natural gas per day and will directly support the coal-to-gas conversion of power plants in the Genesee and Wabamun areas of Alberta. In turn, this will reduce greenhouse gas emissions from Alberta's power sector while increasing the domestic use of natural gas.

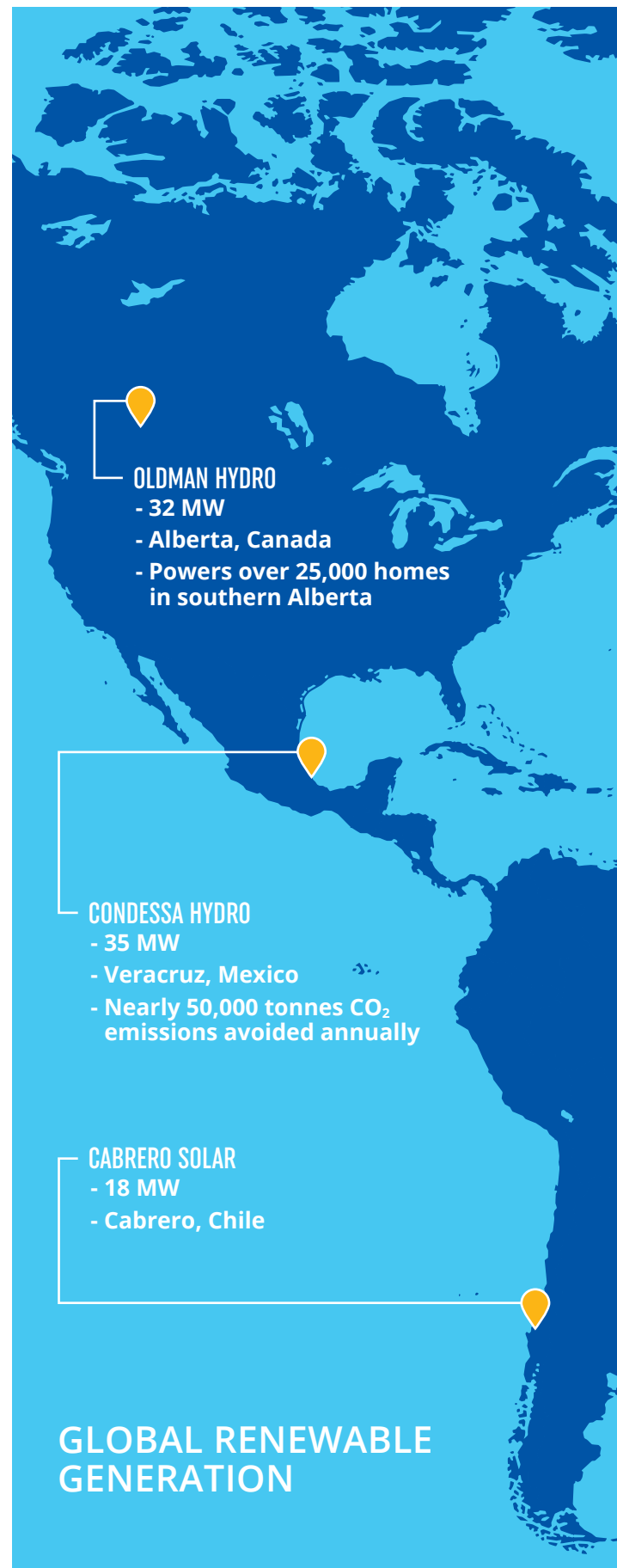
With a peak daily workforce of approximately 600 people, over 90 per cent of whom call Alberta home, this project is also expected to bring economic benefits to local communities of approximately \$12 million throughout the duration of the build. The forecasted completion date is April 2020.

## DEVELOPING NEW GLOBAL RENEWABLES PROJECTS

The growth of renewables, such as solar, wind and hydro, is transforming how electricity is produced in jurisdictions around the world. Across our operations, we are pioneering innovative renewable energy solutions—from distributed off-grid solar to reliable and emissions-free hydroelectric power and innovative green hydrogen solutions.

In Chile, renewables currently comprise 18 per cent of the installed electricity generation capacity in the country, with that number expected to grow significantly in the coming years as more solar and wind projects become operational.

Our entry point into the rapidly evolving Chilean renewable electricity generation market is Cabrero Solar, a greenfield project located in the Municipality of Cabrero, within the Biobío Region of central Chile. This 18-megawatt (MW) facility will be built in four stages. Construction for the initial 3-MW phase is underway and will become operational in the second quarter of 2020, while the remaining 15-MW will be online by the first quarter of 2021. The total investment in this project is expected to be approximately \$24 million.





*In July 2019, we officially opened the Clean Energy Innovation Hub (CEIH) in Australia, a test bed for hybrid energy solutions that integrate natural gas, hydrogen, solar and battery storage.*

## SUPPORTING A LOWER CARBON FUTURE

As a critical infrastructure provider, a collaborative and long-term approach to minimizing our emissions is vital. We explore how we can match emerging technologies to existing infrastructure and systems to accelerate production of low-carbon energy that is readily achievable and economically viable.

### CREATING HYBRID ENERGY SOLUTIONS IN AUSTRALIA

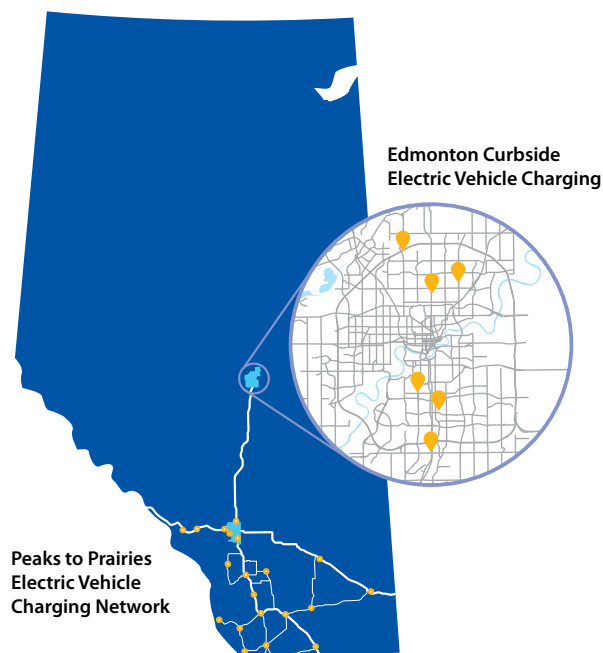
We are looking at innovative ways to power our world at the Clean Energy Innovation Hub (The Hub), a part of the Jandakot Operations Centre in Perth, Western Australia. Officially opened in July 2019, The Hub is a test bed for hybrid energy solutions that leverages the benefits of renewable energy sources, battery storage and zero-emissions hydrogen fuel.

The Hub is focused on meeting the challenges of current renewable sources, such as solar and wind power, that can produce excess—essentially wasted—energy supply during peak periods, while falling short of demand during night-



time, low sun or calm wind conditions. By testing different combinations of energy blends and integrating solar, battery storage, hydrogen and natural gas, the project is examining the role hydrogen can play in both large-scale distribution and hybrid microgrids, and as a future balancing fuel to support carbon-neutral electricity delivery. The Hub was shortlisted for Energy Network Australia's 2019 Industry Innovation Award.

Building on the success of this project, we have been awarded AUD \$375,000 from the Western Australian government to conduct a feasibility study into the development of a commercial-scale hydrogen production plant. If feasible, this would be Australia's first commercialized green hydrogen energy ecosystem, capable of producing up to 4.6 tonnes of hydrogen per day.



## POWERING LOW-CARBON TRANSPORTATION

We have recently brought our expertise in retail electricity to constructing a network of electric vehicle (EV) fast-charging stations for the Peaks to Prairies EV project in southern Alberta. A full slate of 20 stations is expected to be completed by spring 2020. Supported by partners, including the Federation of Canadian Municipalities, the Community Energy Association and the Government of Alberta, Peaks to Prairies creates an EV charging corridor to accelerate EV tourism and support economic development in southern Alberta.

The model builds the network within typical EV recharge ranges and places charging stations in tourist and other high-traffic locations so drivers can travel safely and securely. Each station will be powered by ATCOenergy using renewable energy, creating a sustainable transportation fuel network.

# REDUCING EMISSIONS IN OFF-GRID COMMUNITIES

As a utility company, energizing communities is core to our business—and remote Indigenous communities are no exception. In fact, with a long history of working with dozens of Canada's Indigenous communities, we have a profound commitment to helping these communities achieve clean and reliable energy futures. In northern communities, we're partnering with Indigenous Peoples to create a lower-carbon future.

In 2019, we energized a 600-kilowatt (kW) solar farm in Fort Chipewyan. We continue to build our partnership with Athabasca Chipewyan First Nation, Mikisew Cree First Nation and Fort Chipewyan Métis Local 125 for a second phase that includes an Indigenous-owned 2,200-kW solar farm, and our battery energy storage system and microgrid control system. When fully operational in 2020, the Fort Chipewyan project will be the largest off-grid solar and battery storage project in Canada. The completed project will offset 800,000 litres of diesel annually, a 25 per cent reduction.

We have also completed the Old Crow solar power project in the Yukon with the Vuntut Gwitchin First Nation. Building on the 25-year energy agreement that we signed with the Vuntut Gwitchin in 2018, in 2019 we completed the construction of the 900-kW solar project and installed the 350-kW hour battery storage system. While the Vuntut Gwitchin owns the solar panels, we buy the solar energy, feed it into the power grid, and redistribute it to the community. This project enables a 200,000-litre reduction in annual diesel consumption in Old Crow—or about a quarter of their annual fuel use. We anticipate that when the solar power project is integrated into the Old Crow microgrid in 2020, the community will benefit from approximately 100 days of electricity production from the project in the summer months of each year. The Old Crow Project is a template for Indigenous participation in future projects 'North of 60' in Canada.



*The Park Avenue building in Churchlands, Western Australia, utilizes rooftop solar panels and other energy-efficient design to provide building residents with a sustainable source of energy.*

As the world reduces the carbon intensity of transportation, we're exploring a variety of low-emission solutions. To help meet this challenge, we provided the gas distribution system tie-in for the City of Calgary's large, state-of-the-art compressed natural gas (CNG) bus facility. The largest of its kind in North America, the facility can quickly and efficiently fuel Calgary's growing fleet of CNG buses, which offer four distinct advantages over traditional diesel buses, including:

- A nearly 20 per cent reduction in greenhouse gas emissions.
- Approximately 90 per cent lower emissions of smog-causing nitrous oxide compounds.
- Sound decibel levels reduced by 90 per cent when idling, an important consideration with residential bus routes.
- Significantly lower overall fleet fuel costs.

Calgary's choice of CNG as a fuel that stands up to the city's variable weather conditions is an endorsement of the role of affordable natural gas in helping medium and heavy-duty transportation fleets significantly reduce their fuel costs and emissions.

## **LEVERAGING ALBERTA'S RENEWABLE RESOURCES**

Two of Alberta's most abundant resources—timber and low-emissions natural gas—can combine to help reduce the province's carbon footprint while supplying secure energy for electricity generation and heating. The goal is to produce renewable natural gas, or RNG, from wood waste byproducts and combine it with conventional natural gas.

We have hosted a demonstration project in Edmonton with our partner, G4 Insights, to use wood processing waste to produce a 98 per cent pure methane stream that can be injected directly into the provincial natural gas grid. This technology produces RNG more efficiently and economically.

While natural gas is already a relatively low-emissions fuel source, RNG could further reduce emissions per unit of energy delivered by as much as 80 per cent. Abundant supplies of carbon-neutral wood waste in Alberta could ultimately provide more than 50 per cent of the feedstock for a renewable natural gas industry that already represents 10 per cent of Alberta's demand.

## **MANAGING ENERGY CONSUMPTION WITH SOURCE ENERGY CO.**

Source Energy Co. in Australia, which we acquired in 2018, began by managing energy needs for new, high-density apartment buildings, using a mix of rooftop solar panels and energy from the grid, matched with smart metering technology. The company offers valuable insights into energy consumption—providing customers with advice on how to save energy and money with sustainable solutions and helping guide our investment decisions in residential solar power, battery storage and low-emission hydrogen and natural gas solutions.

In 2019, the business also expanded to include energy systems for lower-density townhouses and commercial applications and retrofitting existing buildings.



# OPERATIONAL EXCELLENCE THE SECRET TO OUR UTILITY SUCCESS

*We're committed to delivering reliable and efficient solutions for our customers.*

The foundation of our success in our electricity and natural gas utilities is our unrelenting pursuit of operational excellence. This is at the core of who we are as a company, and includes highly-efficient service and reliable delivery, with safety as our first consideration in everything we do.

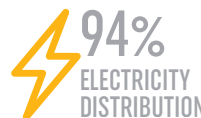
Excellence is not achieved by accident. It is a testament to the expertise, hard work and dedication of our people, who bring their collective best to work each and every day to exceed the expectations of our customers.

Across our electricity and natural gas distribution businesses, Albertans believe that we provide good service. Doing the right thing for our customers—and doing more than is expected—is what we strive for.



## CUSTOMER SATISFACTION

ALBERTA UTILITIES WORKING WITH  
GREATER RELIABILITY AND AT A  
LOWER COST FOR OUR CUSTOMERS



## OUR SAFETY FOCUS

As a critical component of operational excellence, we ensure that safety is always top of mind—for our people and for the communities near our operations. We raise safety awareness with the public through campaigns highlighting the importance of safe digging near natural gas pipelines, how to prevent powerline contacts, and the risks associated with carbon monoxide in homes.

We support a safe and healthy workplace through open discussion and information sharing about risks. We run incident prevention campaigns and make safety policy changes when it makes sense. In support of people's mental health, we continue our Not Myself Today campaign, which provides educational opportunities to support the wellbeing of our most critical asset—our people.

## JASPER INTERCONNECTION—DRIVING FOR EXCELLENCE

The Jasper Interconnection Project is a prime example of our continuous drive for operational excellence. This electricity transmission line, energized in spring 2019 and delivered on time and on budget, connects Jasper National Park to Alberta's grid, allowing for safe and reliable electricity for the 5,000 permanent residents and 20,000 daily summer visitors.

The Jasper Interconnection will minimize the risk of power outages for our customers through innovative design features, such as covered wires, which make them more resilient to ice, wind and lightning. And, by connecting Jasper to the Alberta grid, the community will no longer rely on the power generated from a single plant for their electricity needs.

As part of our commitment to minimize our environmental footprint, we collaborated closely with Parks Canada and other major stakeholders to ensure that we mitigated effects on the

environment and the ecological integrity of the park. To help reduce the visual impact of the line, 99 per cent of the route follows existing road and utility alignments. We narrowed the right-of-way to allow more vegetation to stay in place for wildlife and designed the project to accommodate bird migration and protect wetlands. The interconnection will eliminate the use of natural gas and diesel to generate power in the community, cutting greenhouse gas and other emissions.

Throughout the project, we consulted with local Indigenous groups to assess and mitigate potential effects on their traditional lands, including protecting sites with cultural significance along the line—from ribbon trees to rare plants and grave sites.



*The Jasper Interconnection Project transmission line connects Jasper to Alberta's electric grid, providing safe and reliable power for residents and visitors.*

*“Going far beyond the call of duty. Doing more than others expect. This is what excellence is all about. It comes from striving, maintaining the highest standards, looking after the smallest detail and going the extra mile. Excellence means caring. It means making a special effort to do more.”*

*– R.D. Southern, Founder of ATCO*

# DOING MORE FOR CUSTOMERS

## ELECTRICITY TRANSMISSION & DISTRIBUTION IN ALBERTA



Distribution O&M costs:  
**21% LOWER**  
than peer average in 2019

Over the past six years, we have reduced our distribution operations and maintenance (O&M) costs per kilometre of line by 19 per cent, considerably better performance than our peer group average. Over the same period, costs per megawatt hour have dropped 27 per cent.



Transmission O&M costs:  
**37% LOWER**  
than peer average in 2019

Like electricity distribution, our transmission O&M per kilometre of line outpaces our peers, falling by 25 per cent since 2014.



Distribution reliability:  
**30% IMPROVEMENT**  
SINCE 2014

Our 30 per cent improvement in service reliability, as measured by the frequency and duration of our outages, has outperformed the targets set by our regulator, the Alberta Utilities Commission, as well as our peers in the Canadian Electricity Association.

## NATURAL GAS DISTRIBUTION IN ALBERTA



**77% FEWER LEAKS**  
than industry average



**71% FEWER HIT LINES**  
than industry average



**58% QUICKER**  
to install new service than  
industry average



Natural gas O&M costs:  
**57% LOWER**  
cost per customer than  
industry average

Our customers have benefitted from our continuous efforts to lower costs, be it measured by cost per customer, per gigajoule of gas delivered, per kilometre of line or as a percentage of Net Plant. Since 2013, our distribution O&M costs per customer have significantly reduced, dropping by over 16 per cent.



*For 90 years, ATCO Blue Flame Kitchen has been supporting our customers with recipes and advice.*

## MAKING A DIFFERENCE IN COMMUNITIES AROUND THE WORLD

The hallmark of an exceptional business is not just its financial success, prolific partnerships or excellent operational performance, it's also about being a socially conscious, engaged corporate citizen that makes a difference.

## BLUE FLAME KITCHEN—SUPPORTING COMMUNITIES FOR 90 YEARS

In late 1929, Canadian Western Natural Gas employee Hesperia Lee Aylsworth started the first ATCO Blue Flame Kitchen, with the simple goal of helping customers in southern Alberta get the most from their natural gas service. A lot has changed since then. What started as simple natural gas appliance demonstrations and cooking schools for homemakers has transformed into a comprehensive global resource for adults and kids alike, including recipes and “how to” guides, an Answer Line staffed by professional Home Economists, as well as school programs and cooking classes hosted in our state-of-the-art learning centres in Calgary and Edmonton in Alberta, and Jandakot, Western Australia.

## ATCO EPIC 2019



*Our ATCO EPIC (Employees Participating In Communities) campaign raised more than \$2.7 million for local charities across the globe in 2019.*

We know the passion of our people to contribute to their communities can make a real difference. As an ATCO company, our people take part in ATCO EPIC (Employees Participating in Communities), an employee-led program that rallies the spirit of our people all over the world, combining volunteerism, fundraising events and individual donations.

In 2019, our people volunteered more than 7,731 hours, bringing the cumulative total to more than 248,866 hours, and raised \$2.7 million, bringing their total contribution to more than \$44 million. Employees donate directly to the charities of their choice, and we enhance our peoples' generosity by matching those donations made to human health and wellness charities.

## VERACRUZ CHILD NUTRITION PROJECT

As our company grows into new markets, so must our community efforts. In late 2017, after acquiring a 35-Megawatt (MW) hydroelectric station in the state of Veracruz, Mexico, we began looking for meaningful ways to support the nearby Indigenous community of Macuilca. In 2019, ATCO Mexico signed an agreement with the non-profit organization Mexico Tierra De Amaranto to launch our Child Nutrition Project for elementary and preschool students. School cooks learned about child nutrition, the benefits of locally available amaranth grain and how to incorporate it into the menu. The program ensures amaranth is available to the school, and the childrens' nutritional progress is monitored.

## POWERING COMMUNITIES AFFECTED BY WILDFIRE

In late spring of 2019, wildfires spread across northern Alberta prompting multiple communities to declare a state of emergency and triggering mandatory evacuations for residents. We supply electricity to many of the communities in this area, and our electric transmission and distribution infrastructure sustained significant fire damage.

To ensure that our customers had continued access to the electricity that they rely on, more than 240 of our employees contributed to a coordinated response effort that lasted more than 40 days. Our people responded to requests from government agencies and local emergency operations centres to safely and efficiently replace damaged infrastructure, prevent further damage and secure backup generation. We received the Emergency Recovery Award from the prestigious Edison, Electric Institute for our outstanding restoration of service.

When the decision was made to allow residents to return to their homes, our people were there to welcome people back. We held barbeques in many of the affected communities, and were available to provide a helping hand to residents and answer questions about their electricity.



*ATCO welcomed a crowd of 800 people for a re-entry BBQ in La Crete following the devastating fires in northern Alberta.*



## PROJECT OWNERSHIP

In 2019, seven Indigenous communities purchased 40 per cent ownership in Alberta PowerLine – an investment that will provide a long-term, stable source of income for their communities and enable them to become direct owners and participants in Alberta's energy sector. Learn more on page 14.



## OFF-GRID RENEWABLES

Along with our partners Athabasca Chipewyan First Nation, Mikisew Cree First Nation, Fort Chipewyan Metis Local 125 and the Government of Alberta, we installed Canada's largest solar and battery storage project in the remote hamlet of Fort Chipewyan, Alberta.

We completed construction of the Old Crow solar power project in the Yukon with the Vuntut Gwitchin First Nation, which enables a 200,000-litre reduction in diesel consumption in Old Crow per year.

Learn about both of these projects on page 23.

## ANSWERING THE CALL IN AUSTRALIA

Beginning in October 2019, furious bushfires began sweeping across much of Australia, exacting a catastrophic toll on wildlife, people and communities. While our people and operations in Australia were spared from the devastating fires, we recognize that many of our employees' friends and families may not have been so fortunate.

With six decades of operations in the country, we recognized that we must do our part to support in the response effort. Led by our incredible employees, through ATCO EPIC, we began collecting and matching donations for charities working in three critical areas – families, farmers and wildlife. In just over one month, through a combination of individual contributions and fundraisers from across our global footprint, we raised more than \$108,000 in funds for our friends and neighbours in Australia.

## BUILDING LASTING INDIGENOUS PARTNERSHIPS

Our relationships with Indigenous Peoples are diverse and meaningful and are woven into the fabric of our business as friends, customers, partners, neighbours, colleagues and suppliers.

We maintain more than 48 joint-venture partnerships, memorandums of understanding and other relationships with Indigenous communities. We celebrated exciting milestones during the year that are tangible examples of how Indigenous partnerships are critical to the success of many projects.

Some relationships have been going strong for more than 30 years, like our partnership in Northland Utilities with Denendeh Investments Incorporated (DII), representing 27 Dene First Nations across the Northwest Territories. Northland Utilities lights up homes and businesses providing safe and reliable electricity in the territory. We support DII by investing in local Indigenous organizations and initiatives that contribute to sustainable economic and social developments. Community members are encouraged to participate in job shadowing and Indigenous employment and education awards programs.

Looking to the future means supporting Indigenous youth in reaching their potential. Our Indigenous Youth Leadership Program, a successful pilot aimed at building bridges between Indigenous youth in Alberta and the broader workforce, geared up in 2019 for its first year under a new official program—ATCO Explore. In Western Australia (WA), we also celebrated the launch of the Emerging Aboriginal Leaders Program with the WA Aboriginal Leadership Institute. We proudly support this first-of-its-kind program, designed to improve educational outcomes by strengthening cultural identity, self-development and connection to culture and community.





# SUSTAINABILITY

*Students from Austin Cove Baptist College enjoying morning tea in the Muminbulah Wilak—Six Seasons Garden as part of the Blue Flame Kitchen Schools Program in Jandakot Western Australia.*

As a critical infrastructure provider, a long-term and collaborative approach is vital. We provide solutions in a way that balances responsible development, safety, environmental stewardship, and the interests of customers, communities, and landowners.

Because our business is diverse, we have a range of opportunities to demonstrate our commitment to sustainable solutions, including:

- Indigenous Peoples' economic participation in projects and sincere engagement across the full spectrum of our businesses.
- Options for lower-emitting energy solutions for commercial and residential customers, including renewable energy and energy efficiency programs.
- Minimizing environmental impacts of our operations and reducing greenhouse gases and other air emissions.
- Off-grid/microgrid solutions using a combination of innovative technologies.
- Programs to support the safety and health of our people and communities.

Our comprehensive Sustainability Report, which will be released in June 2020, provides further insight into how we work across our operations to improve our sustainability performance. Our reporting is aligned with the internationally recognized Global Reporting Initiative (GRI) Standards and is guided by the Sustainability Accounting Standards Board (SASB) and the recommendations of the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD).



## SAFETY

Safety is the first consideration in everything we do. Providing a safe work environment for our people is ingrained in our culture: a shared belief that directs our day-to-day priorities and decisions.



## ENERGY STEWARDSHIP

Secure, reliable and affordable energy underpins the economic vitality of our communities. It is our responsibility to understand the evolving needs of our customers and develop solutions that support the transition to a lower-emitting energy system.



## ENVIRONMENTAL STEWARDSHIP

As a critical infrastructure provider, a collaborative and long-term approach to minimizing our environmental footprint is vital. As part of this, we continue to explore new and more efficient ways to generate, transport and conserve energy.



## COMMUNITY & INDIGENOUS RELATIONS

Building respectful and mutually beneficial relationships has long defined how we do business. Along with our Indigenous and community partners, we are continually exploring new ways to collaborate.

# EXECUTIVE LEADERSHIP TEAM



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*Executive Chair, Canadian Utilities Limited  
and Chair & Chief Executive Officer,  
ATCO Ltd.*



**Siegfried W. Kiefer**  
*President & Chief Executive Officer,  
Canadian Utilities Limited and  
Member, Office of the Chair, ATCO Ltd.*



**Dennis A. DeChamplain**  
*Executive Vice President &  
Chief Financial Officer*



**M. George Constantinescu**  
*Senior Vice President &  
Chief Transformation Officer*



**George J. Lidgett**  
*Executive Vice President &  
General Manager, Utilities*



**Wayne K. Stensby**  
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Corporate Development*



**Marshall F. Wilmot**  
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5302 Forand St SW Calgary AB Canada T3E 8B4 | 403 292 7500  
CanadianUtilities.com

