

Alectra Shareholder Meeting

Enersource (Mississauga)

June 22, 2022

Disclaimer

The information in these materials is provided for information purposes only and is based on information currently available to Alectra Inc. and its affiliates (collectively “Alectra”). Alectra does not warranty the accuracy, reliability, completeness or timeliness of the information and undertakes no obligation to revise or update these materials. Alectra (including its directors, officers, employees, agents, and subcontractors) hereby waives any and all liability for damages of whatever kind and nature which may occur or be suffered as a result of the use of these materials or reliance on the information therein.

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

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

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

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

Table of Contents

- Alectra Updates
 - Industry Trends
 - Strategy 2.0
 - Customer Service
 - Affordability
 - Service Territory Updates
- Financial Performance
 - Year-end 2021
- Community Update
 - Capital Program
 - Community Giving
- Recognition and Awards

Industry Trends

- Climate Change Impacts
- Distributed Energy Resources
- Transportation Electrification



Strategy

Strategy 2.0 is Alectra's plan to rise to the challenge and discover the possibilities. It focuses on three pillars:

- Customer Experience
- Grid Modernization
- Enterprise Growth



Customer Service

Ontario Energy Board standards met or exceeded on:

- Residential and Small Businesses Connected on Time
- Scheduled Appointments Met on Time
- Telephone Calls Answered on Time
- Billing Accuracy
- First Contact Resolutions
- Reliability SAIDI on Target – 40.3 Minutes
- Customer Satisfaction Survey Results



Year in Review

\$OM&A per Customer [2020]

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

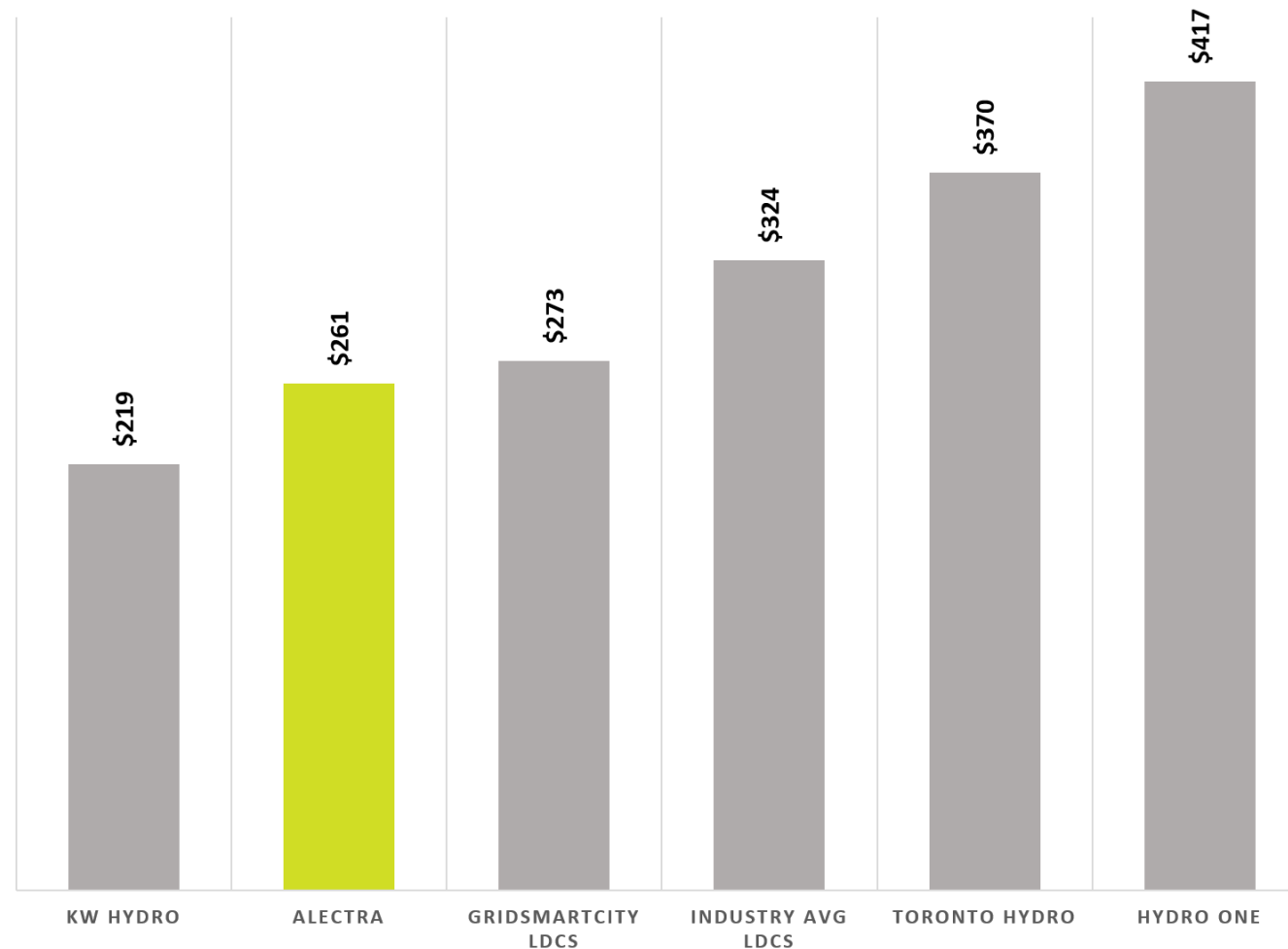
References

All numbers shown are \$OM&A per Customer

GSC = Grid Smart City utilities

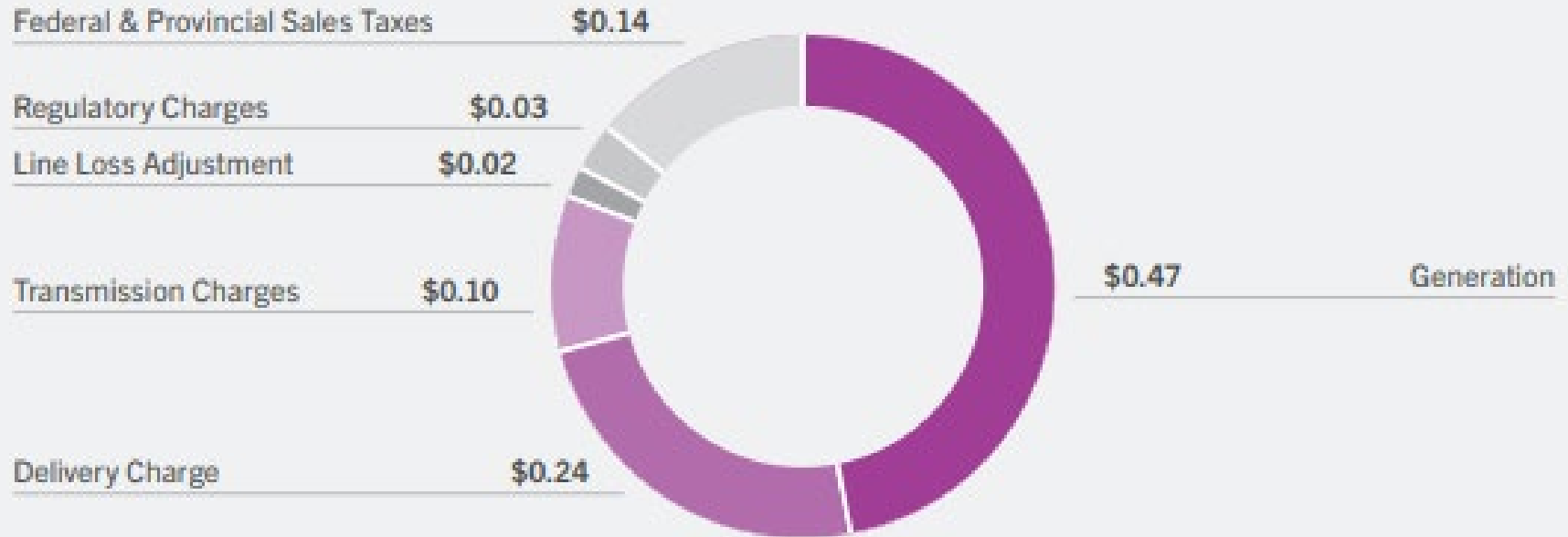
Industry = All Ontario utilities except Alectra

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



Affordability

WHERE YOUR ELECTRICITY DOLLAR GOES



How does Alectra Compare?

Monthly Residential Bill [March 2022]

Large Urban Utility

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

Alectra (PRZ)

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

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

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

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

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

Graphic: OEB Bill Calculator – March 2022

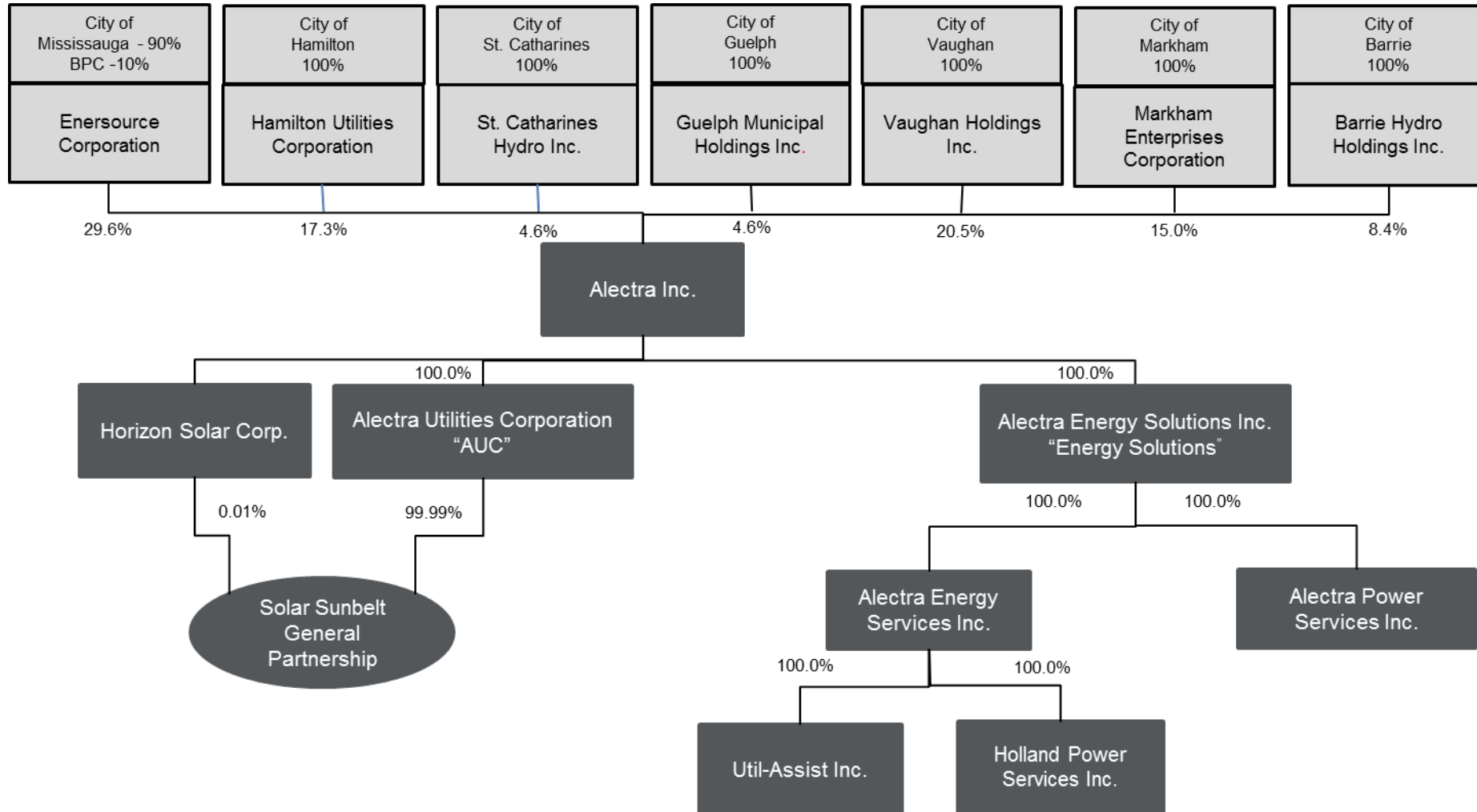


Overview of 2021 Financial Results

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

Principal Corporate Structure

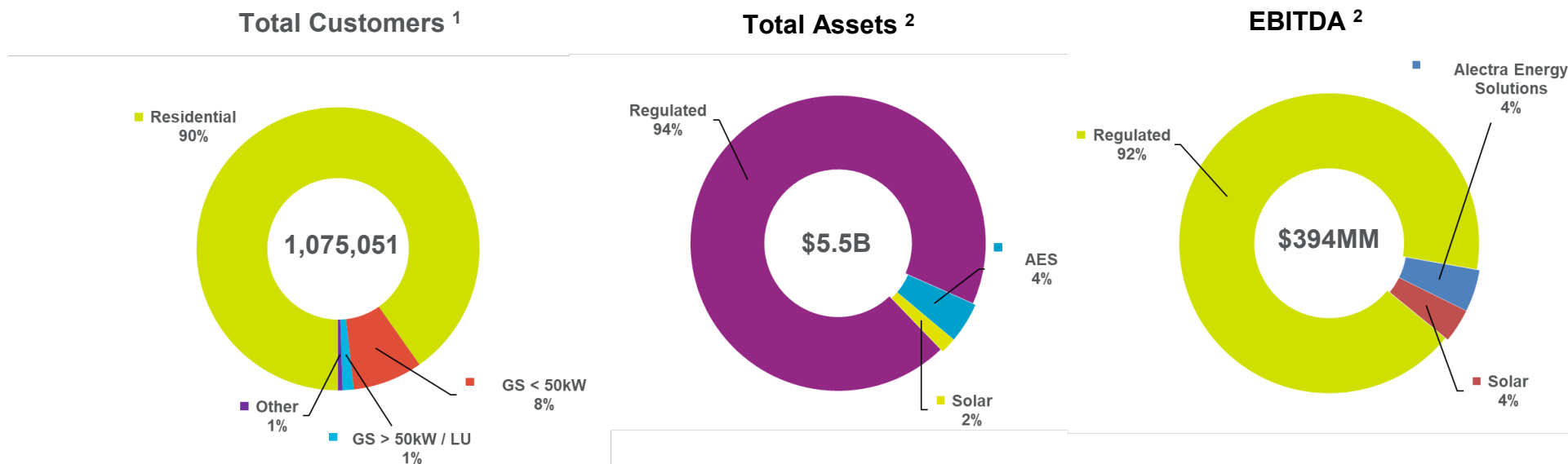
Alectra Inc. (as of Jan. 4, 2022)



2021 Financial Highlights

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

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



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

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

Alectra Utilities Corporation



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



2nd largest municipally owned utility in North America ²



17 communities served



1,924 square-km service territory



605 fleet vehicles



21,581 overhead and underground lines



14 transformer stations

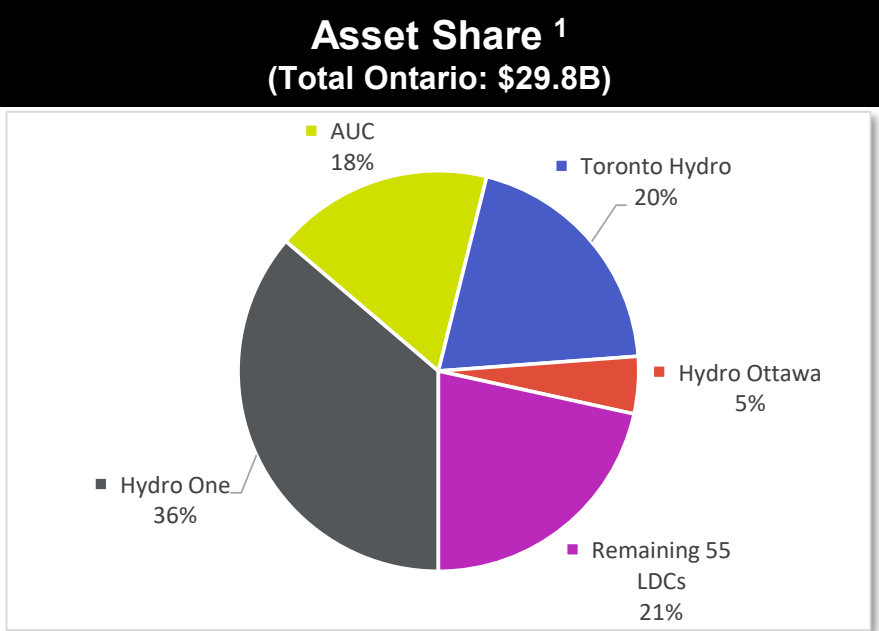
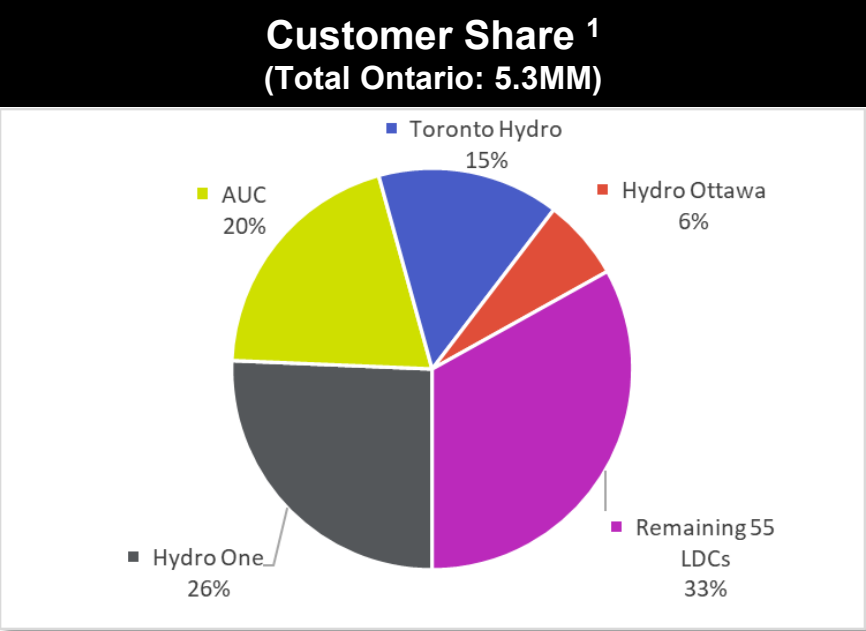


149 municipal substations



Peer Comparison

Ontario Electricity Sector

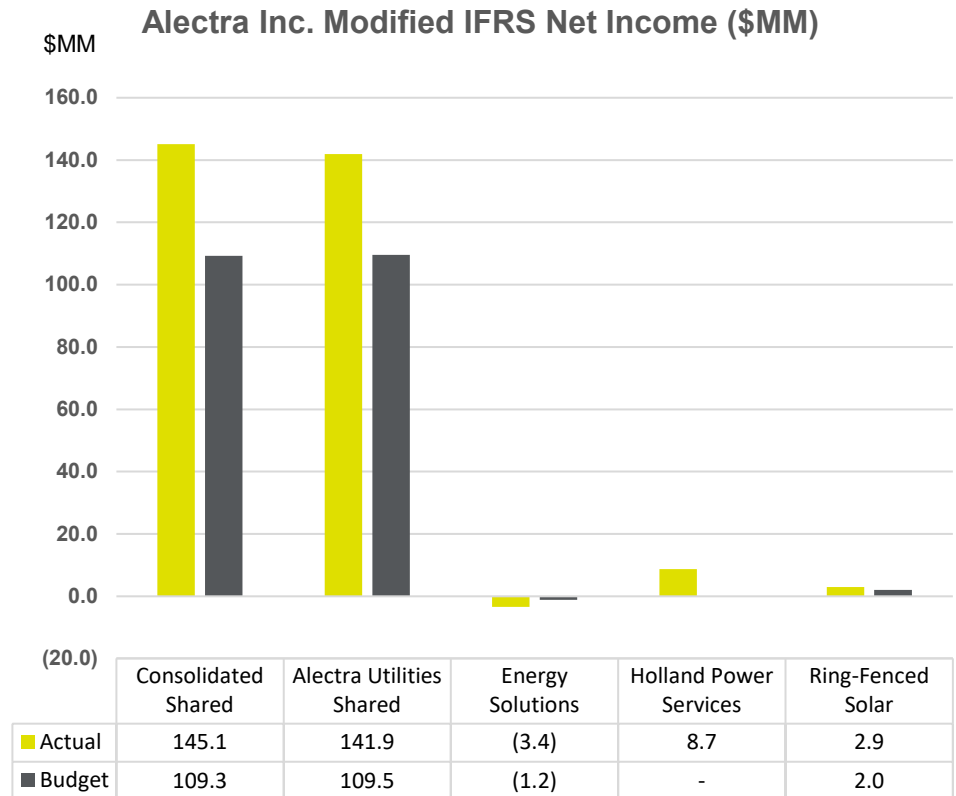


Comparison of 2020 Operating Statistics ¹		
	LDC Average	AUC
Number of Customers ²	89,874	1,062,040
Total GWh Delivered	2,172	26,211
Distribution Losses ³ (% of GWh Delivered)	4.00%	3.24%
OM&A per Customer	\$324	\$261
Distribution revenue per Customer	\$735	\$534

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

2021 Consolidated Results

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



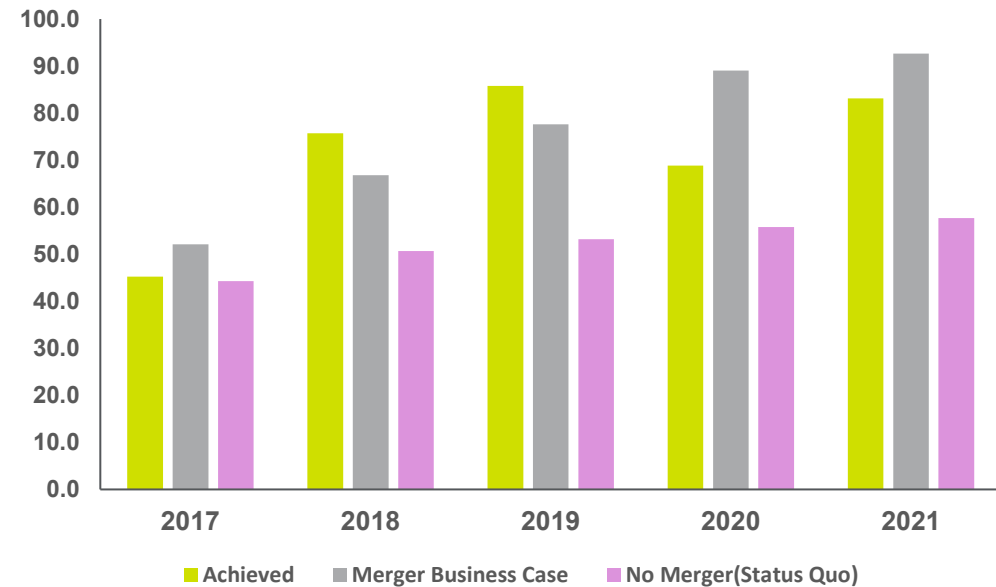
Dividends on Common Shares

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

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

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

Alectra Inc. - Dividends Paid 2017-2021¹



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

Common Shares Dividend Forecast

2022-2024 Dividend Forecast

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

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

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

Financial Perspective

Investor Considerations

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



Community Update

Capital Investment 2021 – Mississauga

- In 2021, Alectra completed several major projects in Mississauga to address efficiency and increase capacity in key areas:
 - Windjammer Road, Erin Mills cable replacement project = \$4.5M
 - Malton area (Ward 5) underground cable replacement rebuilds = \$3.6M
 - Port Credit Village West area new feeder expansion = \$1.3M



Community Update

Alectra is continuously working to connect with our customers and municipal partners through various communications channels, including:

Ally

- Municipal shareholder quarterly newsletter;
- Provides relevant customer-related information to councillors and city staff to share with constituents;

Customer Newsletter

Provides timely and helpful electricity news that matters to our customers;

Includes articles about Alectra services, new developments, support programs, electricity prices, energy conservation, safety tips, industry news, Alectra's environmental and social governance commitments, and much more



Message from Brian

It's hard to believe that we are now two years into the pandemic. While the course of the pandemic is not where we had hoped it would be, we have come a long way together. At Alectra, safety and well-being of each of our employees continues to be our top priority, and I look forward to welcoming staff back into the office when it is safe to do so. Alectra crews are working hard as always to ensure that the services our customers rely on remains secure and reliable.

Alectra has much to celebrate this month, as we recognize our [fifth birthday](#)! I am truly proud of the incredible achievements we have accomplished over these past five years in the communities we serve. We are proud to say that over the last five years we have kept our promise to keep electricity rates as low as possible, invest in grid infrastructure, improve customer service, and deliver consistent dividends to our municipal shareholders. There are many exciting opportunities that lie ahead of us. I am very much looking forward to this new year and discovering the possibilities that we can achieve together.



Brian Bentz
President and CEO

Supporting Mississauga

- Committed over **\$226,600** to community organizations and events supporting Mississauga.
- Provided **\$150,000** of \$1,050,000 over seven years to Trillium Health Partners Foundation to fund a new Mental Health Scientist.
- Sponsored **\$17,500** for the **City of Mississauga's Celebration Square programming**, which connects residents and community groups through arts, culture, and heritage.
- Contributed **\$5,000** to the Coldest Night of the Year Walk in Mississauga Meadowvale. Employees in Team Alectra surpassed their goal and fundraised an additional **\$3,440** to support homeless youth.
- Donated **\$10,000** to support Everymind's WhereToStart.ca program to help local youth access mental health support more easily.



EveryMind @EveryMind_ca · May 5

Thank you @alectranews for recognizing that mental health & well-being is an important part of creating a sustainable future for kids, youth & families. This #CMHW2022, we would like to take a moment to thank you for helping us support those in critical need. #mentalhealthmatters

"The AlectraCARES Community Support Program invests in agencies that make a difference in the communities we serve. EveryMind provides mental health services to 5,500 young people in Peel. During the pandemic, its 'Where To Start' program has responded to increasing mental health needs, provided resources and supported the welfare of local youth. Alectra is proud to be an ongoing sponsor of this organization and supports the great work they do for Peel Region."
- Brian Bentz, President and CEO, Alectra Inc.

The image contains two logos: the EveryMind logo, which consists of a stylized 'E' made of dots followed by the text 'EveryMind', and the Alectra logo, which features the word 'alectra' in a lowercase sans-serif font with a green and yellow swoosh above it, and the tagline 'Discover the possibilities' below it.



Recognition & Awards

2021

- Corporate Knights - 'Best 50 Corporate Citizens' Award
- United Way Halton & Hamilton - 'Inspiring Local Love' Award
- IABC Canada Silver Leaf Awards – Award of Excellence (e-billing advertising campaign)
- 'Canada's Clean50' Awards for Sustainability Leadership - Caroline Karvonen and Neetika Sathe
- 'Canada's Clean50' Awards for Emerging Leader - Sara Ganowski
- 'Hermes Creative Award' – Alectra Utilities website
- Electricity Distributors Association 'Communications Excellence' Award
- Association of Energy Services Professionals - 'Energy Efficiency' Award
- OEA – 'Innovation' Award - GRE&T Centre
- ClimateWise - 'Greenhouse Gas Target Achievement' Award
- YWCA Hamilton - 'Walk a Mile in Her Shoes' Top Fundraising Team



In Summary

2021

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





Thank You

рахмат
danke

謝謝

ngiyabonga

tesekkür ederim

Баярлалаа
спасибо

faafetai lava

vinaka
спасиби

mersi
kia ora
barka
blagodaram

spas
welalin tack
dank je

misaotra
matondo

paldies grazzi

mahalo

tapadh leat

gracias

enkosi
bedankt
namir
nandri
bayarlalaa
gracie

kiitos
dankie
dhanyavada
hvala
mnamu
mnamun

obrigado

dziękuje
sobodi
dēkuji

sagolun

chnorakaloutioun
gratias ago
gracies

sukriya

kop khun krap

sulpáy

taikuu
grazie

go raibh maith aga

arigatō

takk

dakujem

mèsi

didi madloba

kam sah hamnida

najis tuke

rahmat

terima kasih

ありがとう

tanemirt
rahmet

χαριστώ

merci

diolch

dhanyavadagalu

shukriya

merce

мерси

তোমাকে ধন্যবাদ

감사합니다

xiexie