

Governance & Regulation in the Electricity Sector:

Balancing Independence with Accountability

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Don Lowry
President & CEO, EPCOR Utilities Inc.

EPCOR at a Glance



EPCOR Board of Directors

- Long-term supportive Shareholder
- Fully independent Board
- Board members from private sector



100%

Distribution, Transmission & Energy Services

- Headquartered in Edmonton
- Distributes energy to approximately 340,000 customers in the City of Edmonton through 29 transmission substations, 203 km of aerial transmission lines and 5,082 km of primary distribution lines
- 2009 rate base in excess of \$750 million
- 2010 ROE – 9.0% on 41/37% equity (D/T)
- Provides the Regulated Rate Option to over 600,000 retail electricity customers in Alberta

100%

Water Services

- Headquartered in Edmonton
- Municipal water and wastewater provided for the City of Edmonton
 - 780,000 people; 230,000 customers
- Own and/or operates 24 water treatment and/or distribution facilities; and 24 wastewater treatment and/or collection facilities in Alberta and B.C.
- Serves over 1 million people in more than 70 communities

72.2%

Investment in Capital Power

- 72.2% economic interest; 49% voting interest
- \$896 million back-to-back debt obligation
- Portfolio of merchant and contracted generation in Canada
 - 820 MW contracted coal-fired generation in Alberta
 - 943 MW merchant generation in Alberta
 - 40 MW hydro generation in B.C.
 - 40 MW wind generation in Ontario
- 30.5% interest in Capital Power Income L.P., a TSX-listed LP

¹ Normalized to remove EBITDA contribution from energy trading (now CPC)

² As of April 27, 2010

Supportive Governance Model

- EUI operates at arms length from its Shareholder with a mandate to invest and operate on commercial terms
- Independent Board of Directors solely responsible for stewardship of the company; authority to determine strategy and make business decisions
- Directors are from across various sectors

