Liberty
State of the Company Presentation
to the Missouri Public Service Commission

The Empire District Electric Company
The Empire District Gas Company
Liberty Utilities (Midstates Natural Gas) Corp.
Liberty Utilities (Missouri Water) LLC

Sustaining energy and water for life.
Agenda

1. APUC
   - Executive Leadership
   - Growing International Company
   - About our Regulated Services Group

2. Central Region
   - Key Team Members
   - Energy Generation
   - Investing in Missouri
   - Liberty’s Regional Commitment to Renewable Generation
     - The Time is Right for Wind
     - North Fork Ridge/Kings Point/Neosho

3. Customer Centricity and Transformation
   - Customer First Overview
   - Customer First Timeline
   - AMI Project Update
   - Customer Service Improvements

4. Caring for Our Community and Responding to COVID-19
   - Liberty Days
   - Christmas Elves
   - Customer Care
   - Employee Care
Our Parent Company
Algonquin Power & Utilities Corp.

Executive Leadership

Arun Banskota
President & Chief Executive Officer

Arthur Kacprzak
Chief Financial Officer

Mary Ellen Paravalos
Chief Compliance & Risk Officer

Jennifer Tindale
Chief Legal Officer

Johnny Johnston
Chief Operating Officer

Jeff Norman
Chief Development Officer

Kirsten Olsen
Chief Human Resources Officer

George Trisic
Chief Governance Officer & Corporate Secretary
A growing, international company

Liberty’s parent company, Algonquin Power & Utilities Corp., is a diversified international generation, transmission and distribution company with approximately $11 billion in total assets.

Regulated Services Group
Provides regulated wastewater, water, natural gas and electric utility services to over 1,073,000 connections through operations in primarily North America, Bermuda and Chile.

Renewable Energy Group
Owns and has interests in a portfolio of North American renewable and clean energy power generating facilities representing over 1.7 GW combined gross generating capacity.

Legend
- Operational power generation site
- Renewable generation development project
- Utility distribution system
- Rate-based power generation
- Rate-based power generation (projects in development)
- Pending utility acquisitions

1. Includes Algonquin’s acquisitions of ESSAL and Ascendant
About our **Regulated Services Group**

Algonquin owns regulated water, wastewater, natural gas and electric generation, transmission and distribution utilities serving over 1,073,000 connections in the U.S. (3 Regions East/Central/West), Canada, Bermuda, and Chile.

- Deliver most services locally, including customer experience, HR, regulatory affairs, operations
- ~3,000 employees deliver quality utility services every day to over 1,073,000 connections

- 34 distribution utilities
- 13 U.S. states; 1 Canadian province; 2 International utilities
- U.S. $6.8 billion utility assets
- 1,073,000 utility connections

1. Includes Algonquin’s acquisitions of ESCAL and Ascendant
Liberty’s Central Region

1. Key Team Members
2. Communities Served
3. Energy Generation in the Central Region
4. Liberty in Missouri
5. Investing in Missouri’s Future
6. Liberty’s Commitment to Renewable Generation – The Time is Right for Wind
Key Team Members – Central Region

David Swain  
Central Region President

Tisha Sanderson  
Central Region VP, Finance & Administration

Tim Wilson  
Central Region VP, Operations – Electric

Mike Beatty  
Central Region VP, Operations – Gas & Water

Sheri Richard  
Central Region Director, Rates & Regulatory Affairs

Diana Carter  
Central Region Director, Legal Services

Jon Harrison  
Central Region Director, Customer Experience

Kelli Price  
Central Region Sr Manager, Marketing & Communications
Natural Gas, Water/Wastewater, and Electric – Communities Served in Liberty’s Central Region

**Natural Gas**
- 146 Communities Served
- 42 counties of 114 counties served (36.8%)
- 16 Operating Areas managed by 9 Operations Managers

**Electric**
- 106 Communities Served; 10 Unincorporated communities
- 16 counties of 114 counties served (14.0%)
- 6 Operating Areas managed by:
  - 9 Line Operation Managers
  - 3 Sub-Station Managers
  - 1 Transmission Manager
  - 1 Vegetation Manager
  - 1 AMI Manager

**Water & Wastewater**
- 22 Communities Served
- 7 counties of 114 counties served (6.1%)
- 5 Operating Areas managed by 1 Operations Managers and 3 Contract Operators
Energy Generation – Central Region

Company owned and/or operated
- Ozark Beach (Hydro) – 1913 (upgraded 1936) (16 MW)
- Stateline Simple Cycle (Natural Gas/Fuel Oil) – 1995 (93 MW)
- Stateline Combined Cycle – 1997 (upgraded 2001) (Natural Gas) (488 MW; 293 MW EDE)
- Riverton Simple Cycle (Natural Gas) – 1988 (28 MW)
- Riverton Combined Cycle (Natural Gas) – 2007 (upgraded 2016) (247 MW)

Co-owned (not operated)
- Iatan I & II (Coal) – 1980 & 2010 (1,600 MW; 192 MW EDE)
- Plum Point (Coal) – 2010 (680 MW; 50 MW EDE)

Purchased Power
- Elk River PPA (Wind) – 2005 (150 MW)
- Meridian Way PPA (Wind) – 2008 (105 MW)
- Plum Point PPA (Coal) – 2010 (50 MW)

Wind Facility ratings are nameplate capacity and not accredited capacity.
All capacity ratings are current summer ratings.
Joplin, Missouri, is headquarters for Liberty’s Central Region, operating in seven jurisdictions: Arkansas, Illinois, Iowa, Kansas, Missouri, Oklahoma, and Federal

Liberty In Missouri:

• The Empire District Electric Company
• The Empire District Gas Company
• Liberty Utilities (Midstates Natural Gas) Corp.
• Liberty Utilities (Missouri Water) LLC

Employees

823 Total Employees

Customers Served

<table>
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<th>Service</th>
<th>Customers Served</th>
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<tr>
<td>Electric</td>
<td>156,093</td>
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<tr>
<td>Gas</td>
<td>98,839</td>
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<tr>
<td>Water/Wastewater</td>
<td>11,031</td>
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Missouri Natural Gas, Water & Electric – Infrastructure

Natural Gas Infrastructure
- Missouri Midstates
  - Transmission Miles – 178,634
  - Distribution Miles – 2,027,495
  - Service Lines – 74,207
- Missouri Empire District Gas
  - Transmission Miles – 87.02
  - Distribution Miles – 1,204.781
  - Service Lines – 49,586
- Combined Totals
  - Transmission Miles – 265.654
  - Distribution Miles – 3,232.276
  - Service Lines – 123,783

Water & Wastewater Infrastructure
- Water Distribution Miles – 73.01
- Wastewater Distribution Miles – 7.30

Electric Infrastructure
- Distribution Linear Miles – 6,359
- Transmission Linear Miles – 1,288
Planned five-year capital investment of $3.0 billion in infrastructure projects to:

- Ensure and improve reliability
- Harden our system against extreme weather and security threats
- Upgrade systems and technology to meet customer expectations and provide future choice offerings

Implementing programs to improve energy efficiency and the safety of the communities we serve

- Developing a more robust portfolio of energy efficiency programs (MEEIA)
- Community Solar Pilot Program – Liberty Prosperity Solar Farm video at https://www.youtube.com/watch?v=nb9NfJwfQe6w&t=6s
- New LED street lighting and private lighting tariffs
Liberty’s Commitment to Renewable Generation – The Time is Right for Wind

**Customer savings**
- Projected customer savings over 30 years as compared with prior IRP
- Wind generation supports all Liberty Central Region electric customers

**Local economic benefits**
- Jobs during construction and full-time operations jobs
- Millions in tax revenue over life of wind project to support local schools, government services, and property owners
- Steady source of income for landowners

**Environmental benefits**
- No polluting emissions
- No water consumption

**Wildlife/habitat protection**
- Worked closely with environmental agencies
- Conducted numerous studies for best siting to minimize impact
- Mitigation efforts
North Fork Ridge & Kings Point – Missouri

- North Fork Ridge ~ 150 MW
- Kings Point: ~ 150 MW
- 138 Turbines Total

Neosho Ridge – Kansas

- ~ 300 MW
- 139 Turbines

Development & Design

July 2018
- MPSC Issues Order Supporting Project

June 2019
- MPSC Grants CCN

September 2019

Construction Phase

1st Quarter of 2021
- Wind Project In Service
Customer Centricity and Transformation

1. Customer First Overview
2. Customer First Timeline
3. AMI Project Overview
4. Customer Service Improvements
Customer First: Commitment to the Communities We Serve

What is Customer First?

• Transformational program that will integrate a customer-centric approach across the company

• Customer First will see Liberty implement programs that change the way we operate

Advanced Metering
How we collect usage and related information from Next Generation (Smart) meters

e-Customer
How we manage the customer experience, serve our customers and manage customer information

Network Design & Operations
How we gather, manage and analyze data using a new geographic information system

Procure to Pay
How we source, procure and collaborate to deliver supply chain solutions

Employee Central
How we store employee data, recruit new talent, and onboard new employees

Customer First Foundations
How we manage and integrate business processes across the organization
## Timeline – Customer First

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<th>2021</th>
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<td><strong>Advanced Metering (AMI)</strong></td>
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- **Central**
- **Enterprise-wide**
- **Water - GIS**
- **Gas - GIS**
- **Electric - ADMS**
- **Electric - GIS**
- **Midstates – Payment Solution**
- **Empire – Payment Solution**
- **Empire – My Account Solution**
- **Electric/Water**
AMI Project Overview

- Electric Meter installation deployment started in Missouri in June 2020
- Installing 177,000 electric meters and 6,000 water meters in the Central Region – meters installed by sectors
- Providing local jobs. Installation contractor staffing positions locally
- Missouri Meter installation expected to be completed in June 2021
- Major gas meter exchange project concluded in 2018, upgrading approximately 125,000 meters
Customer Service Improvements

Staffing & Service Update for Missouri

- Improving operational efficiency through improved processes, controls, and data
  - Added staffing
  - Assign additional Liberty resources as needed
  - Increased oversight of control reports

- Improving customer responsiveness
  - 2020 call center statistics

AMI Customer Benefits

- Supports future pricing plans and service options that match customer needs and usage
- Near real-time access to energy and water usage information through new, user-friendly web portal/app
- Improved outage communication and restoration
- Improved service through automated service starts, stops, and meter reading
- Reduced operating costs and environmental benefits from fewer service trucks on the road
Caring for our Community and Responding to COVID-19

1. Liberty Days
2. Christmas Elves
3. Response to COVID-19
   - Customer Care
   - Employee Care
Liberty Days
Company-sponsored employee volunteer program

Christmas Elves
33-year company program supported by employee and customer donations to provide gifts and joy to the elderly and disabled during the holidays

Thank you for your kindness! Because of your help, 186 elderly neighbors will receive something special this holiday season.
COVID-19 - Customer Care

Communication
• Created a dedicated COVID-19 website landing page for updates.
• Increased customer communication to include regular email updates.

Assisting Vulnerable Customers
• Suspended service disconnections for non-payment and late payment fees
  – March 16 though July 15, 2020 (all commodities)
  – December 15, 2020 through January 5, 2021 (electric and gas customers)
  – December 15, 2020 through February 28, 2021 (water and wastewater)
• Offering special COVID-19 expanded payment arrangements
• Increased promotion of customer assistance programs and agencies
• Customer Service Reps - $250 individual customer assistance fund
Employee Care

• Initiated pandemic response plan to ensure business continuity

• In March, moved a majority of employees to work-from-home or remote working conditions; still in effect

• Closed walk-in centers (remain closed at this time)

• Enforced social distancing; provided additional protective supplies and equipment to frontline employees; provided masks to all employees; provide tips and additional self-care resources
Thank You

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