

January 2021

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

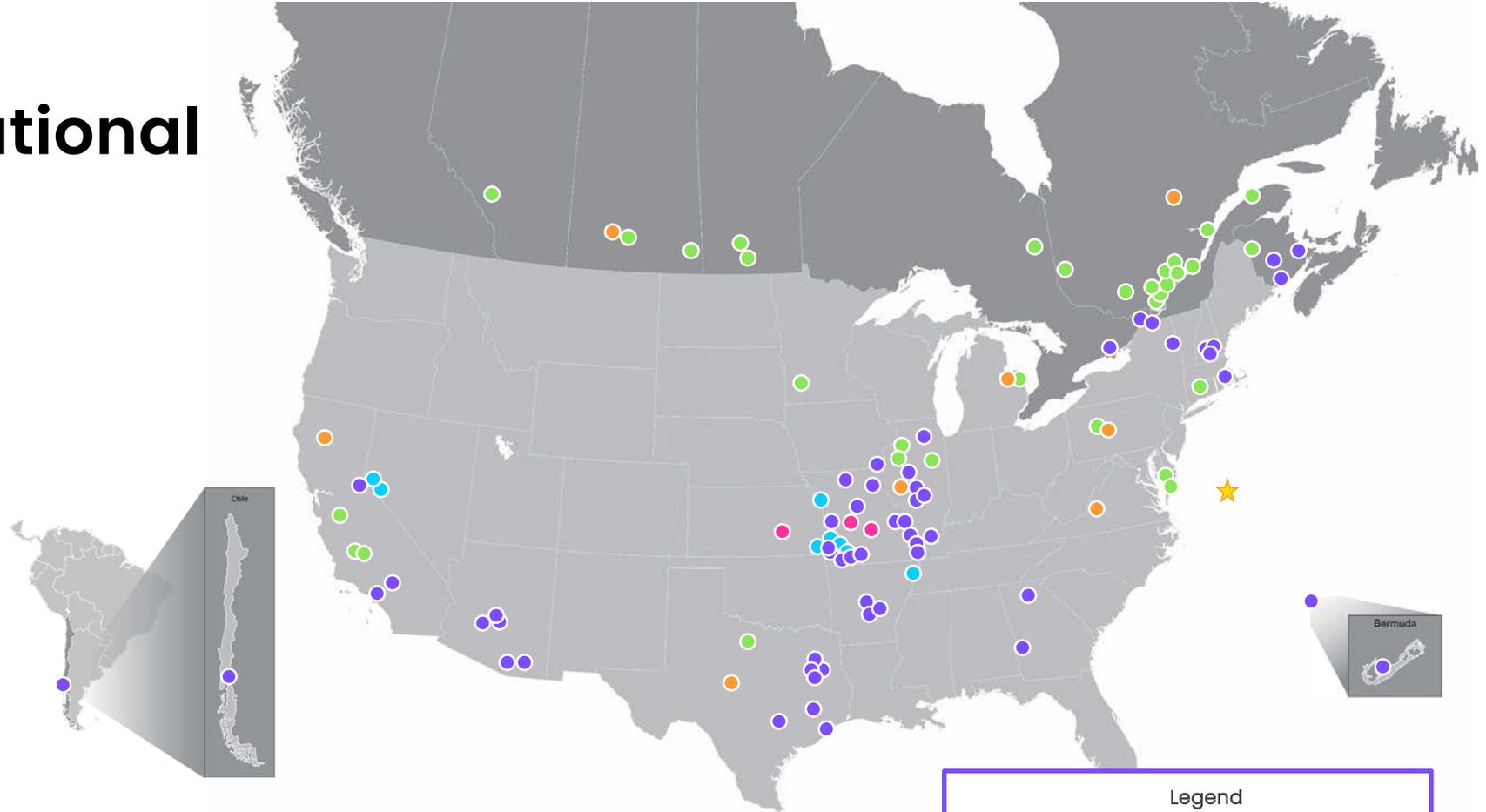


George Trisic
Chief Governance Officer
& Corporate Secretary



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.

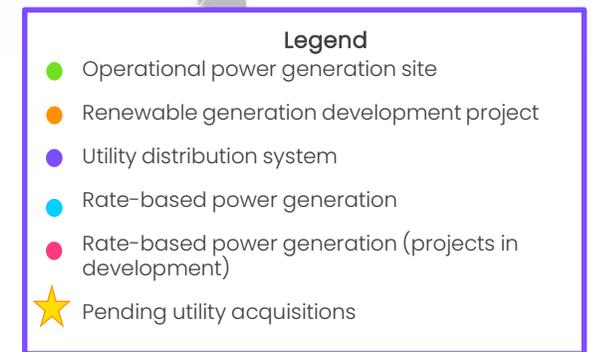


Regulated Services Group

Provides regulated wastewater, water, natural gas and electric utility services to over 1,073,000¹ connections through operations in primarily North America, Bermuda and Chile.

Renewable Energy Group

Owens 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.

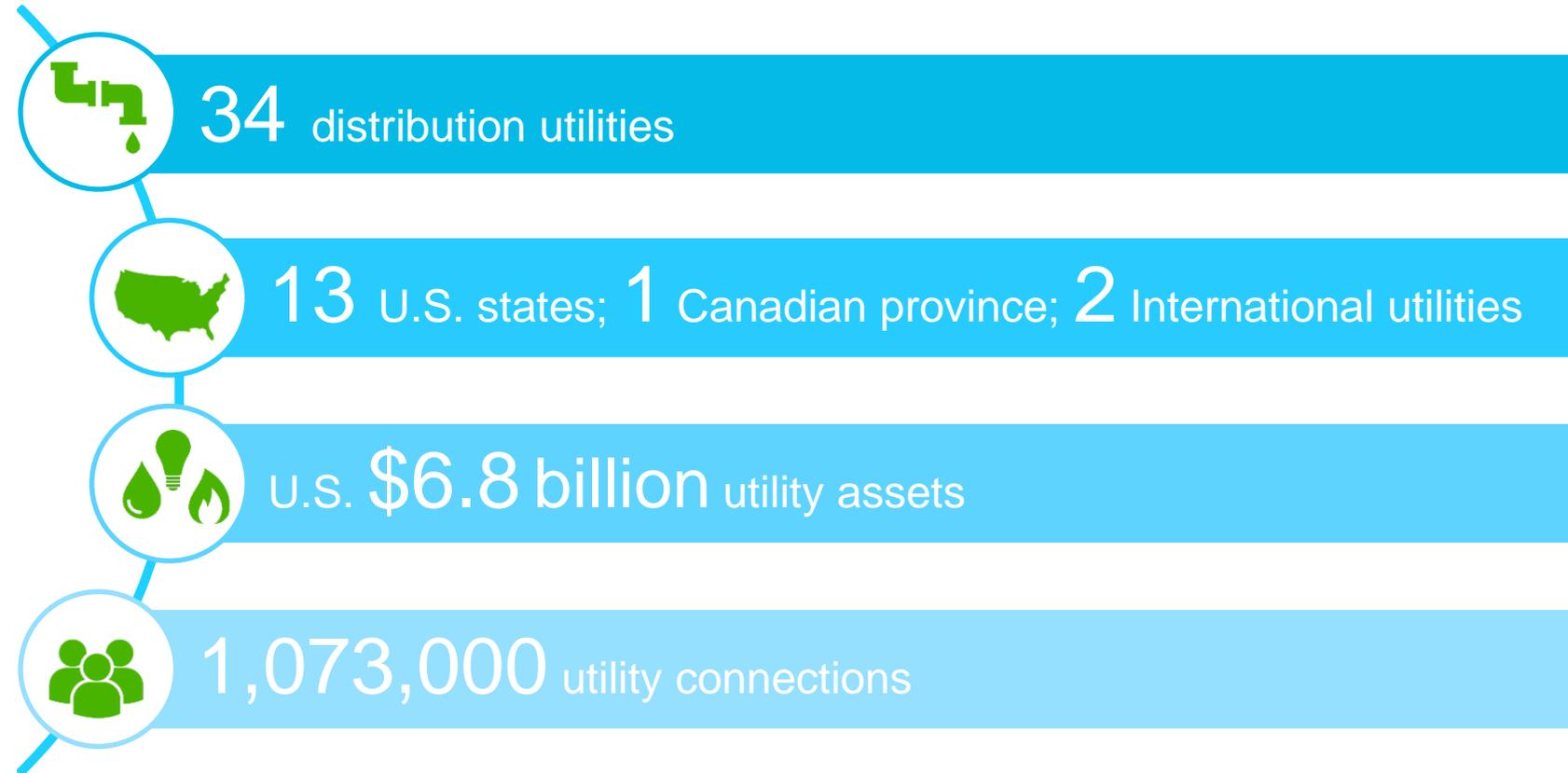


1. Includes Algonquin's acquisitions of ESSAL and Ascendant

About our **Regulated Services Group**

Algonquin owns regulated water, wastewater, natural gas and electric generation, transmission and distribution utilities serving over 1,073,000¹ 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





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

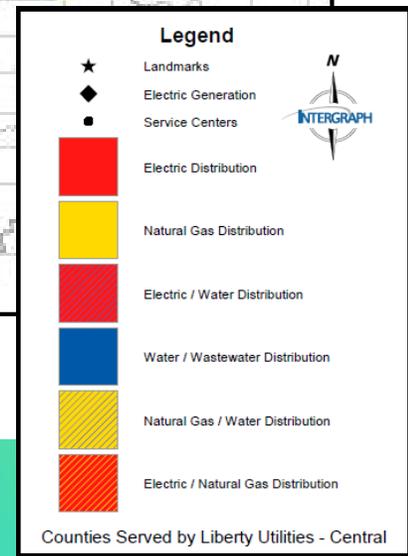
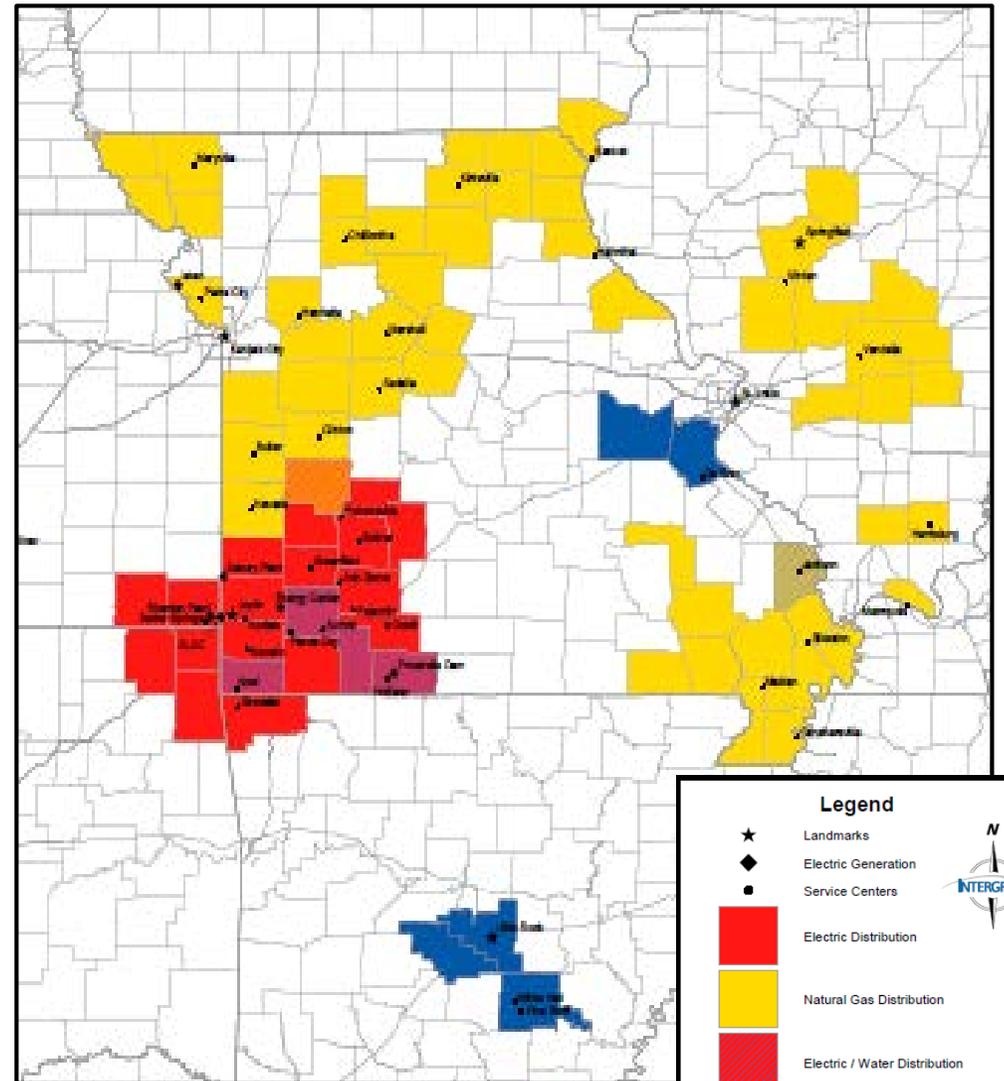
- 146 Communities Served
- 42 counties of 114 counties served (36.8%)
- 16 Operating Areas managed by 9 Operations Managers

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

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



Energy Generation - Central Region

Company owned and/or operated

- Ozark Beach (Hydro) – 1913 (upgraded 1936) (16 MW)
- Energy Center (Natural Gas/Fuel Oil) – 1978, 1981, 2003 (235 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)

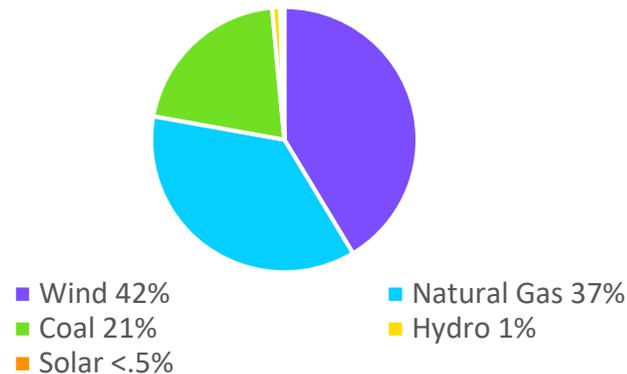
- Iatan I & II (Coal) – 1980 & 2010 (1,600 MW ; 192 MW EDE)
- Plum Point (Coal) – 2010 (680 MW ; 50 MW EDE)

Purchased Power

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



2021 Expected Generation Mix



- Stateline Combined Cycle is co-owned, but operated by EDE.
- 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:

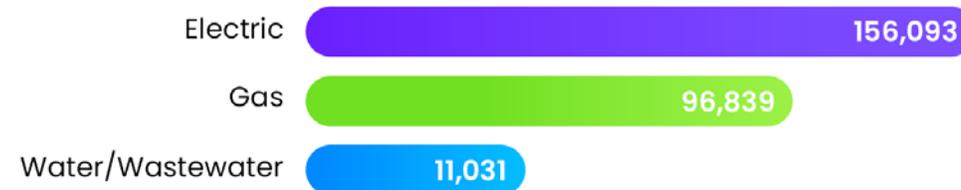
- The Empire District Electric Company
- The Empire District Gas Company
- Liberty Utilities (Midstates Natural Gas) Corp.
- Liberty Utilities (Missouri Water) LLC

Employees



823 Total Employees

Customers Served



Missouri Natural Gas, Water & Electric – Infrastructure

Natural Gas Infrastructure

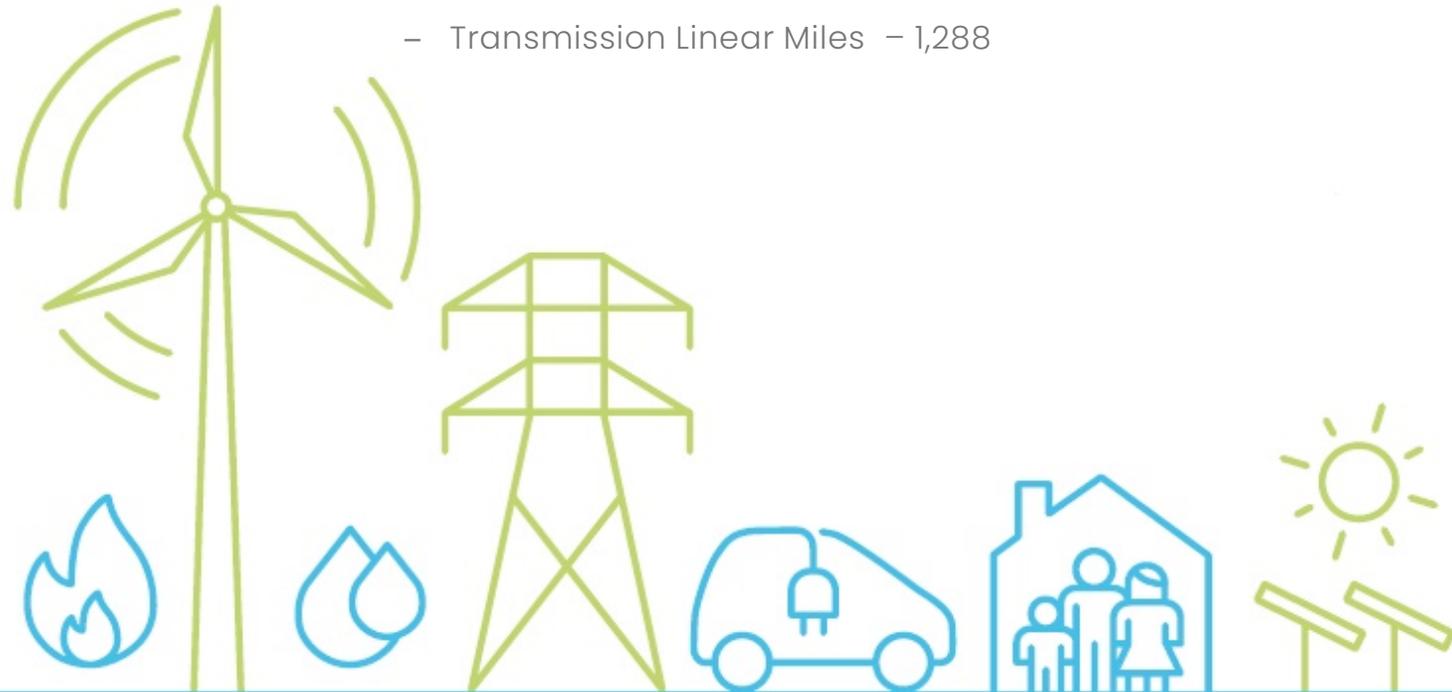
- Missouri Midstates
 - Transmission Miles – 178.634
 - Distribution Miles – 2,027.495
 - Service Lines – 74,207
- Missouri Empire District Gas
 - Transmission Miles – 87.02
 - Distribution Miles – 1,204.781
 - Service Lines – 49,586
- Combined Totals
 - Transmission Miles – 265.654
 - Distribution Miles – 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



Investing in Missouri's Future

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=nb9NJwfQe6w&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

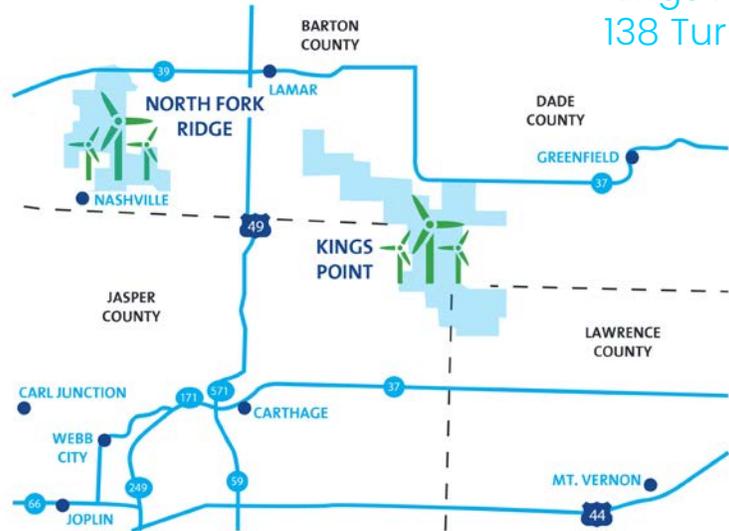
Wildlife/habitat protection

- Worked closely with environmental agencies
- Conducted numerous studies for best siting to minimize impact
- Mitigation efforts



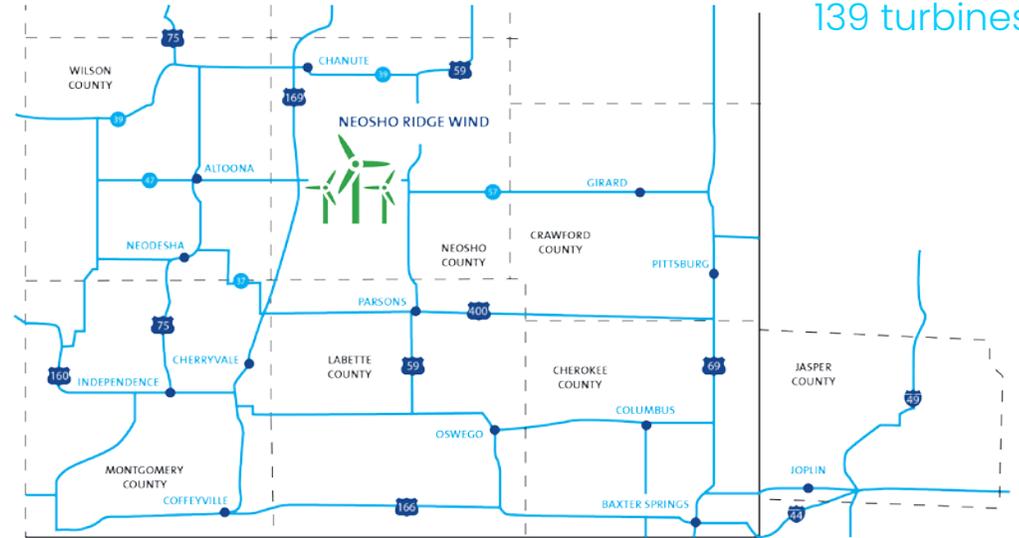
North Fork Ridge & Kings Point- Missouri

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



Neosho Ridge – Kansas

~ 300 MW
139 turbines



Development & Design

Construction Phase

July 2018

MPSC Issues Order Supporting Project

June 2019

MPSC Grants CCN

September 2019

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





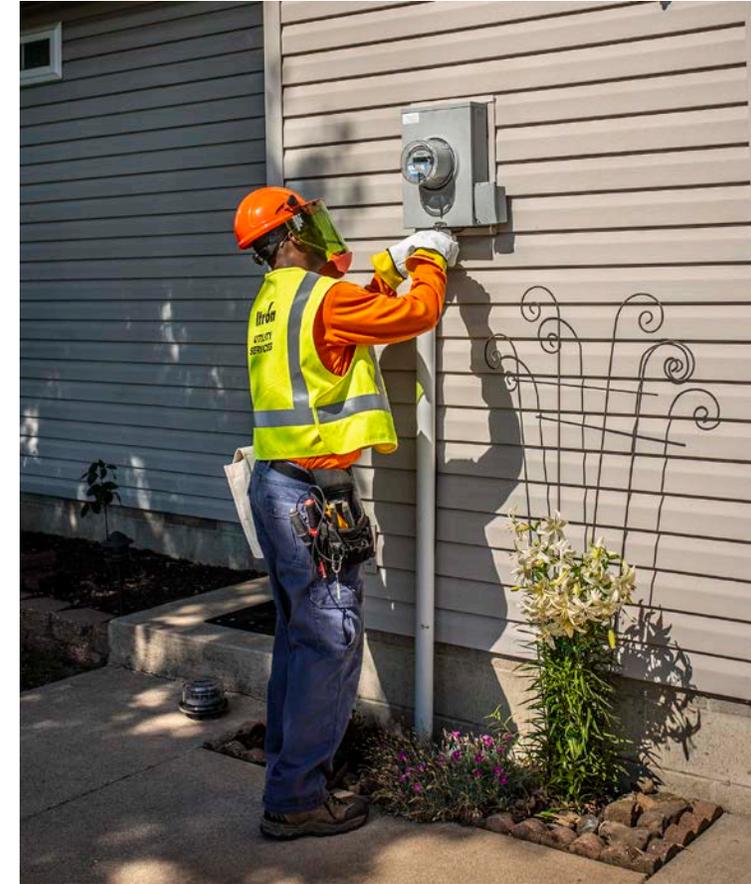
Timeline – Customer First

	2020				2021				2022				2023				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Customer First Foundations																	◆ Central
Employee Central				◆ Enterprise-wide													
Procure to Pay				◆ Enterprise-wide													
Network Design & Operations					◆ Water - GIS				◆ Electric - ADMS								
						◆ Gas - GIS											
							◆ Electric - GIS										
eCustomer		◆ Midstates – Payment Solution				◆ Empire – Payment Solution											
							◆ Empire – My Account Solution										
Advanced Metering (AMI)		◆ 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 through 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



2020 Safety Coin Challenge winning
design by Cheyenne Howard,
Infrastructure Analyst (Joplin, MO)



Thank You

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