



**ATCO**

always there.  
anywhere.

# ANNUAL GENERAL MEETING

ATCO LTD.

May 10, 2017

# BRIAN BALE, SENIOR VICE PRESIDENT & CHIEF FINANCIAL OFFICER

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**ATCO**

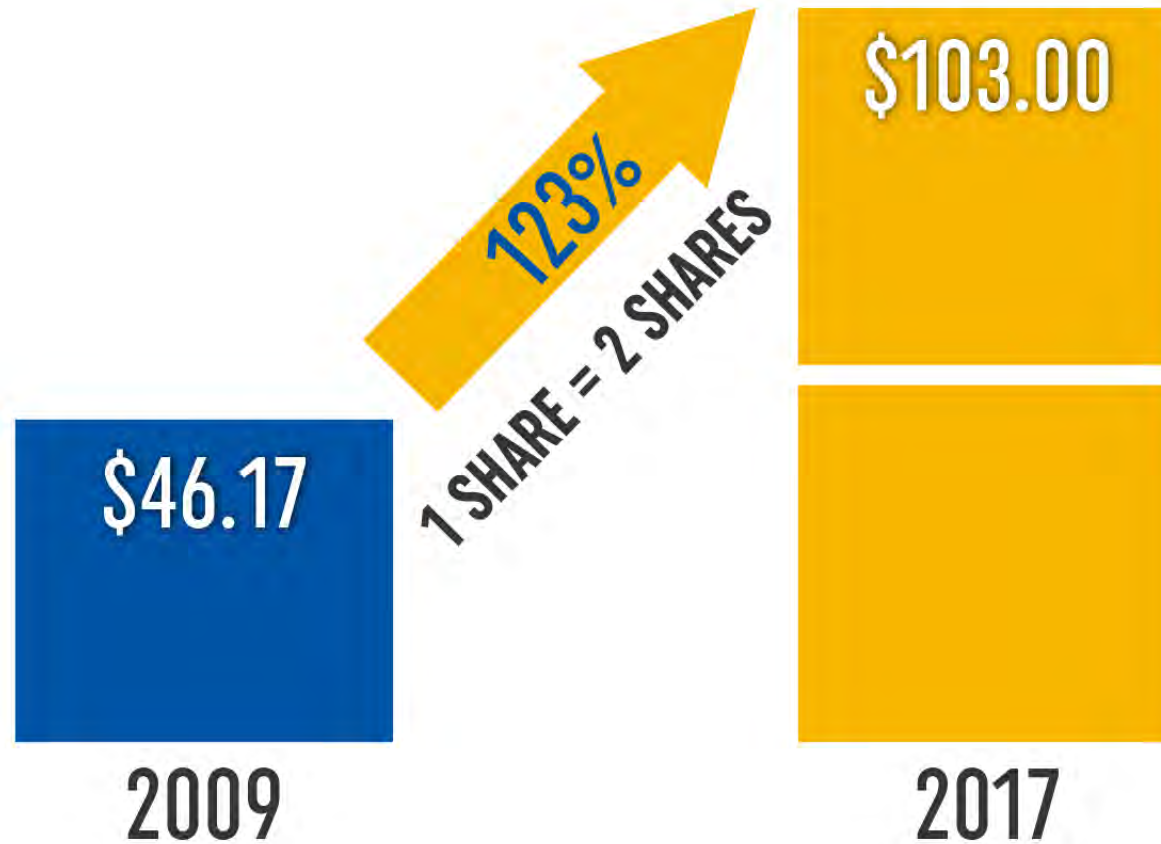
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# ATCO SHARE VALUE



## CHALLENGES

- **RESOURCE INDUSTRIES STRAINED**
- **EXPORTERS DEPENDENT ON U.S. ECONOMY**
- **TECHNOLOGY DRIVEN DISRUPTION**
- **PUBLIC DEBT LEVELS RISING**

A photograph of two construction workers in hard hats and safety gear, one in the foreground and one in the background, working on a construction site. The image is overlaid with a blue and red color gradient. The text 'OUR VISION' is centered at the top, underlined.

## OUR VISION

**To improve the lives of our customers  
by providing sustainable, innovative  
and comprehensive infrastructure  
solutions globally.**

# TOP TIER PERFORMANCE

Over the past 15 years, performance matched by only 20 other publicly traded companies

5% earnings growth<sup>1</sup>

~15,000  
public  
companies\*

dividend growth<sup>2</sup>

1,690

stable & minimum A credit rating<sup>3</sup>

531

20% dividend payout<sup>4</sup>

37

21

**ATCO**

**Scotiabank**

**Great-West Life**  
ASSURANCE COMPANY

**StanleyBlack&Decker**

**CATERPILLAR**

**NORTHERN TRUST**

**Johnson & Johnson**

**Chevron**

**3M**

**Hormel Foods**

**P&G**  
Procter & Gamble

**ITW**  
Illinois Tool Works Inc.

**Coca-Cola**

**HERSHEY**  
THE HERSHEY COMPANY

**PEPSICO**

**SOUTHERN COMPANY**  
Energy to Serve Your World®

**IGM**  
Financial™

**RBC**  
Royal Bank

**AIR PRODUCTS**

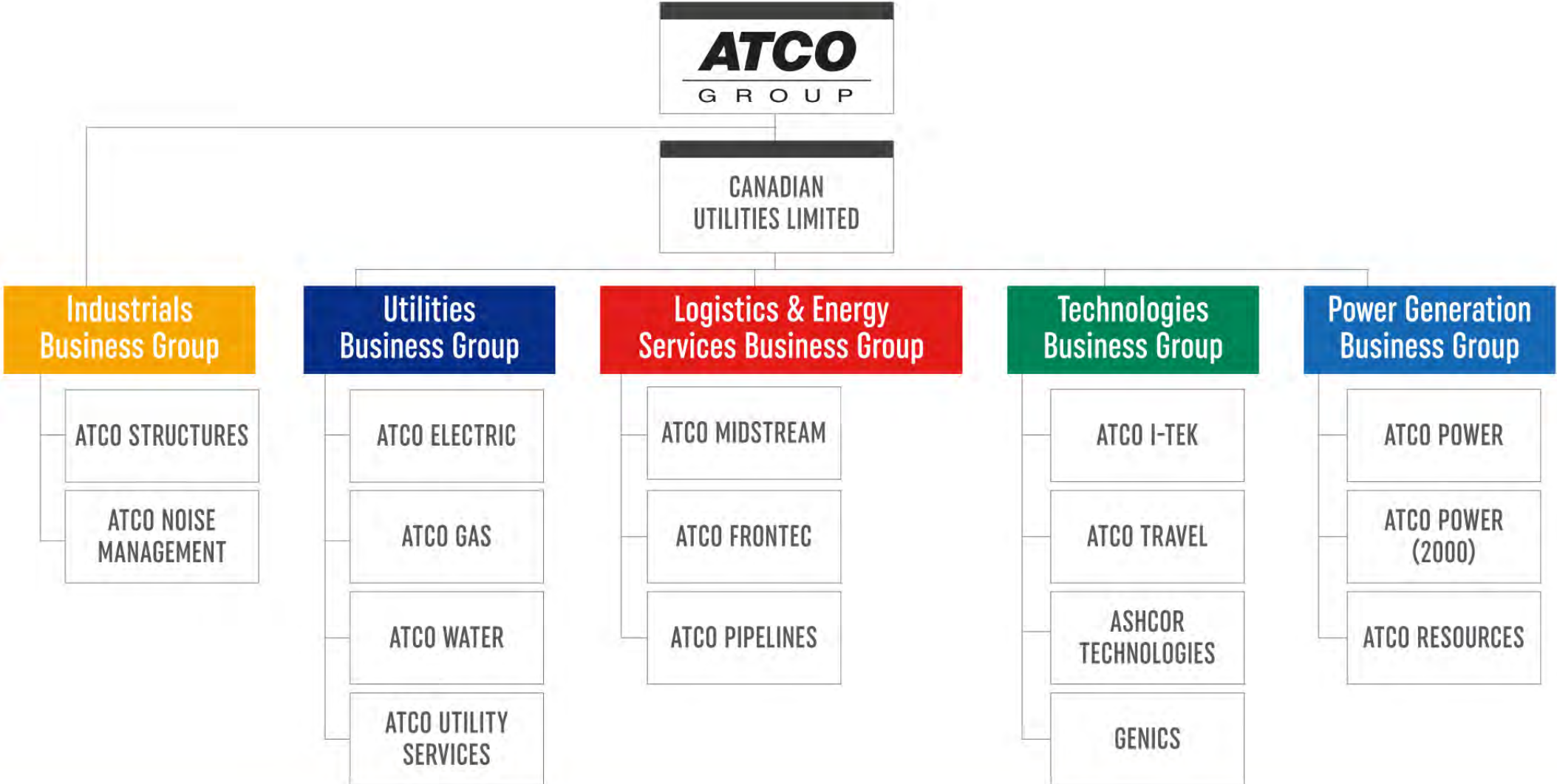
1. Estimation of general trend by using Net Income 14 yr CAGR 2. Dividend/share growth every year from 2000-2015 3. Minimum A credit rating without dropping more than one notch in 15 year period 4. Dividend/Net income measured 5. US and Canada companies, listed on Ses-TSX, NYSE etc. COURSE: Compustat; Thomson IBES

2016 INITIATIVES

# RESTRUCTURE IMAGINATION COURAGE



# RESTRUCTURE





**ATCO**



**VIRTUAL STORE**



**REAL ESTATE**



**GLOBAL BUSINESS UNITS**



**ATCO STRUCTURES & LOGISTICS**  
GLOBAL BUSINESS UNIT



**ATCO PIPELINES & LIQUIDS**  
GLOBAL BUSINESS UNIT



**ATCO ELECTRICITY**  
GLOBAL BUSINESS UNIT

# A HISTORY OF INNOVATION



INDUSTRIAL HOUSING  
PROTOTYPE

IMAGINATION

**FASTER DELIVERY  
LOWER COSTS  
BETTER QUALITY**

# IMAGINATION



**MODULAR CLASSROOMS**  
VICTORIA DEPT. OF EDUCATION, AUSTRALIA



**SYDNEY UNIVERSITY HEALTH HUB**  
BROKEN HILL, NEW SOUTH WALES, AUSTRALIA

# IMAGINATION



NEXT GENERATION  
SUBSTATION

# IMAGINATION



MIT SOLVE COMPETITION  
UNITED NATIONS, NEW YORK



# COURAGE

An intentional action to achieve a morally and aspirationally worthy goal which must overcome risk, threats or obstacles.





# — A GIFT —

FROM OUR ATCO FAMILY TO YOURS

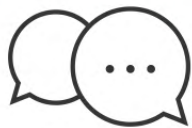
# FREE ENERGY

FOR YOUR HOME THIS JANUARY



**443%**

INCREASE IN  
CALL VOLUME



**5M+**

SOCIAL MEDIA  
IMPRESSIONS



**152%**

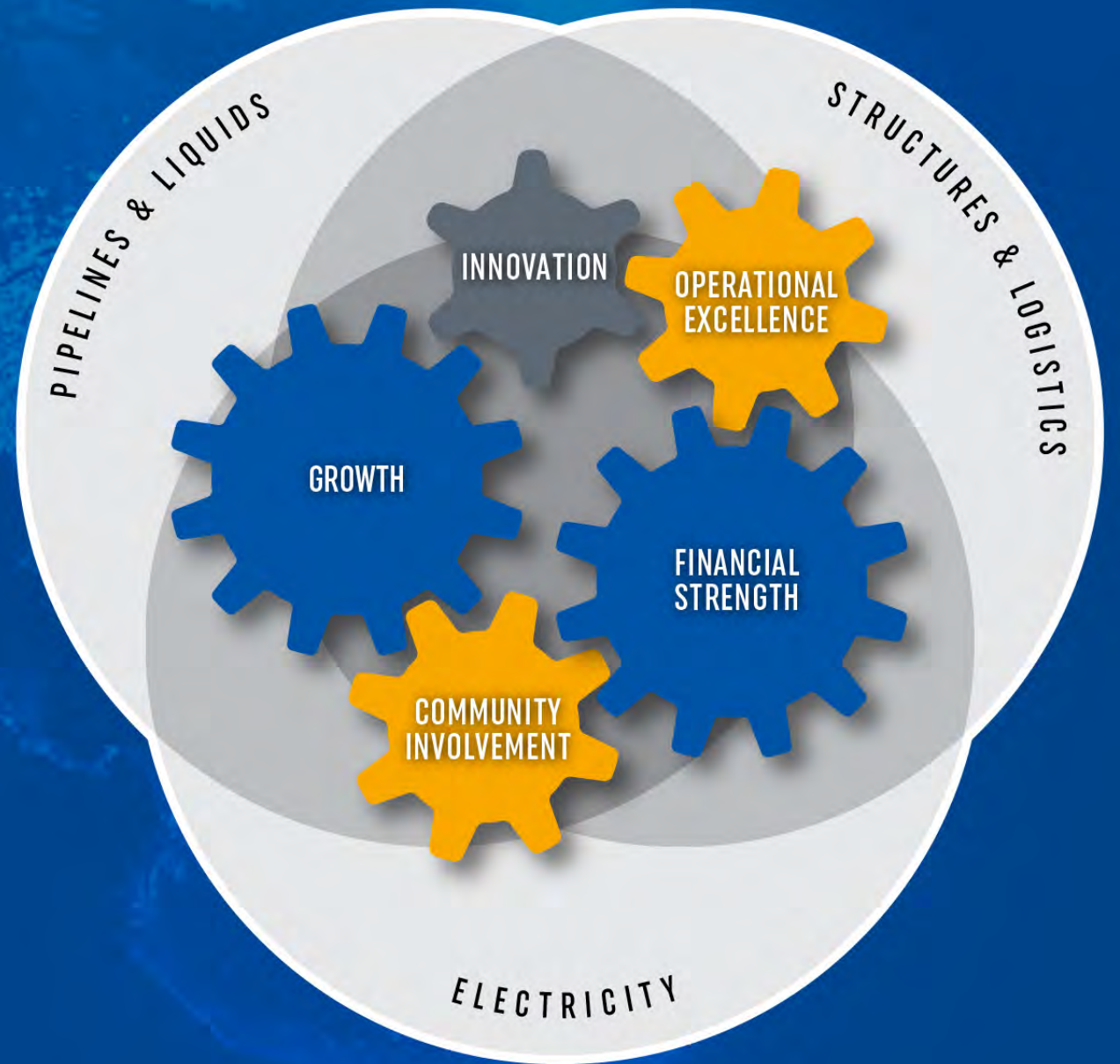
INCREASE IN  
WEB TRAFFIC



**76%**

INCREASE IN RESIDENTIAL  
CUSTOMERS

# STRATEGIC PRIORITIES



# STRATEGIC PRIORITIES

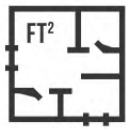
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# SITE C WORKFORCE HOUSING



**1,764**  
BEDS



**650,000**  
SQUARE FEET



**\$470M**  
CONTRACT



**13 MONTHS**  
CONTRACT



**1.4M**  
WORK HOURS WITHOUT  
LOST-TIME INCIDENT

# ATCO RESPONDS: FORT McMURRAY WILDFIRE




# OUR RESPONSE BY THE NUMBERS

**650+** ATCO EMPLOYEES ON THE GROUND 

 **65,000+** ELECTRICITY AND/OR NATURAL GAS CUSTOMERS IMPACTED

 **1,200** BEDS RAPIDLY DEPLOYED

**560** ELECTRIC TRANSMISSION POLES REPAIRED 

**56,000+** MEALS SERVED IN 8 DAYS 

 **2,650 KM** MAIN LEAKS SURVEYED

 **10,000+** ONLINE SERVICE REQUESTS

**60,000+** WEBSITE VISITS TO UTILITY RESTORATION MAP 

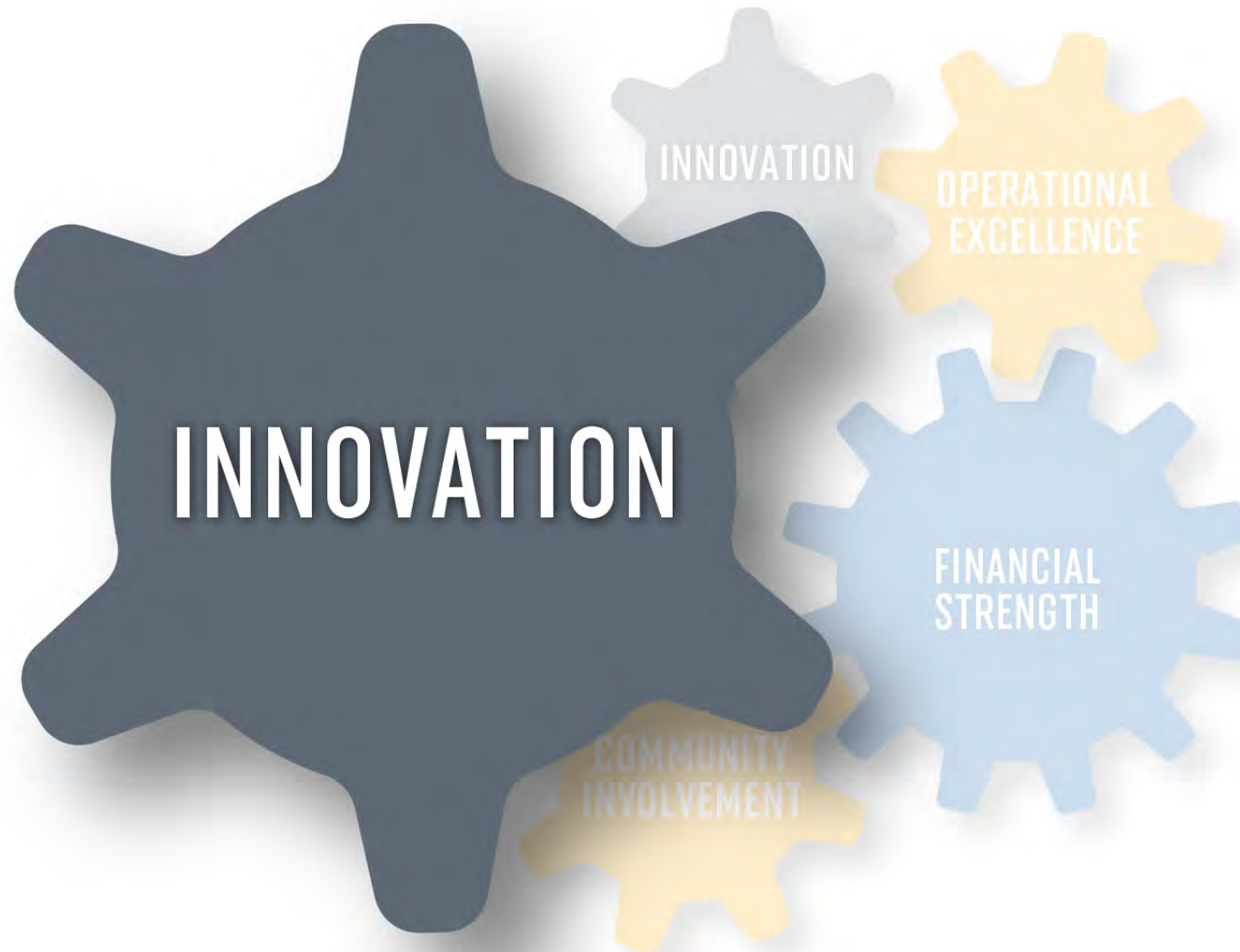
# ATCO RESPONDS: ALBERTA SNOWSTORM



 **7,536 KM** POWER LINES DAMAGED

 **6,078** CUSTOMERS IMPACTED

# STRATEGIC PRIORITIES





# GREENING ALBERTA'S GRID

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# GASSOLA



CITY OF BUSSELTON,  
WESTERN AUSTRALIA

# HYBRID HOUSE



RED DEER, ALBERTA

# SADDLE HILLS TELECOMMUNICATIONS SITE



NORTHWEST OF  
GRANDE PRAIRIE, ALBERTA

# ALTERNATIVE POWER SOLUTION



RED DEER COLLEGE  
RED DEER, ALBERTA

# STRATEGIC PRIORITIES



# MONTREAL HEART INSTITUTE

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# TRINITY WESTERN UNIVERSITY



130-STUDENT DORMITORY  
LANGLEY, BC







# MODULAR CLASSROOMS







DEPARTMENT OF EDUCATION & TRAINING  
VICTORIA, AUSTRALIA

# ATCO IN ALBERTA'S INDUSTRIAL HEARTLAND

## INDUSTRIAL WATER

-  RIVER WATER INTAKE AND PUMP STATION
-  STURGEON PIPELINE
-  HEARTLAND PIPELINE
-  SCOTFORD PIPELINE

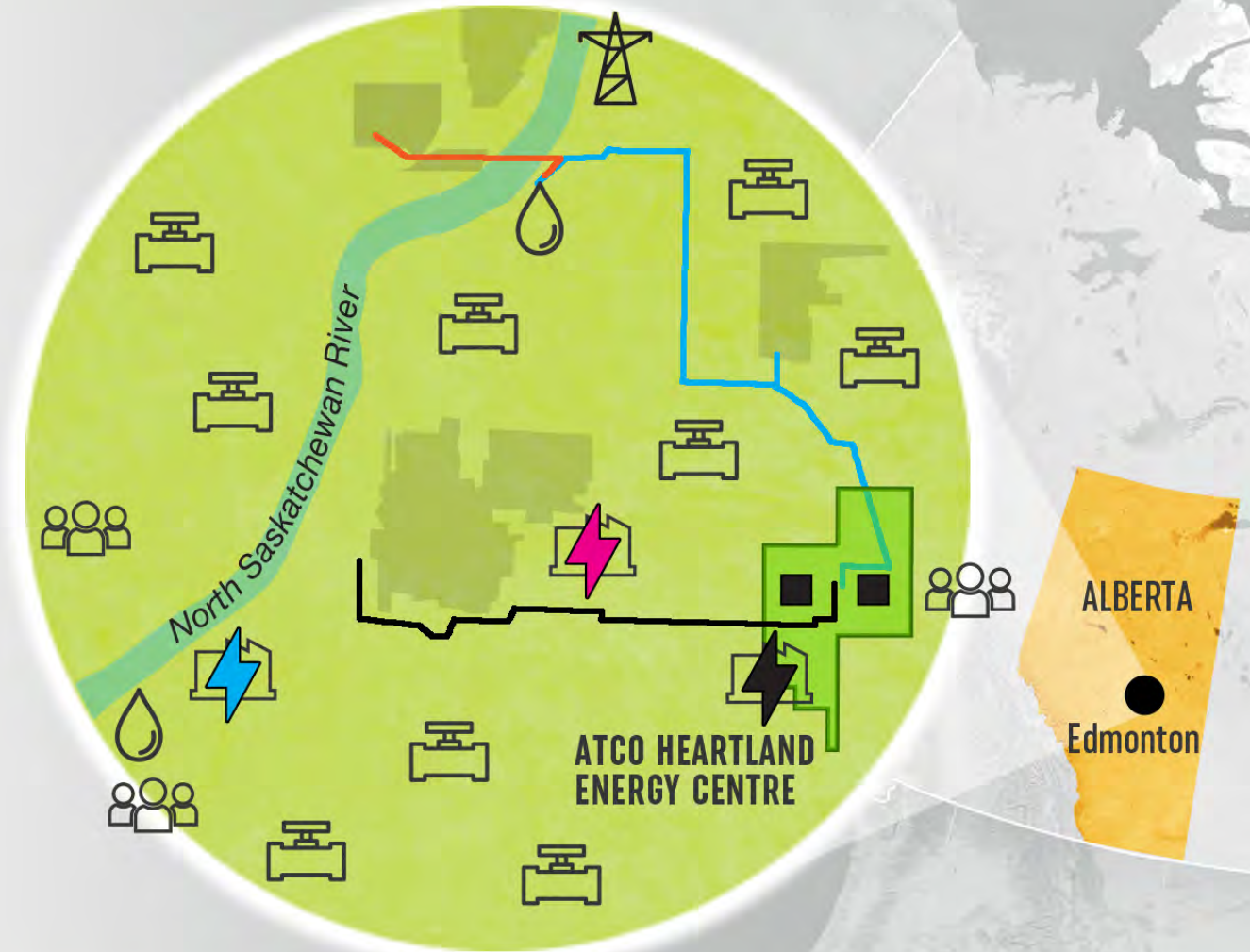
## ELECTRIC GENERATION & TRANSMISSION

-  EASTERN ALBERTA TRANSMISSION LINE (EATL)
-  SCOTFORD COGENERATION PLANT
-  ATCO HEARTLAND GENERATING STATION (PROPOSED)
-  STRATHCONA COGENERATION PLANT (PROPOSED)

## ■ HYDROCARBON STORAGE

-  GAS DISTRIBUTION COMMUNITIES SERVED

-  GAS TRANSMISSION



# INTEGRATED MULTI-USER WATER SYSTEM

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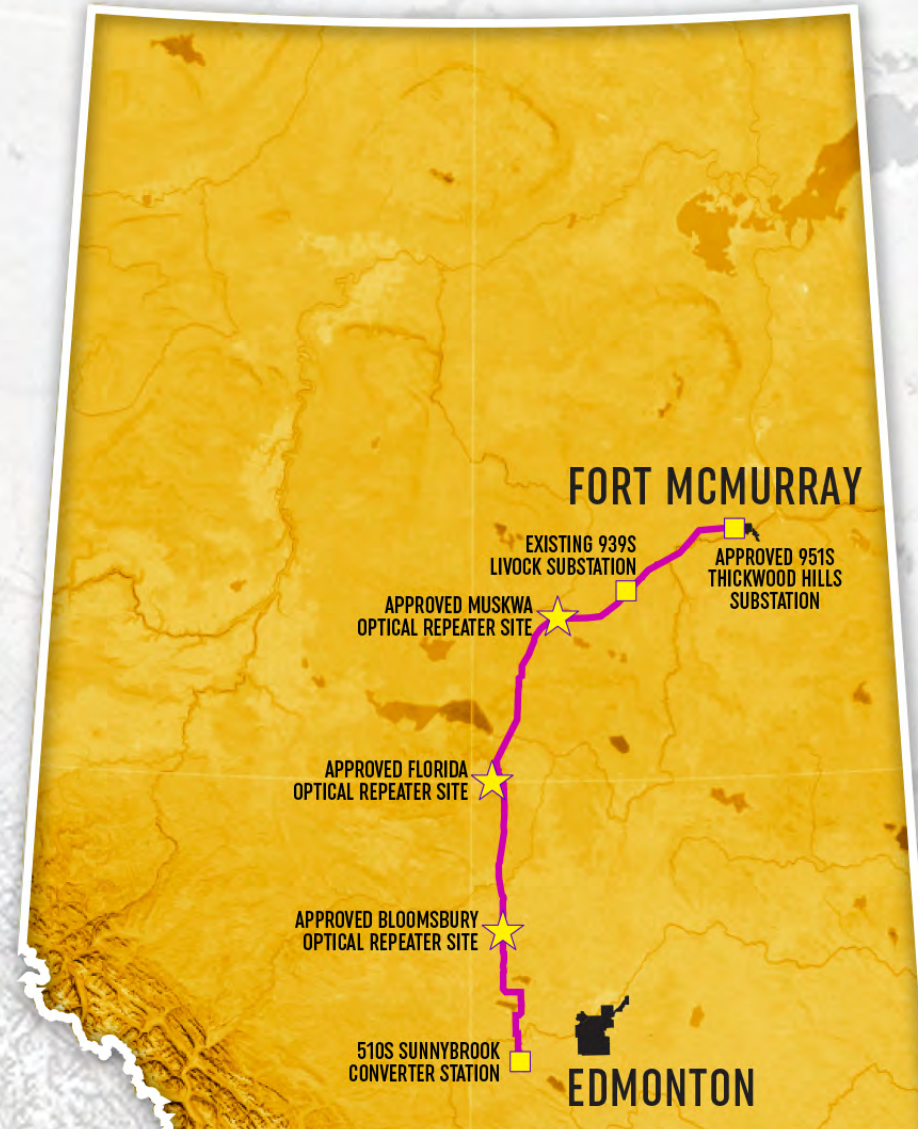


ALBERTA'S INDUSTRIAL  
HEARTLAND

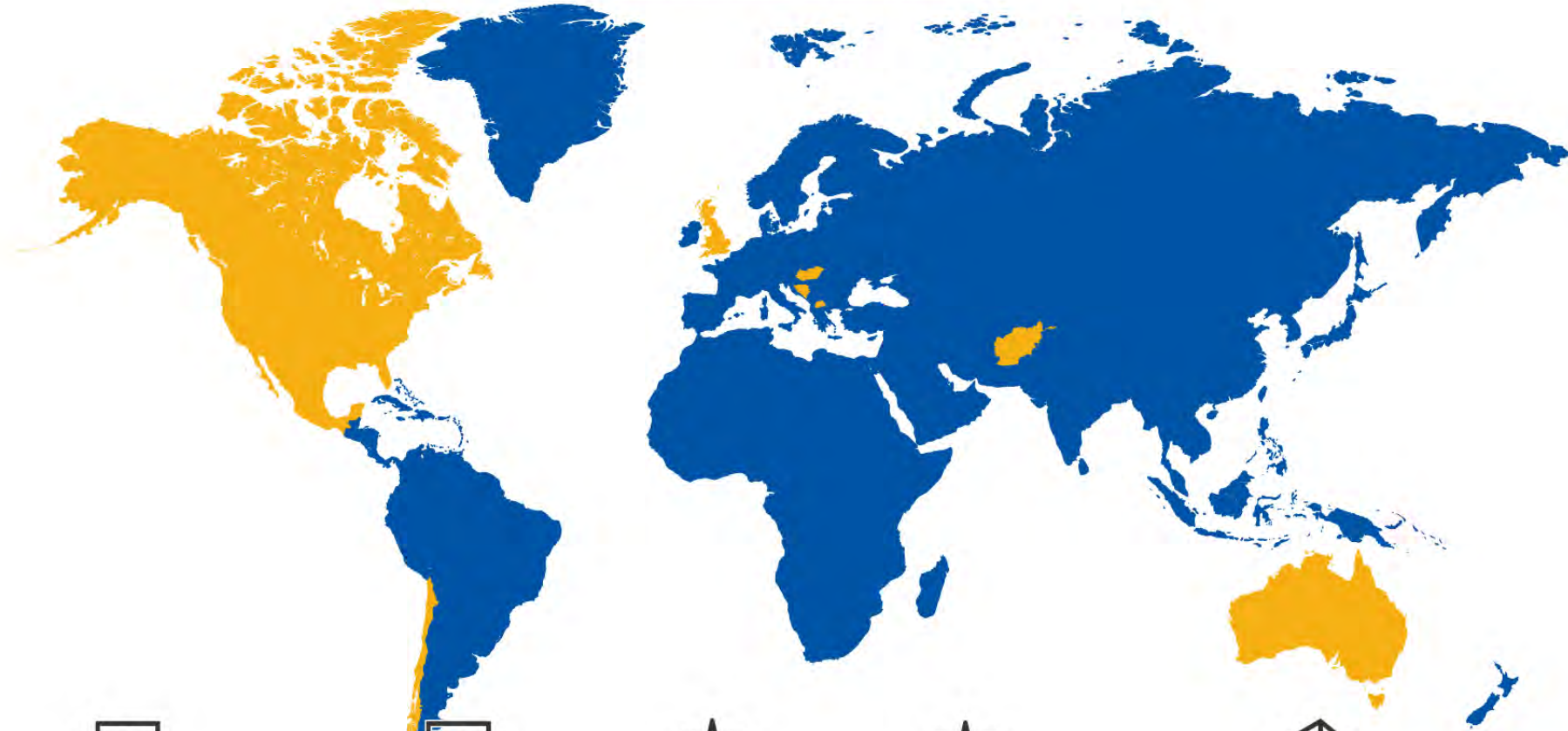
# ALBERTA POWERLINE

## Fort McMurray West 500 kV Transmission Project

— Approved Route



# GLOBAL EXPANSION



**2M+**  
GLOBAL  
CUSTOMERS



**52PJ**  
NATURAL GAS  
STORAGE CAPACITY



**65,000 KM**  
NATURAL GAS  
PIPELINES



**18**  
POWER  
PLANTS



**88,000 KM**  
ELECTRIC POWER  
LINES

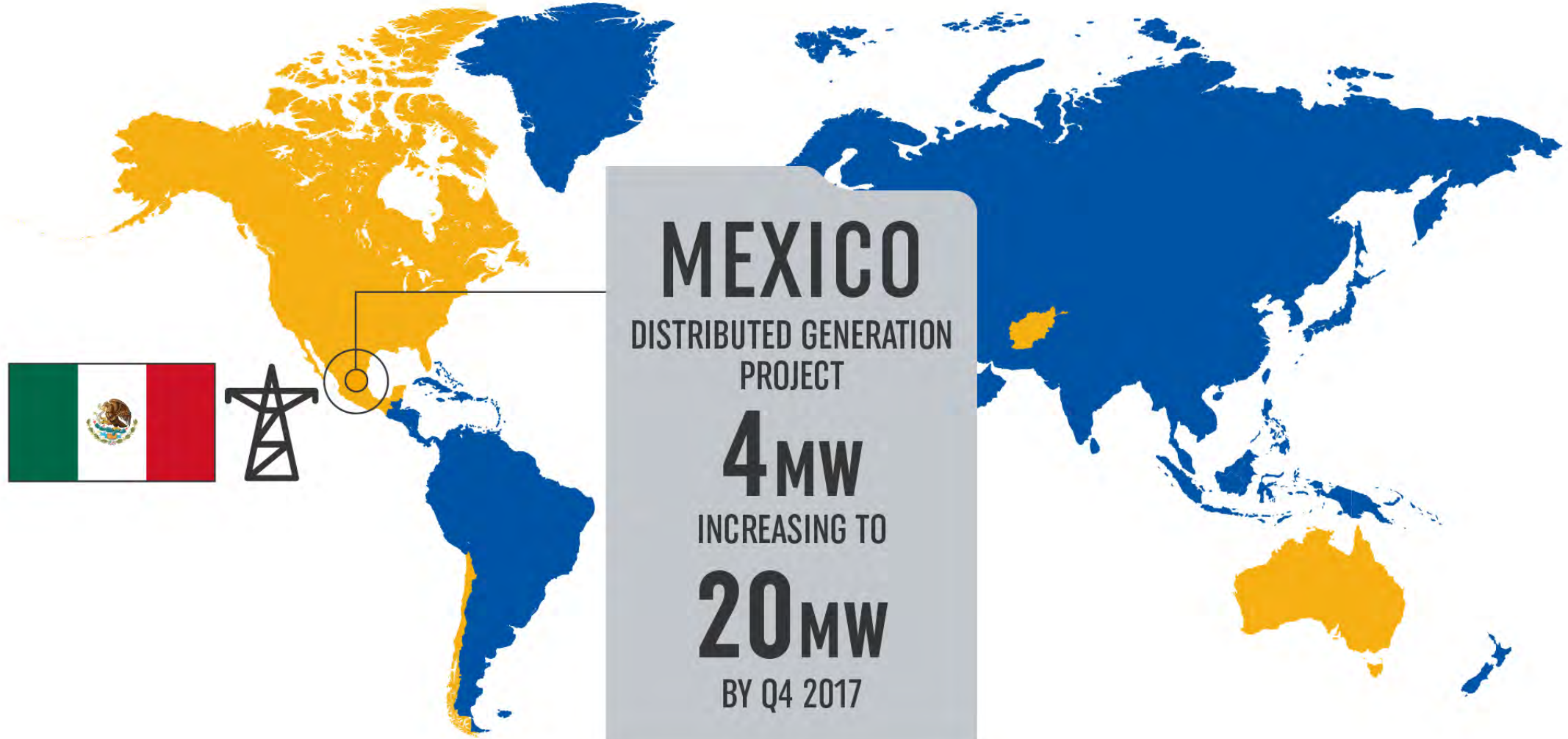


**7**  
MODULAR BUILDING  
MANUFACTURING FACILITIES

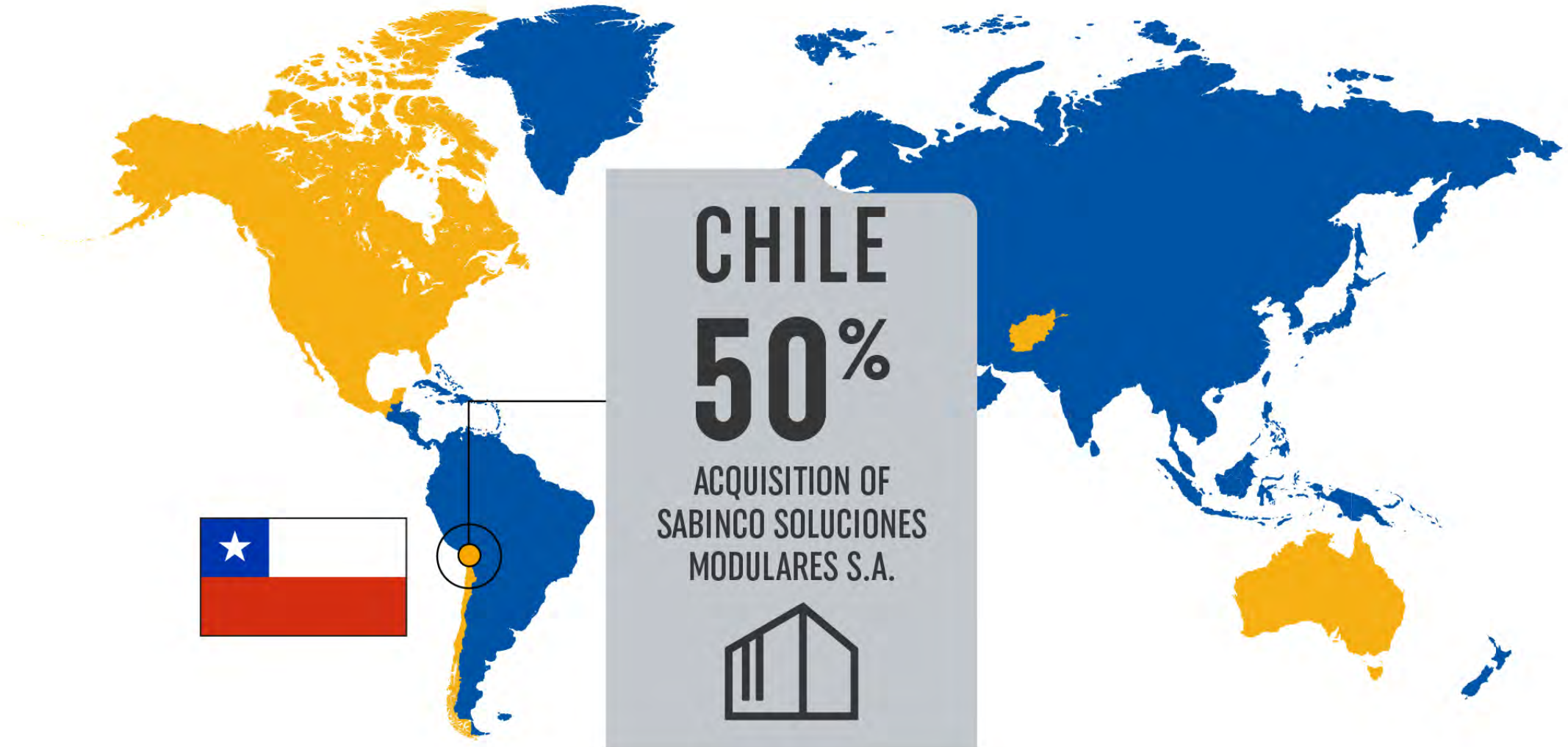


**85,200M<sup>3</sup>/D**  
WATER INFRASTRUCTURE  
CAPACITY

# GLOBAL EXPANSION



# GLOBAL EXPANSION



# GLOBAL EXPANSION



SANTIAGO, CHILE



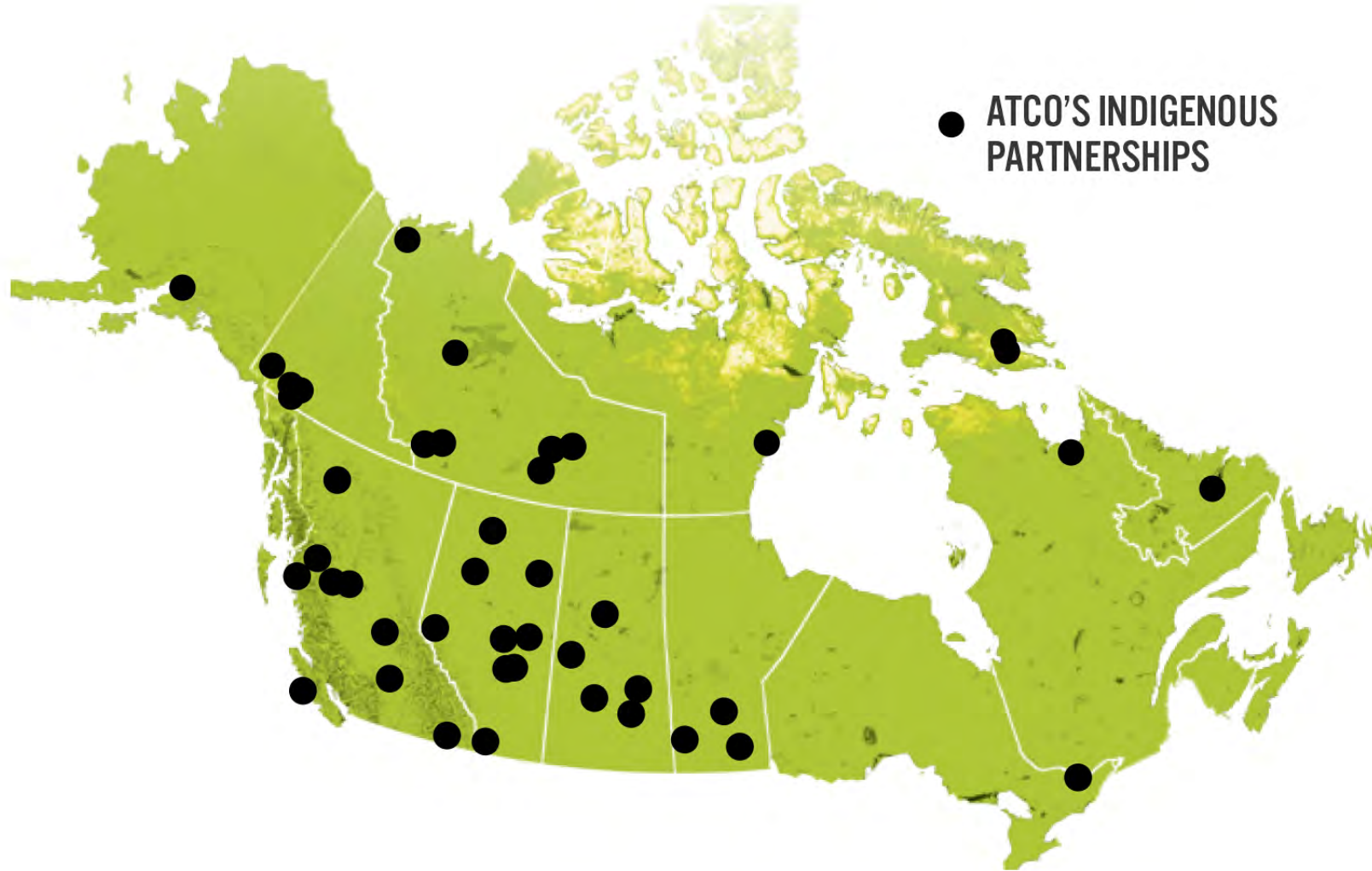
# STRATEGIC PRIORITIES



# ATCO IN THE COMMUNITY



# INDIGENOUS PARTNERSHIPS



**40**  
PARTNERSHIPS  
WITH INDIGENOUS  
COMMUNITIES  
ACROSS CANADA

# ATCO IN THE COMMUNITY



**\$3.3M**  
PLEGGED

**12,000**  
EMPLOYEE VOLUNTEER HOURS

**500**  
CHARITIES

# CELEBRATING OUR 70-YEAR HISTORY





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