



CANADIAN UTILITIES LIMITED
MANAGEMENT PROXY CIRCULAR

NOTICE OF ANNUAL MEETING OF SHARE OWNERS
TO BE HELD ON MAY 3, 2023

MARCH 9, 2023





CANADIAN UTILITIES LIMITED

An **ATCO** Company

NOTICE OF ANNUAL MEETING OF SHARE OWNERS

When

**Wednesday, May 3, 2023
10:00 a.m.**

Where

**The Empire Ballroom
Fairmont Hotel Macdonald
10065 - 100 Street
Edmonton, Alberta**

Business of the Meeting

The meeting's purpose is to:

1. Receive the consolidated financial statements for the year ended December 31, 2022, including the auditor's report on the statements
2. Elect the directors
3. Appoint the auditor
4. Transact other business that may properly come before the meeting.

Holders of Class B common shares registered at the close of business on March 21, 2023 are entitled to vote at the meeting. The management proxy circular dated March 9, 2023 includes important information about what the meeting will cover and how to vote.

By order of the Board of Directors,

[Signed by K.M. Brunner]

K.M. Brunner
Senior Vice President, General Counsel & Corporate Secretary
Calgary, Alberta
March 9, 2023



CANADIAN UTILITIES LIMITED

An **ATCO** Company

March 9, 2023

Dear Share Owner:

On behalf of our Board of Directors, executive leadership team and employees, it is my sincere pleasure to invite all holders of Class A non-voting shares and Class B common shares of Canadian Utilities Limited (Canadian Utilities) to attend the 96th annual meeting of Canadian Utilities Limited share owners. The meeting will be held in person at the Empire Ballroom at the Fairmont Hotel Macdonald, 10065 - 100 Street, Edmonton, Alberta on Wednesday, May 3, 2023 at 10:00 a.m. local time.

Holders of Class B common shares are entitled to vote on the items of business at the meeting. If you are unable to attend the meeting, you may vote by various methods as described starting on Page [1](#) in the accompanying management proxy circular.

In addition to the formal business of the meeting, you will hear management's review of Canadian Utilities' 2022 operational and financial performance. You will have the opportunity to ask questions and to meet with management, your directors and fellow share owners.

Our Performance

For more than a century, the people of Canadian Utilities have served at the forefront of the energy industry. They have delivered heat and light to communities for the very first time, and they have powered the growth of our economy. Along the way, they have built lasting and prosperous relationships with hundreds of Indigenous communities, thousands of industry partners, and millions of people around the world.

They continued to build upon that proud legacy over the course of 2022—providing safe and reliable service to our customers and communities while relentlessly driving the energy transition towards cleaner fuels and electricity.

Noteworthy achievements from the prior year include:

- a. We expanded our renewable energy footprint. In October 2022, we announced the acquisition of a portfolio of wind and solar assets in Alberta and Ontario. The acquisition includes 232 megawatts (MW) of operating wind facilities and a development pipeline with more than 1,500 MW of wind and solar projects in various stages of development. We also began the construction of our 27-MW Barlow Solar Project and 37-MW Deerfoot Solar Project in Calgary, Alberta—the adjacent facilities represent the largest solar installation in a major urban centre in Western Canada. Earlier in the year, on April 19, 2022, we announced that we had entered into a 15-year power purchase agreement with Microsoft Corporation to purchase all of the renewable energy generated by the Deerfoot facility.
- b. We built upon our global hydrogen expertise. In May, we announced an agreement to provide Canadian Pacific with engineering, procurement and construction services for two

hydrogen production and refueling facilities in Alberta, as part of CP's Hydrogen Locomotive Program. On December 5, 2022, we announced the successful commissioning of two significant hydrogen projects in Western Australia; blending hydrogen into our natural gas network and a hydrogen refueling station. We also made significant progress on the Suncor-ATCO Heartland Hydrogen Hub, a world-scale, vertically integrated clean hydrogen development in the Alberta Industrial Heartland.

- c. In September, our electricity crews were called upon to respond to the Chetamon Wildfire in Jasper National Park, Alberta, which damaged transmission lines and left the municipality of Jasper without power. Our teams worked swiftly to secure generators to energize key infrastructure in the town, and restored service to Jasper and outlying communities in less than two weeks.
- d. We fostered Indigenous partnerships that serve as models for the world. In June, we celebrated a historic milestone in our 35-year partnership with Denendeh Investments Inc. (DII) with a deal that increases DII's ownership stake in Northland Utilities from 14 to 50 per cent. Our partnership with DII in 1987 was our first with an Indigenous organization, setting the standard for all that have come since. In the Yukon, on December 1, 2022, we announced a landmark Electricity Purchase Agreement to underpin the Saa Sè Energy project in Beaver Creek and enhance energy autonomy for White River First Nation, which will reduce their reliance on diesel power, help them achieve greater energy autonomy, and generate economic benefits for the next 30 years.

Our performance is due in no small part to the expertise and operational excellence of our executive leadership team. Compensation for our executives is linked to achieving goals that create sustainable share owner value, and that are aligned with our long-term strategic plan.

We invite you to read more about our approach to executive compensation, as well as Canadian Utilities' 2022 performance and awards, starting on Page [59](#) in the accompanying management proxy circular.

We greatly look forward to the opportunity to see you all once again. A webcast of the meeting will be available at www.canadianutilities.com shortly after the meeting, and our 2022 Annual Report is available online. Please visit our website during the year for information about your company.

Sincerely,

[Signed by N.C. Southern]

N.C. Southern
Chair & Chief Executive Officer

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FREQUENTLY USED TERMS

Board	Board of Directors of Canadian Utilities Limited
CD&A	Compensation Discussion & Analysis
CEO	Chief Executive Officer
Circular	Canadian Utilities' Management Proxy Circular dated March 9, 2023
Class A shares	Class A non-voting shares of Canadian Utilities
Class B shares	Class B common shares of Canadian Utilities
Code	Code of Ethics
DAD	Designated Audit Director
GOCOM	Corporate Governance - Nomination, Compensation & Succession Committee
IFRS	International Financial Reporting Standards
Non-Registered Share Owner	Your shares are held in the name of a nominee (usually a bank, broker or trust company)
proxy form	Form of Proxy
PwC	PricewaterhouseCoopers LLP
Registered Share Owner	Your name appears on your share certificate
SAR	Share Appreciation Right
SEDAR	System for Electronic Document Analysis and Retrieval
Sentgraf	Sentgraf Enterprises Ltd.
TSX Trust	TSX Trust Company
VIF	Voting Instruction Form

All information in this management proxy circular is as of March 9, 2023, unless otherwise indicated.

This management proxy circular is provided to enable Canadian Utilities' management team to solicit proxies for use at the annual share owners' meeting for items described in the accompanying notice of this meeting. The cost of management's solicitation is borne by Canadian Utilities.

Throughout this Circular, *you* and *your* refers to Canadian Utilities Limited share owners.

We, us, our, Company, Canadian Utilities and *CU* refer to Canadian Utilities Limited and its subsidiaries, where applicable.

ATCO means ATCO Ltd.

ABOUT THE MEETING

WHO CAN VOTE

Canadian Utilities has two classes of common shares – Class A non-voting shares (Class A shares) and Class B common shares (Class B shares). The Class B shares are the only shares that can be voted at the meeting. Each Class B share you own at the close of business on March 21, 2023 entitles you to one vote. The holders of Class A shares are entitled to attend and participate in discussions at share owner meetings but are not entitled to vote.

SHARE OWNERSHIP RIGHTS

If a person other than a controlling share owner makes a take-over bid to all holders of Class B shares for more than 50 per cent of the Class B shares, then the holders of Class A shares have the right, for the duration of the bid, to exchange their Class A shares for Class B shares. However, if the take-over bid is not completed, then any person who exercised the right to exchange will be required to take back the certificates representing the Class A shares tendered by that person and the right to exchange shall be deemed never to have existed. In addition, the holders of Class A shares have the right to exchange their shares for Class B shares if ATCO Ltd., the present controlling share owner of the Company, ceases to own or control, directly or indirectly, more than 10,000,000 of the Class B shares. In either case, each Class A share is exchangeable for one Class B share, subject to changes in the exchange ratio for certain events such as a stock split or a rights offering.

MAJORITY SHARE OWNER

	Number of Class B Shares Owned or Controlled	Percentage of Outstanding Class B Shares Owned or Controlled
Majority Share Owner	66,598,846	97.3%

On March 9, 2023, there were 68,475,365 Class B shares outstanding. To the knowledge of the directors and officers of the Company, the only person who beneficially owns, controls or directs, either directly or indirectly, 10 per cent or more of the Class B shares is ATCO Ltd. ATCO owns 66,309,246 Class B shares representing 96.8 per cent of the outstanding Class B shares. ATCO is controlled by Sentgraf Enterprises Ltd. (Sentgraf) which in turn is controlled by the Sentgraf Spousal Trust (the Spousal Trust). Ms. Nancy Southern, Ms. Linda Southern-Heathcott and Mrs. Margaret E. Southern are the trustees of the Spousal Trust. ATCO, Sentgraf and the Spousal Trust are collectively referred to as the Majority Share Owner.

VOTING PROCESS Q&A

Q. Am I entitled to vote?

- A.** You are entitled to vote if you were a holder of Class B shares at the close of business on March 21, 2023. Each Class B share entitles its holder to one vote.

Q. What will I be voting on?

- A.** You are voting on the following matters:
- The election of 13 directors to Canadian Utilities' Board of Directors
 - The appointment of the auditor

Q. How will a decision be made at the meeting?

- A.** A simple majority of the votes cast, during the meeting or by proxy, will constitute approval of each matter to be voted on.

Q. How do I vote my shares?

- A.** You can vote by proxy or by completing a ballot at the meeting. Voting by proxy means you are giving someone else the authority to attend the meeting and vote on your behalf. Please refer to "Registered Share Owner Voting Instructions" and "Non-Registered Share Owner Voting Instructions" below.

Q. If I submit my proxy form or VIF prior to the meeting, how will my shares be voted?

- A.** Your shares will be voted as you instruct on the proxy form or Voting Instruction Form (VIF). Follow the instructions provided on your proxy form or VIF in order to ensure it is properly completed. Once completed, submit your proxy form or VIF using one of the methods shown in the next section. If you properly complete and return your proxy form or VIF your proxyholder will vote, or withhold from voting, in accordance with your directions. If you do not specify how you wish the votes to be cast, your shares will be voted as your proxyholder sees fit. If neither you nor your proxyholder gives specific instructions, your shares will be voted as follows:

	FOR the election as directors of those nominees set out in this Circular
	FOR the appointment of PricewaterhouseCoopers LLP as Canadian Utilities' auditor

Q. What if amendments are made to the matters to be decided at the meeting or if other matters are brought before the meeting?

- A.** The person or persons named in the proxy form or VIF as your proxyholder will have discretionary authority to vote on amendments or variations to matters identified in the notice of the meeting and on other matters which may properly come before the meeting.

As of the date of this Circular, management is not aware of any amendments or other matters expected to come before the meeting.

REGISTERED SHARE OWNER VOTING INSTRUCTIONS

Q. How do I know if I am a Registered Share Owner?

- A.** You are a Registered Share Owner if your name appears on your share certificate. If your name is on your certificate, **you have the right to appoint a person or company to represent you as proxyholder and vote your shares at the meeting.**

Q. Can I attend and vote during the meeting?

- A.** Registered Share owners may attend and vote at the meeting in person.

Q. How do I appoint someone else as my proxyholder?

- A.** Follow the instructions provided on your proxy form in order to ensure it is properly completed. **If you want to appoint a person or company other than the persons named in the enclosed proxy form, strike out the printed names appearing on the proxy form and insert the name of your chosen proxyholder in the space provided. Your proxyholder need not be a Canadian Utilities share owner.**

Complete your voting instructions, date and sign the proxy form and return it to our registrar and transfer agent, TSX Trust, using one of the methods shown on Page 4.

If the shares are registered in more than one name, all persons in whose names the shares are registered must sign the proxy form. It is important for you to ensure that any person you appoint as your proxyholder will attend the meeting. That person should be aware that his or her appointment has been made to vote your shares. If your appointed proxyholder does not attend the meeting, your shares will not be voted. Upon arrival at the meeting, proxyholders should register with a representative of TSX Trust.

Q. Who votes my shares if I sign a proxy form?

- A.** If you sign the enclosed proxy form and do not insert the name of a proxyholder in the space provided, you are authorizing Ms. Nancy C. Southern, Chair & Chief Executive Officer, or Mr. Kyle M. Brunner, Senior Vice President, General Counsel & Corporate Secretary to vote, or withhold from voting, your shares at the meeting in accordance with your instructions.

Q. How do I vote shares registered in the name of an entity or in a name other than my own?

- A.** If your shares are registered in the name of an entity or any name other than your own, that entity or other name is the Registered Share Owner. If this is the case, you need to provide documentation proving that you are authorized to sign the proxy form on behalf of that entity or name. If you have any questions on what supporting documentation is required, contact TSX Trust before submitting your proxy form. Shares that are held in a name other than your own may not be voted by telephone or smartphone.

REGISTERED SHARE OWNER VOTING METHODS AND PROXY DEADLINE DATE (May 1, 2023)

Important Note: Regardless of which voting method you use, your vote must be received by TSX Trust before 5:00 p.m. Eastern Daylight Time on the proxy deadline date.

Q. How do I vote?

A. You may select an option from the table below:

	Attend the meeting in person If you plan to attend the meeting and vote your shares in person, you do not need to complete and return the proxy form. Please register with the transfer agent, TSX Trust, when you arrive at the meeting. Your vote will be recorded and counted at the meeting.
	By telephone in advance 1 (888) 489-5760 Canadian and US share owners can vote by telephone. Dial the toll free number and follow the voice prompts. You will need to enter the 13-digit Control Number located on the enclosed proxy form to enter your voting instructions. If you vote by telephone, you cannot appoint anyone other than the persons named on your proxy form as your proxyholder.
	By email proxyvote@tmx.com Sign, scan and email your completed proxy form to TSX Trust. You may appoint anyone as a proxyholder using this voting method.
	By smartphone Scan the QR Code that appears on the reverse side of your proxy form. You will need to enter the 13-digit Control Number located on the enclosed proxy form to enter your voting instructions. You may appoint anyone as a proxyholder using this voting method.
	Online in advance www.tsxtrust.com/vote-proxy Follow the instructions provided on the proxy voting website. You will need to enter the 13-digit Control Number located on the enclosed proxy form to enter your voting instructions. You may appoint anyone as a proxyholder using this voting method.
	By mail Return your completed proxy form in the postage paid envelope provided or mail it to TSX Trust Company, Attention: Proxy Department, P.O. Box 721, Agincourt, Ontario M1S 0A1. You may appoint anyone as a proxyholder using this voting method. Please ensure your proxy form is signed and dated.
	By fax Fax your completed proxy form to TSX Trust: 1 (416) 595-9593 You may appoint anyone as a proxyholder using this voting method. Please ensure your proxy form is signed and dated.

Q. Can I change my mind once I have submitted my proxy form?

- A.** Yes. You can complete another proxy form in the manner and time specified on the proxy form. The later-dated proxy form will replace the one submitted earlier. You can also revoke your proxy form by preparing a written statement to this effect. The statement must be signed by you or your duly authorized attorney as authorized in writing. If the share owner is a corporation, the statement must be signed by a duly authorized officer or attorney of that corporation. This statement should be delivered to either of the following:

1.	Canadian Utilities' Senior Vice President, General Counsel & Corporate Secretary at any time up to and including the last business day preceding the day of the meeting or any adjournment of the relevant meeting at: TSX Trust Company Attention: Proxy Department P.O. Box 721 Agincourt, Ontario M1S 0A1 or Canadian Utilities Limited Attention: Senior Vice President, General Counsel & Corporate Secretary 4th Floor, West Building 5302 Forand Street S.W. Calgary, Alberta T3E 8B4
2.	If you have followed the process for attending and voting at the meeting, voting at the meeting will revoke a previously submitted proxy form.

Q. How do I contact the transfer agent if I have general questions?

- A.** Questions may be directed to TSX Trust at <http://www.tsxtrust.com> or shareholderinquiries@tmx.com or by telephone:

Within Canada and the US:	1 (800) 360-4519
Outside Canada and the US:	1 (416) 682-3860

NON-REGISTERED SHARE OWNER VOTING INSTRUCTIONS

Q. Am I a Non-Registered Share Owner?

- A.** You are a Non-Registered Share Owner when your shares are held in the name of a nominee (usually a bank, broker, or trust company). According to the notice-and-access process (see Delivery of Meeting Materials below), you should have received a Voting Instruction Form (VIF) accompanied by a notice that explains how to access and review the Circular. To ensure that you have all the necessary information about the matters to be voted on at the meeting, you should review the Circular before you vote. If you have provided your nominee with a standing instruction (or if you have provided current instructions for 2023) that you prefer to receive a paper copy of the Circular, your VIF will be included in that package.

Q. Can I attend and vote during the meeting?

- A.** Non-Registered Share Owners may attend and vote at the meeting in person. If you are a Non-Registered Share Owner and wish to vote at the meeting, you must appoint yourself as proxyholder by inserting your name in the space provided on the VIF sent by your intermediary and follow the applicable instructions. When you arrive at the meeting, please register with the transfer agent, TSX Trust. If you wish to appoint someone other than yourself as your proxyholder, please insert your proxyholder's name on the VIF and follow the steps as outlined above.

Q. How do I vote?

- A.** Follow the voting instructions on your VIF. You are able to vote by telephone, online, fax or mail (a prepaid envelope is provided for you). **If you decide to fax or mail your VIF, please ensure that it is signed and dated in order to validate it.**

Q. What if I want to change my voting instructions?

- A.** If you are a Non-Registered Share Owner, you should contact your nominee for instructions on how to change your voting instructions.

DELIVERY OF MEETING MATERIALS

Meeting materials for registered share owners will be mailed on March 30, 2023.

For Non-Registered Share Owners, the material delivery process is achieved by using the notice-and-access process (Notice-and-Access). Notice-and-Access is an environmentally-friendly and cost-effective way for Canadian Utilities to distribute the Circular.

Notice-and-Access requires us to post the Circular online for our Non-Registered Share Owners to access electronically. Non-Registered Share Owners will receive a package in the mail containing a notice that explains how to access and review the Circular, as well as how to request a paper copy at no charge. If you own Class B shares, you will also receive a VIF. Share owners are reminded to review the Circular prior to voting.

The Circular is available on the System for Electronic Document Analysis and Retrieval (SEDAR) website (www.sedar.com) and on TSX Trust's website (www.meetingdocuments.com/TSXT/cu).

As a Non-Registered Share Owner, you will only receive a paper copy of the Circular if you have already provided instructions to your nominee. If you would like to receive a paper copy of the Circular, please follow the instructions provided in your meeting material package. You may request a copy of the Circular, at no charge, until March 30, 2024.

If you have any questions about Notice-and-Access, you can call TSX Trust:

Within Canada and the US:	1 (888) 433-6443
Outside Canada and the US:	1 (416) 682-3801

BUSINESS OF THE MEETING

If you do not specify on your proxy form or VIF how you want to vote your share(s), the persons named in the proxy form or VIF will vote FOR each matter to be decided upon at the meeting.

Review of the Financial Statements

Canadian Utilities' consolidated financial statements for the year ended December 31, 2022, together with the auditor's report, have been filed with the Canadian securities regulatory authorities and sent to Registered Share Owners and to Non-Registered Share Owners who requested them. The statements are also available on our website at www.canadianutilities.com and on SEDAR at www.sedar.com. The consolidated financial statements will be received at the annual meeting and you will have the opportunity to discuss the results with management.



Election of the Directors

The 13 nominees proposed for election as directors of Canadian Utilities are listed beginning on Page [10](#).

The Board recommends that share owners vote **FOR** the election of these 13 nominees. The term of office for each director will expire at the close of the next annual meeting of share owners.



Appointment of the Auditor

The Board, on the recommendation of the Audit & Risk Committee, proposes that PwC be appointed as auditor to hold office until the next annual meeting of share owners. PwC, including its predecessor firm, Price Waterhouse LLP, has been Canadian Utilities' auditor for 42 years.

Representatives of PwC plan to attend the meeting and will be available to answer your questions.

The Board recommends that share owners vote **FOR** the appointment of PwC as auditor.

DIRECTOR NOMINEES

All the nominees are currently directors and have been for the periods indicated, with the exception of Ms. Koss-Brix and Dr. Routs.

The Chair, together with the Board, and after review by the Corporate Governance – Nomination, Compensation and Succession Committee (GOCOM), identifies potential candidates for nomination to the Board. The recommendation of potential Board members is undertaken to ensure overall diversity of experience, background, skills and geographic representation of Board members.

GOCOM receives advice from the Board on individuals best suited to serve as directors, and maintains its own standing list of appropriate candidates for directorships. GOCOM has reviewed each of the nominees and determined they have the necessary skills and experience to satisfy the Board's composition requirements.

The nominees' biographies, starting on Page [10](#), highlight their respective experience and attributes.

Additional information on directors, including skills and experience, independence, attendance, share ownership, as well as compensation, is also provided.

Information on director share ownership guidelines can be found on Page [47](#).

BIOGRAPHIES



MATTHIAS F. BICHSEL, PhD

Primary residence	Luzern, Switzerland
Director since	2014
Age	68
Independent	

Dr. Bichsel is an energy and technology consultant and corporate director. From 2009 until his retirement in 2014, he was a member of the Executive Management Board of Royal Dutch Shell plc and ran one of its four global businesses, where his responsibilities included capital projects delivery, technology and R&D, engineering, supply chain management and procurement as well as drilling. Dr. Bichsel was also accountable for the safety and environmental performance of Shell. He was further responsible for sustainable development including climate change, emissions, pollution, societal shifts and stakeholder interests. He is also an investor and adviser in clean technology and robotics start-up companies.

Dr. Bichsel has a PhD in Geology from the University of Basel, Switzerland, and is an Honorary Professor at the Chinese University of Petroleum, Beijing, China.

Skills and Experience	Functional Experience	
Primary Industry Background		
Energy Industrials Science and Technology	CEO Experience Governance Human Resources/Compensation Government/Regulatory International Business Operations	Risk Management Safety and Health Climate Change and Environment Corporate Social Responsibility IT/Technology

CU Board/ Committee memberships in 2022		Attendance		2022 AGM Voting Results		
	Board	9 of 9	100%	Votes For:	67,362,490	99.97%
Other public company boards and committee memberships	Company	Since		Position		
	Sulzer Management Ltd.	2014		Director, Vice Chair and a member of the Strategy and Sustainability Committee		
	Petrofac Limited	2015		Senior Independent Director, Chairman of the Remuneration Committee, and member of the Compliance and Ethics Committee, Audit Committee, and Nomination Committee		
Shares held	Canadian Utilities					
	Class A non-voting	23,664				
	Class B common	—				
Total compensation in 2022:		\$220,000				



LORAIN M. CHARLTON

Primary residence	Calgary, Alberta, Canada
Director since	2006
Age	66
Independent	

Prior to her retirement in November 2022, Ms. Charlton was Vice President and Chief Financial Officer of Lintus Resources Limited, a private oil and gas company with interests across Western Canada. With over three decades of experience in the oil and gas industry, Ms. Charlton has held various positions involving responsibility for directing overall management, including financial reporting, banking, debt and treasury management, investor relations, risk management, human resources, operations and strategy.

Ms. Charlton graduated from the University of Calgary with a Bachelor of Commerce degree in Finance, and holds the Corporate Director Designation (ICD.D) from the Institute of Corporate Directors.

Skills and Experience	
Primary Industry Background	Functional Experience
Energy	Governance Human Resources/ Compensation Accounting/Finance/Economics Operations Risk Management Corporate Social Responsibility

CU Board/ Committee memberships in 2022	Attendance			2022 AGM Voting Results		
	Board	9 of 9	100%	Votes For:	67,369,513	99.98%
	Audit & Risk	4 of 4	100%			
	GOCOM	4 of 4	100%			
Other public company boards and committee memberships	Company	Since		Position		
	AKITA Drilling Ltd.	2006		Director, Chair of the Audit Committee and a member of the Corporate Governance – Nomination, Compensation and Succession Committee		
	CU Inc.*	2008		Director and Chair of the Audit Committee		
Shares held	Canadian Utilities					
	Class A non-voting	47,385				
	Class B common	1,050				
Total compensation in 2022:**		\$297,700				

*CU Inc. is controlled by Canadian Utilities.

**Consists of fees earned as a director of Canadian Utilities and CU Inc.



ROBERT J. HANF, K.C.

Primary residence	Calgary, Alberta, Canada
Director since	2021
Age	60
Independent	

Mr. Hanf served as an executive leader within Emera Inc. and its group of companies for almost 20 years. Prior to his retirement in 2020, he was Executive Vice President, Stakeholder Relations and Regulatory Affairs responsible for strategy and alignment of stakeholder and regulatory relations, communications, and government relations. During his career, he held positions as President and Chief Executive Officer of Nova Scotia Power Inc., Chief Legal Officer of Emera Inc., Executive Chairman of Barbados Light & Power Holdings Ltd., and President and COO of Bangor Hydro Electric Company. Previously he worked in Western Canada's construction and energy sectors for over a decade and was a partner in the Calgary office of McCarthy Tétrault LLP.

Mr. Hanf is currently a director of Mancal Corporation, and is the immediate past Chair of the Board of Governors of Dalhousie University and is a former director of the Canadian Electricity Association and the Energy Council of Canada.

Mr. Hanf has a LL.B. from Dalhousie University and has held an ICD.D certification from the Institute of Corporate Directors since 2008.

Skills and Experience	Functional Experience	
Primary Industry Background		
Energy	CEO Experience	Operations
Legal	Governance	Risk Management
Utilities	Human Resources/Compensation	Safety and Health
	Government/Regulatory	Climate Change and Environment
	International Business	Corporate Social Responsibility
	Accounting/Finance/Economics	

CU Board/ Committee memberships in 2022	Attendance			2022 AGM Voting Results		
	Board	9 of 9	100%	Votes For:	67,360,831	99.96%
	Audit & Risk [*]	2 of 2	100%			
	GOCOM [*]	2 of 2	100%			
Other public company boards and committee memberships	Company	Since		Position		
	N/A	N/A		N/A		
Shares held	Canadian Utilities					
	Class A non-voting		10,565			
	Class B common		—			
Total compensation in 2022**:		\$352,912				

*Hr. Hanf joined the Audit & Risk Committee and GOCOM on May 4, 2022.

**Consists of fees earned as a director of Canadian Utilities, ATCO Australia Pty Ltd, and LUMA Energy, LLC.



KELLY C. KOSS-BRIX

Primary residence	Calgary, Alberta, Canada
Director since	New Nominee
Age	37
Not Independent	Ms. Koss-Brix is not independent because she has a material relationship with CU. She is an immediate family member of the Chair and Chief Executive Officer.

Ms. Koss-Brix is an accomplished equestrian professional and former professional rider. She was a member of the Canadian Equestrian Team and competed internationally for 15 years prior to her retirement in 2017. For the past six years, Ms. Koss-Brix has served as Vice-President, Development for an equestrian facility in Alberta, where she has coached at all levels of the sport.

Ms. Koss-Brix has been a member of the Board of Directors of Sentgraf Enterprises Ltd. since 2017. In 2019, she joined the Board of Directors of Spruce Meadows, an internationally recognized equestrian facility in Calgary, Alberta, and she is a member of the Audit & Risk Committee and Long-Term Planning Committee.

Ms. Koss-Brix obtained a B.A. in Political Science from the University of Calgary in 2010. She is currently enrolled in the Director Education Program of the Institute of Corporate Directors and is working towards obtaining the ICD.D designation.

Skills and Experience	Functional Experience	
Primary Industry Background		
Industrials	Governance International Business Marketing/Sales	Operations Risk Management Safety and Health

CU Board/ Committee memberships in 2022	Attendance		2022 AGM Voting Results		
	Board	N/A	Votes For:	N/A	N/A
Other public company boards and committee memberships	Company	Since	Position		
	N/A	N/A	N/A		
Shares held	Canadian Utilities				
	Class A non-voting	—			
	Class B common	—			
Total compensation in 2022:		N/A			



ROBERT J. NORMAND

Primary residence	Edmonton, Alberta, Canada
Director since	2008
Age	76
Independent	

Mr. Normand retired in 2015 as Chair of the Workers Compensation Board of Alberta, the agency which administers workplace insurance for the workers and employers of the Province of Alberta. In 2008, he retired from the position of President and Chief Executive Officer of Alberta Treasury Branches (ATB). Prior to joining ATB as Executive Vice-President Sales in 1996, he was employed by the Bank of Montreal for 26 years and held line and credit executive positions in Quebec, Ontario and Alberta.

Through his experience in the financial services sector, he has developed extensive knowledge and expertise in the areas of finance, regulatory matters and risk management.

Mr. Normand is a Fellow of the Institute of Canadian Bankers and holds a B.A. (Econ.) from Sir George Williams University and an MBA from Concordia University.

Skills and Experience	Functional Experience	
Primary Industry Background		
Financial Services Industrials	CEO Experience Governance Government/Regulatory	Accounting/Finance/Economics Risk Management

CU Board/ Committee memberships in 2022	Attendance			2022 AGM Voting Results		
	Board	9 of 9	100%	Votes For:	67,362,275	99.97%
	Audit & Risk (Chair)	4 of 4	100%			
	Pension Fund (Chair)	3 of 3	100%			
Other public company boards and committee memberships	Company	Since		Position		
	CU Inc.*	2020		Director and member of the Audit Committee		
Shares held	Canadian Utilities					
	Class A non-voting		27,398			
	Class B common		—			
Total compensation in 2022:**		\$307,700				

*CU Inc. is controlled by Canadian Utilities.

**Consists of fees earned as a director of Canadian Utilities and CU Inc.



ALEXANDER J. POURBAIX

Primary residence	Calgary, Alberta, Canada
Director since	2019
Age	57
Independent	

Mr. Pourbaix was appointed President & Chief Executive Officer of Cenovus Energy in November 2017, where he was responsible for establishing the strategic direction for the company and delivering strong financial, operational and sustainability performance. He is also a Director and effective the close of the company's annual general meeting on April 26, 2023, will step down as President & Chief Executive Officer and become Executive Chair.

Prior to joining Cenovus, Mr. Pourbaix spent 27 years with TC Energy and its affiliates in a broad range of leadership roles including Chief Operating Officer, where he was responsible for the company's commercial activity and overseeing major energy infrastructure projects and operations. He also has experience in corporate strategy, business development, mergers, acquisitions and divestitures, as well as stakeholder relations.

Mr. Pourbaix currently serves on the board for Business Council of Canada and the Board of Governors at the Canadian Association of Petroleum Producers (CAPP) as Past Chair. He is Board Chair at Mount Royal University and a member of the Business Council of Alberta. Mr. Pourbaix also serves on the Alberta Regional Board of Nature Conservancy Canada. He was previously Board Chair for the Canadian Energy Pipeline Association and a board member at Trican Well Service Ltd. Mr. Pourbaix is active in the community, having served on the boards of several local charities, including many years as a dedicated volunteer for the United Way.

Mr. Pourbaix has a B.A. and LL.B. degree from the University of Alberta.

Skills and Experience		
Primary Industry Background	Functional Experience	
Energy Utilities	CEO Experience Governance Human Resources/Compensation Government/Regulatory International Business Accounting/Finance/Economics	Marketing/Sales Operations Risk Management Safety and Health Climate Change and Environment Corporate Social Responsibility

CU Board/ Committee memberships in 2022	Attendance			2022 AGM Voting Results		
	Board	9 of 9	100%	Votes For:	67,362,483	99.97%
Other public company boards and committee memberships	Company	Since		Position		
	Cenovus Energy Inc.	2017		Director, President & Chief Executive Officer		
Shares held	Canadian Utilities					
	Class A non-voting	16,310				
	Class B common	—				
Total compensation in 2022:			\$270,000			



HECTOR A. RANGEL

Primary residence	Mexico City, Mexico
Director since	2014
Age	75
Independent	

Mr. Rangel is the President of BCP Securities Mexico, a joint venture with BCP Securities LLC, a US investment bank specializing in emerging markets. Prior to this role, he was the Chief Executive Officer of Nacional Financiera S.N.C. and Banco Nacional de Comercio Exterior and a member of Mexico's cabinet under former President Felipe Calderon. Mr. Rangel has extensive corporate and investment banking expertise having held various executive positions with the Grupo Financiero Bancomer from 1991 until 2008, including a tenure as Chairman of the Board. Mr. Rangel has also been President of the Mexico Bankers Association and President of the Mexican Business Council.

Mr. Rangel is presently a director of GNP Profuturo Afore, GNP Seguros, and Fresnillo PLC. Until May 2022, Mr. Rangel served as a director of LUMA Energy, LLC, and has been director of a number of major public companies in Mexico.

Mr. Rangel has an Industrial Engineering degree from Purdue University and a Master's Degree in Business Administration from Stanford University.

Skills and Experience	
Primary Industry Background	Functional Experience
Energy Financial Services	CEO Experience Governance Human Resources/Compensation Government/Regulatory International Business Accounting/Finance/Economics Operations Risk Management Corporate Social Responsibility

CU Board/ Committee memberships in 2022	Attendance			2022 AGM Voting Results		
	Board	9 of 9	100%	Votes For:	67,360,957	99.96%
	Pension Fund	3 of 3	100%			
Other public company boards and committee memberships	Company	Since		Position		
	GNP Seguros	2014		Director		
	Fresnillo PLC	2021		Director and member of the Audit Committee		
Shares held	Canadian Utilities					
	Class A non-voting	27,776				
	Class B common	—				
Total compensation in 2022:*		\$244,020				

*Consists of fees earned as a director of Canadian Utilities and LUMA Energy, LLC.



LAURA A. REED

Primary residence	Wynn Vale, Australia
Director since	2014
Age	61
Independent	

Ms. Reed is a director of ATCO Australia Pty Ltd. In December 2021, Ms. Reed was appointed Chair of the Spark Infrastructure Group and also joined the boards of Victoria Power Networks PTY and SA Power Networks Partnership and their wholly owned subsidiaries.

From 2017 until March 2023, Ms. Reed was the Chair of Epic Energy South Australia Pty Ltd, which owns the Moomba to Adelaide Gas Pipeline and a number of renewable generation assets. She was also previously on the board of the Clean Energy Finance Corporation, the federal government corporation (Australia) which assists with the funding of clean energy projects.

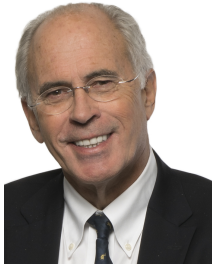
From 2016 until 2019, Ms. Reed was Chair of ERIC Alpha Holdings Pty Ltd and its subsidiaries, which owns 49 per cent of Ausgrid, an electricity distribution business in Australia. She was also a director of Ausgrid from 2013 until 2019. She was the Chief Executive Officer/Managing Director of Spark Infrastructure from 2008 to 2012. During this time Spark Infrastructure owned 49 per cent of two electricity distribution businesses in Australia. Before joining Spark Infrastructure, she spent nine years at Envestra Limited, a gas distribution company, in a number of senior financial roles including Chief Financial Officer.

Ms. Reed holds an MBA from Deakin University and a Bachelor of Business (Accounting) and is a fellow of Certified Practising Accountants Australia.

Skills and Experience	Functional Experience	
Primary Industry Background	Functional Experience	
Energy Utilities	CEO Experience Governance Government/Regulatory International Business	Accounting/Finance/Economics Operations Climate Change and Environment

CU Board/ Committee memberships in 2022	Attendance			2022 AGM Voting Results		
	Board	9 of 9	100%	Votes For:	67,363,900	99.97%
Other public company boards and committee memberships	Company	Since		Position		
	N/A	N/A		N/A		
Shares held	Canadian Utilities					
	Class A non-voting		18,688			
	Class B common		—			
Total compensation in 2022:*			\$284,241			

*Consists of fees earned as a director of Canadian Utilities and ATCO Australia Pty Ltd.



ROBERT J. ROUTS, PhD

Primary residence	Brunnen, Switzerland
Director since	New Nominee
Age	76
Independent	

Dr. Routs is the Lead Director of ATCO and is a director of ATCO Structures & Logistics Ltd., ATCO Australia Pty Ltd and Neltume Ports S.A. Until his retirement in 2008, Dr. Routs was an Executive Board Member at Royal Dutch Shell plc. He was responsible for the global refining, chemical, marketing, trading and renewable businesses. During his career, he held various senior management positions in the US, Canada and The Netherlands, including Chairman of Shell Canada prior to the buyout of the public shareholding by Royal Dutch Shell plc. Dr. Routs has substantial experience in the refining and chemical industry with a strong focus on operational safety and sustainable operations to reduce the industry's impact on the environment.

Dr. Routs is an emeritus member of the International Advisory Council to the Economic Development Board of Singapore and received the Distinguished Friend of Singapore medal. Dr. Routs was Chairman of the Board of Aegon NV from 2009 until 2019 and Chairman of the Board of Royal DSM NV from 2011 until May of 2021. From 2010 to February 2021, Dr. Routs was a director of AECOM Technology Corporation.

Dr. Routs graduated in Chemical Engineering from the Technical University of Eindhoven in The Netherlands, where he also obtained a PhD in Technical Sciences. He completed the Program for Management Development at Harvard Business School in 1991.

Skills and Experience	
Primary Industry Background	Functional Experience
Energy Financial Services Industrials Telecommunications Transportation Utilities	CEO Experience Governance Human Resources/Compensation Government/Regulatory International Business Accounting/Finance/Economics Marketing/Sales Operations Risk Management Safety and Health Climate Change and Environment Corporate Social Responsibility

CU Board/ Committee memberships in 2022		Attendance	2022 AGM Voting Results		
	Board	N/A	Votes For:	N/A	N/A
Other public company boards and committee memberships	Company	Since	Position		
	ATCO Ltd.*	2012	Lead Director, Chair of the Corporate Governance – Nomination, Compensation and Succession Committee and member of the Audit & Risk Committee		
Shares held	Canadian Utilities				
	Class A non-voting	9,681			
	Class B common	—			
Total compensation in 2022:		N/A			

*Canadian Utilities is controlled by ATCO.



NANCY C. SOUTHERN

Primary residence	Calgary, Alberta, Canada
Director since	1990
Age	66
Not Independent	As Chair & Chief Executive Officer, Ms. Southern is not independent because she has a material relationship with CU.

Nancy Southern is Chair & Chief Executive Officer of Canadian Utilities Limited, as well as Chair & Chief Executive Officer of ATCO Ltd. Reporting to the Boards of Directors, she is accountable for the strategic direction, vision and governance for both companies, and has full responsibility for their ongoing operations.

After joining the Canadian Utilities Board of Directors in 1990, Ms. Southern served as Co-Chair prior to being appointed Chair in December 2012. Ms. Southern was President from 2003 until 2015, and Chief Executive Officer from 2003 until 2019 and resumed the role in July 2021. Ms. Southern also serves as Executive Vice President of Spruce Meadows Ltd. and is a founding director of AKITA Drilling Ltd., a director of Sentgraf Enterprises Ltd., an Honorary Director of the BMO Financial Group and serves on the Rideau Hall Foundation Board of Directors. In addition to her business leadership, Ms. Southern has long played a leading role in advocating on social issues of global importance - most notably, the rights of Indigenous peoples and the role of women in business.

Ms. Southern is a member of The US Business Council, a member of the American Society of Corporate Executives, and a Canadian Member of the Trilateral Commission. She is a member of the Business Council of Canada and the University of Calgary School of Public Policy Advisory Council. In 2020, Ms. Southern joined the Premier's Economic Recovery Council with other policy and industry experts providing insight and strategies to accelerate diversification of Alberta's economy. That same year, Ms. Southern was awarded a British Empire Medal by Her Majesty Queen Elizabeth II for services to British equestrian, military and commercial interests in Alberta, Canada.

Skills and Experience	Functional Experience	
Primary Industry Background	Functional Experience	
Energy Industrials Utilities	CEO Experience Governance Human Resources/ Compensation Government/Regulatory International Business Accounting/Finance/Economics	Marketing/Sales Operations Risk Management Safety and Health Climate Change and Environment Corporate Social Responsibility

CU Board/ Committee memberships in 2022		Attendance		2022 AGM Voting Results		
	Board (Chair)	9 of 9	100%	Votes For:	67,360,740	99.96%
Other public company boards and committee memberships	Company	Since		Position		
	AKITA Drilling Ltd.	1992		Deputy Chair and Director		
	ATCO Ltd.*	1989		Chair, Director and Chief Executive Officer		
	CU Inc.*	1999		Chair, Director and Chief Executive Officer		
Shares held	Canadian Utilities**					
	Class A non-voting	242,893				
	Class B common					
Total compensation in 2022: Ms. Southern does not receive any compensation as a director of CU because she is an employee. See Page 71 for information on Ms. Southern’s compensation.						

*CU Inc. is controlled by Canadian Utilities, which is controlled by ATCO.

**Shares held by the Majority Share Owner are excluded. Ms. Southern is one of three trustees of the Spousal Trust. See Majority Share Owner on Page 1.



LINDA A. SOUTHERN-HEATHCOTT

Primary residence	Calgary, Alberta, Canada
Director since	2000
Age	60
Not Independent	Ms. Southern-Heathcott is not independent because she has a material relationship with CU. She is an immediate family member of the Chair & Chief Executive Officer.

Ms. Southern-Heathcott is President & Chief Executive Officer of Spruce Meadows Ltd., an internationally recognized equestrian facility in Calgary, Alberta. She is also a founding director and serves as Chair and Chief Executive Officer of AKITA Drilling Ltd., an oil and gas drilling contractor with drilling operations throughout North America. Ms. Southern-Heathcott brings significant management and business experience to the Board and was appointed Vice Chair of the Board of Directors of Canadian Utilities and CU Inc. in 2017 and of ATCO in 2016.

Ms. Southern-Heathcott is also Chair of Travel Alberta and serves on the Boards of ATCO Structures & Logistics Ltd., Sentgraf Enterprises Ltd. and TELUS Calgary Community Board.

In 2010, Ms. Southern-Heathcott received her ICD.D certification from the Director Education Program of the Institute of Corporate Directors. In 2018, Ms. Southern-Heathcott was named an Honorary Lieutenant Colonel of the King's Own Calgary Regiment. In 2020, Ms. Southern-Heathcott was awarded a British Empire Medal by Her Majesty Queen Elizabeth II for services to British equestrian, military and commercial interests in Alberta, Canada.

Skills and Experience	Functional Experience	
Primary Industry Background		
Energy Industrials Utilities	CEO Experience Governance Human Resources/Compensation International Business	Marketing/Sales Operations Risk Management Corporate Social Responsibility

CU Board/ Committee memberships in 2022		Attendance		2022 AGM Voting Results		
	Board (Vice Chair)	9 of 9	100%	Votes For:	67,348,183	99.95%
	Pension Fund	2 of 3	67%			
Other public company boards and committee memberships	Company	Since		Position		
	AKITA Drilling Ltd.	1992		Chair, Director, and Chief Executive Officer		
	ATCO Ltd.*	2012		Vice Chair and Director		
	CU Inc.*	2017		Vice Chair and Director		
Shares held	Canadian Utilities**					
	Class A non-voting		20,690			
	Class B common		4,159			
Total compensation in 2022: ^f		\$228,000				

*CU Inc. is controlled by Canadian Utilities, which is controlled by ATCO.

**Shares held by the Majority Share Owner are excluded. Ms. Southern-Heathcott is one of three trustees of the Spousal Trust. See Majority Share Owner on Page 1.

[†] Consists of fees earned as a director of Canadian Utilities and CU Inc.



ROGER J. URWIN, PhD, C.B.E.

Primary residence	London, England
Director since	2020
Age	77
Independent	

Dr. Urwin is the Lead Director of Canadian Utilities, a director of ATCO Ltd., Chair of the Board of Directors of ATCO Australia Pty Ltd and Chair of LUMA Energy, LLC. He has worked in gas, electric and telecom utilities throughout his career. He retired at the end of 2006 as Group Chief Executive of National Grid plc. He played a key role in establishing National Grid's international strategy and its successful expansion into the US, creating one of the largest investor-owned utility companies in the world. Dr. Urwin was the Managing Director and Chief Executive of London Electricity from 1990 to 1995. He was non-executive Chairman of Utilico Investments Limited until October 2015 and has been a special advisor to Global Infrastructure Partners, an international infrastructure investment fund. He was Chair of Alfred McAlpine plc from 2006 to 2008.

Dr. Urwin is a Commander of the Order of the British Empire.

Dr. Urwin has a Physics degree and a PhD from the University of Southampton, UK.

Skills and Experience	Functional Experience	
Primary Industry Background		
Energy Telecommunications Utilities	CEO Experience Governance Human Resources/Compensation Government/Regulatory	International Business Operations Risk Management Safety and Health

CU Board/ Committee memberships in 2022	Attendance			2022 AGM Voting Results		
	Board	9 of 9	100%	Votes For:	67,361,049	99.96%
	Audit & Risk	4 of 4	100%			
	GOCOM (Chair)	4 of 4	100%			
Other public company boards and committee memberships	Company	Since		Position		
	ATCO Ltd.*	2014		Director and member of the Audit & Risk Committee		
Shares held	Canadian Utilities					
	Class A non-voting	21,533				
	Class B common	—				
Total compensation in 2022:**			\$563,568			

*Canadian Utilities is controlled by ATCO.

**Consists of fees earned as a director of director of Canadian Utilities, ATCO Australia Pty Ltd., and LUMA Energy, LLC.



WAYNE G. WOUTERS, PC, OC

Primary residence	Vancouver, British Columbia, Canada
Director since	2019
Age	71
Independent	

Mr. Wouters is Strategic and Policy Advisor to the Canadian law firm McCarthy Tétrault LLP. Prior to joining the private sector, Mr. Wouters had a distinguished 37-year career in the federal public service, including five years serving as the Clerk of the Privy Council of Canada. As Clerk, he held the roles of Deputy Minister to the Prime Minister, Secretary to the Cabinet and Head of Public Service. During his career, he has held the positions of Secretary of the Treasury Board, Deputy Minister of Human Resources and Skills Development, and Deputy Minister of Fisheries and Oceans.

Mr. Wouters has industry expertise in the oil and gas and natural resources, transportation, technology, telecommunications, and security sectors. He was inducted by the Prime Minister as a Member of the Privy Council in 2014 and appointed an Officer of the Order of Canada in 2017.

Mr. Wouters graduated in Commerce (Honours) from the University of Saskatchewan and holds a M.A. in Economics from Queen's University. He holds several honorary degrees.

Skills and Experience	Functional Experience	
Primary Industry Background	Functional Experience	
Energy Industrials Science and Technology	CEO Experience Governance Human Resources/Compensation Government/Regulatory International Business Accounting/Finance/Economics	Operations Risk Management Climate Change and Environment Corporate Social Responsibility IT/Technology

CU Board/ Committee memberships in 2022	Attendance			2022 AGM Voting Results		
	Board	9 of 9	100%	Votes For:	67,355,581	99.96%
Other public company boards and committee memberships	Company	Since		Position		
	Blackberry Ltd.	2015		Director and a member of the Audit and Risk Committee		
	Champion Iron Limited	2016		Director		
	Foran Mining Corporation	2021		Director		
Shares held	Canadian Utilities					
	Class A non-voting	12,836				
	Class B common	—				
Total compensation in 2022:		\$220,000				

SKILLS MATRIX

GOCOM ensures that the Board includes members with a broad range of experience and expertise so that it is able to effectively carry out its mandate. The matrix below shows the experience and expertise that each director nominee brings to the Board.

	Matthias F. Bichsel	Loraine M. Charlton	Robert J. Hanf	Kelly Koss-Brix	Robert J. Normand	Alexander J. Pourbaix	Hector A. Rangel	Laura A. Reed	Robert J. Routs	Nancy C. Southern	Linda A. Southern-Heathcott	Roger J. Urwin	Wayne G. Wouters
Primary Industry Background													
Energy	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓
Financial Services					✓		✓		✓				
Industrials	✓			✓	✓				✓	✓	✓		✓
Legal			✓										
Science and Technology	✓												✓
Telecommunications									✓			✓	
Utilities			✓			✓		✓	✓	✓	✓	✓	
Functional Experience													
CEO Experience Experience as a CEO for a publicly listed company or for a major organization with international operations or similar complexity. Possesses leadership qualities and the ability to identify and develop those qualities in others. Demonstrates a practical understanding of strategy and risk management and know how to drive change and growth.	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
Governance Significant experience overseeing governance practices, may have been gained through significant work on a corporate governance committee or through experience serving as a senior executive of a public company.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Human Resources/Compensation Significant experience overseeing human resources and compensation design for a large organization. Understands the various components of executive compensation structure and how they inter-relate when attracting, motivating and retaining top candidates.	✓	✓	✓			✓	✓		✓	✓	✓	✓	✓

	Matthias F. Bichsel	Loraine M. Charlton	Robert J. Hanf	Kelly Koss-Brix	Robert J. Normand	Alexander J. Pourbaix	Hector A. Rangel	Laura A. Reed	Robert J. Routs	Nancy C. Southern	Linda A. Southern-Heathcott	Roger J. Urwin	Wayne G. Wouters
Functional Experience													
Government/Regulatory Significant experience working with local, provincial, national or international governments or gained public relations or government experience as a senior executive. Strong understanding of regulatory and non-governmental organizations that affect the Company's business.	✓		✓		✓	✓	✓	✓	✓	✓		✓	✓
International Business Significant experience managing a global enterprise across multiple jurisdictions with exposure to a range of political, cultural and business environments.	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
Accounting/Finance/Economics Significant financial experience as a senior officer responsible for an organization or experience working as a senior officer in financial accounting, reporting and corporate finance with knowledge of internal controls.		✓	✓		✓	✓	✓	✓	✓	✓			✓
Marketing/Sales Significant experience overseeing marketing and sales as a senior executive.				✓		✓			✓	✓	✓		
Operations Significant experience overseeing operations as a senior executive with a practical understanding of operating plans and business strategy.	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
Risk Management Significant experience as a senior executive overseeing the various risks facing an organization with oversight of appropriate policies and procedures to effectively manage risk.	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
Safety and Health Significant experience in the areas of health and safety, including knowledge of industry regulations and a commitment to best practices for workplace safety.	✓		✓	✓		✓			✓	✓		✓	
Climate Change and Environment Significant experience with regulations, best practices and strategic business initiatives related to environmental issues.	✓		✓			✓		✓	✓	✓			✓

	Matthias F. Bichsel	Loraine M. Charlton	Robert J. Hanf	Kelly Koss-Brix	Robert J. Normand	Alexander J. Pourbaix	Hector A. Rangel	Laura A. Reed	Robert J. Routs	Nancy C. Southern	Linda A. Southern-Heathcott	Roger J. Urwin	Wayne G. Wouters
Functional Experience													
Corporate Social Responsibility Significant experience in the areas of corporate social responsibility and community relations. Experience building partnerships and positive relationships with Indigenous groups to enhance economic and social development.	✓	✓	✓			✓	✓		✓	✓	✓		✓
IT/Technology Significant experience overseeing technology as a senior executive at a public company or other major organization. Significant experience overseeing enterprise wide IT strategy, policy and standards which direct and protect existing and future investment in information and technology.	✓												✓

INDEPENDENCE

GOCOM and the Board annually review the status of each director to determine whether he or she is independent based on the criteria of the Canadian Securities Administrators as set out in National Instrument 52-110 – *Audit Committees*. A majority of CU directors are independent.

Under CU's current leadership structure, the office of Chair is held by Ms. Southern. The Board continues to ensure that it can function independently and objectively from management with the appointment of Dr. Urwin as the independent Lead Director.

The following table summarizes the independence status of each director nominee and, where applicable, the reasons for the Board's determination that a particular individual is not independent.

Director	Independent	Not independent	Reason for non-independent status
Matthias F. Bichsel	✓		
Loraine M. Charlton	✓		
Robert J. Hanf	✓		
Kelly Koss-Brix*		✓	As an immediate family member of the Chair & Chief Executive Officer, has a material relationship with CU.
Robert J. Normand	✓		
Alexander J. Pourbaix	✓		
Hector A. Rangel	✓		
Laura A. Reed	✓		
Robert J. Routs*	✓		
Nancy C. Southern		✓	As Chair & Chief Executive Officer, has a material relationship with CU.
Linda A. Southern-Heathcott		✓	As an immediate family member of the Chair & Chief Executive Officer, has a material relationship with CU.
Roger J. Urwin	✓		
Wayne G. Wouters	✓		

* New Nominee.

In determining the independence of the directors, the following criteria are assessed:

- Employment by, or other relationship with, CU or its internal or external auditor within the preceding three year period
- Immediate family member relationships with CU or its internal or external auditor
- Any payment of fees by CU, other than directors' fees disclosed in this Circular, of more than \$75,000 to the director or to a member of his or her immediate family during any 12-month period within the last three years
- Other direct or indirect material relationships with CU or other factors which could interfere with the exercise of independent judgment

IN CAMERA SESSIONS

The Board further ensures its independence by providing the opportunity for in camera sessions of only the independent directors, without management present, at regularly-scheduled meetings of the Board, Audit & Risk Committee and GOCOM. In camera sessions are chaired by the Lead Director or the committee chair. Additional in camera meetings may be requested through the Lead Director at any time. These sessions encourage the candid analysis of issues among independent directors on the Board and its committees.

ATTENDANCE

The following table sets out the attendance of the directors at Board meetings and at meetings of the committees of which they were members during 2022. As an employee, the Chair & Chief Executive Officer is not a member of any committee but attends committee meetings as required. At the discretion of the committee chair, directors may attend meetings of committees of which they are not members.

All directors are expected to attend and participate in meetings of the Board and the committees on which they serve. Attendance of directors at meetings of the Board and committees is not necessarily indicative of the contribution made by each director, and absence from a meeting may have resulted from a variety of extenuating circumstances, including family bereavement or health issues. When a director's contribution is deemed to be unsatisfactory, interviews with such director are conducted by both the Chair and the Lead Director. A clear understanding of the Company's expectations is formally communicated to ensure improvement is achieved in subsequent periods.

Director	Board of Directors		Audit & Risk Committee		GOCOM		Pension Fund Committee		Total
Matthias F. Bichsel	9 of 9	100%							100%
Loraine M. Charlton	9 of 9	100%	4 of 4	100%	4 of 4	100%			100%
Robert J. Hanf ¹	9 of 9	100%	2 of 2	100%	2 of 2	100%			100%
Robert J. Normand	9 of 9	100%	4 of 4	100%			3 of 3	100%	100%
Alexander J. Pourbaix	9 of 9	100%							100%
Hector A. Rangel	9 of 9	100%					3 of 3	100%	100%
Laura A. Reed	9 of 9	100%							100%
Nancy C. Southern	9 of 9	100%							100%
Linda A. Southern-Heathcott	9 of 9	100%					2 of 3	67%	92%
Roger J. Urwin	9 of 9	100%	4 of 4	100%	4 of 4	100%			100%
Wayne G. Wouters	9 of 9	100%							100%
Directors who retired in 2022									
Charles W. Wilson ²	3 of 3	100%			2 of 2	100%			100%

¹ Mr. Hanf joined the Audit & Risk Committee and GOCOM on May 4, 2022.

² Mr. Wilson retired from the Board on May 4, 2022.

SERVING ON AFFILIATED PUBLIC COMPANY BOARDS

The following lists the director nominees who serve on boards of publicly-traded companies that are affiliated with Canadian Utilities. ATCO is the controlling share owner of Canadian Utilities. CU Inc. is a public company controlled by Canadian Utilities. Sentgraf is the parent company of ATCO and AKITA Drilling Ltd., both of which are public companies. None of the directors serve together on the boards of other public companies, except as disclosed below.

Director	ATCO Ltd.	CU Inc.	AKITA Drilling Ltd.
Loraine M. Charlton		Director	Director
Robert J. Normand		Director	
Robert J. Routs	Director		
Nancy C. Southern	Chair	Chair	Deputy Chair
Linda A. Southern-Heathcott	Vice Chair	Vice Chair	Chair
Roger J. Urwin	Director		

Dr. Bichsel, Mr. Pourbaix, Mr. Rangel and Mr. Wouters serve on the boards and committees of other public companies as referenced in their biographies. The Chair and GOCOM recognize the time and diligence that these individuals devote to their duties and responsibilities as well as their extensive qualifications and related experience. Both the Chair and GOCOM have determined that these individuals' other board memberships do not negatively affect their commitments or contributions to Canadian Utilities' Board.

CORPORATE CEASE TRADE ORDERS OR BANKRUPTCIES

Except as otherwise disclosed below, no proposed nominee for election as a director of the Company is, as at the date of this Circular, or has been, within the past 10 years before the date hereof, a director or executive officer of any other issuer that, while that person was acting in that capacity:

- i. was the subject of a cease trade or similar order or an order that denied the relevant company access to any exemption under securities legislation for a period of more than 30 consecutive days; or
- ii. was subject to an event that resulted, after the person ceased to be a director or executive officer, in the company being the subject of a cease trade or similar order or an order that denied the relevant company access to an exemption under securities legislation for a period of more than 30 consecutive days; or
- iii. within a year of that person ceasing to act in that capacity, became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors or had a receiver, receiver manager or trustee appointed to hold its assets.

Nancy C. Southern was until her resignation on August 24, 2020, a director and President of Swizzlesticks Enterprises Ltd., a private Alberta corporation operating a salon and spa in Calgary, Alberta, which on August 24, 2020, commenced proposal proceedings pursuant to the *Bankruptcy and Insolvency Act* (Canada) by filing a notice of intention to make a proposal. The corporation was declared bankrupt and a trustee was appointed on August 25, 2020. An application for the discharge of the trustee was approved on December 14, 2021.

GOVERNANCE

OVERVIEW

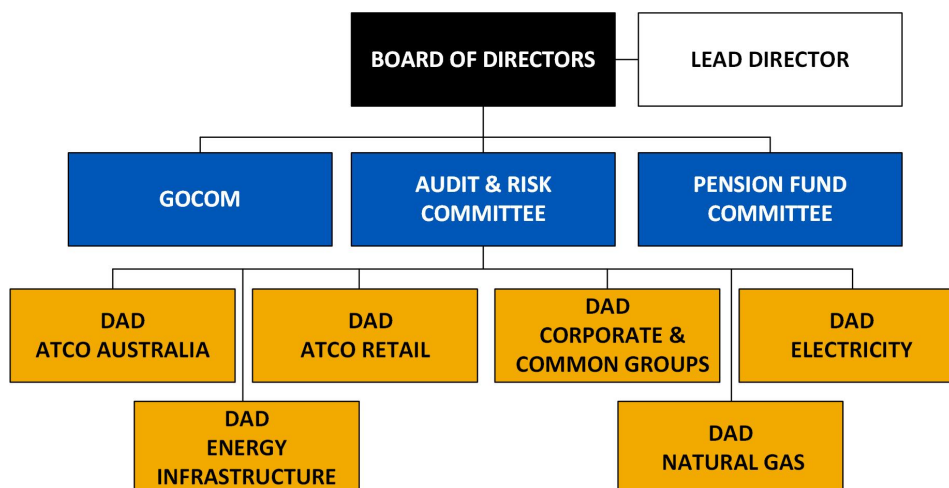
Effective corporate governance provides the foundation for Canadian Utilities' continued success. The Board is committed to good governance, always striving to ensure our corporate governance practices serve the interests of our share owners and other stakeholders, including our employees, Indigenous and community partners, and customers. We regularly evaluate our governance practices to ensure they are in keeping with the highest standards. Although Canadian Utilities does not believe in a "one size fits all" approach to governance, we comply with applicable securities laws. We have implemented a unique and effective system of corporate governance recognizing the need to provide autonomy and flexibility to our different businesses while accommodating the needs of both our regulated and non-regulated businesses. Members of the Southern family have continually maintained a controlling interest in Canadian Utilities since ATCO acquired Canadian Utilities in 1980. We are of the firm belief that the existence of a long-standing majority share owner is of fundamental importance to our governance and operations, and ensures that there is a high degree of alignment among share owners. The Company has had a consistently high-performing Board and senior management team that creates long-term value for our share owners.

MAJORITY CONTROLLED COMPANY

Canadian Utilities is a majority controlled company as defined in the TSX Company Manual. As such, there is no requirement for, and we do not have, a majority voting policy. The Majority Share Owner (see Page 1) has control over 66,598,846 Class B shares which represents 97.3 per cent of the voting rights. Due to the level of control exercised by the Majority Share Owner, we are of the view that the introduction of a majority voting policy would introduce unnecessary complexity into the director selection process while having no impact on the outcome.

THE BOARD AND ITS COMMITTEES

The role of the Board has evolved to provide oversight to an organization with diverse and distinct Business Units. Effective oversight and diligence is provided by the Board, the Lead Director, the Audit & Risk Committee, the Pension Fund Committee and GOCOM. Although not required by securities laws, some of Canadian Utilities' governance tools, such as the use of Designated Audit Directors (DADs) and the risk review program, have been implemented, in part, as a result of the influence of the Majority Share Owner as a means of ensuring long term value.



Roles and Responsibilities of the Board

Board of Directors

The Board is responsible for ensuring effective leadership and providing oversight for strategy, risk management, sustainability, diversity, succession planning, and corporate governance. In 2022, the Board held six regularly-scheduled meetings and three additional meetings. The frequency and length of meetings and the agenda items depended on the circumstance. Meetings were highly detailed and well attended. They were conducted in an atmosphere that encouraged participation and independence. The independent directors had the opportunity to hold in camera sessions, without management present, at all regularly-scheduled meetings of the Board, Audit & Risk Committee, Pension Fund Committee and GOCOM. Additional in camera meetings may be requested through the Lead Director at any time.

Lead Director

In 1995, Canadian Utilities was among the first public companies in Canada to introduce the concept of a lead independent director. Dr. Urwin is the current Lead Director for the Company and was appointed to this position on May 6, 2020. The Lead Director provides the Board with the leadership necessary to ensure independent oversight of management. The Lead Director must be an independent director and is a member of GOCOM.

Corporate Governance - Nomination, Compensation & Succession Committee (GOCOM)

The GOCOM Committee oversees our corporate governance practices. It is comprised of some of our most senior and experienced directors. In addition to assessing individual and combined directors' performance, GOCOM oversees succession planning and evaluates senior executive officers' compensation and performance. GOCOM also reviews the size and composition of the Board and considers candidates as director nominees for approval by the Board and election by the share owners.

Audit & Risk Committee

The Audit & Risk Committee oversees accounting and financial reporting as well as risk management and control practices. The committee is chaired by an experienced independent director. Each committee member is an independent director and financially literate as defined in National Instrument 52-110 – *Audit Committees*. More information on the financial literacy of Audit & Risk Committee members and the mandate of the Audit & Risk Committee can be found in Canadian Utilities' annual information form which is available on our website (www.canadianutilities.com) and SEDAR (www.sedar.com).

The committee also reviews risks and opportunities that could materially affect the Company's ability to achieve strategic and operational objectives and is responsible for ensuring that management addresses risks by implementing appropriate mitigation measures. The committee satisfies itself that each Business Unit has adequate systems to monitor and comply with applicable human capital and environmental legislation. The committee receives information regarding risks and significant trends and reviews the summary of our safety, environmental and Code of Ethics compliance, through Stewardship Reports which are presented on a bi-annual basis. The committee receives regular reports from Canadian Utilities' senior management who provide expertise and support for their specific areas of responsibility. Canadian Utilities' Chief Executive Officer provides regular reports to the Audit & Risk Committee.

Pension Fund Committee

The primary responsibilities of the Pension Fund Committee are to oversee the governance structure and risk management of the pension plans (defined benefit and defined contribution); approve policy decisions for benefit design and liability management, and funding and investment of the plans; and to select and monitor the investment managers and investment options for the plans. The committee is responsible for approving the appointment, termination or replacement of the plans' actuary, investment managers, auditors, trustees, custodians and performance measurement services provider.

Designated Audit Directors

Designated Audit Directors (DADs) are generally directors of either ATCO or Canadian Utilities. Each DAD is assigned to one of our Business Units to provide oversight based on their strengths and experience in various industry sectors. DADs perform both audit and risk functions. DADs meet quarterly with senior management of their respective Business Unit, and annually with internal and external auditors. DADs review the financial statements and operating results quarterly, review risks twice yearly, and report on both operating results and risks to the Audit & Risk Committee. The Audit & Risk Committee annually reviews the mandate of the DADs.

STRATEGIC PLANNING

The Board is responsible for ensuring there are long-term goals and a strategic planning process in place, as well as approving a strategic plan for the Company on an annual basis. As a diversified global energy infrastructure corporation, Canadian Utilities offers comprehensive solutions and operational excellence in utilities, energy infrastructure, and retail energy. Our strategic plan is focused on delivering innovative energy solutions to the markets in which we operate, being a leader in the energy transition and decarbonization process, and driving long-term earnings and dividend growth. Through the strategic planning process, senior management and our directors ensure our long-term strategy aligns to our five core strategic pillars of innovation, growth, financial strength, operational excellence, and community involvement. A comprehensive three to four-day strategy session is held each year for this purpose where directors discuss the Company's long-term plans with senior management.

The health and safety of people is the first consideration in everything we do. Additionally, our Company has been a champion of diversity, equity and inclusion for many years. Energy innovation is central to our strategy and includes the deployment and use of cleaner fuels, renewable energy growth, energy infrastructure and storage expansion, energy efficiency and the capture of carbon. This strategy, paired with our existing footprint, assets and expertise, uniquely positions our Company to enable our customers to affordably achieve their own emissions and energy goals.

Throughout the year, the Board monitors management's progress toward achieving these strategic priorities. Updates are provided to the Board regarding the capital resources required to implement our strategy including relevant regulatory, and environmental, social and governance (ESG) issues that may impact our strategy. As a principally controlled organization focused on long-term prosperity, sustainability continues to be a strategic imperative for our Company.

Our Management's Discussion and Analysis includes more information about our strategic priorities. The 2022 Management's Discussion and Analysis is available on SEDAR at www.sedar.com and our website at www.canadianutilities.com.

RISK MANAGEMENT

The Board is responsible for understanding the principal risks of the business and achieving an appropriate balance between the risks incurred and the potential return to share owners. We have an established enterprise risk management process that allows us to identify and evaluate risks by both severity of impact and probability of occurrence. The Board's responsibilities include confirming there are systems in place that effectively monitor and manage these different risks with a view to the long-term viability of the Company. The high level of engagement of Board members, as well as their extensive experience, contributes to the effectiveness of the Board's risk oversight program. The Audit & Risk Committee and Designated Audit Directors (as described above) support the Board in meeting these objectives.

Environmental, Social and Governance

As a provider of essential services in diverse communities around the world, Canadian Utilities has always had a long-term approach to managing and minimizing our environmental impacts. We also recognize that our success depends upon people and respectful and meaningful relationships. ESG and related issues are integrated within our enterprise risk management process. Good governance underpins our ability to effectively manage risks and create long-term value for our share owners and long-term benefits for other stakeholders including our employees, Indigenous and community partners, business partners, and customers. We regularly evaluate our practices to ensure they are aligned with international standards for assessing sustainability and climate-related issues.

Our risk management evaluation includes human capital related risks and climate-related risks relating to transitional (policy/regulatory, market, technology and reputational) and physical factors. We also consider climate-related opportunities such as resource efficiency, cleaner energy sources, innovative products and services, access to markets, and climate change resilience and adaptation. The Board's responsibilities for ESG oversight includes the integration of ESG priorities, risks and opportunities in the strategic planning process. Our business groups prepare Stewardship Reports, which are presented to the Audit & Risk Committee on a bi-annual basis, and include topics such as safety, environment and Code of Ethics

compliance. The Audit & Risk Committee, comprised of independent directors, has the greatest oversight of our sustainability reporting.

At Canadian Utilities, the sustainability team reports through the Senior Vice President, Finance, Treasury, Risk & Sustainability to the Chief Financial Officer. Members of senior management also oversee and contribute their expertise due to the cross-functional nature of many sustainability initiatives. Sustainability is managed collaboratively across numerous groups, including Human Resources, Government Relations, Indigenous Relations, Health and Safety, Environment, Marketing and Communications, Business Development, Corporate Governance and Secretarial, Internal Audit, and Risk Management, among others. These groups monitor best practices, develop and implement policies and standards and support our various divisions. In 2021, a Sustainability and ESG Reporting Council was formed to increase collaboration and coordination for enterprise-wide sustainability initiatives and ESG reporting. Our executive leadership team is kept informed through quarterly internal dashboards that report key performance indicators, including data regarding environmental, safety and Indigenous relations metrics. In 2022, management formed an Executive Sustainability and ESG Committee including members of the executive leadership team, with executive sponsors for each ESG target priority area. This committee will be responsible for reviewing consolidated results related to ESG targets semi-annually, and approving course correction where required.

Cybersecurity

As our Company's reliance on technology to support business objectives and drive efficiencies grows, we have continued to increase our focus on cybersecurity. Our cybersecurity policies and strategies apply to our information technology (IT) and operational technology (OT) assets. Our risk management process includes a comprehensive cybersecurity strategy which is based upon the National Institute of Standards and Technology (NIST) Cybersecurity Framework. The controls and procedures in the IT environments are assessed against this framework on an annual basis by an independent third party. Controls and procedures in the OT environments are assessed by independent third parties on a bi-annual basis. We maintain a cybersecurity insurance policy and our technology service providers submit independently audited reports for the infrastructure and procedures they operate on our behalf. ATCO has implemented a "defense-in-depth" cybersecurity strategy to minimize the probability and impact of a cybersecurity incident, however, like most organizations we experience a small number of cybersecurity incidents each year. Events identified in the last three years have been immaterial and have not resulted in any loss of Company data or required external notification. All new employees are required to complete our cybersecurity training program with follow-up training required on an annual basis thereafter. A cybersecurity update is presented at least annually to the Audit & Risk Committee and cybersecurity metrics and issues are reviewed quarterly with the DADs.

Our Management's Discussion and Analysis includes more information about the risks applicable to Canadian Utilities. The 2022 Management's Discussion and Analysis is available on SEDAR at www.sedar.com and our website at www.canadianutilities.com.

SUSTAINABILITY, CLIMATE CHANGE AND ENERGY TRANSITION

Within our group of companies, we balance the short and long-term economic, environmental and social considerations of our businesses while creating value for our customers, employees, share owners, and Indigenous and community partners. As a provider of essential services in diverse communities around the world, we operate in an inclusive manner to meet the needs of society today and for generations to come while consistently delivering safe, reliable and affordable services.

Our 2022 Sustainability Report, which will be published in May 2023, will focus on the following material topics:

- Energy Transition - energy transition and innovation, and energy access and affordability;
- Climate Change and Environmental Stewardship - climate change and greenhouse gas emissions, and environmental stewardship;
- Operational Reliability and Resilience - system reliability and availability, emergency preparedness and response, and supply chain resilience and responsibility;
- People - diversity, equity and inclusion, occupational health and safety, public health and safety; and
- Community and Indigenous Relations - Indigenous engagement, economic opportunity and reconciliation, and community engagement and investment.

In January 2022, ATCO released a commitment to achieve net zero greenhouse gas emissions by 2050 and released an initial set of 2030 ESG targets. Canadian Utilities' Board recognizes and fully supports the achievement of these targets which align with Canadian Utilities' strategic direction. More detailed information and progress towards these targets can be found in the 2022 Sustainability Report which will be published in May 2023.

The Sustainability Report is based upon the internationally recognized Global Reporting Initiative (GRI) Standards. Our reporting is also guided by the Sustainability Accounting Standards Board (SASB) and the Financial Stability Board's Task Force on Climate-related Financial Disclosures' (TCFD) recommendations. The 2020 Sustainability Report, Sustainability Framework Reference Document, additional governance details, our materiality assessment, and other disclosures are available on our website at www.canadianutilities.com.

Climate Change and Energy Transition

To contribute to a net zero future, we continue to pursue initiatives to integrate cleaner fuels, renewable energy and energy storage. This includes looking at ways to modernize our energy infrastructure to accommodate new and innovative sources of energy as well as ways to further use energy more efficiently. We are decarbonizing our operations and enabling our customers to transition to lower emitting sources of energy, while maintaining safety, reliability and affordability. More information about our recent projects can be found in Canadian Utilities Management's Discussion & Analysis available on SEDAR at www.sedar.com and on our website at www.canadianutilities.com.

DIVERSITY, EQUITY AND INCLUSION

We believe that our people are our greatest combined strength. As our Company continues to evolve, so do our diverse and inclusive working environments, where a variety of perspectives and experiences are valued and encouraged. Our Code of Ethics (the Code) sets out our values which guide the conduct of all employees, officers and directors, and is supported by our Inclusive and Respectful Workplace policy. This policy encourages diversity, equity and inclusion and ensures our people have the opportunity to participate in work-related activities in an environment that is respectful and safe. We value our individual differences, our unique perspectives and backgrounds, and the variety of contributions each of us brings to work. Aligning with these values, it is our policy to select people from the most qualified pool of talent and consider candidates based on merit. Our approach enables us to make important decisions regarding the composition of our Board and senior management team based on the best interests of the Company and its share owners. In 2021, we formed a Diversity, Equity & Inclusion Council to bring together people across our business groups to amplify the existing diversity, equity and inclusion work happening across the Company. The Company is committed to maintaining a minimum of 30 per cent female representation on the Board and senior leadership levels, and achieving and maintaining a minimum of 25 per cent minority representation within the workforce.

Board of Directors

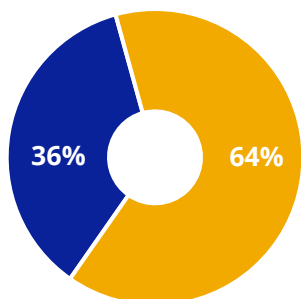
We believe that an effectively functioning board is critical to the success of the Company, and that the Board must have the flexibility to adopt director election and composition practices that suit its unique needs and circumstances. We are focused on finding the most qualified individuals available with the skills, experience, and expertise that will complement the Board. Diversity, including gender diversity, is among many factors taken into consideration when evaluating candidates as potential directors.

GOCOM reviews the size and composition of the Board and evaluates the need for change to Board and committee composition based on an analysis of the skills, expertise and industry experience that align with the Company's strategic objectives. The Company is committed to maintaining a minimum of 30 per cent female representation on the Board. We do not have written policies or set targets regarding the representation of visible minorities, Indigenous people, or people with disabilities for our Board.

We have been a leader in the representation of women on our Board and have outperformed the Financial Post 500 (FP500) for many years. As at December 31, 2022, Canadian Utilities had four women on the Board, representing 36.4 per cent of the directors. Five of the thirteen director nominees are women, representing 38.5 per cent of the directors.

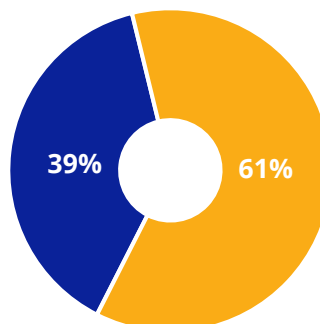
We respect the privacy of our directors and do not require them to self-identify. Of those that have chosen to self-disclose, the Board included no visible minorities, Indigenous peoples, or disabled persons.

**Women on our Board
(Current)**



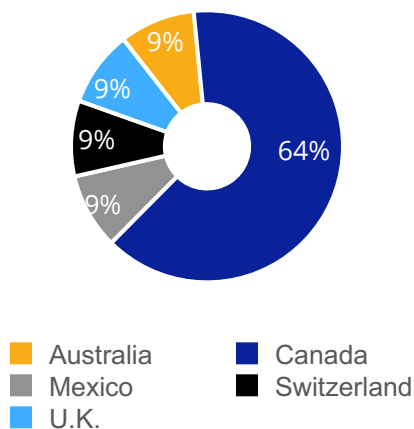
■ Women ■ Men

**Women on our Board
(2023 Director Nominees)**

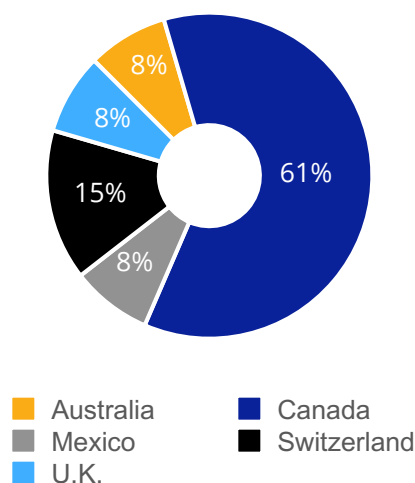


■ Women ■ Men

**Countries of Residence
of our Board
(Current)**



**Countries of Residence
(2023 Director Nominees)**



Along with our Chair, GOCOM considers potential candidates who have competencies believed to complement the Board or senior management. Several mechanisms have been adopted by GOCOM and the Board in order to promote an appropriate level of Board renewal, while attributing high value to relevant industry experience, continuity and a solid track record of service, when considering potential Board members. GOCOM spends a significant amount of time reviewing Board succession and recruitment (see Performance Assessment and Director Retirement).

We have no set term limits for directors and have found that the effectiveness of our Board is not negatively impacted by having long-standing directors. Our approach is intended to contribute to strong boardroom dynamics that will give rise to a consistently high-performing Board and strong corporate performance.

Senior Management

Appointments to the executive level are determined based upon merit, performance, expertise and experience of the individual. Diversity, including gender diversity, is among many factors taken into consideration when determining senior management appointments. The Company targets maintaining a minimum of 30 per cent female representation at the senior leadership levels. We do not have written policies or set targets regarding the representation of visible minorities, Indigenous people, or people with disabilities for our senior management team. We voluntarily provide public disclosure about gender diversity within the organization in ATCO's Sustainability Report, which is available on our website (www.canadianutilities.com).

We respect the privacy of our employees and do not require our employees to self-identify. The following statistics reflect what our employees have chosen to self-disclose. Of those who have chosen to self-disclose, as of December 31, 2022, the Company's senior management team included the following:

Representation of Designated Groups among Senior Management			
Executives from Designated Groups		Total number of Executives	Percentage
Women	27	71	38.0%
Indigenous Peoples	3	71	4.2%
Members of Visible Minorities	3	71	4.2%
Persons with disabilities	2	71	2.8%

Indigenous Initiatives

Our Code of Ethics confirms our commitment to build and maintain positive and mutually beneficial relationships and partnerships with all the communities we serve. We recognize the importance of working cooperatively and collaboratively with all Indigenous groups including First Nations, Inuit and Métis communities. In 2021, ATCO formed an Indigenous Advisory Board comprised of senior management and members of Indigenous groups from across Canada. The mandate of the Indigenous Advisory Board includes providing advice on issues that have an impact on Indigenous communities as well as ATCO's Indigenous relations strategy. We voluntarily disclose information about our work with Indigenous communities in ATCO's Sustainability Report, which is available on our website (www.canadianutilities.com).

DIRECTOR ORIENTATION AND CONTINUING EDUCATION

All new directors attend a briefing with the Chair, as well as several comprehensive meetings at which they receive briefings by senior management on all aspects of our business. Our new directors are also provided information about each of the business segments, the organizational structure, the by-laws, and the Board and committee mandates. Information is also provided to directors on corporate policies, including our Code of Ethics, Disclosure Practice, and Anti-Corruption Practice.

Directors, together with members of our senior management team, attend an annual strategy conference which has been held every year since 1981. This conference kicks off our annual business planning process. Strategies for operating and financial growth are discussed over three to four days consisting of presentations, plenary sessions, director discussions and recommendations.

Throughout each year, management makes presentations to our Board and its committees on key business decisions and topical issues, including reviews of annual business plans, significant contracts, strategic transactions, financing, and major capital expenditures. Presentations are also made by management in response to directors' requests. An online resource centre, which is updated with timely relevant information, is available to all directors. Our directors also attend and participate in seminars and other continuing education programs. The Company maintains a corporate membership with the Institute of Corporate Directors which provides opportunities for our directors to participate in sessions and seminars on topical governance issues. Visits to various operating sites are also arranged for our directors from time to time. Key information and education sessions hosted by the Company that were attended by our directors in 2022 are listed below:

Date	Event
March 28 - April 1	Strategy Conference
July 13	Fort Saskatchewan Site Tour
November 9	Business Planning

The Board also holds evening dinner sessions with most regularly scheduled Board meetings. These dinners provide an opportunity for directors to meet in a less formal atmosphere and get to know high-potential employees.

PERFORMANCE ASSESSMENT

The performance of our Board, Board committees and individual directors is assessed at least annually. These assessments are facilitated by our Lead Director on behalf of our Chair. Performance evaluation questionnaires are distributed annually to each of our directors and Board committee members.

The performance evaluation questionnaires provide our directors with the opportunity to examine their collective effectiveness and identify areas for improvement. The questions address director skills and experience; preparation, attendance and availability for meetings; communication and interaction; as well as business, company, and industry knowledge. The questionnaires include an overall assessment and are reviewed by GOCOM. Each director receives a report on the Board questionnaire, with committee members receiving reports on the committee questionnaires.

Our directors are encouraged to expand their responses beyond the specific questions in the questionnaires and provide open-ended comments.

DIRECTOR RETIREMENT

After directors turn 70 years of age, they may be asked to tender a letter of resignation to our Chair. Our Chair, together with GOCOM, evaluates whether and when to request and/or accept a resignation letter depending on the Company's needs. If a director's resignation is accepted, such resignation will generally be effective at the next annual general meeting of share owners.

ETHICAL BUSINESS CONDUCT

Each director, officer and member of management is expected to exemplify ethical business conduct. This expectation sets the tone for all employees of Canadian Utilities. Our business conduct is guided by living our core values and adhering to our policies and practices. Our Board has adopted a written Code of Ethics which reflects our core values of safety, integrity, collaboration, agility and caring, and sets expectations for how we conduct business. Our Code of Ethics is subject to periodic review and revision to ensure it is in line with best practices.

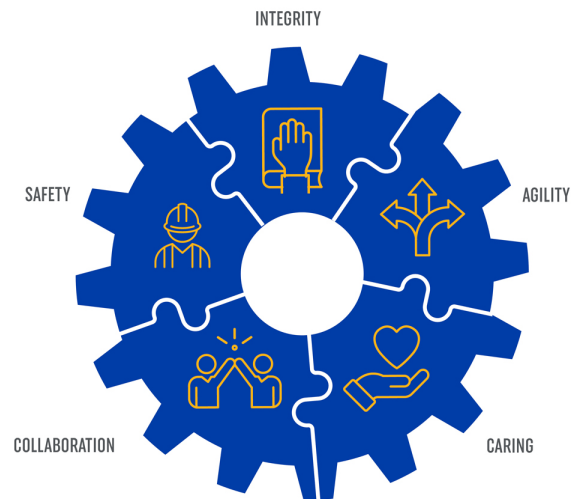
A copy of the Code is provided to each new director, officer and employee of the Company, and everyone must acknowledge in writing that they have reviewed and will abide by the Code as a precondition of their engagement. Furthermore, on an annual basis, each of our directors, officers and employees must confirm that they have reviewed the Code.

Directors who have, or may be reasonably perceived to have, a personal interest in a potential or current transaction or agreement involving Canadian Utilities are required to declare this interest at the Board meeting at which such matter is considered. These directors are asked to leave the meeting during the discussion on the matter and must abstain from voting on such matter.

We did not file any material change reports in 2022 relating to a director's or executive officer's departure from the Code. No waivers of the Code have ever been granted to any Canadian Utilities director, officer or employee.

We maintain a hotline that employees are free to use in order to express any concerns about inappropriate business conduct. Concerns may be reported confidentially and anonymously either online or by phone. Non-employees may also submit complaints or concerns online or by phone as set out in the Integrity & Compliance section of our website (www.canadianutilities.com) or to the Audit & Risk Committee Chair via our Senior Vice President, General Counsel & Corporate Secretary at 4th Floor, West Building, 5302 Forand Street S.W., Calgary, Alberta T3E 8B4.

A copy of the Code can be accessed on our website (www.canadianutilities.com), on SEDAR (www.sedar.com) or by written request to our Senior Vice President, General Counsel & Corporate Secretary.



DISCLOSURE PRACTICE

We are committed to providing the public with accurate, timely and fair disclosure of corporate information. We comply with all laws and regulations and ensure that our public communications are disseminated according to applicable legal and regulatory requirements. Our Disclosure Practice applies to all our directors, officers and employees. It covers written and oral communications provided to the public, including the following:

- Financial and non-financial documents
- Annual reports
- Interim reports
- News releases
- Letters to share owners
- Presentations and speeches by senior management
- Corporate websites and other communications
- Documents filed with securities regulators and the Toronto Stock Exchange
- Oral statements made to financial analysts and the public
- Interviews with the media
- News conferences

BOARD COMMITTEES

Our Board and its committees have each adopted a mandate outlining their principal responsibilities. Our Board and Board committees review the mandates each year to ensure they reflect current developments in corporate governance. Any changes that are made to the mandates are approved by the Board. Our Board has also approved written position descriptions for the Chair, the Lead Director, each Board committee chair, and the Chief Executive Officer. GOCOM reviews all of these position descriptions annually.

Our Board has three standing committees that meet statutory and policy requirements:

- Audit & Risk
- GOCOM
- Pension Fund

Each committee updates the Board regularly on its respective activities and a report is provided to our Board after each committee meeting. Our Board reviews the composition of its committees each year and makes adjustments as needed.

Our Board's mandate outlines its roles and responsibilities and is attached to this Circular as Schedule A. The Board and Board committee mandates are available on our website (www.canadianutilities.com).

COMMITTEE REPORTS

This section includes reports from each of our Board's standing committees as of December 31, 2022.

Audit & Risk Committee

Members



L.M. Charlton
Independent



R.J. Hanf
Independent



R.J. Normand, Chair
Independent



R.J. Urwin
Independent

¹ Mr. Hanf joined the Audit & Risk Committee May 4, 2022.

The Audit & Risk Committee consists of four independent directors of the Board, each of whom is financially literate and annually elected by the Board. The Committee is responsible for contributing to the effective stewardship of the Company by assisting the Board in fulfilling its oversight of:

- The integrity of our financial statements
- Compliance with applicable laws and regulations including legal and regulatory commitments
- Independence, qualifications and appointment of our external auditor
- Performance of our internal auditor and external auditor
- Our accounting and financial reporting processes
- Audits of our financial statements
- Our risk management processes

The Committee has authority delegated by the Board to:

- Recommend the external auditor for appointment and oversee their work and compensation
- Pre-approve all audit and permitted non-audit services of the external auditor
- Conduct or authorize investigations regarding matters related to the Committee's responsibilities, including engaging independent counsel or other advisors as necessary
- Inspect the books and records of the Company and its subsidiaries and discuss such records relating to the financial position or risk related issues of the Company and its subsidiaries
- Meet with the Company's officers, external auditors or outside counsel, as necessary
- Delegate authority to one or more members of the Committee, as permitted by applicable law

The following highlights the actions taken by the Audit & Risk Committee in fulfilling its mandate in 2022:

Financial Reports

- Reviewed significant accounting and reporting issues to gain an understanding of how they impacted the financial statements
- Reviewed the analysis of the effects of new or revised International Financial Reporting Standards (IFRS) guidance on the financial statements and reviewed the Company's impact assessments and implementation project plans for the IFRS guidance that has been issued but is not yet in effect
- Reviewed and approved quarterly consolidated financial statements, management's discussion and analysis, and earnings press releases
- Reviewed and recommended for Board approval the annual consolidated financial statements, management's discussion and analysis, annual information form and earnings press release
- Received quarterly reports from the DADs and directors appointed to corporate entities including joint ventures and partnerships (which do not have an appointed DAD)

Internal Controls

- Reviewed reports on the design and effectiveness of disclosure controls and procedures as well as internal control over financial reporting
- Reviewed procedures for financial information review and disclosure
- Reviewed and approved governance documents and committee mandates

External Auditor

- Reviewed the external auditor's appointment and compensation and recommended to the Board for approval
- Reviewed and approved our external auditor's non-audit services
- Reviewed our external auditor's report on its internal quality control procedures
- Reviewed and assessed our external auditor's independence
- Received reports from our external auditor on quarterly and annual consolidated financial statements and management's discussion and analysis
- Reviewed and monitored the performance of the external audit function

The following table shows the fees billed for services provided to us by PwC for the past two years:

For the year ended December 31, 2022	2022 \$MM	2021 \$MM
Audit ¹	3.9	3.2
Audit related ²	0.3	0.1
Tax ³	0.3	1.2
All other fees ⁴	0.0	0.2
Total	4.5	4.7

1 Audit fees are the aggregate professional fees paid to the external auditor for the audit of the annual consolidated financial statements and other regulatory audits and filings.

2 Audit related fees are the aggregate fees paid to the external auditor for services related to special purpose audits and audit services including consultations regarding IFRS.

3 Tax fees are the aggregate fees paid to the external auditor for tax compliance, tax advice, tax planning and advisory services relating to the preparation of corporate tax, capital tax and sales tax returns.

4 All other fees include aggregate fees paid to the external auditor for consulting services related to the Company's finance and accounting function.

Internal Audit

- Reviewed and approved our annual Audit Plan and the Internal Audit annual budget and resource plan
- Ensured that our internal audit function has been effectively carried out and the internal auditor has adequate resources
- Reviewed internal audit reports, including management's responses, as well as quarterly reports on management's action plans to implement audit recommendations
- Reviewed and monitored the performance of the internal audit function
- Ensured we have appropriate procedures for the confidential and anonymous receipt, retention and treatment of complaints received, and reviewed reports received on the investigations of complaints

Risk Management

- Reviewed and considered our risk-taking philosophy
- Reviewed our risk inventory and related mitigation plans
- Received presentations, reports and other information regarding risks and significant trends

- Reviewed reports from the DADs and directors appointed to corporate entities including joint ventures and partnerships (which do not have an appointed DAD) regarding any significant risks identified by management
- Reviewed and discussed the summary of our safety and environmental performance
- Satisfied itself that management has appropriate processes in place to identify, assess, manage and monitor risk
- Reviewed our insurance programs for adequacy

The Audit & Risk Committee is satisfied that it has appropriately fulfilled its mandate for the year ended December 31, 2022.

Corporate Governance – Nomination, Compensation and Succession Committee

Members



L.M. Charlton
Independent



R.J. Hanf
Independent



R. J. Urwin, Chair
Independent

¹ Mr. Hanf joined GOCOM on May 4, 2022.

GOCOM is responsible for contributing to the effective stewardship of the Company. The committee assists the Board in fulfilling its oversight of corporate governance, nomination, compensation and succession.

The following highlights the actions taken by GOCOM in fulfilling its mandate in 2022:

- Assessed our Chief Executive Officer's performance and made recommendations to our Board regarding the Chief Executive Officer's base salary, annual incentive award and awards under the long-term incentive plan
- Reviewed and approved our Chief Executive Officer's report on senior executive officer performance and recommendations for base salary, annual incentive awards and awards under the long-term incentive plan
- Reviewed and approved our Chief Executive Officer's goals, objectives and corporate targets
- Reviewed succession plans for our Chief Executive Officer and senior executive officers
- Reviewed and made recommendations to our Board on potential senior executive officer appointments
- Reviewed and approved senior executive officer supplemental pension plan and perquisites
- Reviewed our corporate governance disclosure
- Reviewed and approved governance documents and Board and Board committee mandates
- Reviewed the evaluation process of Board committees, the Board and each individual director
- Reviewed and approved director compensation
- Reviewed the size and composition of our Board and considered candidates as potential nominees as directors; recommending potential director nominees for approval by the Board and for election by our share owners
- Together with our Board, reviewed the status of each director to determine whether he or she is independent based on the Canadian Securities Administrators' criteria as set out in National Instrument 52-110 - *Audit Committees*
- Continued to spend a significant amount of time on recent developments in corporate governance and disclosure
- Considered risk implications and managed risks that relate to our compensation policies and practices

GOCOM is satisfied that it has appropriately fulfilled its mandate for the year ended December 31, 2022.

Pension Fund Committee

Members



R.J. Normand, Chair
Independent



H.A. Rangel
Independent



L.A. Southern-Heathcott
Not Independent

Our Pension Fund Committee is responsible for the oversight of the administration and the operation of The Retirement Plan for Employees of Canadian Utilities and Participating Companies Plan 1 in accordance with the Pension Governance Standards of the Company.

The following highlights the actions taken by the Pension Fund Committee in fulfilling its mandate in 2022:

- Reviewed the plan's compliance with applicable laws, regulations and corporate policies and procedures
- Reviewed the appropriateness of the plan's investment options and investment managers' performance
- Reviewed the status of liabilities under the plan
- Reviewed funding valuations for the defined benefit plan
- Reviewed administration and investment management costs
- Reviewed audited financial statements for the plan
- Approved and implemented any changes to investment fund options for the defined contribution plan
- Reviewed and approved governance documents and committee mandates
- Received regular reports and recommendations from the Company's Management Pension Committee
- Held one in camera session during the year at which the performance of the Management Pension Committee was reviewed and assessed

The Pension Fund Committee is satisfied that it has appropriately fulfilled its mandate for the year ended December 31, 2022.

DIRECTOR COMPENSATION

GOCOM assesses the compensation of the directors and makes recommendations to our Board. GOCOM annually reviews director compensation using information from other corporations and published data. From time to time, GOCOM retains independent compensation consultants to make market comparisons and provide advice on developing appropriate compensation programs. Director compensation is reviewed to determine whether it is appropriate for the responsibilities, time commitment, and risks assumed by our directors.

REMUNERATION

The table below shows the retainers paid to our directors in 2022.

Retainers	(\$)
Board ¹	195,000
Board Meetings	25,000
Lead Director	75,000
Audit & Risk Committee Chair	33,000
Audit & Risk Committee Member	15,500
GOCOM Chair	29,500
GOCOM Committee Member	4,500
Pension Fund Committee Chair	13,000
Pension Fund Committee Member	4,500

¹ The Company has an agreement with Dr. Urwin that his retainer will be paid in the Canadian dollar equivalent of \$195,000 US.

Directors are reimbursed for travel and other expenses they incur for attendance at Board and committee meetings. Directors who are full-time salaried employees of Canadian Utilities receive no remuneration for serving as a director.

From time to time, our Board forms ad hoc committees to undertake special initiatives. The chairs and members of ad hoc committees may receive fees that are determined when the committees are formed.

REMUNERATION SUMMARY

The table below provides a breakdown of the fees paid, on a quarterly basis, in the form of annual retainers to our non-employee directors for the year ended December 31, 2022. Other fees include retainers paid to those directors who also serve on the boards and committees of subsidiaries, as well as retainers related to serving as DADs for the Business Units. No other forms of compensation were provided to the directors for the year ended December 31, 2022.

Ms. Southern is an employee of Canadian Utilities and did not receive compensation as a director. Ms. Southern's compensation is shown on Page 71 of this Circular.

Name	Director retainer ¹ (\$)	Board Meeting retainer ² (\$)	Committee Chair retainer ² (\$)	Committee Member retainer ² (\$)	Other fees ^{3,4,5,6} (\$)	Total fees earned ⁷ (\$)
Matthias F. Bichsel	195,000	25,000	—	—	—	220,000
Loraine M. Charlton	195,000	25,000	—	16,000	61,700	297,700
Robert J. Hanf	195,000	25,000	—	13,231	119,681	352,912
Robert J. Normand	195,000	25,000	38,750	3,250	45,700	307,700
Alexander J. Pourbaix	195,000	25,000	—	—	50,000	270,000
Hector A. Rangel	195,000	25,000	—	4,500	19,520	244,020
Laura A. Reed	195,000	25,000	—	—	64,241	284,241
Linda A. Southern-Heathcott	195,000	22,000	—	4,500	6,500	228,000
Roger J. Urwin	329,401	22,000	19,402	14,040	178,725	563,568
Wayne G. Wouters	195,000	25,000	—	—	—	220,000
Retirement in 2022						
Charles W. Wilson	66,000	7,445	3,680	—	48,185	125,310
Total	2,150,401	251,445	61,832	55,521	594,252	3,113,451

¹ **Director retainer:** The Company has an agreement with Dr. Urwin that his retainer will be paid in the Canadian dollar equivalent of \$195,000 US.

² **Reduced retainers:** Directors may have their retainers reduced if they act as a director, committee chair or committee member for more than one ATCO company.

³ **Other fees:** Includes fees for CU's subsidiaries, including DAD retainers.

⁴ **Other fees:** Ms. Charlton, Mr. Normand, and Ms. Southern-Heathcott received retainers as directors of CU Inc.

⁵ **Other fees:** Ms. Reed, Dr. Urwin and Mr. Wilson received fees and superannuation contributions as directors of ATCO Australia Pty Ltd. Mr. Rangel and Dr. Urwin received fees for acting as directors of LUMA Energy, LLC. Mr. Hanf received fees and superannuation contributions for acting as a director for ATCO Australia Pty Ltd and fees as a director of LUMA Energy, LLC on a pro rata basis.

⁶ **Other fees:** A Special Committee was created in 2021 on a limited-term basis. In 2022, Mr. Pourbaix received fees of \$50,000 as Chair and Ms. Charlton and Mr. Normand received \$35,000 as members of this Special Committee.

⁷ **Total fees earned:** Mr. Wilson retired from the Board May 4, 2022 and his retainers have been prorated.

DIRECTOR SHARE OWNERSHIP

All non-employee directors are required to directly or indirectly own Class A shares and/or Class B shares together having an aggregate market value of at least 3.0 times the value of the annual board retainer within five years of being appointed to the Board, or within five years of any change to the required market value holdings. The last change which increased the required market value holdings to 3.0 times the annual board retainer was made in January 2020. A minimum of \$30,000 of the annual board retainer is paid in Class A shares. Until the minimum share ownership requirement is met, directors are required to receive a minimum of \$50,000 of their annual board retainer in Class A shares. A director may, with the approval of the chair of GOCOM, have this minimum contribution amount reduced if he or she makes alternative arrangements to meet the minimum share ownership requirement within the five year timeframe.

All of our directors are in compliance with the share ownership requirement. Directors have the option of receiving up to 60 per cent of their annual board retainer in Class A shares and/or in Class I Non-Voting Shares of ATCO.

The following table sets out each director's ownership of Class B shares and Class A shares in Canadian Utilities as at March 9, 2023, and change in the ownership interest since the previous proxy circular dated March 9, 2022.

	Equity Ownership as at March 9, 2022		Equity Ownership as at March 9, 2023		Net Change in Ownership		Equity at risk ¹	
Name	Class B shares	Class A shares	Class B shares	Class A shares	Class B shares	Class A shares	Value (\$)	Multiple of annual director retainer
Matthias F. Bichsel	—	21,156	—	23,664	—	2,508	841,728	4.3
Loraine M. Charlton	1,050	44,654	1,050	47,385	—	2,731	1,723,179	8.8
Robert J. Hanf	—	9,174	—	10,565	—	1,391	375,797	1.9
Robert J. Normand	—	26,928	—	27,398	—	470	974,547	5.0
Alexander J. Pourbaix	—	12,734	—	16,310	—	3,576	580,147	3.0
Hector A. Rangel	—	23,610	—	27,776	—	4,166	987,992	5.1
Laura A. Reed	—	15,982	—	18,688	—	2,706	664,732	3.4
Nancy C. Southern ^{2,3}	—	234,237	—	242,893	—	8,656	8,639,704	n/a
Linda A. Southern-Heathcott ³	4,159	19,003	4,159	20,690	—	1,687	885,251	4.5
Roger J. Urwin	—	20,661	—	21,533	—	872	765,929	3.9
Wayne G. Wouters	—	9,189	—	12,836	—	3,647	456,577	2.3
Total	5,209	437,328	5,209	469,738	—	32,410	16,895,583	

¹ Equity at risk is shown as at March 9, 2023, and is the market value determined by reference to the closing price of Class A shares (\$35.57) and Class B shares (\$35.90) on the Toronto Stock Exchange. Preferred shares are excluded.

² The requirement to own shares having a value exceeding a multiple of the annual board retainer applies only to non-employee directors. Ms. Southern is an employee and does not receive a retainer as a director. Her shareholdings and values are provided for information purposes only.

³ The shares owned and controlled by the Majority Share Owner are not included in this table. Please refer to the Majority Share Owner on Page 1.

OUTSTANDING OPTIONS

Effective August 1, 2008, our non-employee directors are no longer eligible to receive options. There were no outstanding options held by any of our non-employee directors as at December 31, 2022.

COMMUNICATING WITH THE BOARD

We understand the importance of meaningful engagement and maintaining communication with share owners. Share owners can attend the annual meeting which provides a valuable opportunity to hear from management about the results of our business and our strategic plans and to meet and speak with directors. Share Owners can learn more about our company through webcasts of our quarterly earnings conference calls with the investment community where financial and operating results are reviewed. Investor days, attendance at industry conferences, and executive presentations and meetings are also held periodically to provide updates on the Company's strategy, outlook and operations. Webcasts and investor presentations are made available at www.canadianutilities.com in the investors section under Events & Presentations.

You may communicate directly with the Board through the Chair & Chief Executive Officer by writing to:



Chair & Chief Executive Officer
c/o Senior Vice President, General Counsel & Corporate Secretary
ATCO Ltd.
4th Floor, West Building
5302 Forand Street S.W.
Calgary, Alberta, Canada
T3E 8B4

For more general investor inquiries and information, please contact Investor Relations:



Email: investorrelations@ATCO.com



Telephone: (403) 292-7500



Mailing address:
Investor Relations, c/o ATCO
3rd Floor, West Building
5302 Forand Street S.W.
Calgary, Alberta, Canada
T3E 8B4

COMPENSATION DISCUSSION & ANALYSIS

OVERVIEW

This CD&A discusses Canadian Utilities' executive compensation program, and how it is structured, governed and designed to support corporate business objectives.

It discloses compensation of the Chief Executive Officer, Chief Financial Officer, and the next three executives that received the highest pay as of December 31, 2022 (our named executives):

- Nancy C. Southern, Chair & Chief Executive Officer
- Brian P. Shkrobot, Executive Vice President & Chief Financial Officer
- Robert (Bob) J. Myles, Executive Vice President, Corporate Development
- Melanie L. Bayley, President, ATCO Electric Ltd.
- Rebecca (Becky) A. Penrice, Executive Vice President, Corporate Services

Melanie L. Bayley's compensation expenses are 100 per cent allocated to Canadian Utilities. For the other named executives, the compensation we report here is compensation the named executives receive from Canadian Utilities.

Every year, we apportion compensation for executives with responsibilities to Canadian Utilities and ATCO based on each company's contribution to total consolidated revenues, labour and assets. This allocation method, which has been approved by the Alberta Utilities Commission, represents an estimate of the amount of time we expect the executives will devote to each entity.

Throughout this CD&A, when we refer to *senior executives*, we mean the CEO and her direct reports (only some of whom are named executives).

The table below shows how Canadian Utilities and ATCO have shared the compensation expense of executives with dual roles over the past three years:

	Amount paid and reported by Canadian Utilities	Amount paid by ATCO	Combined total reported by ATCO
2022	89.0 %	11.0 %	100 %
2021	89.0 %	11.0 %	100 %
2020	90.0 %	10.0 %	100 %

GOVERNANCE

Executive compensation at Canadian Utilities and our subsidiaries is the overall responsibility of GOCOM. GOCOM has three members, all of whom have experience in compensation and business:

Roger J. Urwin Independent	• Worked in gas, electric and telecom utilities including being CEO of a number of large international corporations for more than 15 years • Extensive experience recommending total executive compensation and dealing with other compensation issues • Over 30 years serving on public boards and compensation committees
Loraine M. Charlton Independent	• Over 30 years' experience in the oil and gas industry and previously served as Vice President and Chief Financial Officer of Lintus Resources Limited, a private oil and gas company • Sits on the boards of CU Inc. and Akita Drilling Ltd. • B. Comm. (Finance), Corporate Director Designation (ICD.D)
Robert J. Hanf Independent	• Held senior executive positions with a large international utilities corporations including being CEO • Extensive experience recommending total executive compensation and dealing with other compensation issues • Considerable experience with public company boards • Business Executive for over 30 years • L.L.B., Corporate Director Designation (ICD.D)

GOCOM has the following mandate related to executive compensation and succession planning:

COMPENSATION APPROACH

- Annually review and determine executive compensation packages for senior executives (salary, short and long-term incentives, pension and benefits, perquisites and other compensation)
- Determine the administration, interpretation, operation and risk of the incentive plans, subject to the provisions of such plans and the rules of any applicable stock exchange
- Prepare and review, as required, public or regulatory disclosure about compensation and how performance is measured

Succession Planning for Executives

- Review and approve potential successors to the CEO and other senior executive positions
- Review and assist with succession and professional development plans

See Page [43](#) for more information about the committee and a summary of its activities in 2022.

GOCOM is also responsible for compensation of the directors on Canadian Utilities' Board. You can read about its approach starting on Page [45](#).

Compensation Approach

Our compensation philosophy is to provide competitive pay for competitive performance. This approach ensures that the interests of executives are closely aligned with those of our share owners and supports the Company's continued success.

The approach includes three principles:

- Pay competitively
- Pay for performance
- Manage risk

Pay Competitively

GOCOM believes that competitive compensation is essential to attract and retain talented executives in a highly competitive business environment.

Compensation is targeted at the median of our comparator peer group of companies. The peer group, developed in consultation with Mercer, consisted of Canadian companies in the utilities, midstream/ pipeline, E&P/fully integrated, materials and industrials sectors given that these are the most comparable. A majority of the companies fell within 1/3 to 3x of ATCO on key size metrics such as revenue, assets, market capitalization and enterprise value.

2022 comparator companies	Algonquin Power & Utilities Corp. AltaGas Ltd. Canadian Natural Resources Limited Canadian Pacific Railway Limited Capital Power Corporation Cenovus Energy Inc. Crescent Point Energy Corp. Emera Incorporated Enbridge Inc. ENMAX Corporation EPCOR Utilities Inc. Fortis Inc. Gibson Energy Inc.	Hydro One Limited Imperial Oil Limited Keyera Corp. MEG Energy Corp. Northland Power Inc. Nutrien Ltd. Ovintiv Inc. Pembina Pipeline Corporation Stantec Inc. Suncor Energy Inc. TC Energy Corporation TransAlta Corporation
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Pay for Performance

Executive compensation is linked to achieving goals that create sustainable share owner value:

- Each senior executive's individual goals and objectives are aligned with our strategic plan
- A portion of every senior executive's compensation is variable, based on his or her ability to influence business outcomes and financial performance
- Variable pay is linked to corporate, individual and Business Unit performance, and paid when performance criteria and objectives are met or exceeded, at the discretion of GOCOM
- Long-term incentives are linked to sustainable profitable growth

Manage Risk

GOCOM considers the implications of the risks associated with the Company's compensation policies and practices, and oversees risk management in the context of the Company's compensation programs. GOCOM manages risk in the following ways:

The incentive pool for the short-term incentive ties total compensation to corporate financial performance. This policy ensures that any bonuses paid reflect overall company financial performance during the year, as well as individual and Business Unit performance.

Total potential payout is tested to ensure it is not a significant part of the Company's earnings.

GOCOM has the discretion to adjust the size of the incentive pool, or the amount of a senior executive's compensation to ensure total compensation is appropriate and balanced between fixed and variable compensation.

Long-term incentives focus senior executives on achieving sustainable, profitable growth over the medium and long-term, so they are not encouraged to take excessive risks for short-term gain.

GOCOM has the discretion to not award incentive compensation.

Executives have a significant stake in the Company's share price performance:

- The CEO holds more than 8 times her salary in Canadian Utilities shares
- While senior executives are not required to hold Canadian Utilities shares, a portion of their total compensation is in equity-based compensation

Senior executives and directors are not allowed to use personal hedges to offset the value of their equity compensation and other Canadian Utilities securities held directly or indirectly.

GOCOM is satisfied that:

- Canadian Utilities' compensation policies and practices do not encourage any executive to take inappropriate or excessive risks that could have a materially adverse effect on the Company
- Canadian Utilities has proper practices in place to effectively identify and mitigate potential risk

Operate Independently

When making executive compensation decisions and director nominations, GOCOM operates independently from management. All of the members of the committee are independent.

GOCOM ensures independence from management by holding in camera sessions (without management present) at each committee meeting. This strategy allows GOCOM to have candid discussions about executive compensation and director nomination.

Independent Advice

GOCOM hires consultants for advice on:

- The structure of our executive compensation program
- Legal matters related to executive compensation

Each year, GOCOM pre-approves fees and services the consultants will provide during the year.

Executive Compensation Advisory Services in 2022

GOCOM approved the use of two independent consultants in 2022 for information and advice on compensation.

Willis Towers Watson provided published surveys and studies regarding compensation trends and best practices. The Company has worked with Willis Towers Watson for more than 15 years.

Mercer was first engaged in 1984 and provided the following services in 2022:

- Reviewing total compensation of executive positions to comparable roles in the marketplace
- Gathering information and recommending a competitive approach on executive compensation practices
- Providing actuarial consulting services for pension and benefits
- Performing consulting services for regulatory hearings
- Providing surveys and studies

	Fees in 2022 (\$)	Fees in 2021 (\$)
Willis Towers Watson		
Executive compensation-related fees	–	–
All other fees	92,775	78,336
Mercer		
Executive compensation-related fees	171,389	179,998
All other fees	495,037	476,616

DECISION-MAKING PROCESS

Compensation decisions are made using a five-step process that ensures executive compensation is appropriate, effective and does not encourage excessive risk taking.

1	Review Compensation Plan	At the beginning of every year, GOCOM analyzes the previous year's compensation plan against management proxy circular data from other companies and compensation data provided by outside advisors. It also reviews a tally sheet, prepared by management for the CEO and her direct reports, that includes a three-year history of salary, incentive plan payments, discretionary payments, perquisites, share plan ownership and grants, pension and benefits, and the expected value of long-term incentives. GOCOM makes any changes it believes are necessary to ensure the compensation plan: • Rewards these executives based on corporate, individual and Business Unit performance • Includes the appropriate variable components to align the interests of these executives with those of share owners • Focuses these executives on sustainable, profitable growth without encouraging excessive risk-taking
2	Set incentive plan targets and performance criteria	GOCOM reviews and approves the performance measures for the short-term incentive pool based on corporate and Business Unit financial targets.
3	Set individual and operational goals and objectives	GOCOM sets goals and objectives for the CEO based on Canadian Utilities' business strategy. The CEO establishes individual and operational goals and objectives for her direct reports, which support the business strategy and the CEO's goals, and presents them to GOCOM.
4	Assess corporate and Business Unit performance	GOCOM assesses Canadian Utilities and individual Business Unit performance against specified targets and, taking into consideration peer performance, market conditions and other factors, approves overall short-term incentive pool funding.
5	Determine individual awards	GOCOM assesses the CEO's performance. The CEO completes performance assessments for her direct reports, which include: • An analysis of performance against his or her goals and objectives, commenting on demonstrated delivery of results, alignment to Canadian Utilities' values and business objectives, and the executive's ability to develop and mentor high-potential employees • Recommendations for each senior executive's salary • Recommendations for short and long-term incentives for each senior executive GOCOM reviews this information, along with market data provided by independent advisors, and approves each senior executive's compensation.

COMPONENTS

Our executive compensation program includes direct and indirect compensation. Direct compensation consists of two components:

- Fixed (base salary)
- Variable (short and long-term incentives)

Indirect compensation includes a pension plan and other benefits, which are described starting on Page [58](#).

Direct Compensation

	Component	How it works	How it is paid	Performance period
Fixed	Salary	Fixed level of income based on the market value of the position	Cash	One year
Variable	Short-term incentive	Annual bonus based on the achievement of specific goals	Cash	One year
	Long-term incentive	Rewards sustainable, profitable growth	Equity Options to buy Canadian Utilities Class A shares	Eight-year term, with one-quarter vesting each year starting on the first anniversary of the grant

GOCOM and the CEO also have the discretion to award bonuses to senior executives for their contribution to particularly notable accomplishments or to not award annual bonuses.

Total direct compensation is targeted at the median (50th percentile) of the comparator group. Pay mix varies from year to year. The target ranges in the table below depend on the executive's responsibilities and ability to influence business results. The actual pay mix depends on corporate, Business Unit and individual performance, as well as GOCOM's discretion. This mix allows GOCOM to provide a competitive total direct compensation package while ensuring that a significant portion of each executive's compensation is performance-based, and therefore, pay at risk.

			CEO	Other senior executives
Fixed	Cash	Salary	20% to 35%	30% to 50%
Variable	Cash	Short-term incentive plan	35% to 60%	40% to 55%
	Equity	Long-term incentive plan	0% to 40%	0% to 15%
Total pay at risk			80% to 65%	70% to 50%
Total			100%	100%

Fixed Compensation

Base salaries are targeted at the median (50th percentile) of the comparator group. GOCOM can decide to pay up to the 75th percentile to executives who consistently perform above the expectations of the role. It also has the discretion to adjust an executive's salary during the year if his or her responsibilities change.

Variable Compensation

Variable compensation makes up a significant portion of each senior executive's total compensation. Awards and payouts are tied to corporate, Business Unit and individual performance, and in the case of equity awards, to the long-term sustainable growth of the Company.

Corporate Performance

Corporate performance has a direct impact on short-term incentive pool funding.

Business Unit Performance

Business Unit performance has a direct impact on the amount allocated from the short-term incentive pool to the Business Unit's incentive pool.

Individual Performance

GOCOM reviews an individual performance rating for each senior executive that is:

- Used to determine his or her short-term incentive payout
- Considered by GOCOM when deciding whether to grant long-term incentives

Each senior executive's performance is measured against both individual and Business Unit objectives in four categories, as outlined below. Specific objectives are set for each category based on the executive's areas of responsibility.

1. Individual	2. Operational	3. People leadership	4. Long-term sustainable growth
Objectives are specific to each individual	Objectives normally include: • Health and safety • Service quality • Management controls • Environmental stewardship	Objectives normally include: • Succession planning • Leadership development • Attraction and retention	Objectives normally include: • Long-term growth strategies at each Business Unit • Strategic planning and integration of long-term growth across all Canadian Utilities businesses

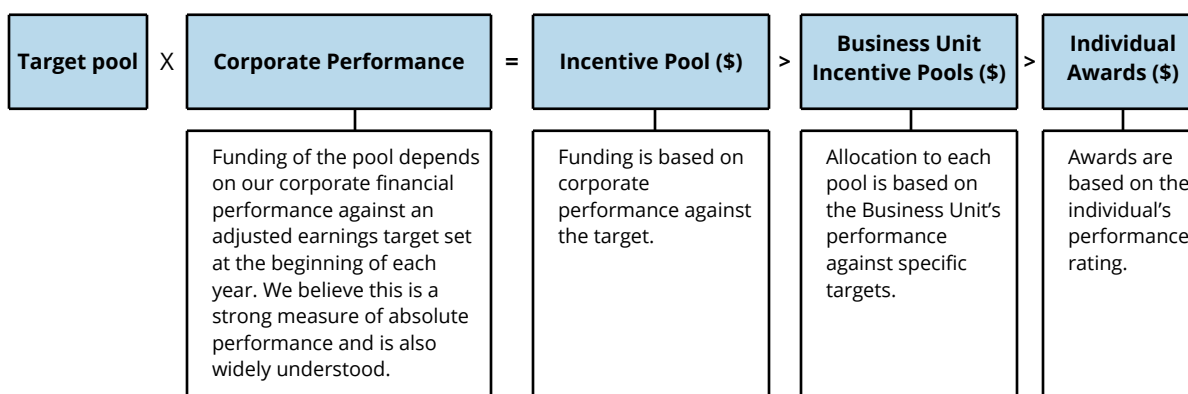
Performance against these objectives results in a performance rating ranging from Did Not Meet to Significantly Exceeding. A rating of Significantly Exceeding receives the maximum payout from the short-term incentive plan. A rating below Meets Expectations does not receive a payout (assuming it is not a new role).

GOCOM also has broad discretion to not make incentive payments.

Short-Term Incentive

Funding of the short-term incentive pool depends on our performance against the corporate financial target set at the beginning of each year. Performance below the target reduces the size of the incentive pool, and performance above the target increases the size of the incentive pool.

The size of the individual award is determined by four factors: 1) the size of the overall incentive pool, 2) the amount allocated to the Business Unit from the incentive pool, 3) the executive's individual performance rating and 4) comparing the individual's total direct compensation relative to his or her peer group.



Long-Term Incentive

GOCOM awards long-term incentives at its discretion, based on a senior executive's total direct compensation and individual performance. In previous years, long-term incentives had been granted in the form of stock options and/or share appreciation rights (SARs). In 2020, GOCOM approved the decision to grant long-term incentives only in the form of stock options.

While the Company no longer grants SARs under its share appreciation rights plans, SARs granted prior to 2020 remain outstanding. SARs have a ten year term, with one fifth vesting each year starting on the first anniversary of the grant. Vested SARs, when exercised, provide for a cash payment equal to any increase from the grant price to the market price at time of exercise.

Equity Compensation Plan – Stock Option Plan

The Company's use of stock options to acquire Class A shares is an important component of its incentive compensation arrangements for officers and key employees of the Company and its subsidiaries. We believe that this practice achieves alignment between executives and share owner interests and assists in attracting and retaining qualified and motivated senior executives and employees.

Since its inception in 1994, the Stock Option Plan has required the maintenance of a reserve of Class A shares to cover the options granted to participants. This reserve must be replenished from time to time so that the Company has a sufficient number of Class A shares to cover new option grants. In May 2022, share owners approved an ordinary resolution to replenish the share reserve which maintained the fixed maximum number of Class A shares authorized for issuance at 12,800,000. The replenishment of the Class A shares reserved for issuance under the Stock Option Plan was also approved by the TSX.

A summary of the material terms of the Stock Option Plan is set out in Schedule B.

Indirect Compensation

Perquisites

Senior executives receive standard perquisites, including a company vehicle, parking, a club membership, financial advice and a medical health assessment.

Employee Share Purchase Plan

Senior executives and employees can contribute up to 10 per cent of their base salary to the employee share purchase plan. The Company matches 25 per cent or 35 per cent of their contribution.

Pension Plans

The named executives participate in the Retirement Plan for Employees of Canadian Utilities Limited and Participating Companies (Canadian Utilities plan), which has both a defined benefit (DB) and defined contribution (DC) component.

Nancy C. Southern participates in the DB component. Brian P. Shkrobot, Bob J. Myles, Melanie L. Bayley and Becky A. Penrice participate in the DC component.

How the DB component works:

- Executives do not contribute to the plan
- Participants can retire with full pension benefits when they turn 62, or if their age plus their years of service equals 90 or more. They can retire as early as age 55. However, if they have not achieved 90 points, their pension benefit is reduced by 3 per cent for every year of retirement before age 62, and by another 3 per cent for every year before age 60
- Pension benefits are paid until the participant dies; then, 60 per cent is paid to the surviving spouse
- Retiree pension benefit payments have historically been increased annually with inflation, to a maximum of 3 per cent

How we calculate the pension benefit:

$$\left[1.4\% \times \begin{array}{l} \text{average year's maximum} \\ \text{pensionable earnings} \\ (\$59,700 \text{ in } 2022) \end{array} + 2\% \times \begin{array}{l} \text{average salary (highest five consecutive} \\ \text{years of base salary, not including} \\ \text{short-term incentive) minus } \$59,700 \end{array} \right] \times \begin{array}{l} \text{Years of} \\ \text{service} \end{array}$$

How the DC component works:

- Executives do not contribute to the plan
- The Company contributes 10 per cent of base salary up to the maximum permitted by the *Income Tax Act* (Canada) which was \$30,780 in 2022
- Participants are responsible for the investment decisions in the DC plan and may invest contributions in a broad selection of funds

Supplemental Pension Benefits

Pension benefits under our pension plans are subject to limits imposed by the *Income Tax Act* (Canada). Benefits that are higher than these limits are paid to Nancy C. Southern as a supplemental pension. This supplemental pension is provided by Canadian Utilities and benefits are not prefunded; it is also inclusive of the benefit under the Canadian Utilities plan. Benefits are paid on the same terms as the plan, with the same survivor benefits and top-up for inflation.

How it works:

- Supplemental pension benefits are provided as a defined benefit plan
- Executives do not contribute to the supplemental plan
- Service is limited to 35 years

Nancy C. Southern's supplemental pension benefit is part of her employment agreement (see Page 71). Her benefits are calculated as 80 per cent of the average of the highest five years of cash compensation (salary and short-term incentives) throughout her career.

2022 PERFORMANCE AND AWARDS

INNOVATION

New and existing products and services

CANADIAN UTILITIES

2022 Target	Continue to progress the energy transition strategies across the regulated and non-regulated energy businesses to increase ownership, develop or manage renewable generation, energy storage and/or clean fuel facilities, and/or modernize natural gas and/or electricity delivery.
Performance	Utilities and Energy Infrastructure continued to focus on energy transition with a specific emphasis on renewable generation, hydrogen blending, clean fuels and energy storage. Through the calendar year we announced or provided updates on the following projects (further details can be found in the Business Unit Performance section of management's discussion and analysis for the year ended December 31, 2022 (MD&A)): • Suncor Energy Inc. Renewable Energy Portfolio Acquisition; • Suncor ATCO Heartland Hydrogen Hub (SAH3); • Atlas Carbon Sequestration Hub (Atlas Hub); • Empress and Calgary Solar Development Projects; • Central West Pumped Storage Hydro project, Australia; • Canadian Pacific (CP) Hydrogen Locomotive Project; • Beaver Creek Solar Facility and Burwash Landing Wind Facility Electricity Purchase Agreements; and • Clean Energy Innovation Hub & Hydrogen Refuelling Station, Australia.
2022 Target	Continue to prioritize working with remote communities to reduce their reliance on diesel fuels in a way that continues to support economic growth, energy independence, reconciliation and community building with Indigenous peoples.
Performance	The Yukon Electrical Company Limited (ATCO Electric Yukon) finalized two landmark Electricity Purchase Agreements with the Copper Nisūü Limited Partnership as well as the Kluane First Nation for the upcoming Beaver Creek solar and the Burwash Landing wind facilities. Once complete, these projects will support the White River and Kluane First Nations to reduce reliance on diesel power, achieve greater energy autonomy, and generate economic benefits for the next 30 years. In 2022, Canadian Utilities was selected as the partner and commenced construction on the Métis Crossing Solar Project (MCSP), a community generation solar project located in Smoky Lake County at Métis Crossing, a signature cultural destination of the Métis Nation of Alberta (MNA). The MCSP is a collaboration between the MNA, the Town of Smoky Lake, and Smoky Lake County. The development of the solar facility will provide economic and community benefits to all community partners. In 2022, ATCO, Canadian Utilities' parent company, formed a partnership with Indigenous Clean Energy (ICE), which is a pan-Canadian, not-for-profit platform focused on promoting Indigenous inclusion in Canada's energy future by advancing Indigenous leadership and collaboration. This partnership provides opportunities for us to support Indigenous projects, engage and mentor the community clean energy champions, build capacity, and ensure project success. With participation from energy experts across our company, ATCO hosted a free four-part webinar series, "<i>The Project Lifecycle Of Remote Community Clean Energy Projects</i>". These webinars provided the opportunity for communities to learn about the critical stages and key considerations in the development of community clean energy projects. The webinars are hosted on our website and YouTube channel, extending their reach to any interested parties.

GROWTH

Regulated and long-term contracted capital investment

CANADIAN UTILITIES

2022 Target	Continue to invest in technology and the modernization of both the natural gas and electricity networks to enhance sustainability and flexibility.
Performance	Electricity developed a comprehensive Grid Modernization roadmap and strategy, and the Alberta Utilities Commission (AUC) approved, as filed, the scope, timing, and 2023 forecast of this Grid Modernization program in the 2023 Cost of Service Application. Digitization of the grid continued with further progression on implementing the technology to support the Advanced Distribution Management Systems (ADMS). As of year end, our control center has a dedicated SCADA (supervisory control and data acquisition) system serving our distribution grid. Additionally the deployment of Advanced Metering Infrastructure (AMI) continued to advance with a total of 8,606 installations completed in 2022. LUMA Energy installed 149 new automation devices in 2022 at strategic locations across Puerto Rico. These innovative devices detect outages within milliseconds, shorten outage duration and reduce the number of customers that experience an outage. In 2022, LUMA Energy activated distributed energy resources for 30,700 customers, representing 179-MW of distributed solar. In addition, LUMA Energy performed interconnection studies for clean energy projects representing more than 800-MW of renewable generation and 500-MW of energy storage.
2022 Target	Continue to advance replacement and improvement projects to ensure that the safety and reliability of our gas and electricity systems are properly maintained and managed.
Performance	In 2022, all major components were completed for the Urban Pipeline Replacement (UPR) Program, a program to replace and relocate aging, high-pressure natural gas pipelines in the densely populated areas of Calgary and Edmonton to address safety, reliability and support future growth. Final clean up and project close outs remain to be completed in 2023. As part of Electricity's ongoing improvement and replacement programs, in 2022 Electricity advanced its wildfire mitigation program to address the ongoing risk of a powerline-related wildfire ignition in light of the increasing frequency of severe weather events. The program includes a focus on vegetation management in conjunction with ongoing life extension programs. In 2022, Electricity completed the second phase of its three phase replacement of a 97-km transmission line in central Alberta. The line will facilitate increased reliability in the region and enable the addition of renewable generation onto Alberta's electricity grid.
2022 Target	Increase the average contracted life of the in-service renewable generation portfolio by securing new power purchase agreements.
Performance	In line with our overall generation strategy, we continue to seek opportunities to enter into long-term offtake agreements with high quality counterparties that underpin new developments and provide greater stability of cash flow and earnings for share owners. In 2022, we entered into a 15-year power purchase agreement (PPA) with Microsoft Corporation. Under the terms of the agreement, Microsoft will purchase all renewable energy generated by our 37-MW Deerfoot solar project in Calgary, Alberta. Continuing into 2023, we entered into a new 15-year renewable energy purchase agreement (REPA) with Microsoft Corporation. Under the terms of the agreement, Microsoft will purchase 150-MW of renewable energy generated by our newly acquired Forty Mile Wind Phase 1 Project in Alberta.

2022 Target	Continue to implement the System Remediation Plan in LUMA Energy; designed to lift the Transmission & Distribution System to the standards of a world-class utility.
Performance	While Hurricane Fiona caused significant damage across Puerto Rico, the LUMA Energy team restored service to over 90 per cent of customers impacted by the devastation of the hurricane within 12 days – a historic pace that has never been seen before in Puerto Rico. By October 10, 2022 (three weeks after the hurricane), LUMA had restored service to 99 per cent of customers. LUMA Energy has continued to improve the Transmission and Distribution System by implementing the System Remediation Plan and to date has advanced critical improvements to Puerto Rico's electric system including: • Replaced more than 3,800 broken and failing poles; • Connected over 42,000 customers to rooftop solar - adding 200-MW of clean energy to the grid; • Replaced over 21,100 streetlights as part of our US \$1 billion Federal Emergency Management Agency funded Community Streetlight Initiative; • Replaced dozens of critical distribution breakers to reduce the likelihood of future outages; • Restored equipment, including one substation that had not been in operation since 2010; • Inspected and completed engineering on the 37 worst performing feeders, of which the first six feeders' work has begun; and • Performed high-level assessments on 168 feeders, 118 transmission lines, and 10 substation sites to support project scoping and identifying focus areas for upcoming repairs and reconstruction.

Global expansion - continue expansion into select global markets including: North America, South America and Australia

CANADIAN UTILITIES

2022 Target	Continue to build upon our existing renewables generation and energy storage, and invest in Clean Fuels innovation in the Energy Infrastructure business.
Performance	Building on our solar and clean fuel developments, Energy Infrastructure announced in October that we entered into a definitive agreement with Suncor Energy Inc. to acquire a portfolio of assets which includes a suite of operational wind facilities and a development pipeline of wind and solar projects in Alberta and Ontario. The transaction closed on January 3, 2023. Throughout 2022, Energy Infrastructure focused on optimizing our storage facilities, the integration of the Alberta Hub natural gas storage facility, and the completion and operation of the fifth cavern at the ATCO Heartland Energy Centre that is now storing customer products. Storage is critical to energy stability and to support the reliability of the grid as the world transitions to clean, but more intermittent sources of energy. SAH3 continues to make considerable progress. The hydrogen production facility will be located at ATCO's Heartland Energy Centre near Fort Saskatchewan, Alberta, and is expected to be operational as early as 2028, subject to a 2024 sanctioning decision. We announced in September a \$9 million AUD recoverable grant had been awarded from the New South Wales Government to help fund pre-investment activities in the development of the 325-MW Central West Pumped Storage Hydro project in Australia. Further details can be found in Energy Infrastructures' Recent Developments section of management's discussion and analysis for the year ended December 31, 2022 (MD&A).

FINANCIAL STRENGTH

Credit Rating

2022 Target	Maintain investment grade credit rating.
Performance	Maintained 'A' long-term credit rating with stable outlook on Canadian Utilities Limited with DBRS Limited. Standard & Poors revised its issuer rating for Canadian Utilities Limited from 'A-' with a negative outlook to 'BBB+' with a stable outlook. Fitch Ratings assigned a first-time issuer rating of 'A-' with stable outlook to Canadian Utilities Limited.

Access To Capital Markets

2022 Target	Continue to manage liquidity and access to capital in a prudent manner that facilitates strong access to capital at appropriate rates.
Performance	Despite heightened volatility and market turmoil globally, our businesses retained strong liquidity and market access in the year, with the market recognizing our financial strength and stability. On June 3, 2022, Canadian Utilities Limited issued \$250 million of 4.851 per cent 30-year debentures. Proceeds from this issuance were used to repay existing indebtedness, and for other general corporate purposes. The issue was oversold and completed at an attractive spread of 198 basis points above Government of Canada 30-year bond rates. On September 14, 2022, CU Inc. issued \$210 million of 4.773 per cent 30-year debentures. Proceeds from this issuance were used for financing capital expenditures, and for other general corporate purposes. The issue was oversold and completed at an attractive spread of 163 basis points above Government of Canada 30-year bond rates.

Adjusted Earnings

2022 Target	Achieve adjusted earnings* as set by the Board of Directors.
Performance	Adjusted earnings of \$655 million was achieved for the year ended December 31, 2022 which was above the performance target set by the Board of Directors at the beginning of the year. *Adjusted earnings as reported in the consolidated financial statements for the year ended December 31, 2022, are the earnings attributable to equity owners of the Company after adjusting for the timing of revenues and expenses associated with rate-regulated activities, dividends on equity preferred shares of the Company, and unrealized gains or losses on mark-to-market forward and swap commodity contracts. Adjusted earnings also exclude one-time gains and losses, impairments, and items that are not in the normal course of business or a result of day-to-day operations. For additional information, please see the Non-GAAP and Other Financial Measures Advisory on Page 88.

Internal Controls

2022 Target	Maintain and enhance management and financial processes and controls to ensure that no reportable weaknesses in control over financial reporting exist.
Performance	Testing conducted in 2022 revealed no reportable weaknesses in internal control over financial reporting.

PEOPLE LEADERSHIP

Labour Relations

2022 Target	Continue to improve labour relations by fostering a productive and collaborative environment with our employee associations and unions.
Performance	In 2022, we successfully negotiated a balanced collective agreement with the Canadian Energy Workers Association. In addition, two companies were engaged in collective bargaining with Canadian Energy Workers Association and one ATCO company with the United Utility Workers' Association. Those proceedings continue to progress toward resolution.

Attraction & Retention

2022 Target	Continue to expand programs, mentoring and analytics to better attract and retain people.
Performance	HR strengthened strategic partnerships to attract early talent and increase diversity of candidate pools by refreshing our career site, increasing social media presence and enhancing our recruiter campus champion program. Canada's top 100 Employers selected ATCO as one of <i>Canada's Top Employers for Young People</i> in 2023, for the second year in a row. HR evolved the ATCO succession management program dashboard and platform on key metrics in the areas of growth, critical roles, top talent and diversity groups. Critical roles have identified successors and incumbents have development plans for retention. HR strengthened ATCO's employee listening tools and data analytics to assist in having a greater understanding of employee sentiment, satisfaction, engagement, productivity & retention. HR advanced ATCO cultural practices & learning programs in psychological safety and leadership training through our leadership development academy. HR built a global assignment & internal talent market playbook for global assignment and job rotations to enhance the employee experience and retention. ATCO was selected as a Top Employer in Alberta.

Employee Well-Being

2022 Target	Deliver on total well-being strategies to improve productivity, engagement, attraction and retention.
Performance	ATCO aligned peer global support to all employees through 250 wellness ambassadors. ATCO initiated Health & Physical well-being challenges to all ATCO employees with over 60 per cent participation. ATCO offered coaching & education sessions throughout the year for mental health, psychological safety and financial literacy. For the second year in a row, ATCO was named Canadian Finalist (top 4) for best psychological and wellness programs.

Talent Intelligence Platforms

2022 Target	Expand ATCO people platforms to help ATCO with sourcing, internal talent mobility, intelligent succession management and career management.
Performance	HR embedded talent predictive & prescriptive analytics (data includes: engagement, DEI and exit interviews). HR advanced global acquisition & onboarding tools to enable the business to attract and source critical talent including process improvement and tools for more inclusive job postings. HR advanced & implemented a new system and tools to identify and manage business critical skills (skills taxonomy) and enable employees to create skills-based development plans.

OPERATIONAL EXCELLENCE

In 2022, **Safety** was included as a fifth core value alongside **Integrity, Collaboration, Caring, and Agility**. This value reiterates that safety is the first consideration in everything we do. We hold a shared belief that safety must direct all our day-to-day priorities and decisions, and we are accountable for understanding and following the health and safety requirements for any work we undertake.

Employees Lost-Time Incident Frequency (LTIF)

2022 Target	Compare favourably to safety benchmarks.
Performance	Our lost time incident frequency in 2022 was 0.12/200,000 hours worked. Our lost-time incident frequency compares favourably to many benchmarks including Alberta Occupational Health and Safety, US private industry, and industry best practice rates. While our results are favourable to benchmarks, we continue to strive to have best-in-class safety programs that prioritize the safety of our people.

Employees Total Recordable Incident Frequency (TRIF)

2022 Target	Compare favourably to safety benchmarks.
Performance	Our total recordable incident frequency in 2022 was 1.04 incidents/200,000 hours worked. Our total recordable incident frequency in 2022 compares favourably to many benchmarks including US private industry and industry best practice rates. While we have made great progress and continue to improve, we continue to strive to have best-in-class safety programs that prioritize the safety of our people.

Customer Satisfaction

UTILITIES

2022 Target	Achieve exemplary service for the customers and communities we serve. Results from customer satisfaction surveys should be consistent with or better than prior years.
Performance	Electricity and Natural Gas Distribution achieved high service satisfaction levels, with approximately 95 per cent of customers agreeing that Canadian Utilities provides good service. These results compare favourably to industry averages and are consistent with previous years. ATCO Gas Australia's Customer Satisfaction (CSAT) was 8.8 out of a possible 10, above the national industry benchmark of 8.4. ATCO Gas Australia consistently outperforms the broader energy industry in terms of both customer satisfaction and also a second measurement, the ease of implementation of its services. The ease of implementation scored 8.9 out of a possible 10, above the national industry benchmark of 8.6.
2022 Target	Continue to prioritize improvements in LUMA Energy based on customer input and measure effectiveness via overall Customer Satisfaction scores.
Performance	LUMA Energy had a year-over-year increase of 3 per cent in overall customer satisfaction, a 13 per cent increase in the area of billing and payment, and a 9 per cent increase in contact centre customer service as measured by J.D. Power CSAT scoring.

Organizational Transformation - Streamline and gain operational efficiencies

ATCO

2022 Target	Continue to demonstrate progress in leadership development, succession planning, and diversity, equity and inclusion initiatives across the organization.
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Performance	In 2022, ATCO was selected as a Top Employer in Alberta and a Top Employer for Young People in Canada.
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ATCO continues to evolve the succession management program platform and reporting to incorporate key metrics in the areas of growth, critical roles, top talent and diversity groups. Critical roles have successors identified and incumbents have development plans for retention.

The Company continues to progress the development of our leaders with psychological safety and additional leadership training programs offered through the Leadership Development Academy.

In July 2022, ATCO's Diversity, Equity and Inclusion (DE&I) Committee hosted guests from 38 companies across Canada, to join our inaugural DE&I event, facilitating conversations and knowledge-sharing around the power of representation. The key-note speaker was Hon. Scott Brison, P.C., Vice-Chair, Investment & Corporate Banking, BMO.

2022 was the inaugural year of the *Women's Speed Networking* events, one of our cross-organization mentoring programs. Almost 60 participants were given the opportunity to connect with company leaders, including the Chair and CEO of ATCO and Canadian Utilities, Nancy Southern. The events kicked off in Calgary during Gender Equality Week and not only provided professional development, but also encouraged women to find their voice, advocate for themselves, and build networks across the Company.

UTILITIES

2022 Target	Continue to optimize enterprise resource planning, workforce and asset management, customer information systems and computerized maintenance management systems within the Utilities.
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Performance	We continued to progress the implementation of its Workforce and Asset Management program for the Electricity and Natural Gas businesses, aimed at advancing digitalization and data analytics. This technology will help to optimize resources, and digitize information and processes; thereby providing a means to track, manage, and dispatch work to field-based employees more efficiently and is expected to be fully complete in 2023.
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In 2021, ATCO Gas Australia commenced an upgrade of its billing and metering system to comply with Australian Energy Market Operator (AEMO) regulations. This project will provide stakeholders with added functionality and upgrades the software to the latest version. The upgrade is expected to be complete in 2023.

The Alberta Utilities Customer Information System (CIS) replacement program for both Natural Gas and Electricity is well underway. CIS holds our metering asset information, collects meter reads, calculates billing, and applies rates and production tariff bills for retailers. Both programs have experienced delays in in-service dates but are expected to be completed in 2023.

2022 Target	LUMA Energy will advance its integrated safety culture and programs that will allow prioritization of safety risks and mitigations across business functions and enable employee safety, compliance and continual improvement.
Performance	In the first year of operations, over 140,000 hours of mentorship, safety and technical training have been completed by employees and contractors at LUMA Energy. Since the commencement of operations, LUMA Energy has driven significant improvements in all safety measures across the business. In 2022, LUMA Energy achieved a TRIF of 2.66, a 65 per cent improvement from the prior operator and had a severity rate of 15.5, a 75 per cent improvement from the prior operator. During Hurricane Fiona, LUMA Energy achieved a TRIF of 2.42. This is a result of significant emphasis placed upon safety during emergency response efforts, including onboarding contractor safety specialists and setting expectations for adequate hazard assessment and worksite observations during restoration efforts.
2022 Target	LUMA Energy has developed baseline performance metrics and will monitor progress in, among other areas, customer service, safety, reliability and the delivery of budgeted results.
Performance	LUMA Energy is currently operating under an extended fixed fee arrangement during the Supplemental Agreement period. The extension of the Agreement was approved November 30, 2022; support for the work done to date was a consideration in the extension. While the agreement does not contain specific performance metrics, LUMA Energy created and progressed baseline performance metrics that are being reported quarterly to the regulatory body and the public. Once Puerto Rico Electric Power Authority (PREPA) exits from bankruptcy, incentive compensation will be measured through achieving performance metrics. Performance metrics have been submitted to the Puerto Rico Energy Bureau (PREB), the energy regulatory agency. The key performance metric categories currently being proposed are as follows: • Customer Satisfaction - Achieve a high-level of customer satisfaction across all customer classes. • Technical, Safety & Regulatory - Operate a safe and reliable electrical grid while remaining compliant with applicable safety regulations. • Financial Performance - Meet the approved Federally Funded Operating & Capital Budget and Non-Federally Funded Capital Budget.

COMMUNITY INVOLVEMENT

Indigenous Relations

ATCO

2022 Target	Continue to work together with Indigenous communities to contribute to economic and social development in their communities.
Performance	Across ATCO, \$81,000 was awarded to 68 students across Canada, including the territories, through the ATCO Indigenous Education Awards Program. Across ATCO, 4,528 employees participated in one of the many Indigenous training courses offered in 2022 through in-person and virtual classroom training platforms. We continue to innovate new, collaborative models for our partnerships with Indigenous Peoples. Highlights in 2022 include a share purchase agreement between Denendeh Investments Incorporated (DII) and ATCO Electric Ltd. to increase DII's ownership stake in Northland Utilities Enterprises Ltd. from 14 per cent to 50 per cent. In addition, AEY finalized two landmark Electricity Purchase Agreements for the upcoming Beaver Creek solar and the Burwash Landing wind facilities, and Canadian Utilities was selected as the partner and commenced construction on the MCSP, a community generation solar project located in Smoky Lake County.

Employee-led Charitable Campaigns

ATCO

2022 Target	Continue to administer the employee-led campaign to give employees the opportunity to contribute to charitable organizations in the communities in which they work.
Performance	Employees and ATCO, the Company's parent, through the Company match program, pledged more than \$3.6 million combined to support hundreds of community charities in 2022. The annual ATCO Employees Participating In Communities (EPIC) campaign has a cumulative fundraising total of nearly \$54 million since its inception in 2006.

CANADIAN UTILITIES

2022 Target	LUMA Energy will establish the Somos LUCES (LUMA Committed with Employees) program.
Performance	In 2022, the Somos LUCES program was launched. The program offers a 1:1 company match for donations and this year LUMA employees saw their donations matched at twenty different non-profit organizations. LUMA pledged more than \$75,000 during the 2022 program.

Community Investment

CANADIAN UTILITIES

2022 Target	Invest in the health and safety of LUMA Energy's people and communities by opening a state-of-the-art electricity and distribution lineworkers college in Puerto Rico. The formal college is expected to open in the second quarter of 2022.
Performance	Construction of the LUMA College for Technical Training is scheduled to be completed at the end of the second quarter of 2023 with a grand opening scheduled for later in 2023. The college's primary purpose is to develop a local pipeline of future lineworkers and to enhance the skills of the initial LUMA craft employees. While the initial opening was delayed, partially due to Hurricane Fiona, our programs continued at our Palo Seco facility, and over 750 certification, training and development programs were completed.
2022 Target	LUMA Energy will continue its grassroots community investment program across Puerto Rican municipalities through partnership with the American Red Cross of Puerto Rico and the Boys & Girls Club of Puerto Rico.
Performance	LUMA Energy and the Puerto Rico Chapter of the American Red Cross announced in July 2022 the continuation of their partnership. This partnership provides communities across Puerto Rico with educational resources and programs for students and families focused on preparing for emergencies and improving electrical safety in the home. LUMA Energy also renewed the collaborative agreement with Boys & Girls Clubs of Puerto Rico. Through this agreement, LUMA Energy impacted more than 800 students through different programs that Boys & Girls Clubs of Puerto Rico offers. With the renewal of this agreement, we continue to reaffirm our social responsibility in Puerto Rico, and we will continue to support the education of children through various educational projects.

2022 COMPENSATION SUMMARY

Compensation in 2022

The table below is a summary of total direct compensation awarded to the named executives in 2022.

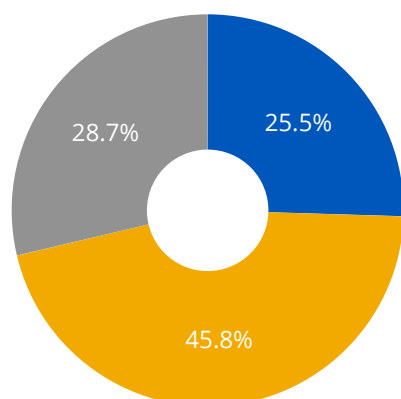
Please see Page 76 for the summary compensation table, which shows total compensation for the past three years, and the assumptions used for the long-term incentive values.

	Total cash compensation (\$)		Equity (\$)	Total direct compensation (\$)
	Salary	Short-term incentive ¹	Long-term incentive	
Nancy C. Southern	890,000	1,602,000	1,002,750	3,494,750
Brian P. Shkrobot	389,375	578,500	343,800	1,311,675
Bob J. Myles	472,813	667,500	286,500	1,426,813
Melanie L. Bayley	400,000	600,000	143,250	1,143,250
Becky A. Penrice	436,100	667,500	143,250	1,246,850

1. See 2022 Compensation Details - Summary Compensation Table beginning on page 76 for more information.

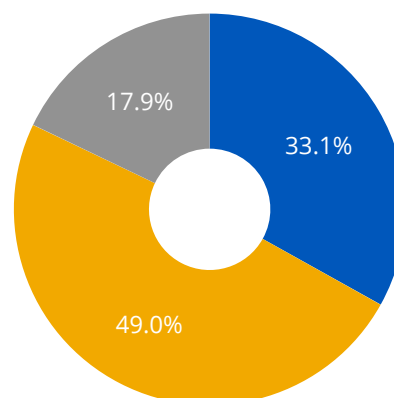
2022 Pay Mix

CEO



■ Base Salary
■ Short-term Incentive
■ Long-term Incentive

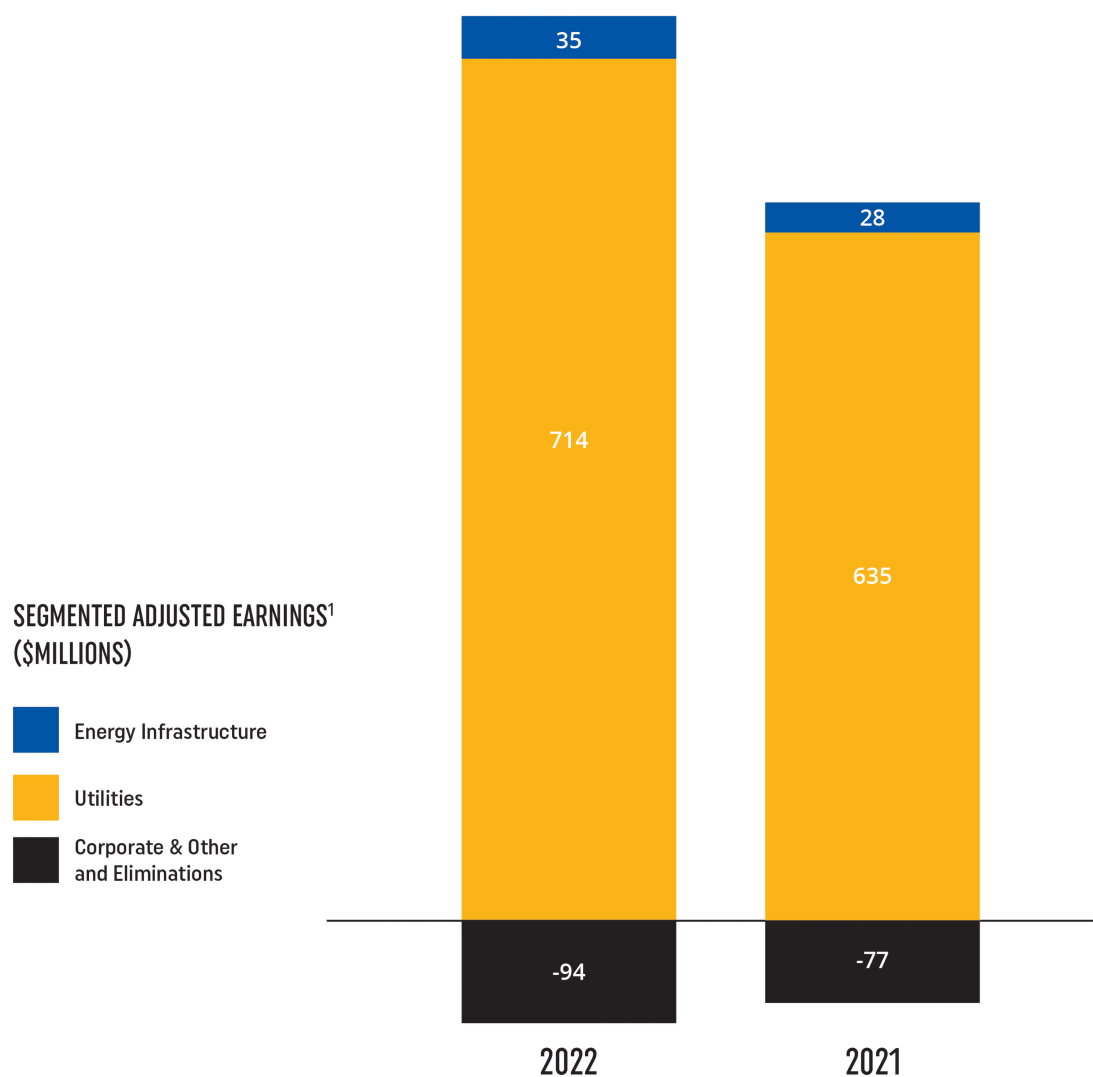
Other Named Executives



■ Base Salary
■ Short-term Incentive
■ Long-term Incentive

Compensation Linked To Financial Performance

The graph below shows adjusted earnings for each of the past two years (total and by Business Unit), compared with total direct compensation paid to the named executives in each year.



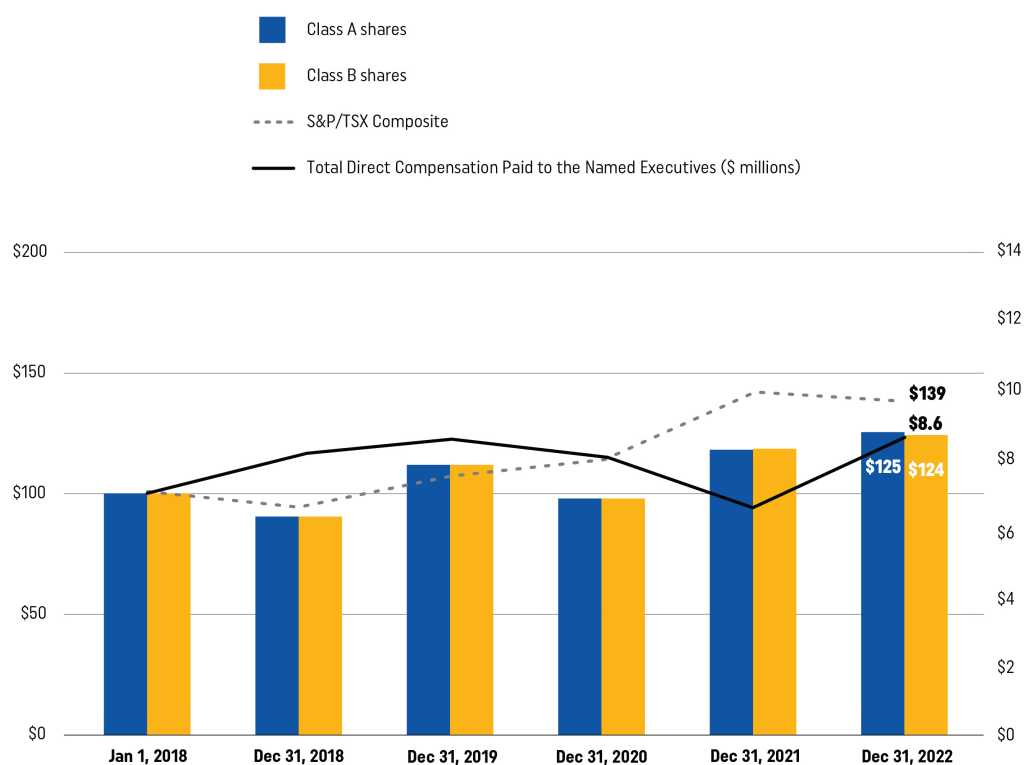
(\$millions)	2022	2021
Adjusted earnings ¹	655	586
Total direct compensation paid to the named executives	8.6	6.8
As a % of adjusted earnings	1.3%	1.2%

¹ For additional information, please see the Non-GAAP and Other Financial Measures Advisory on Page 88.

Compensation Linked to Share Owner Return

The graph below compares the cumulative value of \$100 invested in Class A shares or Class B shares (assuming reinvestment of dividends) on January 1, 2018, with the cumulative value of \$100 invested in the S&P/TSX Composite Index over the same period. The chart also shows the total direct compensation paid to the named executives in each of the past five years.

**Total Shareholder Return (TSR) (\$) and
Total Direct Compensation Paid to the Named Executives (\$ millions)**



Total direct compensation includes:

- Base salary
- Short-term incentive
- Grant date value of mid-term incentives plus dividends earned during calendar year
- Grant date value of long-term incentives

The above performance graph shows how an investment of \$100 on January 1, 2018 in Class A shares at the closing price of \$36.65 or Class B shares at the closing price of \$36.32 would equate to \$125 and \$124, respectively, on December 31, 2022, whereas the same \$100 investment in the S&P/Composite Index over the same period would equate to \$139. Our compensation program ensures that the compensation we pay to our executive officers is related to factors that influence share owner value. There is a strong correlation between the share price trend line shown in the performance graph above and the target and realized compensation levels our NEOs received during the same period. Share price performance, however, is not the only predictor or outcome of the success of our executive team. It is one of many considerations that influence our NEO compensation decisions.



NANCY C. SOUTHERN

Chair & Chief Executive Officer

Calgary, Canada

Years of Service 33

Age 66

Ms. Southern is Chair & Chief Executive Officer of Canadian Utilities and ATCO. She has full responsibility for Canadian Utilities' strategic direction and operations. Ms. Southern reports to the Board of Directors and has been a director of Canadian Utilities since 1990. Under Ms. Southern's guidance, adjusted earnings have increased from \$515 million in 2012 to \$655 million in 2022 (an increase of greater than 27 per cent). Canadian Utilities' total assets have grown from \$13 billion in 2012 to approximately \$22 billion in 2022. For additional information regarding adjusted earnings, please see the Non-GAAP and Other Financial Measures Advisory on Page [88](#).

COMPENSATION

	2022 (\$)	2021 (\$)	2020 (\$)
Cash			
Base salary	890,000	890,000	637,500
Short-term incentive	1,602,000	0	1,440,000
Total cash compensation	2,492,000	890,000	2,077,500
Equity			
Mid-term incentive	N/A	N/A	56,602
Long-term incentive: Stock Options	1,002,750	606,000	359,961
Total equity	1,002,750	606,000	416,563
Total direct compensation	3,494,750	1,496,000	2,494,063

EMPLOYMENT AGREEMENT

Ms. Southern has an employment agreement with Canadian Utilities that is reviewed and approved regularly. It is currently extended to February 28, 2024. The agreement includes insurance benefits if Ms. Southern dies or becomes disabled before she retires or employment is terminated. The amount is based on her salary, using formulas that take into account the amounts payable to her under Canadian Utilities' group life insurance policies and disability income programs. It also includes supplemental pension benefits, which are described on Page [58](#). A certain portion of Ms. Southern's supplemental pension benefits are payable to her surviving spouse in the event of her death.

Additionally, Ms. Southern's employment agreement addresses the use and disclosure of confidential information both during and any time after her employment with the Company. Her employment agreement also includes a non-competition provision that prevents Ms. Southern from engaging in certain business and employment arrangements during her employment with the Company and during any period, in connection with a termination event, where she is receiving payment from the Company or is entitled to exercise her incentive awards.



BRIAN P. SHKROBOT

Executive Vice President & Chief Financial Officer

Calgary, Canada

Years of service 22

Age 50

Mr. Shkrobot is Executive Vice President & Chief Financial Officer of Canadian Utilities. He is responsible for the overall financial management of Canadian Utilities including Finance, Accounting, Treasury, Taxation, Risk Management, Investor Relations and the administration of Internal Audit. He is also responsible for ATCO's Sustainability and Information Technology functions and Regulatory Affairs for ATCO's utilities divisions. Mr. Shkrobot joined the Company in 2000 and has held a variety of leadership positions across Canadian Utilities. He was appointed to his current role in 2021.

COMPENSATION

	2022 (\$)	2021 (\$)	2020 (\$)
Cash			
Base salary	389,375	363,658	362,273
Short-term incentive ¹	578,500	337,167	350,000
Total cash compensation	967,875	700,825	712,273
Equity			
Mid-term incentive	N/A	N/A	15,674
Long-term incentive: Stock Options	343,800	49,620	15,427
Total equity	343,800	49,620	31,101
Total direct compensation	1,311,675	750,445	743,374

1. See 2022 Compensation Details - Summary Compensation Table beginning on Page 76 for more information.



ROBERT J. MYLES

Executive Vice President, Corporate Development

Calgary, Canada

Years of service 23

Age 58

Mr. Myles is Executive Vice President, Corporate Development. He is responsible for growing the Company's infrastructure footprint in strategic global markets, and the ongoing growth and operations of Canadian Utilities' non-regulated businesses in North America and Australia. Mr. Myles has held a variety of leadership roles across the organization, and after having been away from the organization for a number of years, he rejoined the Company in 2020 in his current capacity.

COMPENSATION

	2022 (\$)	2021 (\$)	2020 (\$)
Cash			
Base salary	472,813	411,625	318,750
Short-term incentive	667,500	489,500	414,000
Total cash compensation	1,140,313	901,125	732,750
Equity			
Mid-term incentive	N/A	N/A	N/A
Long-term incentive: Stock Options	286,500	80,800	51,423
Total equity	286,500	80,800	51,423
Total direct compensation	1,426,813	981,925	784,173



MELANIE L. BAYLEY

President, ATCO Electric

Edmonton, Canada

Years of service 22

Age 45

Ms. Bayley is President, ATCO Electric. She is responsible for the operational and financial performance of the electric utility businesses in Alberta, Yukon and Northwest Territories with a strategic focus on the transformation of Canadian Utilities' electricity systems to achieve sustainable decarbonization of the grid and to enable the energy transition. Ms. Bayley joined Canadian Utilities in 2000 and has held a variety of leadership positions across the organization. She was appointed to her current role in 2021.

COMPENSATION

	2022 (\$)	2021 (\$)	2020 (\$)
Cash			
Base salary	400,000	365,000	330,000
Short-term incentive ¹	600,000	220,000	300,000
Total cash compensation	1,000,000	585,000	630,000
Equity			
Mid-term incentive	N/A	870	19,904
Long-term incentive: Stock Options	143,250	54,420	32,870
Total equity	143,250	55,290	52,774
Total direct compensation	1,143,250	640,290	682,774

1. See 2022 Compensation Details - Summary Compensation Table beginning on Page 76 for more information.



REBECCA A. PENRICE

Executive Vice President, Corporate Services

Calgary, Canada

Years of service 3

Age 48

Ms. Penrice is Executive Vice President, Corporate Services for Canadian Utilities and ATCO. She has overall responsibility for leading key corporate functions, including: Human Resources, Security, Common Services, Supply Chain and Facilities Operations, Governance & Legal, Marketing, Brand & Communications and Aviation. She is involved in strategic decisions which guide the evolution of the corporate culture as well as supporting the Executive leadership team and the Board of Directors. Ms. Penrice joined the Company in 2020.

COMPENSATION

	2022 (\$)	2021 (\$)	2020 (\$)
Cash			
Base salary	436,100	401,613	380,250
Short-term incentive	667,500	445,000	405,000
Total cash compensation	1,103,600	846,613	785,250
Equity			
Mid-term incentive	N/A	N/A	N/A
Long-term incentive: Stock Options	143,250	12,120	7,713
Total equity	143,250	12,120	7,713
Total direct compensation	1,246,850	858,733	792,963

2022 COMPENSATION DETAILS

Compensation Table

The table below summarizes the total compensation each of the named executives received or was awarded for the years ended December 31, 2020, 2021 and 2022. In 2022, all of the named executives, with the exception of Melanie L. Bayley, had responsibilities for Canadian Utilities and for ATCO, our parent company. Ms. Bayley's compensation expenses are 100 per cent allocated to Canadian Utilities. The table below shows how the compensation expense for executives with dual roles has been shared over the past three years.

	Amount paid by Canadian Utilities	Amount paid by ATCO	Combined total reported in ATCO proxy circular
2022	89.0 %	11.0 %	100 %
2021	89.0 %	11.0 %	100 %
2020	90.0 %	10.0 %	100 %

The compensation we report below for all named executives is the compensation they received from Canadian Utilities.

				Non-equity incentive plan compensation				
Salary	Share based awards ¹	Option based awards ^{2,3}		Annual incentive plans ⁴	Long term incentive plans	Pension value ⁵	All other compensation ⁶	Total compensation
Nancy C. Southern								
Chair & Chief Executive Officer								
2022	890,000	N/A	1,002,750	1,602,000	N/A	1,148,914	31,150	4,674,814
2021	890,000	N/A	606,000	0	N/A	1,411,080	31,150	2,938,230
2020	637,500	56,602	359,961	1,440,000	N/A	2,294,195	31,500	4,819,758
Brian P. Shkrobot								
Executive Vice President & Chief Financial Officer								
2022	389,375	N/A	343,800	578,500	N/A	27,394	97,285	1,436,354
2021	363,658	N/A	49,620	337,167	N/A	28,139	12,729	791,313
2020	362,273	15,674	15,427	350,000	N/A	27,830	12,680	783,884
Bob J. Myles								
Executive Vice President, Corporate Development								
2022	472,813	N/A	286,500	667,500	N/A	27,394	11,820	1,466,027
2021	411,625	N/A	80,800	489,500	N/A	25,997	10,290	1,018,212
2020	318,750	N/A	51,423	414,000	N/A	20,873	7,172	812,218
Melanie L. Bayley								
President, ATCO Electric Ltd.								
2022	400,000	N/A	143,250	600,000	N/A	30,780	184,578	1,358,608
2021	365,000	870	54,420	220,000	N/A	29,210	12,775	682,275
2020	330,000	19,904	32,870	300,000	N/A	27,830	11,550	722,154
Becky A. Penrice								
Executive Vice President, Corporate Services								
2022	436,100	N/A	143,250	667,500	N/A	27,394	10,903	1,285,147
2021	401,613	N/A	12,120	445,000	N/A	25,997	10,040	894,769
2020	380,250	N/A	7,713	405,000	N/A	25,047	945	818,955

- 1 The share based awards value includes the dividends received during the respective calendar years. Canadian Utilities did not grant units under the mid-term incentive plan during the past three years.
- 2 The option values shown for the last three years are the grant date fair values determined using the Black-Scholes method, the same method used for determining the accounting fair values. The assumptions used were as follows:

	2022	2021		2020
	September	October	June	December
Option Assumptions				
Expected life (years)	6.8	6.8	6.8	6.8
Risk free rate of return	3.20%	1.56%	1.06%	0.50%
Volatility	21.44%	24.01%	24.09%	22.25%
Dividend yield	4.41%	4.91%	4.89%	5.49%

- 3 Total Canadian Utilities stock options.
- 4 Mr. Shkrobot's and Ms. Bayley's awards include GOCOM approved, supplemental discretionary bonuses of \$100,000 each, paid in July of 2022 to compensate them for extraordinary efforts on various corporate initiatives during the first half of 2022. The values in the table reflect the Canadian Utilities portion of the compensation expense.
- 5 Estimated using a prescribed formula based on several assumptions. Also includes other compensatory items. For additional information, please see the disclosure under Pension and Retirement Benefits starting on Page [82](#).
- 6 Employer contribution to the Employee Share Purchase Plan. Mr. Shkrobot's and Ms. Bayley's 2022 compensation includes taxable benefits of \$95,966 and \$170,840 respectively, to recognize extraordinary efforts and exemplary service in relation to various corporate initiatives that were completed during the year. The values in the table reflect the Canadian Utilities portion of the compensation expense.

Outstanding Option-Based Awards

The table below shows each named executive's outstanding incentive plan awards for both Canadian Utilities and ATCO as of December 31, 2022.

Option-based awards									
Number of securities underlying unexercised options (#)					Option exercise price /SARs base value (\$)		Option / SARs expiration date	Value of unexercised in- the-money options / SARs ⁵ (\$)	
Canadian Utilities			ATCO						
Options ¹	SARs ²	Options ³	SARs ⁴	Canadian Utilities	ATCO		Canadian Utilities	ATCO	
Nancy C. Southern									
2022	175,000	N/A	275,000	N/A	40.89	47.54	2030-09-15	0	0
2021	150,000	N/A	250,000	N/A	35.76	45.38	2029-06-15	133,500	0
2020	140,000	N/A	200,000	N/A	32.09	38.40	2028-12-15	638,400	796,000
2019	65,000	65,000	65,000	65,000	38.97	49.51	2029-11-15	0	0
2018	65,000	65,000	65,000	65,000	34.13	42.08	2028-03-15	327,600	39,000
2017	65,000	65,000	65,000	65,000	38.07	48.82	2027-03-15	0	0
2016	62,500	62,500	62,500	62,500	36.08	38.93	2026-03-25	71,250	431,250
2015	50,000	50,000	50,000	50,000	40.78	46.98	2025-03-15	0	0
2014	50,000	50,000	50,000	50,000	39.45	51.96	2024-03-15	0	0
2013	60,000	60,000	60,000	60,000	39.04	44.97	2023-03-15	0	0
Brian P. Shkrobot									
2022	60,000	N/A	0	N/A	40.89	N/A	2030-09-15	0	0
2021	6,000	N/A	0	N/A	35.44	N/A	2029-10-30	7,260	0
2021	6,000	N/A	0	N/A	35.76	N/A	2029-06-15	5,340	0
2020	4,500	N/A	0	N/A	32.09	N/A	2028-12-15	20,520	0
2019	3,000	3,000	0	N/A	38.97	N/A	2029-11-15	0	0
2018	200	200	200	200	34.13	42.08	2028-03-15	1,008	120
2017	1,200	1,200	0	N/A	38.07	N/A	2027-03-15	0	0
2015	200	200	0	N/A	40.78	N/A	2025-03-15	0	0
Bob J. Myles									
2022	50,000	N/A	10,000	N/A	40.89	47.54	2030-09-15	0	0
2021	20,000	N/A	10,000	N/A	35.76	45.38	2029-06-15	17,800	0
2020	20,000	N/A	10,000	N/A	32.09	38.40	2028-12-15	91,200	39,800
Melanie L. Bayley									
2022	25,000	N/A	N/A	N/A	40.89	N/A	2030-09-15	0	0
2021	10,000	N/A	2,000	N/A	35.76	45.38	2029-06-15	8,900	0
2020	10,000	N/A	2,000	N/A	32.09	38.40	2028-12-15	45,600	7,960
2019	3,000	3,000	N/A	N/A	38.97	N/A	2029-11-15	0	0
2018	1,000	1,000	1,000	1,000	34.13	42.08	2028-03-15	5,040	600
2017	1,000	1,000	1,000	1,000	38.07	48.82	2027-03-15	0	0
2016	1,500	1,500	N/A	N/A	36.08	N/A	2026-03-25	1,710	0
2015	1,000	1,000	N/A	N/A	40.78	N/A	2025-03-15	0	0
2014	1,000	1,000	N/A	N/A	38.96	N/A	2024-12-15	0	0
Becky A. Penrice									
2022	25,000	N/A	25,000	N/A	40.89	47.54	2030-09-15	0	0
2021	3,000	N/A	3,000	N/A	35.76	45.38	2029-06-15	2,670	0
2020	3,000	N/A	3,000	N/A	32.09	38.40	2028-12-15	13,680	11,940

¹ Options to buy Canadian Utilities Class A shares.

² Share appreciation rights based on Canadian Utilities Class A shares.

³ Options to buy ATCO Class I Shares.

⁴ Share appreciation rights based on ATCO Class I Shares.

⁵ The difference between the market value as of December 31, 2022, of Canadian Utilities Class A shares (\$36.65) and ATCO Class I Shares (\$42.38) underlying the option-based awards and the exercise price of the option-based awards.

The table below shows the total holdings and value of options and SARs held by the named executives at the end of the year, and the options and SARs they exercised in 2022.

Aggregate holdings and value of options and SARs held on December 31, 2022					Options and SARs exercised in 2022	
	Number of unexercised options/SARs (#)		Value of unexercised in-the-money options/SARs (\$)		Securities acquired on exercise (#)	Aggregate value realized (\$)
	Exercisable	Unexercisable	Exercisable	Unexercisable		
Nancy C. Southern						
Ms. Southern did not exercise any options or SARs in 2022						
Canadian Utilities Class A						
Options	486,000	396,500	519,240	452,085	N/A	N/A
SARs	378,500	39,000	166,665	32,760	N/A	N/A
Brian P. Shkrobot						
In 2022, Mr. Shkrobot exercised:						
• 2,900 options and 1,400 SARs on Canadian Utilities Class A shares						
Canadian Utilities Class A						
Options	7,700	73,400	9,990	23,634	2,900	19,582
SARs	3,200	1,400	0	504	N/A	9,126
Bob J. Myles						
Mr. Myles did not exercise any options or SARs in 2022						
Canadian Utilities Class A						
Options	15,000	75,000	50,050	58,950	N/A	N/A
SARs	N/A	N/A	N/A	N/A	N/A	N/A
Melanie L. Bayley						
Ms. Bayley did not exercise any options or SARs in 2022						
Canadian Utilities Class A						
Options	14,600	38,900	27,896	29,979	N/A	N/A
SARs	7,100	1,400	2,871	504	N/A	N/A
Becky A. Penrice						
Ms. Penrice did not exercise any options or SARs in 2022						
Canadian Utilities Class A						
Options	2,250	28,750	7,508	8,843	N/A	N/A
SARs	N/A	N/A	N/A	N/A	N/A	N/A

Incentive plan awards — value vested or earned during the year

The table below shows incentive plan awards that have vested or were earned for each named executive during 2022.

Year ended December 31, 2022	Option-based awards		Non-equity incentive plan compensation ³
	Amount vested during the year (\$)		Value earned during the year (\$)
	Options ¹	SARs ²	
Nancy. C. Southern	315,265	32,890	1,602,000
Brian P. Shkrobot	13,241	506	578,500
Bob J. Myles	39,500	N/A	667,500
Melanie L. Bayley	20,256	506	600,000
Becky A. Penrice	5,925	N/A	667,500

¹ Options to buy Canadian Utilities Class A shares.

² Share appreciation rights based on Canadian Utilities Class A shares.

³ See 2022 Compensation Details - Summary Compensation Table beginning on Page 76 for more information.

Equity compensation plan information

	Non-voting shares to be issued upon exercise of outstanding options	Weighted average exercise price of outstanding options	Non-voting shares remaining available for future issuance under equity compensation plans (not including outstanding options)	Total number of outstanding shares	Non-voting shares to be issued upon exercise of outstanding options (as a % of total outstanding shares)	Non-voting shares available for future issuance (as a % of total outstanding shares)
December 31, 2022						
Canadian Utilities	1,998,600	\$37.02	10,774,500	269,904,992	0.7%	4.0%
March 9, 2023						
Canadian Utilities	1,992,550	\$37.02	10,775,850	270,067,510	0.7 %	4.0 %

Incentive Plan Awards

Plan details for Stock Option Plans	
	Canadian Utilities
Maximum number of shares that can be issued:	• 12,800,000 Class A shares • (4.7% of outstanding Class A and Class B shares as of December 31, 2022)
Number of outstanding securities awarded:	• Options to purchase 1,998,600 Class A shares as of December 31, 2022 • (0.7% of outstanding Class A and Class B shares as of December 31, 2022)
Activity in 2022:	• 539,000 options were granted • 30,400 Class A shares were issued on the exercise of options • 34,250 options were cancelled • 2,500 options expired • Share pool reserve replenished by 8,372,850 shares

Dilution Measure

Burn rate is calculated as the number of shares granted divided by the weighted average number of securities outstanding. The weighted average number of securities outstanding during the period is the number of securities outstanding at the beginning of the period, adjusted by the number of securities bought back or issued during the period multiplied by a time-weighting factor. The table below provides the burn rate for the past three fiscal years.

	December 31, 2022	December 31, 2021	December 31, 2020
Canadian Utilities	0.20%	0.19%	0.18%

Pension and Retirement Benefits

Defined benefit

The table below shows the pension benefits and accrued obligations under all registered pension plans and supplemental arrangements for Nancy C. Southern. See Page 58 for more information about our pension plans.

	Number of years credited service (#)	Annual benefits payable (\$)		Opening present value of defined benefit obligation (\$)	Compensatory change (\$)	Non-compensatory change (\$)	Closing present value of defined benefit obligation (\$)
		At year end	At Age 65				
Nancy C. Southern	27.00	1,822,720	1,822,720	33,447,215	1,148,914	(6,722,871)	27,873,258

Number of years of credited service is the time the executive has been a member of the pension plan, and is used to calculate the pension.

Annual pension benefits payable at year end is based on the defined benefit credited service and actual average pensionable earnings at December 31, 2022. The benefits are reduced if a named executive is eligible for early retirement.

Annual pension benefits payable at age 65 is based on actual average pensionable earnings at December 31, 2022 and their projected service at age 65, to a maximum of 35 years service.

The Company calculates the accrued pension obligation using the method prescribed by IFRS and based on management's best estimate of future events that affect the cost of pensions, including assumptions about adjustments to base salary in the future.

The compensatory change includes the service cost, differences between actual and estimated earnings, the impact of plan amendments and past service benefits, as well as changes in expected future retirement dates.

The non-compensatory change includes interest on the obligation and the impact of assumption changes in 2022. See Note 14, Retirement Benefits, in our 2022 annual consolidated financial statements for more information about the methods and assumptions used to calculate accrued obligations.

Defined Contribution

The table below shows the defined contribution disclosure for the named executives.

	Accumulated value at start of year	Compensatory (\$)	Accumulated value at year end (\$)
Brian P. Shkrobot	740,968	27,394	636,564
Bob J. Myles	51,257	27,394	72,691
Melanie L. Bayley	615,336	30,780	579,290
Becky A. Penrice	59,672	27,394	80,529

The compensatory amount is the Company's contribution. Participants are responsible for their investments and may invest contributions in a broad selection of funds.

Termination and Change of Control

Termination of employment of an executive is subject to applicable legislation and common law provisions as there are no employment agreements in place for the named executives, except for Ms. Southern. The table below shows how various components of our compensation program are impacted by retirement, resignation, change of control and termination.

We consider there to be a *change of control* if/when holders of Class B shares accept an offer to purchase in the aggregate more than 50 per cent of all Class B shares. This change can be by way of a takeover bid or some other means, as long as it is not the result of a transaction to convert Canadian Utilities to a trust with our share owners owning more than 50 per cent of the voting securities of the trust.

We have an employment agreement with Ms. Southern, Chair & Chief Executive Officer, ATCO and Canadian Utilities. See Page [71](#) for more information.

Retirement	• Salary ends • Retiring allowance is based on years of service to a maximum of one month's salary • Retiree health benefits coverage starts when he or she retires, and continues until six months after the pensioner dies • Annual incentive is paid on a pro rata basis to the retirement date • All options granted after 2019 will continue to vest over the four-year term and expire eight years after the grant date • All unvested options and share appreciation rights granted in or prior to 2019 are forfeited on the retirement date • All vested options and share appreciation rights granted in or prior to 2019 can be exercised within 24 months of the retirement date, or on the expiry date if earlier • Pension benefits are provided based on membership in the Pension Plan and Supplemental Pension Benefits, as applicable) as more fully described on Page 58.
Resignation	• All salary and benefits end • Annual incentive for the current year is forfeited • All vested options and share appreciation rights can be exercised within 90 days of the resignation date, or on the expiry date if earlier • All unvested options and share appreciation rights are forfeited on the resignation date • Pension is paid as a commuted value or deferred benefit
Change of control	• No changes to salary, incentives or benefits • All vested options and share appreciation rights can be exercised upon a change of control. These awards can be exercised until the earlier of their scheduled expiry and 90 days after the date of any termination of the participant's status with the Company. • All unvested options and share appreciation rights vest upon a change of control. These awards can be exercised until the earlier of their scheduled expiry and 90 days after the date of any termination of the participant's status with the Company

Termination without cause of Nancy C. Southern	A lump sum payment equal to the sum of: • three (3) times Ms. Southern's annual base salary; plus • three (3) times the Company's annual cost of providing all of Ms. Southern's benefits and perquisites; plus • an amount equal to the average of Ms. Southern's annual bonuses received for the past three years multiplied by three (3) <i>Treatment of long term incentive awards</i> • The vesting of all unvested options and share appreciation rights would be accelerated and these awards would be exercisable for a period of two years, or until the expiry date if earlier <i>Pension</i> • Pension is paid as a commuted value or deferred benefit Ms. Southern has the right to terminate her employment for "Good Reason", in which case, she would be entitled to the same termination treatment described above. "Good reason" (as defined in her employment agreement) means any situation where duties are materially changed, salary is reduced without express written consent, benefits or incentive compensation is discontinued, or relocation outside of the Province of Alberta is required.
Termination without cause of other Named Executives	• All salary and benefits end • Annual incentive for the current year is forfeited • All vested options and share appreciation rights can be exercised within 90 days of the termination date, or on the expiry date if earlier • All unvested options and share appreciation rights are forfeited on the termination date • Pension is paid as a commuted value or deferred benefit • If applicable, severance is provided based on employment standards and entitlements at common law.

The table below shows incremental amounts that would be paid to the named executives based on differing scenarios - retirement, resignation, termination without cause and change of control without termination, assuming the triggering event took place on December 31, 2022.

Incremental Amounts	Retirement (\$)	Resignation (\$)	Termination Without Cause (\$) ¹	Change of Control Without Termination (\$) ²
Nancy C. Southern				
Cash payment			5,340,000	
Option-based awards ³			484,845	484,845
Pension				
Benefits			267,000	
Perquisites			113,665	
Total			6,205,510	484,845
Brian P. Shkrobot				
Cash payment				
Option-based awards ³				24,138
Pension				
Benefits				
Perquisites				
Total				24,138
Bob J. Myles				
Cash payment				
Option-based awards ³				58,950
Pension				
Benefits				
Perquisites				
Total				58,950
Melanie L. Bayley				
Cash payment				
Option-based awards ³				30,483
Pension				
Benefits				
Perquisites				
Total				30,483
Becky A. Penrice				
Cash payment				
Option-based awards ³				8,843
Pension				
Benefits				
Perquisites				
Total				8,843

¹ The named executives are not entitled to any incremental payments in the event of termination for cause. For Ms. Southern, the values in this column also apply in the event of termination for "Good Reason" as more fully described on Page 84.

² The cash payment that would be made upon termination in the event of change of control is the same value as shown under "Termination Without Cause".

³ Assumes the exercise of all unvested options and share appreciation rights. Shows the estimated value of accelerated awards based on \$36.65, the closing price of Canadian Utilities Class A shares on December 31, 2022.

OTHER INFORMATION

Directors and Officers Liability Insurance

Canadian Utilities, ATCO and their subsidiaries have purchased insurance with an annual aggregate limit of \$200 million. Coverage for the directors and officers is \$200 million, with coverage for Canadian Utilities, ATCO and their subsidiaries limited to \$175 million. Canadian Utilities paid a premium of \$623,018 in the financial year ended December 31, 2022. No part of the premium was paid by a director or officer. Canadian Utilities is responsible for the first \$1 million of any securities claim and for the first \$500,000 of any other loss. There is no deductible in respect of claims against any director or officer.

Indebtedness of Directors and Officers

There is not and has not been, any indebtedness outstanding from directors or executive officers of the Company to the Company in 2022, other than routine indebtedness previously outstanding as defined under Canadian securities laws. Canadian Utilities does not provide loans to directors or senior executive officers except for:

- Senior executive officers that are transferred at the request of the Company from one place of employment to another who may require bridge financing or a market differential loan
- Senior executive officers requiring an advance to fund significant expenses to be incurred on behalf of the Company that will be settled through submission of an expense account.

Internal policies detail the specifics of the handling of these exceptions.

Interest of Certain Persons or Companies in Matters to be Acted Upon

Management of Canadian Utilities is not aware of any material interest, direct or indirect, by way of beneficial ownership of securities or otherwise, of any director or nominee for director, senior officer, or anyone who has been a director or senior officer of Canadian Utilities at any time since January 1, 2022, or of any associate or affiliate of any of the foregoing individuals, in any matter to be acted on at the meeting, other than the election of directors, except for as set forth in this Circular.

Interest of Informed Persons in Material Transactions

There were no material interests, direct or indirect, of any informed person of the Company, any proposed director of the Company or any associate or affiliate of any informed person or proposed director of the Company, in any transaction during 2022 or in any proposed transaction which has materially affected or would materially affect the Company.

Management Contracts

No management functions are performed by a person or corporation other than the directors, executive officers or other employees of the Company.

Share Owner Proposals

A proposal to be included in the management proxy circular for the next annual meeting of share owners must be received by Canadian Utilities on or before December 8, 2023.

Additional Information

Additional information about Canadian Utilities is available on SEDAR at www.sedar.com. Information about Canadian Utilities' business is provided in its annual information form dated March 1, 2023. Financial information is provided in Canadian Utilities' financial statements and the management's discussion and analysis for the year ended December 31, 2022.

Copies of these documents and additional copies of this Circular may be obtained upon request from Investor Relations at 3rd Floor, West Building, 5302 Forand Street S.W., Calgary, Alberta, T3E 8B4.

Corporate information, including our privacy commitment, is also available on Canadian Utilities' website: www.canadianutilities.com.

Forward-Looking Information Advisory

Certain statements contained in this Circular constitute forward-looking information. Forward-looking information is often, but not always, identified by the use of words such as "anticipate", "plan", "estimate", "expect", "may", "will", "intend", "should", "goals", "targets", "strategy", "future", and similar expressions. In particular, forward-looking information in this Circular includes, but is not limited to references to: strategic plans, goals and targets, including ESG targets and the commitment to achieve net zero greenhouse gas (GHG) emissions by 2050; growth plans; expected emissions reductions; the decarbonization of operations; expected electricity generation capacity and/or productive capacity of assets and projects, including assets and projects that have been acquired or that are expected to be developed in the future; the expected purchase and sale of electricity and/or renewable energy; the expected term, impact and/or benefits of contracts; the expected timing for commencement, construction, completion or commercial operations of facilities, assets or projects; expected economic and community benefits; information pertaining to planned but not yet fully developed projects, including development projects acquired as part of the Renewable Energy Portfolio Acquisition from Suncor Energy Inc., also the Central West Pumped Storage Hydro Project, also the Canadian Pacific Hydrogen Locomotive Project, also the Suncor ATCO Heartland Hydrogen Hub Project, also the ATLAS Carbon Sequestration Hub Project, also the Empress and Calgary Solar Development Projects.

Although the Company believes that the expectations reflected in the forward-looking information are reasonable based on the information available on the date such statements are made and processes used to prepare the information, such statements are not guarantees of future performance and no assurance can be given that these expectations will prove to be correct. Forward-looking information should not be unduly relied upon. By their nature, these statements involve a variety of assumptions, known and unknown risks and uncertainties, and other factors, which may cause actual results, levels of activity, and achievements to differ materially from those anticipated in such forward-looking information. The forward-looking information reflects the Company's beliefs and assumptions with respect to, among other things, the Company's ability to successfully achieve its net zero GHG emissions target by 2050 and other ESG targets by 2030; the development and performance of technology and technological innovations and the ability to otherwise access and implement all technology necessary to achieve GHG and other ESG targets; continuing collaboration with certain regulatory and environmental groups; the performance of assets and equipment; demand levels for oil, natural gas, gasoline, diesel and other energy sources; certain levels of future energy use; future production rates; future revenue and earnings; the ability to meet current project schedules, and other assumptions inherent in management's expectations in respect of the forward-looking information identified herein.

The Company's actual results could differ materially from those anticipated in this forward-looking information as a result of, among other things, risks inherent in the performance of assets; capital efficiencies and cost savings; applicable laws and government policies; regulatory decisions; competitive factors in the industries in which the Company operates; prevailing economic conditions; credit risk; interest rate fluctuations; the availability and cost of labour, materials, services, and infrastructure; the development and execution of projects; prices of electricity, natural gas, natural gas liquids, and renewable energy; potential termination or breach of contract by contract counterparties; the development and performance of technology and new energy efficient products, services, and programs including but not limited to the use of zero-emission and renewable fuels, carbon capture, and storage, electrification of equipment powered by zero-emission energy sources and utilization and availability of carbon offsets; the occurrence of unexpected events such as fires, severe weather conditions, explosions, blow-outs, equipment failures, transportation incidents, and other accidents or similar events; and other risk factors, many of which are beyond the control of the Company. Due to the interdependencies and correlation of these factors, the impact of any one material assumption or risk on a forward-looking statement cannot be determined with certainty. Readers are cautioned that the foregoing lists are not exhaustive. For additional

information about the principal risks that the Company faces, see “Business Risks and Risk Management” in the Management’s Discussion and Analysis for the year ended December 31, 2022 (MD&A), which is available on SEDAR at www.sedar.com.

This Circular may contain information that constitutes future-oriented financial information or financial outlook information, all of which are subject to the same assumptions, risk factors, limitations and qualifications set forth above. Readers are cautioned that the assumptions used in the preparation of such information, although considered reasonable at the time of preparation, may prove to be imprecise or inaccurate and, as such, undue reliance should not be placed on such future-oriented financial information or financial outlook information. The Company's actual results, performance and achievements could differ materially from those expressed in, or implied by, such future-oriented financial information or financial outlook information. The Company has included such information in order to provide readers with a more complete perspective on its future operations and its current expectations relating to its future performance. Such information may not be appropriate for other purposes and readers are cautioned that such information should not be used for purposes other than those for which it has been disclosed herein. Future-oriented financial information or financial outlook information contained herein was made as of the date of this Circular.

Any forward-looking information contained in this Circular represents the Company's expectations as of the date hereof, and is subject to change after such date. The Company disclaims any intention or obligation to update or revise any forward-looking information whether as a result of new information, future events or otherwise, except as required by applicable securities legislation.

Non-GAAP and Other Financial Measures Advisory

This Circular includes references to “adjusted earnings”, which is a “total of segments measure” as that term is defined in National Instrument 52-112 *Non-GAAP and Other Financial Measures Disclosure*. The most directly comparable measure reported in accordance with IFRS is “earnings attributable to equity owners of the Company”, which was \$632 million as at December 31, 2022 and \$393 million as at December 31, 2021. For additional information, see “Other Financial and Non-GAAP Measures” and “Reconciliation of Adjusted Earnings to Earnings Attributable to Equity Owners of the Company” in the MD&A, which is available on SEDAR at www.sedar.com. The information provided in the MD&A under the heading “Reconciliation of Adjusted Earnings to Earnings Attributable to Equity Owners of the Company” is incorporated by reference herein.

The contents and the sending of this Circular have been approved by the directors of Canadian Utilities.

Dated March 9, 2023

[Signed by K.M. Brunner]

Kyle M. Brunner
Senior Vice President, General Counsel & Corporate Secretary

SCHEDULE A – BOARD OF DIRECTORS MANDATE

The Board of Directors (the Board) of Canadian Utilities Limited (the Corporation) is responsible for the stewardship of the Corporation and for overseeing the conduct of the business of the Corporation and the activities of management, who are responsible for the day-to-day conduct of the business.

COMPOSITION AND OPERATION

The Board operates by reserving certain powers to itself and delegating certain of its authorities to management. The Board retains responsibility for managing its own affairs, including selecting its chair, planning its composition and size, nominating candidates for election to the Board, determining independence of Board members, constituting committees of the Board, determining director compensation, periodically discussing matters of interest separate from and independent of any influence from management, and assessing the effectiveness of the Board, committees and directors in fulfilling their responsibilities. Subject to the articles and by-laws of the Corporation and the Canada Business Corporations Act (the CBCA), the Board may constitute, seek the advice of, and delegate powers, duties and responsibilities to committees of the Board.

RESPONSIBILITIES

The Board's primary responsibilities are to enhance and preserve long-term shareholder value and to ensure that the Corporation meets its obligations on an on-going basis and operates in a reliable and prudent manner. In performing its duties, the Board should also consider the legitimate interests that other interested parties, such as employees, customers and communities, may have in the Corporation. In broad terms, the stewardship of the Corporation involves the Board in strategic planning, risk management and mitigation, senior management determination, communication planning, and internal control integrity. More specifically, the Board is responsible for:

- a. to the extent feasible, satisfying itself as to the integrity of the Chief Executive Officer (CEO) and other executive officers and that the CEO and other executive officers create a culture of integrity throughout the organization,
- b. adopting a strategic planning process and approving, on at least an annual basis, a strategic plan for the Corporation which takes into account, among other things, the opportunities and risks of the business,
- c. identifying the principal risks of the Corporation's business and ensuring the implementation of appropriate systems to manage these risks,
- d. succession planning (including training and monitoring senior management),
- e. adopting a communication policy for the Corporation that includes measures for receiving feedback from interested parties,
- f. the Corporation's internal control and management information systems,
- g. developing the Corporation's approach to corporate governance, including developing a set of corporate governance principles and guidelines that are specifically applicable to the Corporation, and
- h. on an individual basis, attending Board meetings, reviewing meeting materials in advance of meetings, and complying with the other expectations and responsibilities of directors of the Corporation established by the Board.

SPECIFIC DUTIES

The Board's specific duties, obligations and responsibilities fall into the following categories:

1. Legal Requirements

- a. The Board has oversight responsibility for the Corporation's satisfaction of its legal obligations and for properly preparing, approving and maintaining the Corporation's documents and records.
- b. The Board has the statutory obligation to
 - i. manage or supervise the management of the business and affairs of the Corporation,
 - ii. act honestly and in good faith with a view to the best interests of the Corporation,
 - iii. exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances, and
 - iv. act in accordance with its obligations contained in the CBCA and the regulations thereunder, the Corporation's articles and by-laws, and other relevant legislation and regulations.
- c. The Board has the statutory obligation to consider certain matters as a board of directors. The Board may not delegate to management or to a committee of the Board the authority to
 - i. submit to the shareholders any question or matter requiring the approval of the shareholders,
 - ii. fill a vacancy among the directors or in the office of auditor, or appoint additional directors,
 - iii. issue securities except in the manner and on the terms authorized by the Board,
 - iv. declare dividends,
 - v. purchase, redeem or otherwise acquire shares issued by the Corporation, except in the manner and on the terms authorized by the Board,
 - vi. pay a commission to any person in consideration of the person's purchasing or agreeing to purchase shares of the Corporation from the Corporation or from any other person, or procuring or agreeing to procure purchasers for shares of the Corporation, except as authorized by the Board,
 - vii. approve any management proxy circular relating to a solicitation of proxies by or on behalf of management of the Corporation,
 - viii. approve any take-over bid circular or directors' circular,
 - ix. approve any annual financial statements of the Corporation, or
 - x. adopt, amend or repeal by-laws.

2. Independence

The Board is responsible for implementing appropriate structures and procedures to permit the Board to function independently of management.

3. Strategic Planning

The Board is responsible for ensuring that there are long-term goals and a strategic planning process in place for the Corporation and participating with management, at least annually, directly or through its committees in approving the strategic plan by which the Corporation proposes to achieve its goals.

4. Risk Management

The Board is responsible for understanding the principal risks of the business in which the Corporation is engaged, achieving a proper balance between risks incurred and the potential return to shareholders, and confirming that there are systems in place that effectively monitor and manage those risks with a view to the long-term viability of the Corporation.

5. Appointment, Training and Monitoring of Senior Management

The Board is responsible for:

- a. appointing the CEO of the Corporation, monitoring and assessing the CEO's performance, determining the CEO's compensation, and providing advice and counsel to the CEO in the execution of the CEO's duties,
- b. approving the remuneration of the named executive officers, and
- c. confirming that adequate provision has been made for the training and development of management and for the orderly succession of management.

6. Reporting and Communication

The Board is responsible for:

- a. verifying that the Corporation has in place policies and programs to enable the Corporation to communicate effectively with its shareholders, other interested parties and the public generally,
- b. verifying that the financial performance of the Corporation is adequately reported to shareholders, other security holders and regulators on a timely and regular basis,
- c. verifying that the Corporation's financial results are reported fairly and in accordance with generally accepted accounting principles,
- d. verifying the timely reporting of any other developments that have a significant and material effect on the value of the Corporation, and
- e. reporting annually to shareholders on the Board's stewardship of the affairs of the Corporation for the preceding year.

7. Monitoring and Acting

The Board is responsible for:

- a. verifying that the Corporation operates at all times within applicable laws and regulations to the highest ethical and moral standards,
- b. approving and monitoring compliance with the significant policies and procedures by which the Corporation is operated,
- c. overseeing the Corporation's approach to sustainability and environmental, social and governance matters,
- d. verifying that the Corporation sets appropriate environmental standards in its operations and is in compliance with environmental laws and regulations,
- e. verifying that the Corporation has in place appropriate programs and policies for the health and safety of its employees in the workplace,
- f. monitoring the Corporation's progress toward its goals and objectives and revising and altering its direction through management in response to changing circumstances,
- g. taking action when the Corporation's performance falls short of its goals and objectives or when other special circumstances warrant,
- h. verifying that the Corporation has implemented adequate disclosure controls and procedures and internal control and information systems,
- i. ensuring that the Board receives from senior management on a timely basis the information and input required to enable the Board to effectively perform its duties,
- j. adopting a written code of business conduct and ethics and monitoring compliance with the code,
- k. annually assessing the adequacy of this Mandate and making any changes deemed necessary or appropriate, and
- l. conducting and acting upon annual assessments and evaluations of the Board, committees of the Board and individual directors.

8. Other

The foregoing list of duties is not exhaustive. The Board may perform any other activities consistent with this mandate, the Corporation's articles and by-laws, and any other governing laws, as the Board deems necessary or appropriate.

SCHEDULE B - SUMMARY OF THE MATERIAL TERMS OF THE STOCK OPTION PLAN

Plan Maximum, Securities Awarded and Securities Available for Grant

Since its inception in 1994, the Stock Option Plan has required the maintenance of a reserve of Class A shares to cover the options granted to participants. This reserve must be replenished from time to time so that the Company has a sufficient number of Class A shares to cover new option grants. Share owners were last asked to approve the Stock Option Plan in 2022, when share owners approved a resolution to replenish the share reserve by 8,372,850 Class A shares which resulted in the reservation of the maximum number of Class A shares authorized for issuance, being 12,800,000.

Share owners approved general amendment provisions for the Stock Option Plan in May 2007 and prior to that, the Stock Option Plan was approved by share owners in May 2000, at which time the number of Class A shares approved for issuance under the Stock Option Plan was 3,200,000. The Company subsequently completed two stock splits, which changed the fixed maximum of Class A shares reserved for issuance under the Stock Option Plan to 12,800,000.

The table on Page [81](#) of the Circular shows the number of options to acquire Class A shares currently outstanding as well as the amount available for future grants. The table on Page [81](#) of the Circular shows the annual burn rate of the Stock Option Plan for the past three years.

Eligible Participants and Insider Participation Limits

Certain officers and key employees of the Company and its subsidiaries are eligible to participate in the Stock Option Plan, at the Board's discretion. The number of the Company's securities (a) issued to insiders of the Company, within any one year period, and (b) issuable to insiders of the Company, at any time, under the Stock Option Plan, or when combined with all of the Company's other security based compensation arrangements, shall not exceed 10% of the Company's total issued and outstanding securities. The Stock Option Plan does not provide for a maximum number of securities that any one person or company is entitled to receive under the Stock Option Plan.

Exercise Price, Vesting, Term, Blackout Periods, Assignability, Financial Assistance and Cashless Exercise

Options to purchase Class A shares granted under the Stock Option Plan have an exercise price based on the market price of Class A shares at the time of the option grant. For these purposes, the market price of Class A shares at the time of the option grant equals the weighted average trading price of the Class A shares on the TSX for the five trading days immediately preceding the date of the option grant. The Board may impose vesting limitations in its sole unfettered discretion at the time of the option grant. Generally, options granted prior to 2020 have a ten-year term with one-fifth of the total option grant vesting each year starting on the first anniversary date of the grant and options granted 2020 forward have an eight-year term with one-quarter of the total option grant vesting each year starting on the first anniversary date of the grant. At the time an option is granted, the Board shall determine the number of Class A shares that may be acquired under such option and the period during which such option may be exercised.

In the event the expiration date for an option falls during or within ten (10) business days after a "black out period" is imposed by the Company under its insider trading policy, then the expiry date of such option shall be extended to the date that is ten (10) business days after the last day of the black out period, after which time the option will expire and terminate.

Options may not be assigned or transferred, except by will or applicable law in the event of death or permanent disability of the Stock Option Plan participant. The Company is not permitted to provide any financial assistance to Stock Option Plan participants in order to facilitate the exercise of options. The Stock Option Plan allows for the "cashless" exercise of options and provides details regarding how a Stock Option Plan participant can make this election and complete a "cashless" exercise of options.

Cessation of Entitlements

The table below summarizes the treatment of a Stock Option Plan participant's options upon resignation, termination, retirement, and death or permanent disability.

Event	Treatment of Options
Resignation / termination (with or without cause)	As of the service termination date (as defined in the Stock Option Plan), all unvested options shall immediately terminate. Any vested options shall expire on the date that is the earlier of (a) 90 days after the service termination date and (b) the scheduled expiry of the option.
Retirement	For options granted after 2019: Any unvested options as of the date of retirement (as defined in the Stock Option Plan) shall continue to vest in accordance with the vesting schedule set out in the participant's option agreement(s). Any options vested on, prior to or after the date of retirement, shall be exercisable on or before the last day of the scheduled expiry of the option. Notwithstanding the above, if, following retirement, the participant provides services as an employee or consultant to any competitive business (as defined in the Stock Option Plan) then any unvested options shall immediately terminate and any vested options shall be exercisable on or before the earlier of (a) 90 days after the date of retirement and (b) the scheduled expiry of the option. For options granted in or prior to 2019: Any unvested options as of the date of retirement are forfeited. Any options which have vested as of the date of retirement can be exercised until the earlier of (a) 24 months after the date of retirement, or (b) the scheduled expiry of the option.
Death / permanent disability	Any unvested options as of the date of the participant's death or permanent disability shall immediately expire and terminate. Any vested options shall be exercisable on or before the earlier of (a) 24 months after the date of death or permanent disability and (b) the scheduled expiry of the option.

Sale of Assets or Change of Control

If there is a sale by the Company of all or substantially all of its assets, or if there is a change of control of the Company, then a participant shall be entitled to exercise each option granted to the participant until the earlier of: (a) the scheduled expiry of the option and (b) the 90th day after the date of termination of the participant's status with the Company or a subsidiary of the Company at the time and under which the option was granted.

Amendments

The Board may at any time, without share owner approval, add to or repeal any of the terms of the Stock Option Plan or any options and without limiting the generality of the foregoing, may make the following changes, deletions, revisions or amendments:

- i any amendment to the vesting provisions of the Stock Option Plan or any option,
- ii any amendment to the termination provisions of the Stock Option Plan or any option, provided that such amendment does not entail an extension beyond the expiry date of the option,
- iii any amendment to the persons eligible to receive options or otherwise relating to the eligibility of anyone to receive options other than an amendment which would have the potential of broadening or increasing insider participation,
- iv any amendment with respect to the method or manner of exercise of any option,
- v any amendment of a "housekeeping" nature, and

- vi any other amendment that under the rules of the TSX (or such other stock exchange on which the Class A shares may be listed) does not require share owner approval,
provided that no such addition, repeal, or amendment shall in any manner materially adversely affect the rights of any participant under any options theretofore granted under the Stock Option Plan without such participant's consent.

The foregoing is intended to provide the Board with the broadest scope of amendment powers permitted by the rules of the TSX (or such other stock exchange on which the Class A shares may be listed), as such rules may be amended from time to time.

Suspension / Termination

The Board may, at any time, suspend or terminate the Stock Option Plan.



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