

## SUMMARY OF GBPC 2025 - 2027 RATE APPLICATION

# GBPA REGULATORY FRAMEWORK AND OPERATING PROTOCOL OVERVIEW

- The Operating Protocol & Regulatory Framework Agreement (Regulatory Framework) was implemented on the 17th January, 2013, between The Grand Bahama Port Authority, Limited (Regulator) and the Grand Bahama Power Company (GBPC) pursuant to the mandates and powers as provided in the Hawksbill Creek Agreement.
- The Framework was, and remains, the first of its kind and is the most advanced set of regulations within The Bahamas, which clearly outlines the expectations of GBPA as the Regulator
- The Framework documents:
  - An objective and transparent process for a fixed three-year rate setting
  - Establishes a regime of efficiency and customer service standards, against which the utility is measured, designed to secure greater levels of customer protection

#### **GBPA'S REGULATORY OBLIGATION**

- The Framework basis is a cost analysis model whereby GBPC is required to set forth a rate application every three years for review and consideration
- The Rate Case application must include, but not limited to, the following:
  - Five-year capital investment budget forecast
  - Plans for major operations
  - Operating and maintenance expenses
  - Amortization and depreciation
  - Financial cost of capital
  - Cost of fuel
- GBPA is required to perform the following obligations prior to ruling on the application :
  - Perform a comprehensive review of the Rate Case application
  - o Publish the plan on the Regulator's website
  - Conduct a 45 day public consultation process
- At the end of the period the regulator will advise GBPC of its final decision



### SUMMARY OF GBPC RATE CASE APPLICATION

- GBPC filed its proposed 2025-2027 based on a \*"test year" of 2023
- The GBPC filing proposes the following:
  - Base Rates: 6.32% increase for all components and all customers
  - Fuel/Other Charges
    - The charge associated with the PharaChem shutdown transfers to base rates
    - Matthew and Dorian cost recoveries are completed in 2024 & 2026 respectively
    - Proposed additional Regulatory asset recovery through the fuel charge to catch up on amortizations that were suspended after hurricane Matthew
      - 0.5 cents added for 2025
      - 1.0 cent added for 2026 and 2027
    - Forecast Fuel Rates
      - 2025: 12.44 cents per kWh
      - 2026: 13.83 cents per kWh
      - 2027: 14.39 cents per kWh

<sup>\*</sup> A "test-year" is a recent year of actual data intended to represent an operational year as close to normal conditions as possible.

### **GBPC PROPOSED NEW BASE RATE TARIFFS**

| kWh                  | Current | Proposed | % Change |
|----------------------|---------|----------|----------|
| Residential          |         |          |          |
| 0 - 200              | 0.1756  | 0.1867   | 6.32%    |
| 201 - 350            | 0.1814  | 0.1929   | 6.32%    |
| 351 - 800            | 0.2287  | 0.2431   | 6.32%    |
| > 800                | 0.2731  | 0.2904   | 6.32%    |
| Temporary            |         |          |          |
| All kWh              | 0.2585  | 0.2748   | 6.32%    |
| Commercial           |         |          |          |
| 0 - 20,000           | 0.2020  | 0.2147   | 6.32%    |
| 20,001 - 100,000     | 0.1875  | 0.1993   | 6.32%    |
| > 100,000            | 0.1730  | 0.1840   | 6.32%    |
| Minimum Demand 5 KVA | 9.41    | 10.01    | 6.32%    |

| kWh                      | Current | Proposed | % Change |
|--------------------------|---------|----------|----------|
| General Service Large    |         |          |          |
| 0 - 100,000              | 0.1730  | 0.1840   | 6.32%    |
| 100,001 - 500,000        | 0.1586  | 0.1686   | 6.32%    |
| 500,001 - 1,300,000      | 0.1442  | 0.1533   | 6.32%    |
| > 1,300000               | 0.1155  | 0.1228   | 6.32%    |
| Minimum Demand 1,000 KVA | 9.41    | 10.01    | 6.32%    |
|                          |         |          |          |
| Industrial-Large         |         |          |          |
| 0 - 100,000              | 0.1602  | 0.1703   | 6.32%    |
| 100,001 - 500,000        | 0.1468  | 0.1561   | 6.32%    |
| 500,001 - 1,300,000      | 0.1336  | 0.1420   | 6.32%    |
| 1,300001 - 1,700,000     | 0.1069  | 0.1137   | 6.32%    |
| > 1,700,000              | 0.0868  | 0.0923   | 6.32%    |
| Minimum Demand 1,000 KVA | 9.41    | 10.01    | 6.32%    |

# 2025 ESTIMATED BILL IMPACTS FROM PROPOSED RATES

|                      |              |    | С     | urre | ent Rate | es |               |                  |   | 2025 Proposed Rates |     |    |       |    |      |    |               |                  | Change from Existing Rates |               |                  |             |
|----------------------|--------------|----|-------|------|----------|----|---------------|------------------|---|---------------------|-----|----|-------|----|------|----|---------------|------------------|----------------------------|---------------|------------------|-------------|
|                      | Base         | 1  | Fuel  | ŀ    | HRSC     | ,  | Total<br>Bill | Cents per<br>kWh |   | Base                | •   | F  | uel   | ŀ  | IRSC | ٦  | Total<br>Bill | Cents per<br>kWh | -                          | Γotal<br>Bill | Cents per<br>kWh | %<br>Change |
| Domestic Customers   |              |    |       |      |          |    |               |                  |   |                     |     |    |       |    |      |    |               |                  |                            |               |                  | C.I.G.I.gC  |
| 200 kWh per Month    | \$<br>35     | \$ | 27    | \$   | 3        | \$ | 65            | 32.6             | Ş | 5                   | 37  | \$ | 25    | \$ | 3    | \$ | 65            | 32.4             | \$                         | (0.31)        | (0.15)           | (0.47%)     |
| 350 kWh per Month    | \$<br>62     | \$ | 48    | \$   | 5        | \$ | 115           | 32.8             | Ş | 5                   | 66  | \$ | 44    | \$ | 5    | \$ | 114           | 32.7             | \$                         | (0.48)        | (0.14)           | (0.42%)     |
| 600 kWh per Month    | \$<br>120    | \$ | 82    | \$   | 8        | \$ | 210           | 34.9             | Ş | 5 1                 | .27 | \$ | 75    | \$ | 8    | \$ | 209           | 34.9             | \$                         | (0.03)        | (0.01)           | (0.01%)     |
| 800 kWh per Month    | \$<br>165    | \$ | 110   | \$   | 10       | \$ | 285           | 35.7             | Ş | 5 1                 | .76 | \$ | 99    | \$ | 10   | \$ | 286           | 35.7             | \$                         | 0.33          | 0.04             | 0.12%       |
| 1,000 kWh per Month  | \$<br>220    | \$ | 137   | \$   | 13       | \$ | 370           | 37.0             | Ş | 5 2                 | 234 | \$ | 124   | \$ | 13   | \$ | 371           | 37.1             | \$                         | 1.26          | 0.13             | 0.34%       |
|                      |              |    |       |      |          |    |               |                  |   |                     |     |    |       |    |      |    |               |                  |                            |               |                  |             |
| Commercial Customers |              |    |       |      |          |    |               |                  |   |                     |     |    |       |    |      |    |               |                  |                            |               |                  |             |
| 1,000 kWh per Month  | \$<br>249    | \$ | 137   | \$   | 8        | \$ | 394           | 39.4             | Ş | 5 2                 | 265 | \$ | 124   | \$ | 8    | \$ | 397           | 39.7             | \$                         | 3.10          | 0.31             | 0.79%       |
| 5,000 kWh per Month  | \$<br>1,198  | \$ | 685   | \$   | 40       | \$ | 1,923         | 38.5             | Ş | 5 1,2               | 274 | \$ | 622   | \$ | 40   | \$ | 1,935         | 38.7             | \$                         | 12.51         | 0.25             | 0.65%       |
| 10,000 kWh per Month | \$<br>2,443  | \$ | 1,370 | \$   | 80       | \$ | 3,893         | 38.9             | Ş | 2,5                 | 97  | \$ | 1,244 | \$ | 80   | \$ | 3,921         | 39.2             | \$                         | 28.00         | 0.28             | 0.72%       |
| 50,000 kWh per Month | \$<br>11,075 | \$ | 6,850 | \$   | 400      | \$ | 18,325        | 36.7             | Ç | 11,7                | 75  | \$ | 6,218 | \$ | 400  | \$ | 18,393        | 36.8             | \$                         | 67.97         | 0.14             | 0.37%       |

Note: The estimates for commercial customers will vary based on the customers kVa demand, typical values were assumed for these calculations

# 2026 ESTIMATED BILL IMPACTS FROM PROPOSED RATES

|                      |              | С           | urre | nt Rate | es |        |           |   | 2026 Proposed Rates |       |    |       |    |      |    |        |           | Change from Existing Rates |        |           |        |
|----------------------|--------------|-------------|------|---------|----|--------|-----------|---|---------------------|-------|----|-------|----|------|----|--------|-----------|----------------------------|--------|-----------|--------|
|                      | Base         | Fuel        | -    | IRSC    |    | Total  | Cents per |   | R                   | ase   |    | Fuel  |    | HRSC | •  | Гotal  | Cents per | -                          | Гotal  | Cents per | %      |
|                      | Dasc         | i uci       |      | ii (SC  |    | Bill   | kWh       |   |                     | asc   |    | ı ucı |    | imse |    | Bill   | kWh       |                            | Bill   | kWh       | Change |
| Domestic Customers   |              |             |      |         |    |        |           |   |                     |       |    |       |    |      |    |        |           |                            |        |           |        |
| 200 kWh per Month    | \$<br>35     | \$<br>27    | \$   | 3       | \$ | 65     | 32.6      |   | \$                  | 37    | \$ | 28    | \$ | 3    | \$ | 68     | 33.9      | \$                         | 2.64   | 1.32      | 4.05%  |
| 350 kWh per Month    | \$<br>62     | \$<br>48    | \$   | 5       | \$ | 115    | 32.8      |   | \$                  | 66    | \$ | 49    | \$ | 5    | \$ | 120    | 34.1      | \$                         | 4.67   | 1.33      | 4.06%  |
| 600 kWh per Month    | \$<br>120    | \$<br>82    | \$   | 8       | \$ | 210    | 34.9      |   | \$                  | 127   | \$ | 83    | \$ | 8    | \$ | 218    | 36.4      | \$                         | 8.80   | 1.47      | 4.20%  |
| 800 kWh per Month    | \$<br>165    | \$<br>110   | \$   | 10      | \$ | 285    | 35.7      |   | \$                  | 176   | \$ | 111   | \$ | 10   | \$ | 297    | 37.2      | \$                         | 12.11  | 1.51      | 4.24%  |
| 1,000 kWh per Month  | \$<br>220    | \$<br>137   | \$   | 13      | \$ | 370    | 37.0      |   | \$                  | 234   | \$ | 139   | \$ | 13   | \$ | 386    | 38.6      | \$                         | 15.97  | 1.60      | 4.32%  |
|                      |              |             |      |         |    |        |           |   |                     |       |    |       |    |      |    |        |           |                            |        |           |        |
| Commercial Customers |              |             |      |         |    |        |           |   |                     |       |    |       |    |      |    |        |           |                            |        |           |        |
| 1,000 kWh per Month  | \$<br>249    | \$<br>137   | \$   | 8       | \$ | 394    | 39.4      |   | \$                  | 265   | \$ | 139   | \$ | 8    | \$ | 412    | 41.2      | \$                         | 17.82  | 1.78      | 4.52%  |
| 5,000 kWh per Month  | \$<br>1,198  | \$<br>685   | \$   | 40      | \$ | 1,923  | 38.5      |   | \$                  | 1,274 | \$ | 695   | \$ | 40   | \$ | 2,009  | 40.2      | \$                         | 86.11  | 1.72      | 4.48%  |
| 10,000 kWh per Month | \$<br>2,443  | \$<br>1,370 | \$   | 80      | \$ | 3,893  | 38.9      | 1 | \$                  | 2,597 | \$ | 1,391 | \$ | 80   | \$ | 4,068  | 40.7      | \$                         | 175.19 | 1.75      | 4.50%  |
| 50,000 kWh per Month | \$<br>11,075 | \$<br>6,850 | \$   | 400     | \$ | 18,325 | 36.7      | : | \$ 1                | 1,775 | \$ | 6,954 | \$ | 400  | \$ | 19,129 | 38.3      | \$                         | 803.91 | 1.61      | 4.39%  |

Note: The estimates for commercial customers will vary based on the customers kVa demand, typical values were assumed for these calculations

## 2027 ESTIMATED BILL IMPACTS FROM PROPOSED RATES

|                      |              |    | С     | urre | ent Rate | S  |               |                  |              |         | 2027  | ' Pro | posed | Rate | S             |                  | Change from Existing Rates |              |                  |             |
|----------------------|--------------|----|-------|------|----------|----|---------------|------------------|--------------|---------|-------|-------|-------|------|---------------|------------------|----------------------------|--------------|------------------|-------------|
|                      | Base         | 1  | Fuel  | ŀ    | HRSC     |    | Total<br>Bill | Cents per<br>kWh | Base         |         | Fuel  |       | HRSC  |      | Total<br>Bill | Cents per<br>kWh | ٦                          | otal<br>Bill | Cents per<br>kWh | %<br>Change |
| Domestic Customers   |              |    |       |      |          |    |               |                  |              |         |       |       |       |      |               |                  |                            |              |                  |             |
| 200 kWh per Month    | \$<br>35     | \$ | 27    | \$   | 3        | \$ | 65            | 32.6             | \$<br>37     | \$      | 29    | \$    | -     | \$   | 66            | 33.1             | \$                         | 0.99         | 0.50             | 1.52%       |
| 350 kWh per Month    | \$<br>62     | \$ | 48    | \$   | 5        | \$ | 115           | 32.8             | \$<br>66     | \$      | 50    | \$    | -     | \$   | 117           | 33.3             | \$                         | 1.79         | 0.51             | 1.56%       |
| 600 kWh per Month    | \$<br>120    | \$ | 82    | \$   | 8        | \$ | 210           | 34.9             | \$<br>127    | \$      | 86    | \$    | -     | \$   | 213           | 35.6             | \$                         | 3.87         | 0.65             | 1.85%       |
| 800 kWh per Month    | \$<br>165    | \$ | 110   | \$   | 10       | \$ | 285           | 35.7             | \$<br>176    | \$   \$ | 115   | \$    | -     | \$   | 291           | 36.3             | \$                         | 5.53         | 0.69             | 1.94%       |
| 1,000 kWh per Month  | \$<br>220    | \$ | 137   | \$   | 13       | \$ | 370           | 37.0             | \$<br>234    | .   \$  | 144   | \$    | -     | \$   | 378           | 37.8             | \$                         | 7.76         | 0.78             | 2.10%       |
| Commercial Customers |              |    |       |      |          |    |               |                  |              |         |       |       |       |      |               |                  |                            |              |                  |             |
| 1,000 kWh per Month  | \$<br>249    | \$ | 137   | \$   | 8        | \$ | 394           | 39.4             | \$<br>265    | \$      | 144   | \$    | -     | \$   | 409           | 40.9             | \$                         | 14.60        | 1.46             | 3.71%       |
| 5,000 kWh per Month  | \$<br>1,198  | \$ | 685   | \$   | 40       | \$ | 1,923         | 38.5             | \$<br>1,274  | . \$    | 719   | \$    | -     | \$   | 1,993         | 39.9             | \$                         | 70.03        | 1.40             | 3.64%       |
| 10,000 kWh per Month | \$<br>2,443  | \$ | 1,370 | \$   | 80       | \$ | 3,893         | 38.9             | \$<br>2,597  | \$      | 1,439 | \$    | -     | \$   | 4,036         | 40.4             | \$ 3                       | 143.04       | 1.43             | 3.67%       |
| 50,000 kWh per Month | \$<br>11,075 | \$ | 6,850 | \$   | 400      | \$ | 18,325        | 36.7             | \$<br>11,775 | \$      | 7,193 | \$    | -     | \$   | 18,968        | 37.9             | \$6                        | 543.16       | 1.29             | 3.51%       |

Note: The estimates for commercial customers will vary based on the customers kVa demand, typical values were assumed for these calculations

## AVERAGE BASE RATE REVENUE REQUIREMENT COMPONENTS

#### (\$ MILLIONS)

The table below summarizes the key components of the average annual proposed base rate for the three-year period compared to the 2023 test year

|                                      | 2023<br>Test Year | Adjustments | 2025-2027<br>Average |
|--------------------------------------|-------------------|-------------|----------------------|
| Operations & Maintenance Expense     | 29.3              | 0.7         | 30.0                 |
| Insurance Expense                    | 5.4               | 1.9         | 7.3                  |
| Bad Debt Expense                     | 0.1               | 0.2         | 0.3                  |
| Depreciation Expense                 | 9.1               | 0.5         | 9.6                  |
| Amortization of Regulatory Assets    | 1.3               | 0.8         | 2.0                  |
| Return on Capital (*)                | 18.2              | 5.7         | 23.8                 |
| Total Revenue Requirement            | 63.4              | 9.7         | 73.1                 |
| Average Rate Base                    | 269.9             | 7.5         | 277.5                |
| Weighted Average Cost of Capital (*) | 6.73%             |             | 8.59%                |
|                                      |                   |             |                      |

<sup>•</sup> The 2023 test year reflects actual results. Approved WACC under the 2022-2024 rate plan for 2023 was 8.22%; the actual return on rate base for 2023 fell short by 1.49%.

### SALES FORECAST (mWh)

The table below presents the sales forecast used to determine the tariff needed to achieve the proposed GBPC revenue requirement

| Sales by Class (MWH)             | Test Year | 2025    | 2026    | 2027    |
|----------------------------------|-----------|---------|---------|---------|
| Residential                      | 104,351   | 108,484 | 109,569 | 110,539 |
| Commercial                       | 88,580    | 95,560  | 96,516  | 101,601 |
| General Service Large/Industrial | 89,220    | 81,169  | 93,667  | 98,741  |
| Street Lights                    | 4,280     | 4,275   | 4,285   | 4,296   |
|                                  | 286,431   | 289,489 | 304,037 | 315,177 |

### **AMORTIZATION OF REGULATORY ASSETS**

#### (\$ MILLIONS)

The table below summarizes the proposed amortization of regulatory assets along with the remaining balances to be recovered at the end of 2027.

|                                       | 2025 | 2026 | 2027 |
|---------------------------------------|------|------|------|
| Dorian Restoration Costs (Fuel/Other) | 3.0  | 1.3  | -    |
| Other Regulatory Assets               |      |      |      |
| Recovered through Base Rates          | 2.0  | 2.0  | 2.0  |
| Recovered through Fuel/Other          | 1.4  | 1.7  | 3.1  |
| Subtotal                              | 3.4  | 3.7  | 5.1  |
| Total Amortizations                   | 6.4  | 5.0  | 5.1  |

• With these proposed amortizations, at end of 2027 approximately \$27.9 million of regulatory assets would remain for future recoveries.

Note: The costs associated with Matthew are forecast to be fully recovered in 2024, and therefore, do not appear in this table.

### **DEPRECIATION EXPENSE**

- Base revenue depreciation expense increases somewhat in this proposal due to a number of significant investments that are proposed in the proposed investment budget that drive capital expenditures above depreciation expense.
  - 2025 & 2027 generation major maintenance projects
  - 2026 & 2027 battery investments to ensure peak availability of solar investments
  - 2025 substation expansion project
- There is a significant solar investment budgeted in 2027 but since solar investments are recovered through the fuel charge, with a net savings it has no impact on depreciation expenses that determine the base rate.

## DEPRECIATION SUMMARY

### (\$ MILLIONS)

|                           | 2023<br>Test Year | 2025 | 2026 | 2027 |
|---------------------------|-------------------|------|------|------|
| Base Depreciation Expense |                   |      |      |      |
| Production                | 4.1               | 4.4  | 4.5  | 4.5  |
| T&D                       | 2.7               | 2.9  | 2.9  | 2.9  |
| Other                     | 2.4               | 2.2  | 2.3  | 2.3  |
| Total                     | 9.1               | 9.4  | 9.6  | 9.8  |

### **CAPITAL INVESTMENTS & RATE BASE**

- Proposed capital investment are above base depreciation expense which increases the rate base
- The proposed increases to regulatory amortizations help to moderate the increase in rate base
- The level of working capital increases over the test year primarily due to a drop in the projected liabilities associated with payables

### CAPITAL INVESTMENT PLAN

#### (\$ MILLIONS)

|  | 2025 | 2026 | 2027 |
|--|------|------|------|
| Base Capital Investments                   |      |      |      |
| Production                                 | 4.8  | 11.3 | 18.7 |
| T&D  | 5.2  | 2.4  | 2.2  |
| Other                                      | 3.5  | 2.7  | 2.1  |
| Subtotal                                   | 13.5 | 16.3 | 22.9 |
| Solar Investments (Recovered Through Fuel) | -    | -    | 7.0  |
| Total Capital Expenditures                 | 13.5 | 16.3 | 29.9 |

# RATE BASE (\$ MILLIONS)

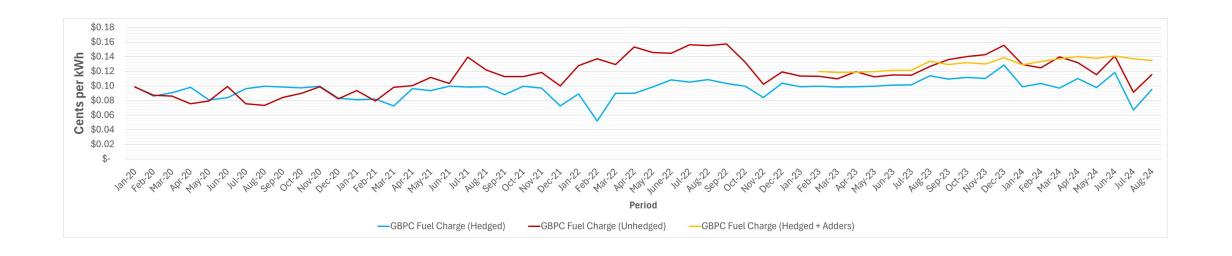
|                    | 2023<br>Test Year | 2025    | 2026    | 2027    |
|--------------------|-------------------|---------|---------|---------|
| Rate Base          |                   |         |         |         |
| Cost of Plan       | t 373.4           | 406.2   | 421.4   | 437.6   |
| Othe               | r (160.4)         | (178.9) | (188.5) | (198.2) |
| Net Plan           | t 213.0           | 227.3   | 232.9   | 239.4   |
| Regulatory Asset   | 62.6              | 41.3    | 35.5    | 30.5    |
| Net Working Capita | (5.6)             | 10.8    | 7.7     | 7.0     |
| Total Rate Base    | 269.9             | 279.3   | 276.2   | 276.9   |

### WEIGHTED AVERAGE COST OF CAPITAL (WACC)

The table below summarizes the proposed weighted average cost of capital proposed by GBPC in the filed 2025-2027 rate plan

|                   | Ca <sub>l</sub> | pital Cost Ra | ate    | Percent | of Capital S | tructure | WACC  |       |       |  |  |
|-------------------|-----------------|---------------|--------|---------|--------------|----------|-------|-------|-------|--|--|
|                   | 2025            | 2026          | 2027   | 2025    | 2026         | 2027     | 2025  | 2026  | 2027  |  |  |
| Equity            | 12.87%          | 12.87%        | 12.87% | 50.45%  | 51.33%       | 49.67%   | 6.49% | 6.61% | 6.39% |  |  |
| Preferred Shares  | 6.52%           | 6.52%         | 6.52%  | 3.57%   | 3.61%        | 3.60%    | 0.23% | 0.24% | 0.23% |  |  |
| Customer Deposits | 2.00%           | 2.00%         | 2.00%  | 2.86%   | 2.85%        | 2.84%    | 0.06% | 0.06% | 0.06% |  |  |
| Debt              |                 |               | 4.29%  |         | 42.21%       | 43.90%   | 1.74% | 1.79% | 1.88% |  |  |
| TOTAL             |                 |               |        | 100.00% | 100.00%      | 100.00%  | 8.52% | 8.69% | 8.57% |  |  |

# FUEL CHARGE HISTORY HEDGED VS ACTUAL SINCE RATE STABILIZATION



#### **FUEL CHARGE HEDGING**

- With hedging GBPC "locks in" some portion of its fuel supply at a fixed price. Future prices in the hedge are based on a futures market which will naturally either be above or below actual prices as actual prices are realized in real time.
- Hedging should not be viewed as something that either saves or costs customers money but rather as a means to avoid drastic swings in the fuel rate. Therefore, the key benefit of a hedged product is a more stable and predictable fuel rate for customers.
- The graph clearly shows that the overall hedged and unhedged fuel rates are similar since Jan 2020 with the hedged rate being more predictable and stable with rates that are lower in some periods and higher in others.

# GBPC KEY INVESTMENTS FOR RATE CASE APPLICATION

- Substation 3 Expansion (2025: \$3.0 million)
  - Expansion of a substation to ensure system reliability in a critical area that is experiencing growth
- Major Maintenance (2025:\$2.8 million & 2027:\$2.6 million)
  - Production facility maintenance to ensure plant reliability and availability
- Battery Solutions (2026: \$4.5 million & 2027:\$4.5 million)
  - These investments increase the availability of solar power to days and times when power is required, and the solar projects are not able to produce due to weather and or time of day issues

### **5 YEAR CAPITAL INVESTMENT PLAN**

#### (\$ MILLIONS)

| Summary 5 Year Capital Budget (\$ millions) |      |      |      |      |      |
|---|------|------|------|------|------|
| Category                                    | 2025 | 2026 | 2027 | 2028 | 2029 |
| Grid Solutions                              | 5.0  | 5.4  | 4.6  | 3.6  | 4.4  |
| Energy                                      | 2.8  | 1.4  | 2.6  | 3.5  | 3.2  |
| Customer Operations                         | 2.2  | 2.4  | 2.2  | 2.4  | 2.2  |
| Security                                    | 0.1  | 0.1  | 0.1  | 0.1  | 0.1  |
| IT  | 1.0  | 1.0  | 0.8  | 1.2  | 1.0  |
| Customer Solutions                          | 1.1  | 0.1  | 0.0  | 0.1  | 0.0  |
| Fleet Services                              | 0.7  | 0.9  | 0.6  | 0.6  | 0.6  |
| Facilities                                  | 0.6  | 0.6  | 0.5  | 0.4  | 0.5  |
| Battery (External Finance)                  | -    | 4.5  | 4.5  | -    | -    |
| Solar (External Finance)                    | -    | -    | 7.0  | -    | -    |
|   | 13.5 | 16.3 | 22.9 | 11.9 | 12.0 |