

Indigenous Relations at Hydro One

Key Beliefs:

- We acknowledge that Indigenous communities have historically borne impacts of development without benefiting from it.
- We acknowledge that Indigenous communities have grievances arising from past and current development.
- We commit to a journey of Reconciliation that is guided by this context and by the unique Indigenous communities we work with during engagement and for the life cycle of our assets.
- We understand that our success is dependent on demonstrating leadership in Indigenous Relations and embracing partnerships with Indigenous communities.



Hydro One's Indigenous Relations Approach

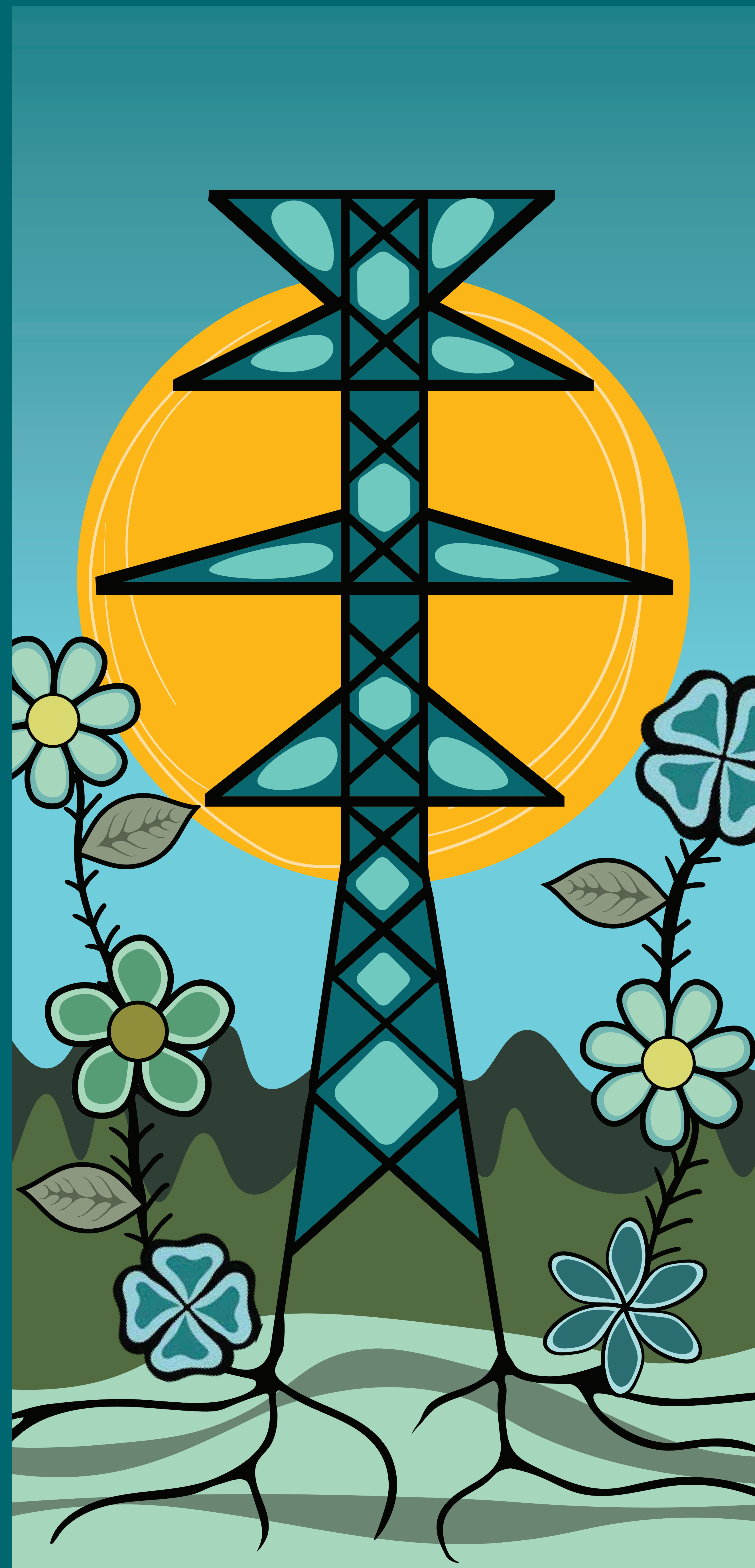
Hydro One has been listening to Indigenous communities and is committed to:

- Developing new long-term partnership approaches and models
- Sharing opportunities that provide for generational returns
- Supporting innovative and meaningful opportunities for procurement and employment
- Investing in collaboration and long-term relationships, resolving legacy issues



Our Guiding Principles

- We approach Indigenous communities with transparency and respect.
- We meet Indigenous communities where they are in their governance, capacity and priorities, as participants in industry and environmental practice, and as the original stewards of the lands that make up Ontario and Canada.
- We respect the cultures, traditions and rights unique to each Indigenous community.
- We recognize the obligations industry has in Reconciliation with Indigenous people, to address meaningful and measurable change in cultural understanding and economic outcomes.
- We understand that Hydro One succeeds when Indigenous communities succeed and that all Hydro One employees benefit from a greater understanding of Indigenous issues, opportunities and knowledge.



Working with Indigenous communities

Hydro One is committed to working with Indigenous Communities in a spirit of cooperation and shared responsibility.

Forging meaningful relationships with Indigenous communities based upon trust, transparency, and accountability is vital to building partnerships and advancing meaningful Reconciliation.

Our engagement, advocacy and strategic direction are set by the Indigenous Relations Policy and led in collaboration with the Indigenous communities we work with every day.

The Hydro One Equity model will apply to this project, and we are in discussion with potential First Nation partners.

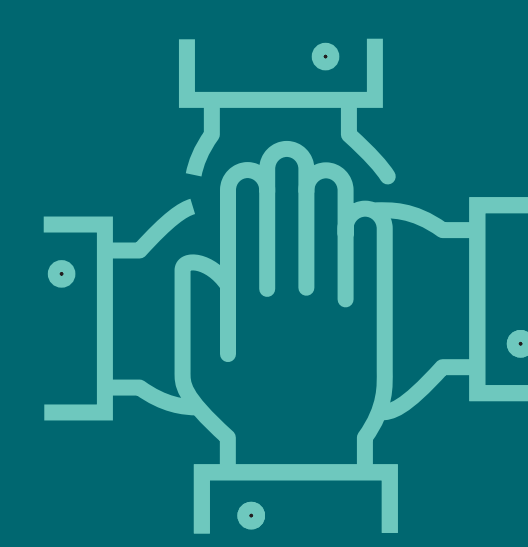
Our Four Pillars of Indigenous Consultation



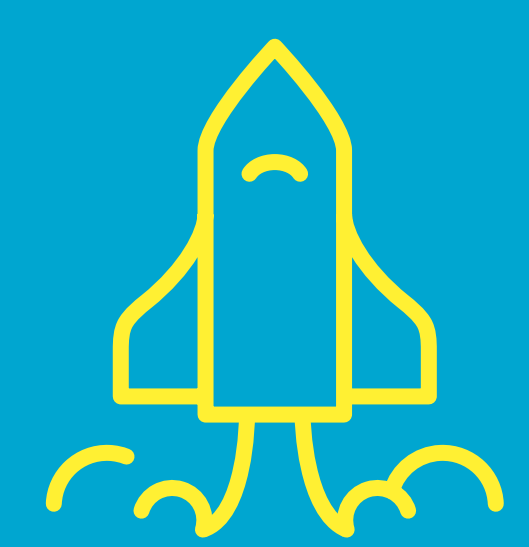
**Excelling at
Engagement**



**Working with
Integrity**



**Holding
Ourselves
Accountable**



**Breaking
Barriers**

The industry-leading First Nations Equity Partnership Model applies to every new transmission line project over \$100 million in Ontario



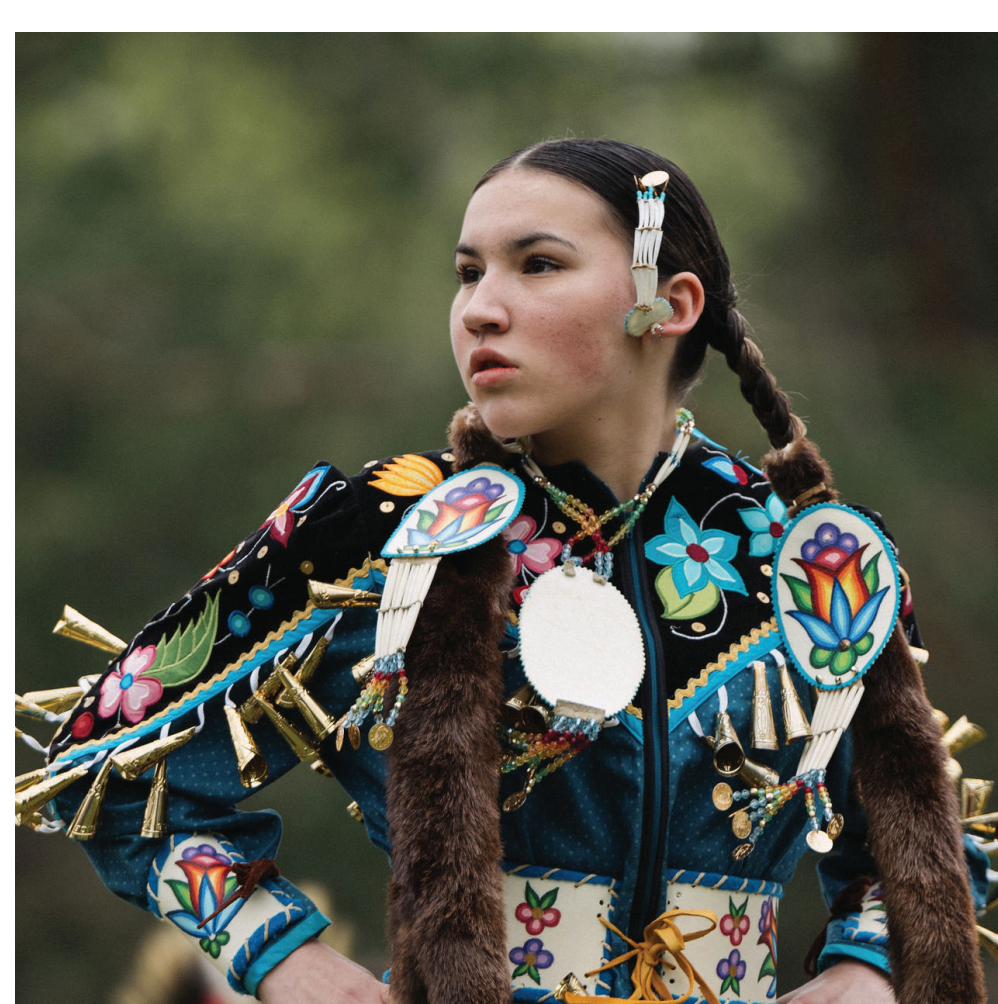
50% Equity

All applicable First Nations are offered the opportunity to invest in 50% of the equity of a line built through partnership



Regulated Rate of Return on Equity

That equity attracts a regulated rate of return set by the OEB of 8-10% historically



Access Capital

We will actively support First Nations accessing capital for their investments at reasonable costs



Collaboration

More than equity – this model includes collaboration on project development and decision making