



# Wind Project Bankability

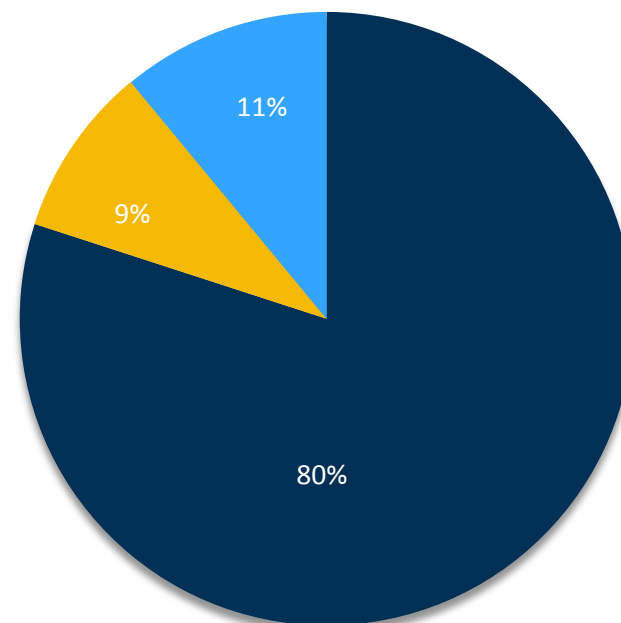
November 2014



# Emera at a Glance

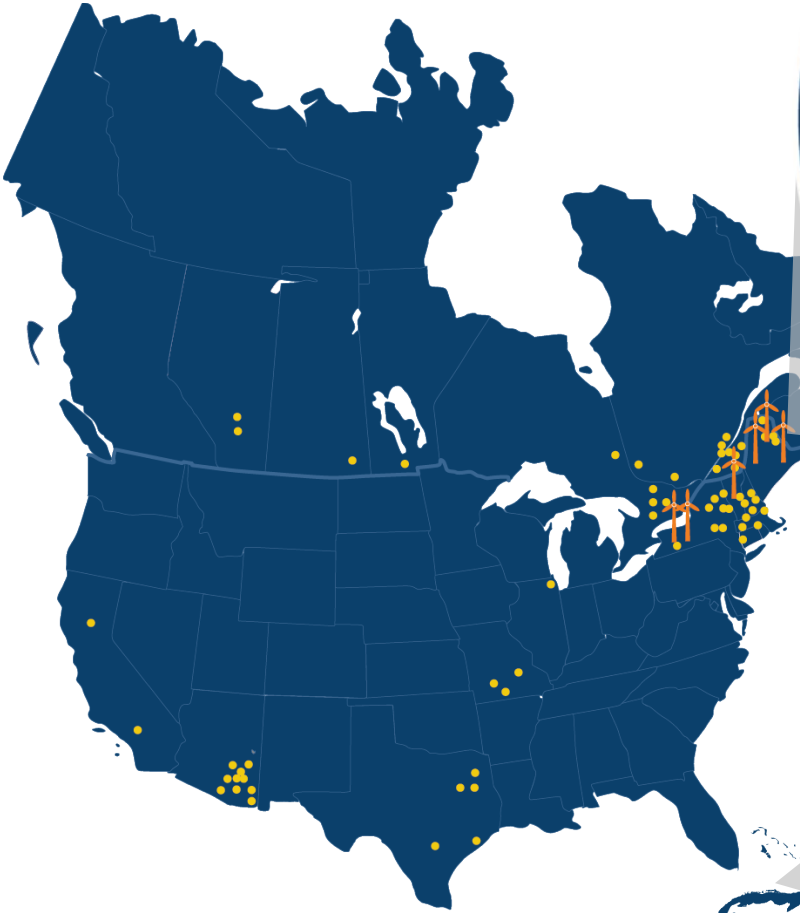
Ticker Symbol	EMA (TSX)
Five Year Annualized Total Shareholder Return <small>(as of Q2 2014)</small>	14.2% <small>(S&amp;P TSX Utilities Index 10.1%)</small>
Total Shareholder Return YTD <small>(September 2014)</small>	18.4% <small>(S&amp;P TSX Utilities Index 7.2%)</small>
Dividend Yield <small>(September 2014)</small>	4.4%
Total Assets <small>(Q2 2014)</small>	\$9.07 Billion
Market Capitalization <small>(September 2014)</small>	\$5.0 Billion
Revenue <small>(Q2 2014 TTM)</small>	\$2.7 Billion
Adjusted Earnings <small>(Q2 2014 TTM)</small>	\$282.6 Million
Shares Outstanding <small>(Q2 2014)</small>	142.6 Million
Total Electric Customers <small>(2013)</small>	835,287
Employees <small>(2013)</small>	3,558
S&P/DBRS Rating	BBB+/BBB (high)
Corporate Head Office:	Halifax, NS

**80% of 2013's Net Income was from regulated investments**

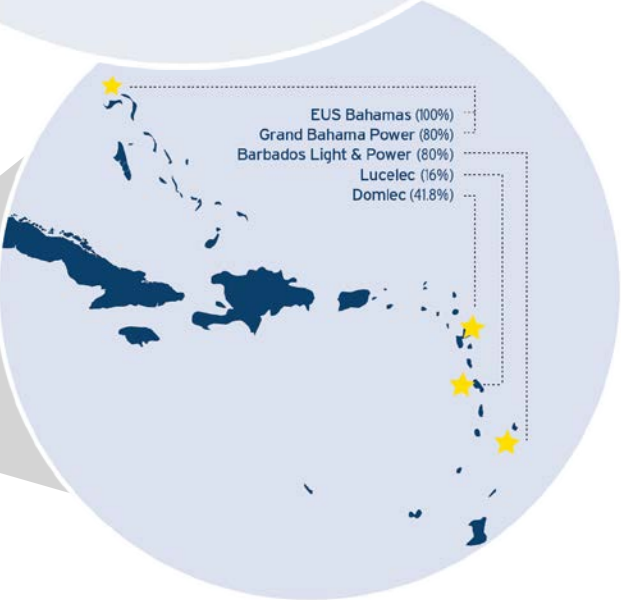


- Regulated
- Contracted
- Other

# Emera Investments



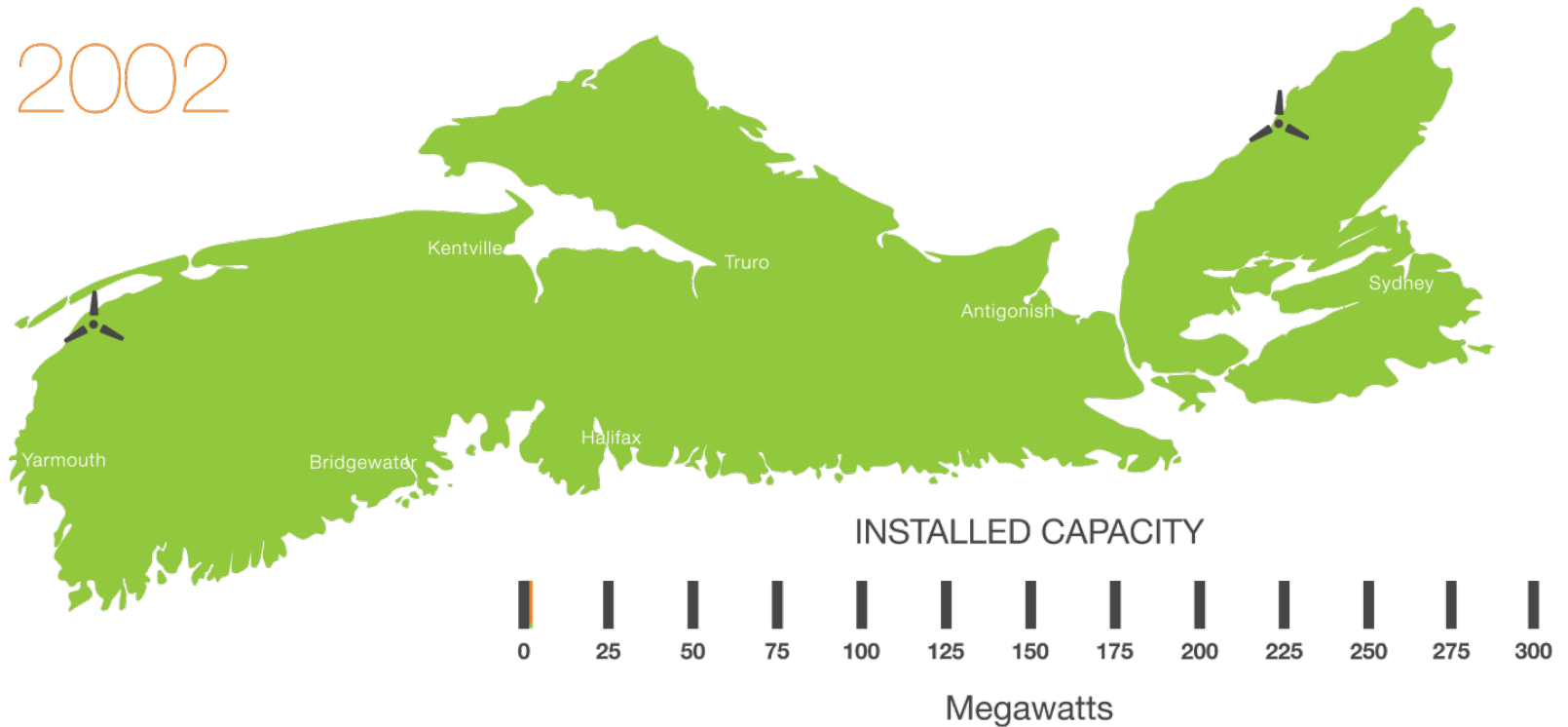
- Nova Scotia Power (100%)
- Emera Utility Services (100%)
- Emera Energy (100%)
- Bayside Power (100%)
- Emera Maine (100%)
- Bear Swamp (50/50 JV Brookfield)



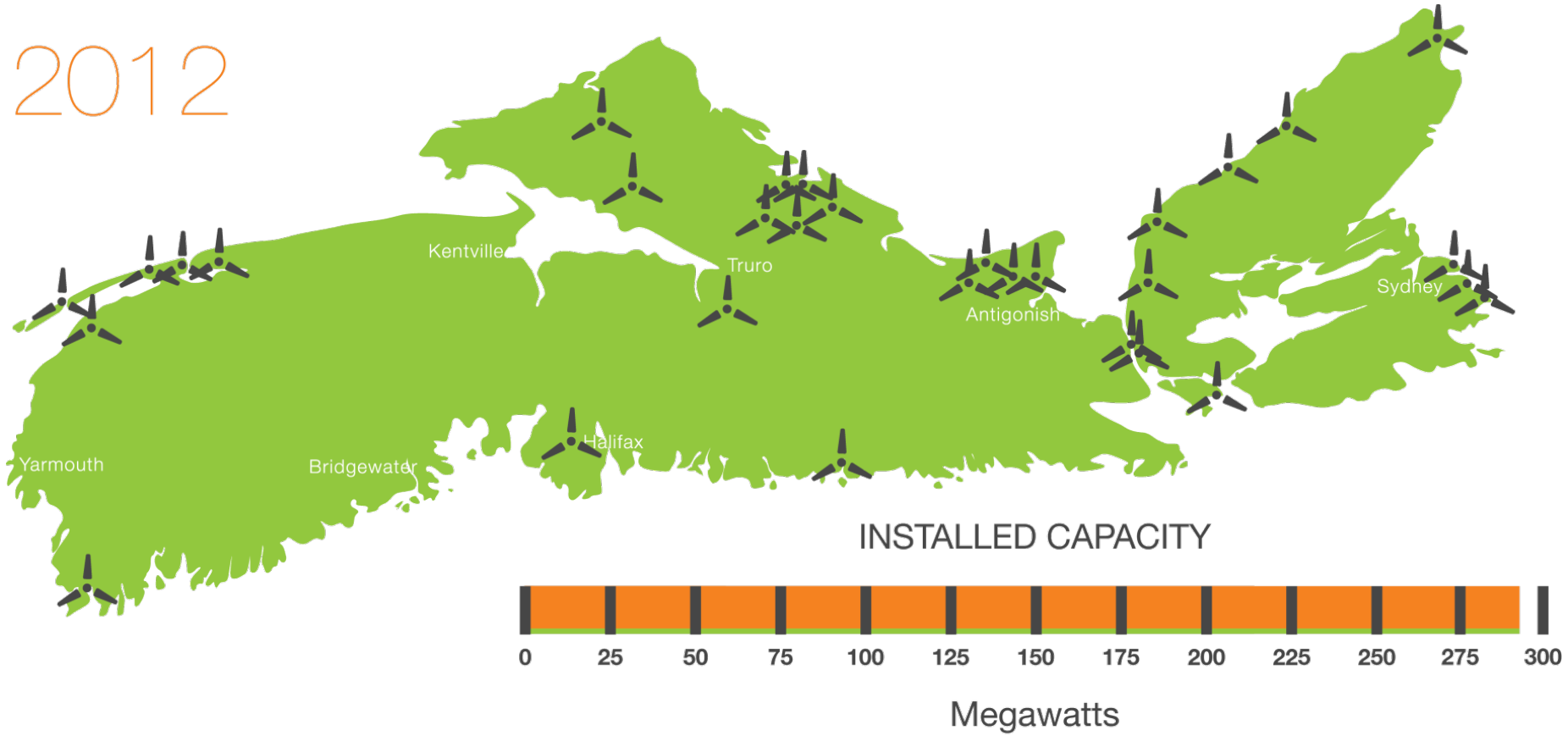
-  Northeast Wind Partner Assets
-  Algonquin (24.2%)

# Wind Development in Nova Scotia

2002



2012



# Key Drivers of Bankability

## “Prove It”

This is how we are going to do it

This is why we know it works

This is why we selected our partners and contractors

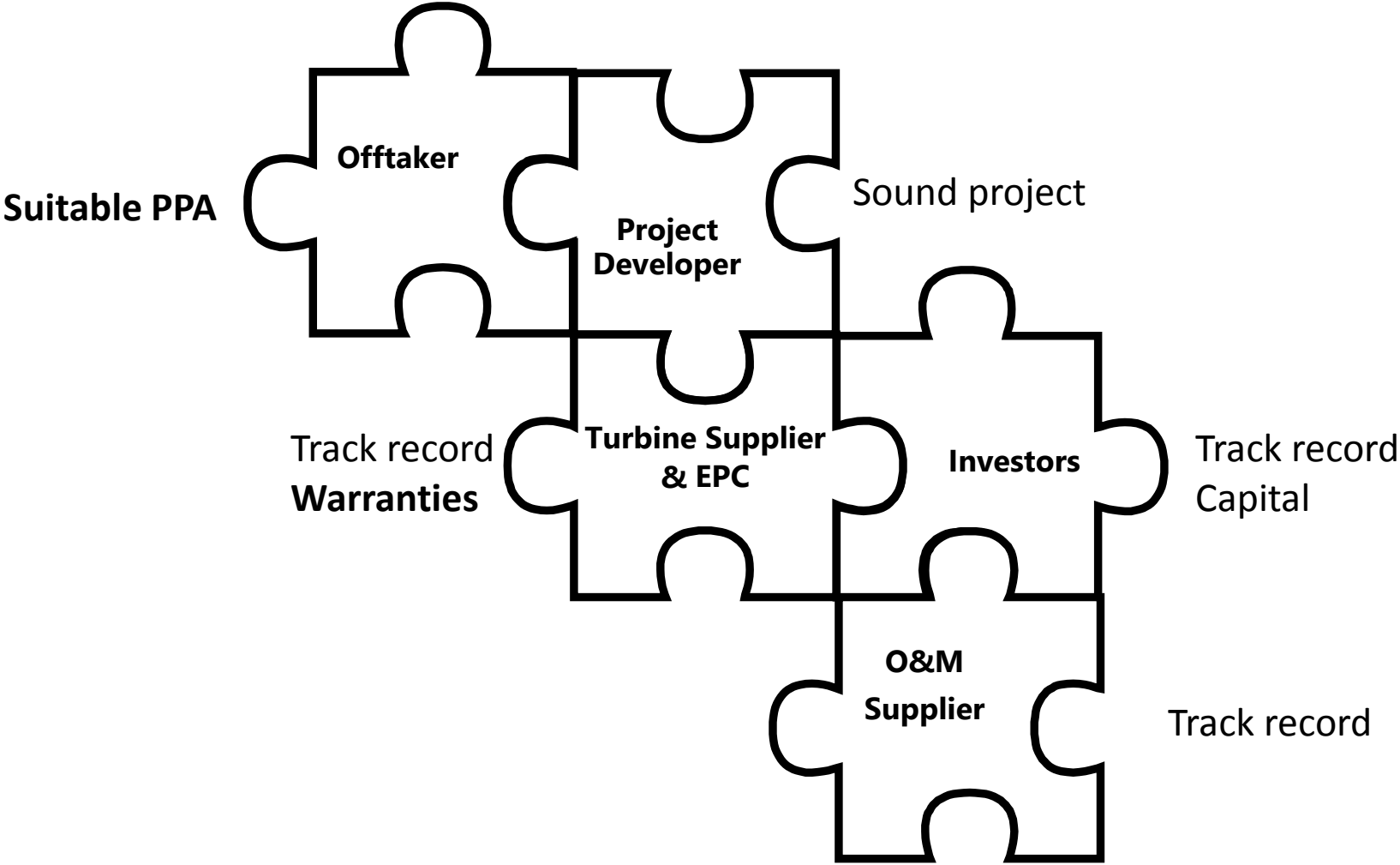
This is how your money is protected

- Economic
- Technical
- Legal

Bankability should be considered from pre-feasibility through financial close.

Requirements are similar whether a regulated utility or private company.

# Keys to Bankability



# Lessons Learned: From Day One

- **Permit List.** Requirements to obtain each permit. Conditions of each permit. Once received can the permit be cancelled or appealed?
- **Write a Project Charter.** It's not fluff. It aligns the team. It defines success.
- **Build a schedule.** Keep it updated monthly.
- **How are we going to make decisions?** Steering Team? Set up regular meetings regardless of what's happening on the project.
- **Document Management** Especially for multiple companies, you need a common tool. Build a naming convention and audit that you are using it.
- **Email Management.** Common Project Account all emails are cc'd to
- **Contracting Strategy** (POs, RFPs, Invoicing)
- **Legal.** Are all companies using the same lawyer? Does the lawyer have experience with the technology and contract type?



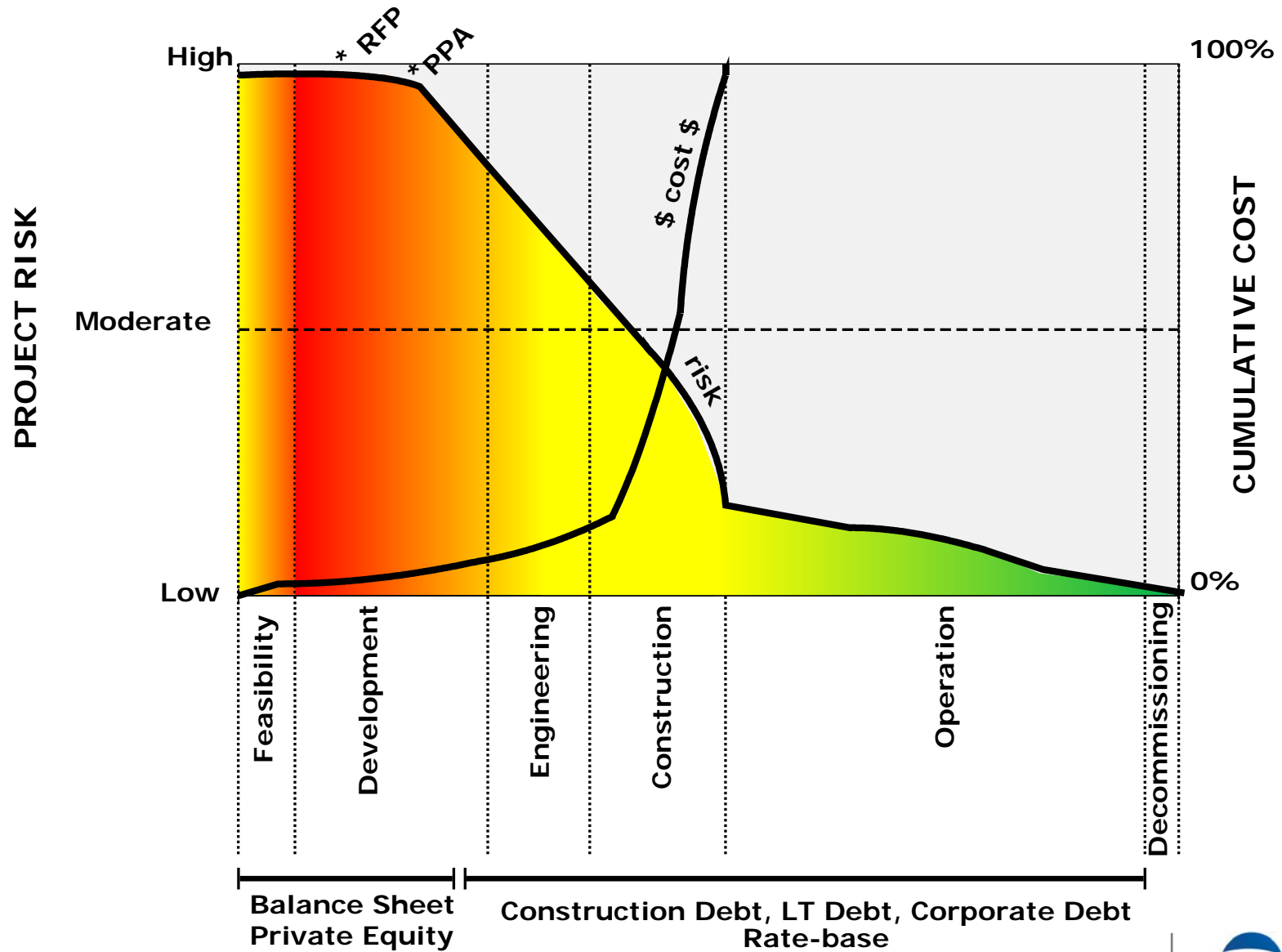
# Lessons Learned: From Day One

- Start a Safety and Environmental Plan now. It takes a long time to get it right. How are you going to manage an Emergency?
- Risk. What are the project risks? What risks are we willing to lock in through contracts? What risks are we going to manage and how? **How would lenders answer these questions?**
- Currency Exposure. **Develop a hedging strategy.** Document the decision process.
- If you need land, **use a land expert.** It's complicated and land is personal.
- Lock your study work down. What studies do we absolutely need? When is the best time to do the studies?
- **Find and keep a good GIS person.**
- Once you finalize a turbine location, think about **all of the consequences** in moving it.

# Lessons Learned: From Day One

- **Stakeholder Management Plan.** How does each stakeholder define project success? This is a full time role.
- **What is local?** Let the community define local. Don't tell local what local is.
- **Local Content.** Transferability of skill sets. Proving to lenders NS can take the work on.
- **Align with Education.** Kids to introduce the concepts, Universities/ Colleges to help solve problems.
- **Keep an up to date organization chart.** Plan your resources, it's often too late when you realize you need help. If you have a Superstar do everything in your power to keep them.
- **Align with Experts.** Call their references before deciding.
- **Contract negotiations is a full time commitment.**

# Risk through the project life cycle



# Contact Information

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