



**FORTIS TCI**  
ENERGY FOR GOOD™



## Stakeholders' Report 2017

**Leading today**  
*Investing in tomorrow*



*FortisTCl Lineman Apprentice Jeffrey Desir.*



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*Cover photo:* FortisTCl received the Edison Electric Institute's 'Emergency Recovery Award' for outstanding restoration following Hurricane Irma in 2017.

*Photo credit:* Spotlight Communications

# Vision, Mission & Values



## Our Mission

FortisTCI is committed to providing safe, reliable, least-cost energy, using smart innovative technologies and by investing in people, while being a good corporate citizen, being environmentally responsible, maintaining the highest level of customer satisfaction, and ensuring a reasonable rate of return for our investors.

*Cleaning up after Hurricanes Irma and Maria in 2017 was a first step in the process to restore electricity.*



## Our Values

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### Commitment

We are passionate and intensely focused on serving our clients and helping them achieve their objectives. We will do what we say we are going to do and by doing so create value for all our stakeholders.

### Innovation

We are committed to engaging in innovative thinking and problem solving and will embrace all ideas that increase the efficacy of FTCI as we carry out our mandate.

### Integrity

We will earn the trust of our stakeholders by endeavoring to maintain the highest ethical standards in all our actions.

### Reliability

We will deliver what we promise; whenever the customer requires.

### Respect

We will consider mutual trust, recognition of accomplishments, self-esteem and regard for others as important elements of respectful working relationships.

# Economic Overview

**“Despite widespread damage from Hurricanes Irma and Maria in 2017, rapid restoration of electricity in all service territories helped the TCI rebound, particularly in the tourism sector.”**



Two major hurricanes in 2017 had a significant impact on the economy of the Turks and Caicos Islands (TCI), with lingering effects beyond the close of the year. Hurricane Irma, a Category 5 storm on the Saffir-Simpson Scale, hit the TCI on September 7, 2017, with a wind speed of 175 miles per hour. On September 22, 2017, Hurricane Maria, a Category 4 hurricane blew across the TCI. The TCI Government estimated that the country received 79.6% damage to its housing stock and critical buildings. The United Nations Economic Commission for Latin America and the Caribbean estimated that the TCI sustained damages totaling \$289 million and losses of \$268 million.

The Government, in conjunction with the Tourist Board, launched a campaign to reassure visitors and other stakeholders that the TCI was 'open for business.' Travel officials worked tirelessly to distance the TCI from the narrative of devastation that encompassed much of the Caribbean following the 2017 hurricane season. Ninety percent of hotels and resorts reopened in time for the peak travel season, which runs from December to April.

Growth in the tourism sector fell at the beginning of 2017 and dipped even further in September after the passage of Hurricanes Irma and Maria. The TCI Tourist Board reported that air arrivals to the country decreased slightly for the first three months of 2017, when compared to the same period in 2016. Estimates suggest that projected visitor arrivals for 2017 fell short of the actual arrivals for 2016.

The Strategic Policy and Planning Department (SPPD) reassessed GDP growth projections and other economic indicators, and estimated that economic growth in 2017 dropped to negative in the immediate aftermath of the storms. Following the storms, Standard & Poor's performed another review



of the TCI's BBB+ sovereign rating, and reaffirmed that TCI had a strong fiscal position that would allow it to absorb the cost of the hurricanes without significantly affecting its credit quality.

Despite the challenges of reconstruction, The Economist Intelligence Unit (EIU) predicts that strong tourist arrivals will continue to support economic growth in 2018 and 2019, as many of the competing destinations for visitor arrivals, including Anguilla, British Virgin Islands, US Virgin Islands and Puerto Rico, closed for business for periods of six to nine months. The EIU anticipates that this will present an opportunity for increased visitor arrivals to the TCI.



# Corporate Profile

**FortisTCI provides safe, reliable, least-cost electricity to nearly 15,000 customers throughout the Turks and Caicos Islands (TCI).**

**T**he company has customer service centers, including its headquarters, on Leeward Highway in Providenciales. The company is guided by a simple contract and cost-of-service style regulation.

FortisTCI is a wholly owned subsidiary of Fortis Inc. (based in Newfoundland, Canada) and was purchased in August 2006. The company serves the Islands of Providenciales, North Caicos, Middle Caicos and South Caicos. Turks and Caicos Utility Limited (TCU) was acquired by FortisTCI I in August 2012 and serves the Islands of Grand Turk and Salt Cay. FortisTCI's franchise area also includes the Cays between Providenciales and North Caicos (with the exception of Parrot Cay), East Caicos and adjacent cays, and inlets.

*The FortisTCI Engineering and Operations Center, which officially opened in August 2017.*



**FORTIS TCI**





## 2017 FortisTCI Highlights

**15,000** - Total customer connections at December 31, 2017

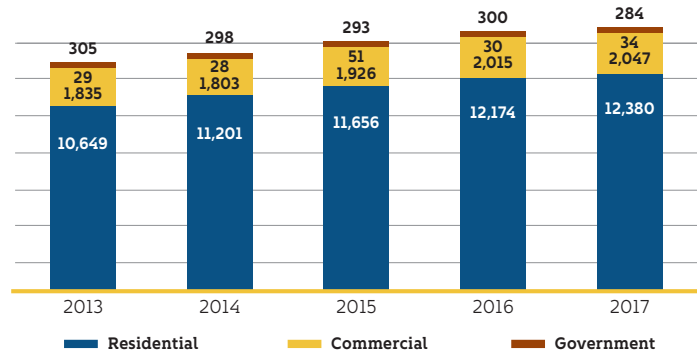
**7** - TCI service territories

**41.5 MW** - Consolidated Peak Demand

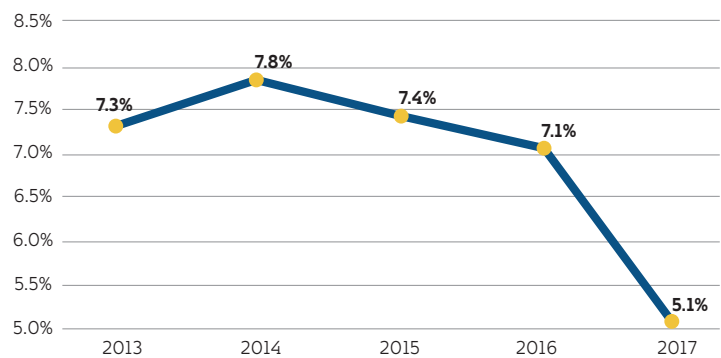
**99.91 ASAI** - Time electricity was available to customers in 2017

**BBB STABLE OUTLOOK** - Standard & Poor's rating

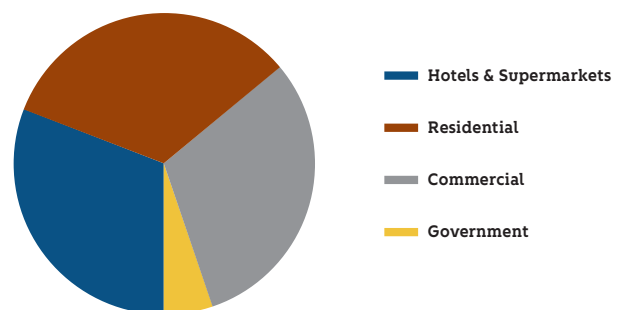
### NUMBER OF CUSTOMERS



### RETURN ON RATE BASE



### CUSTOMER DIVERSITY (IN GWH SALES)





## **CEO's Message to Stakeholders**

2017 was a challenging year marked by new obstacles. Our biggest challenge began in early September as the Turks and Caicos Islands experienced the most powerful Atlantic hurricane recorded in at least the last decade. The impact of Hurricanes Irma and Maria on FortisTCI was nothing short of severe, but as discouraging as the stories were coming out of the many Caribbean nations affected by these now two notorious category 5 storms, we knew that we had to get our systems rebuilt and the lights back on to save the Turks and Caicos Islands from an economic downturn that inevitably followed in places like Dominica and St Maarten, to name a few.

With Hurricane Irma's winds hitting a peak of 185 mph, the company's transmission and distribution networks – that's the poles, wires, and transformers, across all islands – were significantly impaired. Due to smart investments and quality plans, new pole installations completed within the few years before the storms were unscathed by Irma's wrath, and this significantly supported the swift restoration FortisTCI led.

With over 70% of the electrical system damaged, restoration was a massive effort that required all hands on deck. We called on the Fortis group of companies to assist us, and their response was rapid. Within three days of Hurricane Irma, they landed the first 58 of the over 200 workers needed for the recovery of electricity to the country. Being a part of the Fortis group of companies meant that we were in a position to access critical technical human resources, materials like poles and wires that were in high demand, and heavy equipment like utility trucks and tools needed for the crews to do their work. Years of investment in disaster preparedness and business continuity systems and partnership were the catalyst that served the company well in the aftermath of Irma and Maria.

The massive hurricane recovery effort saw electricity restored for some customers as quickly as one day following the passage of Hurricane Irma, and full restoration completed in under 60 days. We did well getting the lights back on for our customers across the islands and in time to meet the start of the 2017 winter season.. Such was our achievement that we were awarded by the Edison Electric Institute for "outstanding hurricane recovery".

Together, we triumphed, and have set a new standard for utility recovery in the Caribbean. The challenges were momentous, and our accomplishments even more so.

And that was not all FortisTCI did in 2017. We also reached some milestones prior to Hurricane Irma, with the opening of the Operations & Engineering Center, and the commissioning of the new control room just one week before Hurricane Irma made landfall. In fact, the Operations & Engineering Center served as a safe place for members of our staff and their families during the storms. The building also served as the nerve center for the restoration of electricity in September and October.



Our corporate social responsibility outreach and investment in the community marked over \$140k donated toward programs benefiting various causes across the TCI. This included the launch of the first FortisTCI Youth Football League for boys and girls and the TCI Business Outlook Conference, which stimulated discussions on business and the economy for professionals in the private and public sectors.

I'm also proud to share that our focus on delivering more sustainable energy options for our customers took another major step forward in 2017 with the installation and commissioning of the company's first utility-owned grid-tied solar system. Our solar options for customers will help shape the face of FortisTCI and the Turks and Caicos Islands well into the future.

Overall, 2017 was a triumphant year that tested the strength of the country, as well as this company and its employees. We continue to weather the impact of Hurricane's Irma and Maria, as the company seeks to meet the challenge of cost recovery from the necessary investments made as part of the restoration effort. Storms of the magnitude that we faced in 2017 remain an ever present threat, and their frequency is likely to increase, based on changing global climate. Utilities like ours must therefore be able to recover financial strength following these catastrophes. For us in the TCI, it therefore becomes imperative that a modern legislative framework exists through which this matter can be addressed.

Over the next few years, FortisTCI will need to closely monitor its financial pulse. As the economy of the Turks and Caicos Islands continues to grow, it's crucial that the company is positioned to make the necessary investments for the continued high level of reliability in service, at the least possible cost, while also providing a reasonable rate of return to our investors.

To this end, the response of Fortis and its group of companies last year is a real symbol of the commitment the company has to the Turks and Caicos Islands. To have a partner that is dedicated, reliable, and understands the role it plays in the bigger picture working to serve all parties – investors, customers, and employees, equally, is the kind of robust and ethical relationship FortisTCI promotes.

*Eddinton Powell*

**FortisTCI President & CEO**



# Customer Service

**"FortisTCI takes dependability in service seriously, and honors its commitment to delivering safe, reliable, least-cost electricity, all the time."**

*Senior Credit Control Officer  
Jabrina Gardiner assists a customer.*

*(ii) In-home energy audits are part of the service that FortisTCI offers to customers*

*(iii) Community outreach in the Blue Hills area of Providenciales after Hurricanes Irma and Maria.*

## FortisTCI is committed to excellence in service and building strong partnerships with its customers.

**I**n early 2017, FortisTCI launched its account managers program to provide a more personalized service to customers managing multiple and large commercial accounts. A dedicated account manager works closely with these customers to support their service needs and is their first point of contact.

Following the September 2017 hurricanes that severely damaged the company's transmission and distribution network, FTCI exemplified its commitment to reliability in service to its customers. FTCI, supported by the Fortis group of companies, was swift to respond and restore electricity to the people of the TCI.

During the hurricane recovery period, the focus was completing full restoration as quickly as possible, but equally important was staying connected to our customers. A live customer call center manned by FortisTCI staff allowed our customers to make regular reports and receive updates. Social media also became a vital communication channel through which the company provided instant updates and responded to service queries.

Staying connected to customers also meant getting the customer service centers back up and running. FortisTCI re-opened its doors in Providenciales by Sept. 27, and across the islands by Oct. 2.

Electricity was fully restored to all customers who could receive it on November 6, less than 60 days after Hurricane Irma blew through the islands.





(ii)

(ii) FortisTCl crew members were in Dominica to help restore electricity, after Hurricane Irma.



(iii)

(iii) John Gardiner, James Julien and Walter Wilson were among eight FortisTCl employees who completed a one-year leadership course from the Institute of Leadership & Management.

## The Next Generation

FortisTCl hires and retains highly skilled and experienced personnel. At the end of 2017, FortisTCl staff count was 169 – 164 full time, three temporary and two students.

**“As an Investors In People (IIP) accredited organization, FortisTCl remains focused and committed to continued employee engagement and development.”**

## Our People

### Training & Development

FortisTCl heavily invests in employee development and completes thousands of training hours annually. Major training programs include the Genetec Security System Training, CAPM exam, Canadian Utilities Work Methods & Best Practices, ISO Lead Implementer Training, Regulatory Training, Halogen Performance Management Users Training, National Center for Construction Education and Research (NCCER) Training, and American Society of Power Engineers (ASOPE).

The IIP Advocate Team represents a cross-section of personnel responsible for promoting IIP objectives throughout the company. The team uses the Sixth Generation Standard as a guide toward implementing the company's IIP Continuous Improvement Plan and will help FortisTCI attain IIP Silver certification in 2018.

## Investors In People

SSEP and SIP afford students an opportunity to work directly with experienced and skilled industry personnel while unearthing the many career paths available at FortisTCI. Once accepted to either program, students are encouraged to take full advantage of the opportunity by showcasing their talents and skills, sharing their innovative ideas and diverse perspectives, and exploring their interests within the electric utility industry. These programs also enable FortisTCI to identify future technical and business talent.

In 2017, a total of 30 college and high school students gained work experience at the FTCI headquarters based in Providenciales. Qualifying student interns worked in the areas of Corporate Communications, Integrated Resource Planning, Environment, Health and Safety, Finance, and Production Mechanical.

## Student Scholarships

TeAnn Thomas, FortisTCI Jr. Business Analyst, is the most recent scholarship recipient. TeAnn was awarded a scholarship to obtain a Master's Degree in Developmental Economics and began her studies in August 2017 at the Dalhousie University in Halifax, Nova Scotia.

Edwin Forbes, a Mechanical Apprentice on study leave and recipient of an education grant from FortisTCI, returned to the UK in September 2017 to continue his studies at Bedford College in Bedfordshire, UK. Edwin is pursuing a certificate in Mechanical Engineering.

*The Transmission and Distribution Design team at work. L-R: Hortnel Johnson, Senior Electrical Engineer and Todiriko Saunders, GIS Specialist.*

## Student Summer Programs

The FortisTCI Student Summer Employment Program (SSEP) and Student Internship Program (SIP) are two competitive initiatives designed for college and high school students. Both programs are held each year during the summer between July and August.



"We are Community Builders. FortisTCI values its relationship with customers and the community throughout its service territories and supports programs and activities that enhance lives."

# Our Community

*Supervisor of Technical Services, James Julien  
in a mentoring role with a young boy  
who dreams of being a lineman.*

## FortisTCI achieved a series of firsts with its community outreach in 2017.

**I**n April 2017, the company launched the TCI Business Outlook Conference, billed as "a forum to promote understanding of the global economy and the challenges and opportunities for businesses in the Turks and Caicos Islands." The first of its kind for the TCI, the conference attracted renowned international and Caribbean speakers. Along with local political and business leaders, these speakers delivered engaging presentations that provided a holistic perspective on the economic and social outlook for the islands.



In another groundbreaking move, FortisTCI sponsored the Turks and Caicos Football Association's inaugural youth football league for boys and girls aged nine to 13. Nearly 300 players were enrolled in the program and the company supported the league games over the 13-week season with a fruit and water stand manned by staff volunteers.

With a strong focus on education within its corporate social responsibility programs, FortisTCI hosted another successful Science and Technology Fair for primary and high school students, in conjunction with the Department of Education during the annual Education Week held in March. For the first time, winners of the Science Fair were awarded a prize trip to the Intel International Science, Engineering and Technology Fair (ISEF) held in Los Angeles, California, May 14-19. Three students of Holy Family Academy, their teacher and representatives of FortisTCI and the Ministry of Education made the trip.



The annual Spring Fun Walk and Run, another of the company's signature events, had its successful staging in March and attracted over 400 participants from a wide cross-section of the community.

With the passage of Hurricanes Irma and Maria in September, FortisTCI joined in relief efforts across the community, supporting non-profits such as the Provo Children's Home with hot meals, toiletries and other supplies. In a similar outreach, over 800 hot meals were distributed to residents of Blue Hills and Five Cays – two of the most heavily damaged communities on Providenciales.

During 2017, FortisTCI employees donated 2,320 volunteer hours to support various charities and community outreach programs.



(i) Participants at FortisTCI's inaugural TCI Business Outlook conference.

(ii) The annual FortisTCI Spring Fun Walk Run is held in March and attracts over 500 participants.

(iii) The FortisTCI Youth Football League engages over 300 boys and girls in competitive soccer.

(iv) The FortisTCI Science and Technology Fair is a popular forum for budding primary and high school scientists.



(i) Fire safety training is an essential part of the safety culture at FortisTCl.

(ii) Tailboard meetings are conducted before work begins, at the plant and in the field.



**“At FortisTCl, the health and safety of employees and the public is a priority. In all operations we are focused on complying with industry best practices and standards for health and safety.”**

## Health & Safety

**U** sing the OSHAS 18001:2007 and ISO 45001:2018 health and safety standards as a guide, FortisTCl was positioned to complete a record electricity restoration in less than 60 days following Hurricane Irma. FortisTCl accomplished this feat with no major incidents or accidents, a testament to the keen attention that the company pays to carrying out its operations in a safe and responsible manner that also protects employees and the contractors it engages.

FortisTCl focuses on building a trained workforce with the knowledge and skills to develop and sustain a strong safety culture. All new employees and contractors undergo an Environmental Health and Safety (EHS) Orientation program, and during 2017, 24 such orientation sessions were conducted.



**Employees Trained**

**Training Focus**

25

**Use of fire extinguishers**

4

**Fire wardens**

74

**Defensive driving**

40

**Safety Meetings**

Throughout the year, the department concentrated on a number of training and EHS exercises including fire drills, hurricane preparedness and EHS procedures.

During the year, Eustace Musgrove, Safety Specialist successfully completed the CPR/First Aid Master Trainer program, which equips him to provide future training in CPR and first aid for FortisTCI staff.

EHS held a total of 40 meetings in 2017 to discuss ongoing safety concerns, accidents and incidents, provide updates relating to safety within the organization, and to create action plans to correct or mitigate safety infractions. The EHS department was instrumental in increasing the number of audits and work area inspections to 128 in 2017 compared to 86 in 2016. This increase in inspections and subsequent corrective actions have reduced hazardous conditions, thereby creating a safer work place.

# Environment

"FortisTCI honors its responsibility to protect the environment by adhering to the highest environmental standards."



*A view of the FortisTCI plant and headquarters on Providenciales.*

**After Hurricanes Irma and Maria plowed through the Turks and Caicos Islands, it was evident that a massive cleanup program would be required.**

**A**nd because FortisTCI honors its responsibility to protect the environment by adhering to the highest environmental standards, damaged and destroyed assets like poles, wires, and transformers, would need to be collected and properly disposed of to reduce the risk of injury and to keep our islands as clean as possible. Electrical infrastructure waste generated from Hurricanes Irma and Maria that could not be disposed of on the island in compliance with FortisTCI environmental standards were collected and stored for shipment overseas.



*Damaged poles from the 2017 hurricanes were disposed of on and off the islands in environmentally responsible ways.*

This included five 40-foot containers with transformers, seven 40-foot containers with aluminum wires, and five 40-foot containers with an assortment of broken lights and aluminum scrap. These items were identified and sorted for shipment to the United States for recycling and disposal in the most environmentally responsible manner possible.

FortisTCl also partnered with the Providenciales landfill, an ISO 14001:2015 certified facility, to properly discard a large number of iron scraps, insulators, and wooden poles. In 2018, FortisTCl will continue its journey toward achieving ISO 14001:2015 for its environmental management practices.

View from the lobby of the FortisTCI Operations and Engineering Center.

# Capital Projects

## FortisTCI Operations and Engineering Center

The completion and opening of the FortisTCI Operations and Engineering Center in 2017 proved to be a timely investment and a critical asset for the company's disaster recovery capabilities following Hurricanes Irma and Maria.

Officially opened on August 30, 2017, the state-of-the-art, 20,220-sq.ft., three-story building served as the command center during the hurricane restoration period and was also used as a shelter for FortisTCI staff and their families during the hurricanes..



FortisTCI President and CEO Eddinton Powell and Fortis Inc. CEO Barry Perry (center) officially open the FortisTCI Operations and Engineering Center.



FortisTCI Manager of Plant Control Alvejes Desir in the new Systems Control Room.

## Generation Expansion – G14 Project

Preparing to meet future energy demand requires a multi-year outlook. Based on planned developments and projected economic growth, FortisTCl will increase its generating capacity to meet customers' energy needs.

In mid-2017, construction commenced on a new engine hall at the Provo-based power plant. The engine hall will house an 8.75MW 20V32 Wärtsilä model D generating unit built in Finland. Local contractors Norstar won the project bid for structural and civil work requirements. The total project cost is \$15.75M, including the Wärtsilä engine, installation, mechanical and electrical works.

This project is scheduled to be fully commissioned and operating in late 2018, in time to meet projected energy demand into the year 2019.

The Provo-based Operations team, including the System Control Operators, are located in the new facility. The building also houses the Transmission and Distribution, Energy Production and Facilities Management administrative offices.

A central feature of the FortisTCl Operations and Engineering Center is the new Systems Control Room. This includes the latest supervisory control and data acquisition (SCADA) platform, state-of-the-art consoles, displays and equipment all designed to improve operational efficiencies in the generation and transmission and distribution systems and to meet the company's future energy growth.

The building was completed at a cost of \$10.795 million. Manager of Plant Operations Alvejes Desir served as project manager for the new control room and SCADA upgrade, T & D Engineering Assistant Caltricia Hamilton was assistant project manager for the building construction, and Senior VP of Operations Devon Cox was overall project lead.



*The state-of-the art FortisTCl Operations and Engineering Center.*



Mechanical Technician I Tarek Fulford performs maintenance work at FortistCI, Providenciales.



Line restoration work on Providenciales following Hurricanes Irma and Maria.

When Hurricane Irma struck the TCI as a Category 5 storm on September 7th, 2017, leaving our customers without electricity, all hands were on deck to repair the transmission and distribution network and restore service as quickly as possible. Our customers were counting on us.



A lineman works at night during the post-hurricane restoration period.





“Reliability in service to our nearly 15,000 residential and commercial customers across the TCI, is what we live for at FortisTCI.”

# Reliability

Full restoration of electricity was completed in less than 60 days, and on November 6th, 2017, all customers who could receive it, had their service restored.

## Investing to ensure reliability

FortisTCI completed a \$1.5 million transmission line relocation project aimed at improving reliability and increasing capacity to the Grace Bay area, known as the tourism hub of the TCI.

This project was substantially completed by August 2017 and withstood the impact of Hurricane Irma, proving the long-term viability of the project and the resiliency of FortisTCI.

The company also commenced a critical project to upgrade distribution lines along South Dock Road in Providenciales. This rebuilding project began on June 20, 2017, with contracted support from FortisAlberta, and the first phase was completed prior to Hurricane Irma.

The new design and construction weathered two major storms and, as a result, aided in the quick restoration of electricity to Providenciales customers.

# Renewable Energy



"We remain committed to embracing new technologies that are economically and technologically feasible that will diversify the Country's energy mix while providing new least-cost energy solutions."

**FortisTCI President and CEO  
Eddinton Powell**

A FortisTCI solar PV installation on commercial premises on Providenciales.



At Mills Institute, Providenciales, another commercial solar PV installation



FortisTCI President and CEO Eddinton Powell flips the switch on the solar PV installation at Atlantic Stone, Providenciales.

**F**ortisTCI commissioned its first decentralized renewable energy generation system through its Utility Owned Renewable Energy (UORE) Program in July 2017, with the installation of a 168 kW PV system on a commercial building in Providenciales. The roof-mounted system has 510 solar modules and 24 string inverters. It is estimated to produce approximately 225 MWh of electricity annually. A 10kW system was also installed during the year.

Having met its 2017 RE integration target of 400 kW of PV installations under its customer programs, FortisTCI is targeting to install and commission a total of 200 kW of PV in 2018 with qualified customers. The company's renewable energy programs are available to residential, commercial, and industrial customers.

A 1MW PV project is expected to begin in 2018 and will feature solar installations across various islands within FortisTCI's service territory.

## Our Board of Directors



### Board of Directors

Standing left to right:

**Director Mr. Richard Hew**-Mr. Hew also serves as Caribbean Utilities Company Ltd. President & CEO

**Director Mr. Lynn Young**-Mr. Young also serves as Belize Electric Company President & CEO

**Chairman of the Board Mr. Gary Smith**-Mr. Smith also serves as Fortis Inc. Executive Vice President of Eastern Canadian and Caribbean Operations

**Director Mr. Eddinton Powell**-Mr. Powell also serves as FortisTCI President & CEO

## BOARD OF DIRECTORS

### **Richard Hew** Director

Richard Hew is President and Chief Executive Officer of Caribbean Utilities Company, Ltd.

Graduating with a Bachelor's of Science degree in Electrical Engineering from the University of Florida in 1988, he immediately joined Caribbean Utilities Company, Ltd. He quickly rose through the ranks at CUC and during a brief study leave in 1997 obtained the degree of Master of Business Administration at Wilfred Laurier University, Ontario, Canada. He was appointed President and CEO in 2005.

Mr. Hew is a registered Professional Engineer in the State of Florida. He has served as a director on a number of local boards as well as on the board of directors of Newfoundland Power, Canada and CARILEC, the regional organization of electric utilities and associate partners.

He is also an avid sportsperson and has represented the Cayman Islands in football and squash.

### **Lynn Young** Director

Lynn Young is President and CEO of Belize Electric Company Limited, the largest electricity generating company in Belize.

Prior to this role, he was President and CEO of Belize Electricity Limited (BEL), the sole distributor of electricity in the country.

Over a 27-year career with BEL, he served in several other roles including as General Manager - Finance and Administration, General Manager - Engineering, and Production Manager. Earlier in his career, he worked with Shell Belize Limited as Operations Manager.

Mr. Young has a Master's in Business Administration degree from the University of Western Ontario, London, Ontario and a Bachelor of Science degree in Mechanical Engineering from the University of the West Indies, Trinidad & Tobago. He also earned an Associate degree, with majors in Physics, Chemistry and Mathematics from St. John's Junior College, Belize.

He serves as a Director on several boards, namely Caribbean Utilities Company Limited, Belize Electric Company Limited, Belize Electricity Limited, University of Belize, and Kolbe Foundation, a private non-profit organization, of which he is Chairman.

Mr. Young serves as the Honorary Consul of Canada to Belize.

### **Gary J. Smith** Chairman

Gary J. Smith is Executive Vice President of Eastern Canadian and Caribbean Operations of Fortis Inc.

He has had an extensive career within the Fortis Group of Companies. From 1984 to 1999, he held progressive technical and management positions with Newfoundland Power. Mr. Smith was Manager of Operations with Maritime Electric Company Limited in Prince Edward Island and excelled in the position of Vice President of Operations and Engineering with FortisAlberta. In 2008, he returned to Newfoundland Power as Vice President of Customer Operations and Engineering, and was appointed President and Chief Executive Officer in August 2014 and served in this position for three years.

Mr. Smith holds a Bachelor of Engineering (Electrical) from Memorial University of Newfoundland. He has completed the Finance for Senior Executives Program at the Harvard Business School.

Mr. Smith currently serves as a Director on the Boards of Newfoundland Power, Maritime Electric, FortisOntario, Caribbean Utilities, FortisTCI, and Belize Electric Company Limited (BECOL), all Fortis utilities.

He is a member of the Association of Professional Engineers and Geoscientists of Newfoundland, a member of the Steering Committee on Power Engineering for the Canadian Standards Association, and a member of the Board of Directors of the Canadian Electricity Association. Mr. Smith is Chair of the Board of Directors of the Dr. H. Bliss Murphy Cancer Care Foundation, Past Chair and member of the Board of Directors of Junior Achievement of Newfoundland and Labrador Board, and is a member of the Dean's Advisory Committee to the Faculty of Engineering and Applied Science at Memorial University of Newfoundland.

### **Eddinton Powell** Director

Eddinton Powell is the President and Chief Executive Officer of FortisTCI Limited (FTCI) and Turks and Caicos Utilities Limited (a wholly owned subsidiary of FTCI) and has served in the role since 2007. Before his appointment to CEO in the Turks and Caicos Islands, he spent 25 years with Caribbean Utilities Company Ltd (C.U.C), FortisTCI's sister utility company in the Cayman Islands, with the last four years as its Senior Vice President and Chief Financial Officer.

Mr. Powell holds a Bachelor of Science Degree in Accounting from the International College of the Cayman Islands, and a Master's Degree in Accounting from the Friedt School of Business and Entrepreneurship, Nova Southeastern University.

Mr. Powell presently serves as a Director on several Boards including CARILEC, an Association of Electricity Companies; Belize Electric Company Limited (BECOL); and Caribbean Utilities Company, Ltd. Mr. Powell also holds an appointment as Justice of the Peace in the Cayman Islands. He previously served as Chairman of the Cayman Islands Development Bank.

# Our Executive Team



## Executive Team

### Seated (l-r)

**Senior VP of Corporate Services, CFO & Corporate Secretary**-Mrs. Ruth Forbes

**President & CEO**-Mr. Eddinton Powell

**VP of Innovation, Technology and Strategic Planning**-Mrs. Rachell Roulet

### Standing (l-r)

**VP of Energy Production & Project Management**-Mr. Nigel Hosein

**VP of Grand Turk and Sister Islands Operations**-Mr. Allan Robinson

**Senior VP of Operations & Assistant Corporate Secretary**-Mr. Devon Cox

## EXECUTIVE TEAM

### Eddinton M. Powell, JP, President and CEO

Please refer to biography on the Board of Directors page.

### Ruth Forbes

Senior Vice President of Corporate Services and CFO

Ruth Forbes serves as Senior Vice President of Corporate Services, Chief Financial Officer, and Company Secretary for FortisTCl Ltd in the Turks and Caicos Islands (TCI). Her responsibilities include overseeing the Customer Service, Corporate Communications, Human Resources, Supply Chain Management, Finance, Internal Audit, and Legal functions within the company. Prior to joining FortisTCl in 2006, she worked as Senior Auditor at PWC (formerly PriceWaterhouseCoopers).

Among many outstanding initiatives at FortisTCl, Mrs. Forbes spearheaded the "Investors in People Certification" initiative, in which the company became the first in TCI to receive such designation. She also led the Company's first US Private Placement Financing Transaction and its inaugural credit rating initiative with S&P (BBB). FortisTCl is the first private company in TCI to achieve Investor Grade Credit Rating.

Mrs. Forbes has a Diploma in Business Administration (Honors) from University of Technology, Kingston, Jamaica and a Bachelor's degree in Accounting from Barry University, Florida, USA. She successfully completed the Certified Public Accountant (CPA) examinations in 2003 and Certified Management Accountant (CMA) in 2014.

She is a former Director of the Turks and Caicos Airports Authority Board and Turks and Caicos National Insurance Board. Mrs. Forbes recently founded and launched "Jewels Ablaze" a not-for-profit organization geared at mentoring, developing and supporting young women in the community.

### Rachell Salao Roulet

Vice President of Innovation, Technology and Strategic Planning

Rachell Salao Roulet is a Vice President at FortisTCl where she leads the Innovation, Technology and Strategic Planning Division. She leads business development including the renewable energy portfolio, oversees the business continuity management and disaster recovery program, facilitates integrated resource planning, and is in charge of the information and communication technology solutions.

She has two decades of experience in microfinance, consulting, and utility industries. Prior to joining FortisTCl in the Turks and Caicos Islands, she was the head of internal audit and risk management at Caribbean Utilities Company, Ltd (CUC) in the Cayman Islands and has been part of the consulting services of Deloitte Philippines. She also served as a finance executive in a European Union funded microfinance institution in the Philippines where she catalyzed improved financial sustainability and governance.

She is a Certified Public Accountant and holds numerous certifications relating to corporate governance, risk management, information security, and energy innovation from leading institutions including the IIA, ISACA and Stanford University. She was one of the founders and first vice chairman of the Board of The Institute of Internal Audit for its Cayman Islands Chapter. She is currently completing a Master's degree in Business Administration, focusing on renewable energy and energy efficiency from the Beuth University of Applied Sciences, Berlin.

### Nigel Hosein

Vice President of Production and Project Management.

Nigel Hosein, Vice President of Production and Project Management, joined FortisTCl in 2013 as Vice President, Energy Production and Project Management.

Over a 28-year career, he has amassed significant experience in managing projects within the Caribbean, with several years spent in the utility sector. His areas of expertise include Business and Engineering Management, Project Management and Engineering Design in the electric utility and construction industries, Energy Efficiency/Conservation and Renewable Energy, and Utility Regulatory Reform in the electric utility sector.

Prior to joining FortisTCl he worked with Caribbean Utilities Company in Grand Cayman for over seven years. He also served as the Executive Director of CARILEC (the Caribbean's electric utility association, based in St. Lucia) for over four years. In this role, he made significant stakeholder representations on behalf of the Caribbean region's electric utilities, and throughout his career, he has presented at numerous industry-related conferences and management seminars.

Mr. Hosein has a Bachelor's degree in Mechanical Engineering from the University of the West Indies and a Master's degree in Business Administration from Andrews University, Michigan.

### Allan Robinson

Vice President of Grand Turk and Sister Island Operations

Allan Robinson is Vice President of Grand Turk and Sister Islands Operations at FortisTCl.

Mr. Robinson previously served FortisTCl as Vice President of Customer and Corporate Services from September 2007. His extensive experience in the utility industry began at Turks and Caicos Utility (TCU) in Grand Turk, where as a college graduate, he was first employed in the Distribution and Metering Department. After a three-year stint, he left TCU in 1989 to work with the Turks and Caicos Government Planning Department Development Control Section in Grand Turk. In November 1995 he was transferred to Providenciales as Senior Officer with the Planning Department Building Control Section. A year later he began working with PPC Ltd. as Assistant Supervisor in the Metering Department. In 1999 he was promoted to Supervisor and managed the company's Meter Reading, Billing and Customer Services Department for all of PPC offices.

Mr. Robinson attended Antigua State College in Antigua, where he studied Electrical Engineering. He earned an Associate degree in Building and Electrical Technology from the University of Technology (formerly CAST), Kingston, Jamaica.

### Devon Cox

Senior Vice President of Operations & Assistant Corporate Secretary

Devon Cox is Senior Vice President of Operations and Assistant Corporate Secretary.

He has been employed with FortisTCl since January 2007, and has served in a number of roles, including Planning Engineer, Manager of Transmission and Distribution (T&D) Planning, Manager of T & D Operations, and Director of T & D Operations. His current responsibilities include overseeing the Transmission, Distribution, Generation and Engineering roles within the company, and the service territories of Grand Turk and the Sister Islands.

In 2013 Mr. Cox was promoted to Vice President of T&D, and in 2015 responsibility for Environmental Health and Safety was brought under his portfolio. In 2012 he led successful negotiations of the street light takeover agreement in Providenciales between FortisTCl and the Turks and Caicos Islands Government (TCIG).

Prior to joining FortisTCl, Mr. Cox worked for TCIG as Deputy Electricity Commissioner from 2004-2006 and acted in the role of Commissioner from 2005-2006.

He studied at Turks and Caicos Community College before completing his Bachelor's degree in Electrical Engineering at Wilberforce University in Ohio, USA. He earned his Master's in Business Administration degree from Webster University in Missouri, USA.

Mr. Cox is a member of the National Society of Black Engineers (NSBE) and The Institute of Electrical and Electronics Engineers (IEEE). He serves as the Elder Chair at Harvest Bible Chapel in Providenciales.



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