



FORTIS TCI
ENERGY FOR GOOD™

*Transforming Energy
in the Turks and Caicos Islands*

Stakeholders' **REPORT** **2019**





FortisTCI and RENU Energy TCI representatives gather at the commissioning of the company's first 10kW solar PV plus battery storage project.



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VISION, MISSION & VALUES



**VISION: TRANSFORMING ENERGY IN
THE TURKS AND CAICOS ISLANDS.™**

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.

VALUES:

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.





Young footballers compete in the 2019 FortisTCl Youth Football League championship match in North Caicos.

Forward-looking Information

Certain information set forth in this report, other than statements of historical fact, may contain “forward-looking” references, including “future oriented financial and non-financial information”, collectively referred to herein as forward-looking statements. Forward-looking statements include statements that are predictive in nature, depend upon future events or conditions, or may include words such as “future”, “anticipates”, “plans”, “expects”, “estimates”, “intends”, “targets”, “projects”, “forecasts”, “schedules”, or negative versions thereof and other similar expressions, or future or conditional verbs such as “may”, “will”, “should”, “would”, and “could” or other similar terminology or expressions, which have been used to identify the forward-looking information.

Forward-looking information in this publication include, without limitation, the economic overview section, statements on Gross Domestic Product (GDP) growth, estimated completion of hotels, resorts and villa projects, US visitor expectations, economic impact of the Coronavirus pandemic, the Resilient National Energy Transition Strategy (R-NETS) as a roadmap for the country’s energy future, and the Memorandum of Understanding signed by FortisTCl, the Turks and Caicos Islands Government and the Clinton Foundation to implement the initiatives outlined in the R-NETS.

Forward-looking statements are based on underlying assumptions and management’s beliefs, estimates and opinions, and are subject to inherent risks and uncertainties surrounding future expectations generally that may cause actual results to vary from plans, targets and estimates. Readers are cautioned that these statements are not guarantees of future performance, and undue reliance should not be placed on them. The Company disclaims any intention or obligation to update forward-looking statements if circumstances or management’s estimates or opinions should change, except as required by applicable laws.

ECONOMIC OVERVIEW

A strong performance from tourism and related services, and the construction sector underlined growth in the Turks and Caicos (TCI) economy in 2019. The Strategic Policy and Planning Department (SPPD) projected modest economic growth in the TCI at 3.2 percent in 2019. Similarly, Business Monitor International (BMI) maintained its forecast for real GDP growth for 2019 of 3.4 percent.

Tourism and ongoing construction activity are expected to continue driving economic activity in 2020. A strong profile of hotels, resorts and villa projects are in the pipeline, particularly in the high-value luxury segment, which suggests that the sector will continue to support strong economic growth. The Ritz-Carlton Hotel began construction on a 12-storey luxury resort, residence, casino and spa, which is scheduled to be completed by 2021.

These projects will support construction sector growth, while the further expansion of TCI's high-end travel market is expected to boost employment and private consumption. In addition, the Andaz Resort and Rock House Resort, both hotel and residential developments, are scheduled to open for business in 2021.

The Economist Intelligence Unit has projected growth of 3.1 percent in 2020. The USA is expected to continue to be the source market for the largest visitor population to the TCI; however, any negative and sustained impact of the Coronavirus pandemic on the US economy could potentially have a trickle-down effect on the TCI.



The TCI's economy is expected to experience stable and robust economic growth averaging 3 percent annually over the medium to longer term.

Regulatory Update

Renewable energy transition for the Turks and Caicos Islands was given impetus in March 2019, when the Turks and Caicos Islands Government (TCIG) approved the implementation of the Resilient National Energy Transition Strategy (R-NETS), which provides a roadmap for the country's energy future over 22 years, from 2019 to 2040. The R-NETS was developed in partnership with FortisTCI and the Rocky Mountain Institute. It was approved by the company's Board of Directors in April 2019.

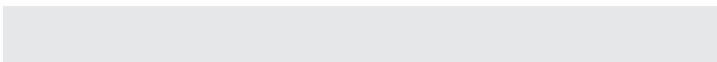
In October 2019, TCIG, FortisTCI, and the Clinton Foundation signed a Memorandum of Understanding (MOU) to begin implementing initiatives supported by the RNETS. The MOU commits the parties to accelerate the development and integration of more clean energy sources throughout the TCI.


In 2019, there were a few significant developments concerning the Rate Variation Application (RVA), which FortisTCI filed with the Governor under Section 34 of the Electricity Ordinance in July 2018. Following an initial refusal of the application by the Governor, FortisTCI requested the appointment of an independent Inquirer to determine the reasonableness of the company's application. In March 2019, the Governor appointed the Inquirer, and the inquiry was conducted over the period May 13, 2019 to August 9, 2019.

The independent Inquirer's report concluded that the company's application was reasonable and that the requested rate increase should be implemented by September 1, 2019. A final decision on the approval for the tariffs to be increased was still pending at the end of 2019, and the company continued to engage with the TCIG on the matter.



CORPORATE PROFILE





FortisTCl Ltd. is a regulated utility that serves over 15,000 customers across the Turks and Caicos Islands (TCI) with safe, reliable, least-cost electricity.

The company operates under its business licenses and takeover agreements, while adhering to simple contract and cost-of-service style regulation.

FortisTCl serves the islands of Providenciales, North Caicos, Middle Caicos and South Caicos. Turks and Caicos Utility Limited (TCU), which FortisTCl acquired in 2012, serves the islands of Grand Turk and Salt Cay.

The FortisTCl service territory also includes the Cays between Providenciales and North Caicos (except for Parrot Cay), East Caicos and adjacent cays. Customer service centers operate in Grand Turk, South Caicos, North Caicos and Providenciales, where the company's headquarters is located on Leeward Highway. Together, the companies operate four independent diesel generation plants with the integration of some solar.

FortisTCl became a wholly owned subsidiary of Fortis Inc. (based in Newfoundland, Canada) in August 2006.

2019 Highlights

Over 15,000 - Total customer connections as at December 31, 2019

7 - the number of islands FortisTCl serves

42.64 MW - Consolidated Peak Demand

99.93 ASAI - Percentage of time electricity was available to customers

25.1 km - of transmission lines and **623 km** distribution lines

170 - total number of employees

Junior Production Engineer Demetrio Quant and Senior Mechanical Technician Miguel Sierra Baez participate in a Windrock Diesel Engine Analyzer Training to improve their skills and knowledge.

FortisTCl President and CEO Eddinton Powell accepts the 2019 Caribbean Renewable Energy Forum (CREF) Energy Leadership MVP Award at the 3rd annual CREF industry awards ceremony.



Continued on next page

CEO'S MESSAGE TO STAKEHOLDERS

The future of energy is dynamic. It's resilient, reliable, sustainable, heavily decentralized, digitalized, and decarbonized as we strive to reduce the world's impact on climate change. Technology is the driving force behind the changing face of energy, and for a good reason. We want to be able to harness the wind and the sun and use them as reliable energy sources that will power our homes, businesses, and our cars too.

At FortisTCl, we remain on the front lines of this vast transformation, and 2019 gave us more insight into what will be required in the new energy future. We're certainly not there yet, but we're on our way, leading the change and preparing the Turks and Caicos Islands to embrace the shift, so much so that we changed our vision statement in 2019 to 'Transforming Energy in the Turks and Caicos Islands.'

Integrating more renewable energy and diversifying the country's energy profile is a necessary step in the transformation, and I am proud to say that during the past year, we reached 1MW of distributed grid-tied solar generation. It is a great accomplishment that was done in partnership with our customers – nine customers who have signed up as participants of the company's utility-owned renewable energy (UORE) program.

But even before the integration of new technologies and renewable energy sources, utilities and governments must work together to modernize energy regulations and decide on a pathway forward. Addressing outdated regulations is one of the keys to unlocking the potential of renewable energy for the country.

In 2018 the Turks and Caicos Government, FortisTCl, and the Rocky Mountain Institute collaborated to develop a long-term energy plan called the Resilient National Energy Transition Strategy (R-NETS). I am pleased to know that you, our customers, also had input on the plan during a public consultation. The R-NETS was finalized and introduced in April 2019 and now serves as our guide to building a sustainable energy future.

It will be our duty to review and update the R-NETS periodically, taking into account advancements in technology. While changes to the targets can occur, today, we're working to integrate 33% renewable energy generation by 2040 and reduce carbon emissions by 12% during the same period. If done methodically and with care, actualizing clean energy through the R-NETS will offer significant other benefits to stakeholders – including system resiliency and reliability at the most affordable rate possible.





Minister of Home Affairs, Public Utilities and Transportation Honorable Goldray Ewing (center) with FortisTCl President & CEO Eddinton Powell (second left) and Clinton Climate Initiative Senior Project Manager Alexis Tubb (second right), joined by representatives of the TCl Government, FortisTCl, Rocky Mountain Institute and Clinton Climate Initiative at the signing of an agreement to advance the TCl's Renewable Energy Transition Strategy (R-NETS).



Security Shift Lead Ladonna Bassett was the 2019 top volunteer and is congratulated by President and CEO Eddinton Powell and Senior Vice President of Corporate Services and CFO Ruth Forbes. Ladonna completed 270 community service hours.



The CARILEC Board of Directors held their 118th board meeting in the Turks and Caicos Islands on Monday, December 2. Here the group takes a tour of the Providenciales plant with Director of Energy Production Alvejes Desir (at left).

In late October, the company took the R-NETS a step further, signing a memorandum of understanding (MOU) with the Turks and Caicos Islands Government and the Clinton Climate Initiative to begin implementing action items outlined in the plan. Just before that, FortisTCI launched its solar plus battery pilot and is still conducting a local study on electrification of transportation. Together, we're all working towards creating a cleaner energy future.

Our customers remain at the center of this journey, and we continuously brainstorm about new ways of serving as your energy partner. In addition to the energy conservation tips we share, the upgrades to the customer web portal 'My Online Account' was one way in 2019 we sought to increase engagement and help our customers better understand their energy consumption. It's a tool that we know, in time, many will become more familiar with and use as a way to manage electricity.

FortisTCI employees prepare every day for what's ahead. The company continued to invest heavily in training and provide upper-level education scholarships in critical areas. Our investment in people is paramount.

In addition to renewable energy, our people, and our partnerships, there were significant accomplishments throughout the year in safety, community, and governance. These will all remain focus points for us in 2020 and beyond. 2019 showed us that creating the new energy landscape for the TCI will require strong partnerships, commitment and will by all stakeholders – that's how we create and deliver value, and that's how we will meet your energy needs into the future.

Eddinton Powell
FortisTCI President & CEO

CUSTOMER SERVICE

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At FortisTCl, we are committed to meeting your energy needs.

Customer Experience Specialist Stephanie Dean and Customer Service Representative Crystal Caley assist a Providenciales customer.





Supervisor of Security Services Callis Jones welcomes visitors at the corporate office.



As your energy provider, FortisTCl believes in serving you with excellence all day, every day. We take pride in being your Energy Partner, and we are always looking for ways to meet your energy needs better. That's because we know that things are changing, and we value you as our customer. So, we're changing too.

Helping you better understand your electricity usage is one of our priorities. In 2019, the company introduced new features to 'My Online Account,' the customer web portal that provides all the information that is relevant to you. My Online Account now gives customers the ability to set monthly budgets and receive email notifications when budget limits are approaching. Customers can manage their costs by using the prediction tool to see an estimation of their upcoming monthly electricity bill. Customers can also track their electricity usage by the day and the hour.

The company appreciated the participation in the annual customer satisfaction survey. It provided valuable feedback on what the company is doing well, and areas for improvement. We are pleased to know that eight in ten customers are satisfied with the level of service FortisTCl provides, and we're working on getting even better.

OUR PEOPLE



Main photo: Plant Operator Richard Stubbs and Lineman Ernest Ewing complete safety checks on their equipment before heading out on South Caicos.

Top photo: Director of Human Resources Claudia Munnings with HR Compensation Officer Roxanne Lewis.

Middle photo: College student intern Trevante Brown worked with the production maintenance team at FortisTCI during the company's summer student programs. He was one of seven college and 22 high school interns employed.

Bottom photo: FortisTCI President & CEO Eddinton Powell (front left) and Senior VP of Corporate Services Ruth Forbes (front right) with staff promoted to new roles in April and May 2019. Seventeen employees were promoted.



Training and Development

In 2019, FortisTCI continued its strong investment in training and development programs for employees across all areas of the company. Managers and supervisors benefitted from leadership training, and the 2019 Strategic Planning process incorporated training segments for the management team, with sessions on Change Management, Conflict Resolution, Effective Communication, Process Analysis and Re-engineering and Team Building.

During the second quarter, National Center for Construction Education and Research (NCCER) courses were held from May 6 to June 7, 2019. Three Mechanical Technicians – Cameron Coalbrooke, Tarek Fulford, and Denzel Penn – completed the Power Generation Mechanical Level 4 theory module, with grades of 90%, 96% and 80% respectively. This marks the final level for these employees, who are also in the last stages of on-the-job-training. A highlight of the NCCER training in 2019 was the engagement of FortisTCI's Electrical Technicians as hosts of the tutorials and practical exercises for electrical related topics in the Mechanical Technicians' program. This provided for greater integration of the teams.

The Linesman Apprentice Certification continued with the successful completion of levels one, two and three by FortisTCI apprentices. Lineman Apprentice 1 Jeffrey Desir moved on to Level 4. Junior Plant Operator Corean Kelly, who is cross training and pursuing certification as a Linesman, moved on to Level 3, and Lineman Apprentice Bramalo Melhado completed Level 1.

Student Summer Programs

The FortisTCI Student Summer Employment Program (SSEP) and Student Internship Program (SIP) provided valuable work experience for 22 high school and seven college students in 2019. Fourth and fifth form high school students received a two-week placement under the SIP, and college students were employed for one month under SSEP.

These students were selected following a rigorous outreach and interview process. A representative group of employees visited the high school and Community College campuses throughout the islands to speak to students about the programs. For the first time on South and North Caicos, students were hosted at FortisTCI's office on these islands.

Scholarships

Director of Legal Services Alexandria Missick and Human Resource Officer Cleola Ward are the two latest scholarship recipients. Alexandria completed her MBA at Imperial College in the United Kingdom, while Cleola completed her MBA in Human Resource Management at Edinburg Napier University in Scotland. The company continues to invest in academic development for its employees and the Turks and Caicos Islands community.

Wellness

With a focus on the holistic development of employees, the Human Resources department coordinated several health and wellness initiatives in 2019. May was observed as Mental Health Month and a series of talks on "Managing Mental Health in the Workplace" was held throughout the company, with the support of medical professionals from the Turks and Caicos Islands Government's Mental Health and Substance Abuse division. Additional sessions on "Coping with Loss and Grief" and "Managing Stress – Hurricane Preparedness" were held.

The company celebrated its annual Health Week October 14 –17, with additional focus on "Mental Health in the Workplace". Employees participated in a fitness boot camp, a healthy meals cook-off challenge and in discussion sessions that addressed substance abuse and men's and women's health issues.

Main photo: The 2019 FortisTCl National Science and Technology Fair project winners, Clement Howell High School students, pose with their trophy. Pictured (L-r) are Minister of Education, Youth, Culture and Library Services, Hon. Karen Malcolm and teachers from the school.



In 2019, FortisTCl partnered with numerous groups for various causes, sponsored 11 major community projects focused on education, youth, culture, sports and environmental care, and employees logged 3,044 community service hours. Of the 11 projects, FortisTCl named programs included the National Science and Technology Fair, the Youth Football League, the Spring Fun Walk and Run, and the History and Cultural Heritage Quiz.



COMMUNITY

Energy for Good.™



2019 saw the return of the science project category at the high school and primary school levels of the National Science and Technology Fair. The event catered to hundreds of students from across all islands. Clement Howell High School took the top prize with their project 'Glasstastic Building Solutions.' And at the primary school level, the International School of the TCI won with their project 'Bananas for Energy'.

The Youth Football League continued to expand early in the year and involved some 500 boys and girls throughout the country. Youth players competed locally in Providenciales, Grand Turk, South Caicos, and North Caicos, and trained to develop their skills better. Exhibition games were also hosted in Turks and Caicos against visiting countries during the year, which allowed players from the youth league to continue refining their skills even in the offseason. The goal is to increase the skill level of the players and offer more opportunities for exposure to competitions abroad.

FortisTCl believes these types of investments, giving of personal time and resources, help improve the communities and the lives of those we serve. The act of charity is a fundamental principle of the people who represent the company.

Named the 2019 top volunteer, Security Shift Leader Ladonna Bassett dedicated 270 hours to coaching youth basketball and leading a free weekly fitness boot camp in her community. Corporate Services was the top-performing division and recorded 1,158 total hours for the year.

Bottom left photo: Young footballers from South Caicos at the end-of-season awards ceremony.

Bottom middle photo: FortisTCl 2019 'Top 10' volunteers with President and CEO Eddinton Powell (right). Standing (L to R) Ruth Forbes, Avi Adams, Claudia Munnings, Ladonna Basset, Callis Jones, Shernelle Capron, Leonardo Patrick, Roxie Williams, and Lorenzo Fabien. (Murice Francis not pictured)

Bottom right photo: SCADA Network Technician II Lorenzo Smith leads a plant tour with students from Precious Treasures International School.

ENVIRONMENT, HEALTH & SAFETY

A culture of excellence. A leader in safety.

Environment, health, and safety matters evolved in March 2019, with FortisTCl achieving certification of its Environmental Health and Safety Management System (EHSMS), designed using ISO 45001:2018 Occupational Safety and Health and 14001:2015 Environment Management Systems standards. The establishment of a robust EHSMS is what led the company to become certified by the British Standards Institute (BSI) during the year, and placed FortisTCl amongst a select few electric utilities in the Caribbean to achieve both standards at the same time. The accomplishment is a testament to the company's dedication to the health and safety of its staff and environmental stewardship.

In line with newly introduced laws, in 2019, FortisTCl implemented procedures to significantly reduce single-use plastics, including plastic water bottles. The company's adherence to the law and its efforts to reduce the use of plastics included the installation of water coolers across its service territory. Employees are encouraged to utilize reusable cups, dishes, and silverware to help reduce their impact on the environment. The immediate benefit is a reduction in the volume of single-use plastics disposed of at the landfill.

As a continued measure in the company's environmental stewardship efforts, last year, FortisTCl recycled 49,600 US gallons of oil and 170,940 lbs. (or 85.47 US tons) of scrap metal. These items were shipped off island to the United States, to a recycling facility certified to reprocess the scraps responsibly.

Environment, health, and safety remain the highest priority at FortisTCl.

2019 EHS STATS

- 44 EH&S AUDITS, CHECKS FOLLOW-UPS AND WORK SITE INSPECTIONS
- 60 EH&S SAFETY AND DEPARTMENTAL MEETINGS
- 2,605 TRAINING HOURS
- 715 EHS TRAINING PARTICIPANTS
- 164 CONTRACTORS TRAINED FROM 35 LOCAL COMPANIES
- 320 DAYS WITHOUT A LOSS TIME ACCIDENT



Main photo: Supervisor of Lines Gregory Thomas heads out after completing morning safety checks with his team.

Top photo: FortisTCI Senior Vice President of Operations Devon Cox presents FortisTCI'S North and Middle Caicos team with the trophy for best safety record at the Green.Ribbon Awards.

Bottom photo: In support of TCI's ban on single use plastic bags, FortisTCI distributed reusable grocery totes made of recycled material to all employees.

In January 2019, FortisTCI commissioned into service a greenfield generation expansion project, consisting of a Wärtsilä generation unit designated as G14, to meet anticipated growth in Providenciales. This was among recommendations made in the company's Integrated Resource Planning model.

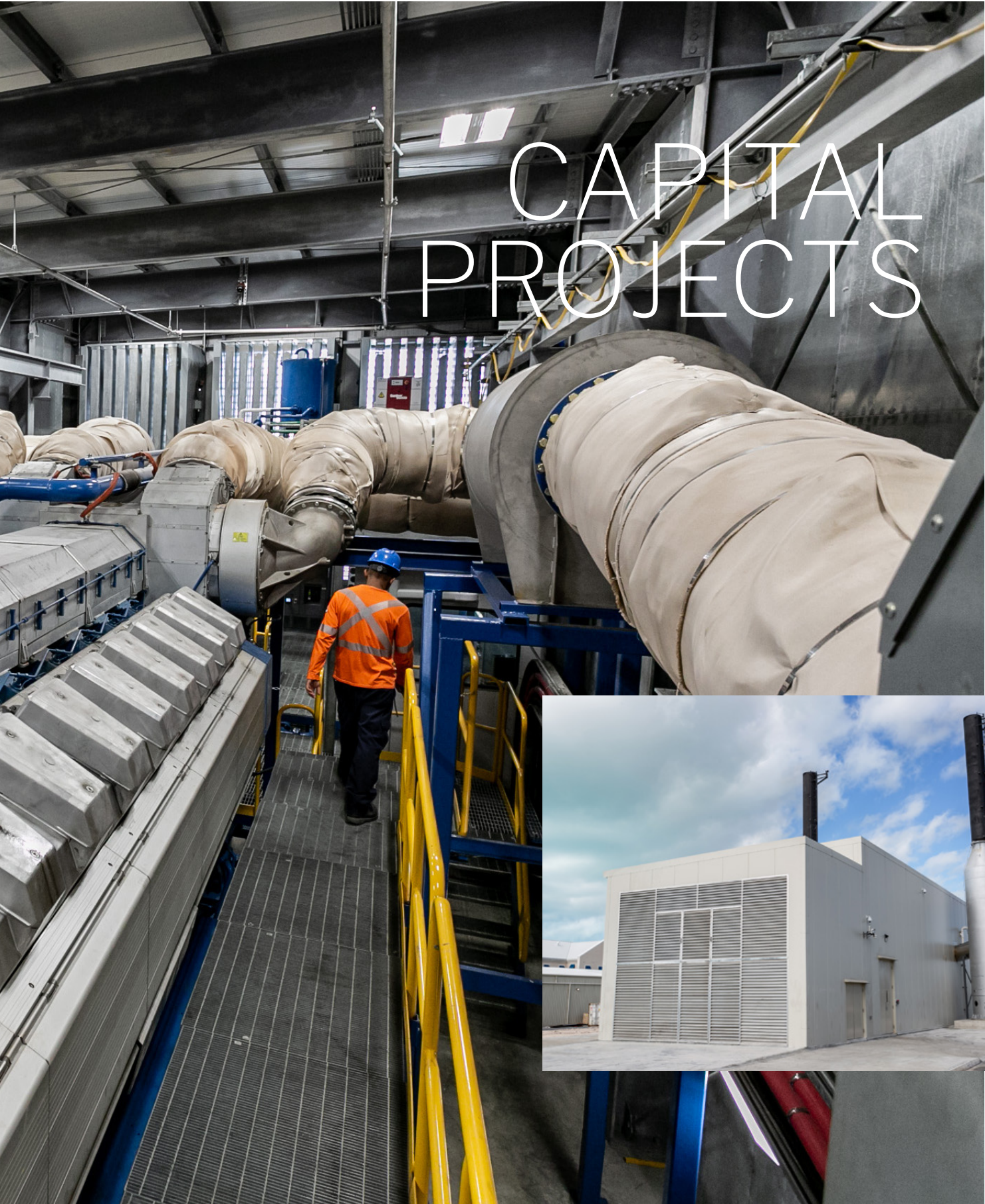
Built at a cost of \$18.6 million, the 8.75MW G14 generator project included a new generation building, designed and constructed to withstand catastrophic hurricanes. It also required development of roadways, hazmat trenches, and substation upgrades. The addition of the G14 unit has led to improvements in fuel efficiency and generation reliability. G14 will serve the TCI's energy needs over the next 25 to 30 years.



Main photo: An inside view of FortisTCI's G14 engine hall, which houses the latest 8.5 MW Wärtsilä engine. This most recent generation expansion project will serve the country's energy needs over the next 25 to 30 years.

Inset: Newly constructed greenfield generation site at the company's main production plant in Providenciales.

CAPITAL PROJECTS



RELIABILITY

In 2019, reliability was challenged by some extreme lightning events, two transmission line faults and failure of two 35 kV padmount switches critical to the transmission network.

Nevertheless, FortisTCl ended the year with an Average System Availability Index (ASAI) of 99.93% and System Average Interruption Duration Index of 6.3 Hours per Customer.

There was a significant recovery in reliability during the year, supported by several upgrading projects the company undertook for immediate and long-term resiliency. These included replacement of the failed solid state protection, oil-filled 35 kV switches with a gas-insulated, padmounted switchgear, fitted with a microprocessor-based protection.

FortisTCl continued the installation of pole top auto-reclosers, with 11 completed in Providenciales. These devices improve switching efficiency on the distribution lines, and reduce the number of customers affected by incidents on the network.

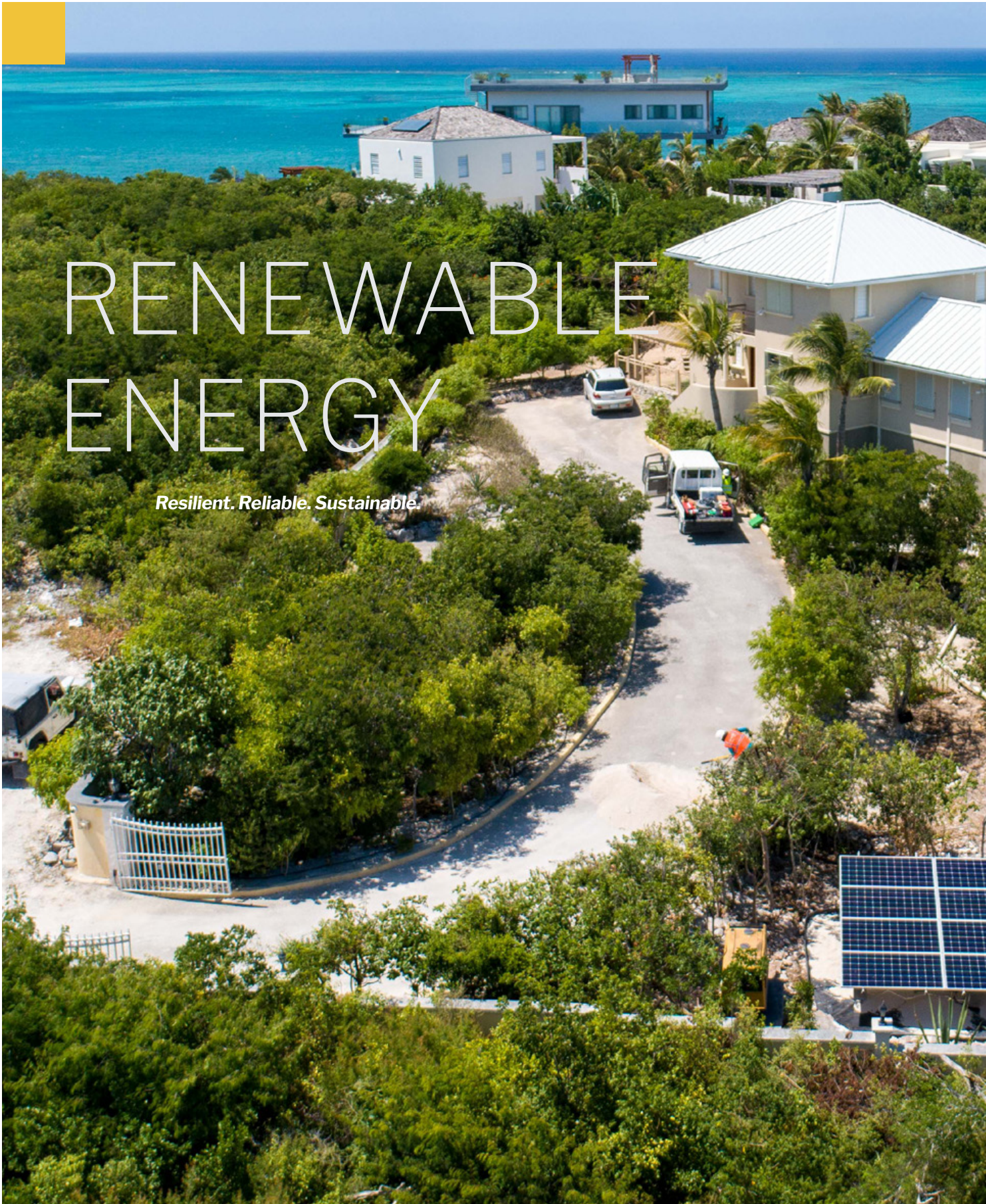
A number of structural upgrade projects were also completed to improve resiliency, including the redesign and reconstruction of Paradise Road, Industrial Drive and June Plum distribution infrastructure in Providenciales.

A comprehensive project to install auto-reclosers on distribution lines throughout Providenciales was completed in 2019, and will help improve reliability.



RENEWABLE ENERGY

Resilient. Reliable. Sustainable.






FortisTCI is committed to 'Transforming Energy in the Turks and Caicos Islands' and building a sustainable future by integrating more clean energy options.

In early 2019, the Government and FortisTCI, alongside Rocky Mountain Institute, finalized the Turks and Caicos Islands Resilient National Energy Transition Strategy (R-NETS). The plan is the country's roadmap for renewable energy integration and energy production over the next 22 years, targeting 33% RE generation by the year 2040. The R-NETS seeks to achieve the development of an electricity infrastructure that is least-cost, reliable, resilient, and environmentally sustainable.

In October, the country and company made another step forward with advancing clean energy in the Turks and Caicos Islands (TCI), together signing an agreement with the Clinton Climate Initiative to begin implementing initiatives outlined in the R-NETS. The partnership will advance renewable energy by supporting projects designed to help modernize the regulatory framework, support permitting and planning, assess resources and technical skills, promote energy efficiency, and the integration of electric vehicles.

FortisTCI has already made great strides to increase its uptake of renewable energy. In 2019, the company reached a significant milestone at 1MW of grid-tied, roof-mounted solar PV in Providenciales. The achievement was reached through nine customer partnerships, all a part of the FortisTCI Utility Owned Renewable Energy (UORE) Program. At the end of 2019, RE accounted for the production of 1GWh of renewable energy and the reduction of 1,091 tons of CO2 emissions.

Also in line with the R-NETS, in August, the company embarked upon its first integrated solar plus battery pilot project. The project will last for 18 months and is focused on behind-the-meter energy storage. This will provide the company with valuable data on this emerging technology currently not available in the TCI.



This solar plus battery installation at a residential property in Providenciales, is one of three pilot projects that FortisTCI is undertaking to determine the suitability of the technology for the company's renewable energy programs.

Board of Directors



Board of Directors

(L to r)

Richard Hew, Director Caribbean Utilities Company, President and CEO

Eddinton Powell, Director FortisTCI, President and CEO

Gary Smith, Chairman Fortis Inc., Executive Vice President of Eastern Canadian and Caribbean Operations

Lynn Young, Director Belize Electric Company, President and CEO

Executive Team



Executive Team

(L to r)

Devon Cox Senior Vice President of Operations and Assistant Corporate Secretary

Rachell Roulet Vice President of Innovation, Technology and Strategic Planning

Eddinton Powell President and CEO

Ruth Forbes Senior Vice President of Corporate Services, CFO and Corporate Secretary

Allan Robinson Vice President of Grand Turk and Sister Islands Operations



FortisTCL has concluded an electric vehicle and charging station pilot project with the 100% electric Nissan Leaf Acenta EV to learn how the electrification of the transportation sector will impact the grid.



ENERGY FOR GOOD™

Tel: 849-946-4313
re@fortistci.com



www.fortistci.com