



The *Strategic Plan 2009–2013* confirms Hydro-Québec’s commitment to sustainable development. Its success relies on the know-how and commitment of all employees. It emphasizes energy efficiency, renewable energies and technological innovation.

## Business Objectives

Energy Efficiency	Renewable Energies	Technological Innovation
<p>Electricity is a valuable resource.</p> <p>That is why energy efficiency is at the heart of the company’s business objectives.</p> <p>Hydro-Québec has set an ambitious goal: to achieve 8 TWh in energy savings by 2013, with a target of 11 TWh by 2015.</p>	<p>Electricity from renewable sources is an essential component of sustainable development.</p> <p>That is why Hydro-Québec is beginning a new phase of large-scale hydroelectric development, to finish carrying out Québec’s energy strategy and to implement the Northern Plan.</p> <p>That is also why the company is continuing to connect wind farms of nearly 4,000 MW resulting from its tender calls of recent years.</p>	<p>Technological innovation is a powerful engine for growth and performance.</p> <p>That is why Hydro-Québec is counting on new technologies to remain on the leading edge of its industry, improve customer services and further enhance its performance.</p> <p>That is also why electric ground transportation is becoming a thrust of the company’s growth and innovation efforts.</p>

<b>Hydro-Québec Production</b>	<ol style="list-style-type: none"> <li>1. Increase hydroelectric generating capacity.</li> <li>2. Step up exports.</li> <li>3. Further enhance the division’s performance.</li> </ol>
<b>Hydro-Québec TransÉnergie</b>	<ol style="list-style-type: none"> <li>1. Ensure the quality of power transmission service.</li> <li>2. Increase transmission system capacity to meet customers’ needs.</li> <li>3. Further enhance the division’s performance.</li> </ol>
<b>Hydro-Québec Distribution</b>	<ol style="list-style-type: none"> <li>1. Ensure the quality of customer services.</li> <li>2. Step up energy efficiency efforts.</li> <li>3. Meet electricity needs in a flexible manner.</li> <li>4. Further enhance the division’s performance.</li> </ol>
<b>Hydro-Québec Équipement and Société d’énergie de la Baie James</b>	<p>Carry out construction and refurbishment projects for Hydro-Québec Production and Hydro-Québec TransÉnergie on schedule and within budget.</p>
<b>Corporate Activities</b>	<p>Provide high-quality corporate services to the divisions.</p> <p>Contribute to the company’s growth and improved efficiency.</p> <p>Participate in various initiatives to stem global warming.</p> <p>Implement the company’s transportation electrification action plan.</p>

# Financial Outlook

<b>Results (\$M)</b>	2009 <sup>a</sup>	2010	2011	2012	2013
Net income	2,700	2,400	2,400	2,400	2,400
<i>net of water-power royalties of</i>	563	600	632	653	642
Dividends paid	2,252	1,897	1,715	1,645	1,650
Revenue	12,325	12,408	12,778	13,224	13,847
Investments	4,885	4,750	4,997	5,257	5,197
Rate adjustments forecasted for April 1 <sup>b</sup>		0.2%	1.5%	2.5%	2.5%

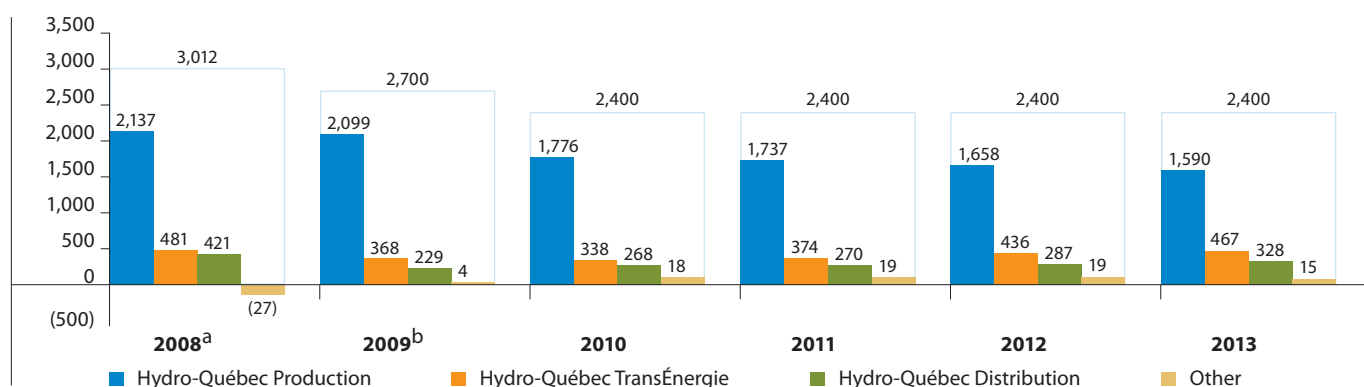
a) Projections based on actual data for the first four months of 2009.

b) An adjustment of 1.2% went into effect on April 1, 2009, following decision D-2009-021 of the Régie de l'énergie.

Forecasts for 2009–2013:

- Commitment to income of \$2.7 billion in 2009, and \$2.4 billion a year from 2010 to 2013, for a total of \$12.3 billion
- Dividends paid: \$9.2 billion
- Revenue of close to \$14 billion in 2013
- Investments of \$25.1 billion

## Contribution of Divisions to the Company's Income (\$M)



a) Actual data.

b) Projections based on actual data for the first four months of 2009.

## Hydro-Québec's Contribution to the Québec Economy for 2009–2013

- \$13.4 billion in purchases of goods and services
- \$9.2 billion in dividends paid
- \$3.1 billion in water-power royalties paid into the Generations Fund
- 271,400 person-years in direct and indirect jobs
- \$1.8 billion in taxes
- \$0.9 billion in guarantee fees

