# STRATEGIC PLAN 2016–2020

## Setting new sights with our clean energy

### HIGHLIGHTS

<table>
<thead>
<tr>
<th>OUR VISION</th>
<th>OUR MISSION</th>
<th>OUR VALUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set new sights with our clean energy</td>
<td>We deliver reliable electric power and high-quality services. By developing hydraulic resources, we make a strong contribution to collective wealth and play a central role in the emergence of a low-carbon economy. As recognized leaders in hydropower and large transmission systems, we export clean, renewable power and commercialize our expertise and innovations on world markets.</td>
<td>Achievement of targeted results</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Respect for our customers, employees and partners</td>
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<tr>
<td></td>
<td></td>
<td>Authenticity</td>
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<td></td>
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<td>Teamwork</td>
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<td>Integrity</td>
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</tbody>
</table>

### OUR OBJECTIVES

1. Lay the groundwork to double our revenue over the next 15 years so as to increase profits
2. Be a benchmark in customer service
3. Contribute to Québec’s economic development and energy transition
4. Keep rate increases lower than or equal to inflation

### OUR STRATEGIES

1. **Improve customer service**
   - Enhance the performance of our customer relations centres by making our services more accessible
   - Estimate service connection lead times more accurately
   - Launch new initiatives and maintain advances made in energy efficiency
   - Work to further transportation electrification

2. **Communicate proactively with our customers, employees and partners**
   - Inform and listen
   - Prioritize accessibility and openness

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**Hydro-Québec**

**WORKING BETTER every day**
3. Improve productivity
   - Optimize our use of information and communication technologies
   - Make new energy purchases according to Québec’s electricity needs
   - Adjust our goods and services procurement practices to create more value
   - Bank on employee performance and engagement

4. Develop new growth avenues
   - Increase exports
   - Acquire assets or stakes outside Québec
   - Commercialize our innovations
   - Increase the capacity of our generating fleet

OUR FINANCIAL OUTLOOK

Potential impact of new growth avenues

**NET INCOME ($M)**

<table>
<thead>
<tr>
<th></th>
<th>2015 Actual</th>
<th>2020 Projected</th>
<th>2030 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business-as-usual scenario</td>
<td>2,000</td>
<td>3,147</td>
<td>5,200</td>
</tr>
<tr>
<td>New export opportunities</td>
<td>100</td>
<td>250</td>
<td>900</td>
</tr>
<tr>
<td>New growth avenues</td>
<td>2,850</td>
<td>350</td>
<td>1,200</td>
</tr>
<tr>
<td>Acquisition of assets or stakes outside Québec / Commercialization of innovations</td>
<td>4,000</td>
<td>300</td>
<td>350</td>
</tr>
</tbody>
</table>

We plan to make profits (net income) of $5.2 billion by 2030, which represents an increase of $1.2 billion compared to the business-as-usual scenario.

Produced by Direction – Communications for Groupe – Développement de l’entreprise, planification stratégique et innovation