



UNITIL CORPORATION Status Conference Update

June 17th 2020

John Closson

Vice President- People, Shared Services and Organizational Effectiveness Incident Commander – Pandemic Response

Unitil Service Corp.



AGENDA

Unitil Crisis Response **Employee Safety and Well-Being Customer Safety and Well-Being COVID-19 Expenses Customer Operations and Communications Customer Assistance and Engagement** Impacts to A/R Impacts to Sales Lessons Learned O & A

Company Crisis Response

December 2019

Unitil Safety and Business Resilience report outbreak of severe public health crisis in Wuhan, China to Safety Leadership

January 2020

Pandemic Task Force is formed to provide situational awareness and coordinate preparedness and response activities

February 2020

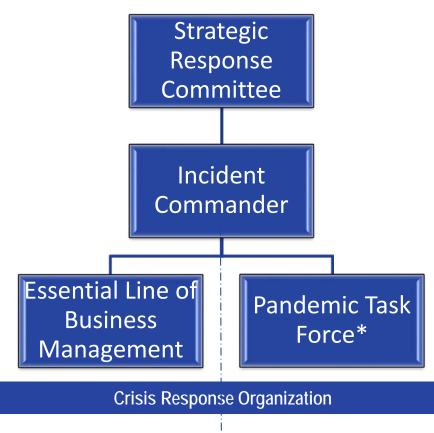
Ongoing external stakeholders communications established with regulators, suppliers and contractors, etc.

March 2020

Unitil Strategic Response Committee activates Incident Command System to formally mobilize organization and implement continuity plans

April 2020 - Today

Continuity plans are implemented as necessary based on the escalating crisis, regulatory and state ordinances, impact to operations and personnel, and suppliers/vendors



Subcommittees (as needed for specific challenges)

UNITIL PHASED APPROACH

Re-entering the Workplace

CURRENT PHASE	PHASE 1	PHASE 2	PHASE 3	PHASE 4
RESTRICTED	LIMITED	EXPANDED	RELAXED	UNRESTRICTED
 Masks required in common areas Stay at home order in place Remote workforce Minimal office staff Travel prohibited In-person meetings prohibited with exceptions Work order restrictions in place Visitors prohibited / no catering Wipe down work stations at end of day Clean common areas / tools used 	 Masks required in common areas Stay at home order lifted Remote work still highly encouraged In-office social distancing remains in place Travel prohibited In-person meetings prohibited with exceptions Work order restrictions in place Visitors prohibited / no catering Clean common areas / tools used 	 Regional guidance: reduced risk of COVID-19 resurgence in area Remote work for employees with pre-existing conditions In office social distancing remains in place Remote/office work schedules set to reduce staff in office Essential travel allowed Meeting room occupancy limits Work order restrictions relaxed Masks likely in common areas 	 Regional guidance: Minimal risk of COVID-19 resurgence in area Social distancing for employees with pre-existing conditions Unrestricted staffing in offices Non-essential travel minimal Remote work practices may continue where practicable Meeting room occupancy limits relaxed Work order restrictions further relaxed 	 Regional guidance: vaccine and therapeutic treatments available Return to pre-COVID-19 work practices Remote work practices may continue where practicable No restriction on business travel

Employee Health and Well-Being



Each of the phases outlines expectations regarding:

- Hygiene Practices
- Sick and Absentee Policy
- Personal Protective Equipment (PPE)
- Social Distancing
- Company Vehicles
- Business Travel
- Personal Travel
- Meetings
- Remote Work
- Vendors and Contractors
- Visitors
- Emergency Operations
- Catering
- □ Entering Customer Premises

EVALUATION CRITERIA FOR PHASE TRANSITION

- Our decisions to transition between phases is based upon:
 - Employee Health Health status of our employees at each location evaluated
 - Local COVID Data Numbers and trends in new cases, deaths, etc.
 - State & Federal Guidance/Mandates
 - Internal Preparedness Facility and Operational planning



Customer Health and Well-Being

Home Entry Protocols: For home entry, Unitil has established protocols and procedures focused on the health and well-being of everyone involved – employees, customers, contractors, municipal partners, etc.

Our health and safety measures include:

- Daily Employee Health Attestations
- Appropriate PPE Face Coverings/Shields, Suits, Nitrile Gloves, Eye Protection, etc.
- Hygiene protocols for technicians, tools/equipment and workspaces.
- Social Distancing Protocols
- Customer pre-screening to identify locations with positive COVID-19 and/or under quarantine

COVID-19 Safety Protocols



The Company is performing essential work activities to ensure the safety and reliability of the natural gas distribution system. However, maintaining the health and safety of Unitil's technicians, contractors and our customers are of equal priority.

The Company has implemented the following safety measures to protect these groups in response to COVID-19:

 Every Unitil technician and contractor personnel will undergo a health screening at the start of each shift.

Customer Health and Well-Being (continued)

Asymptomatic Testing: In an attempt to identify individuals that may be asymptomatic carriers of COVID-19 we have implemented a testing protocol.

- Employees/Contractors routinely entering Customer premises are tested
- Testing administered every 14 days
- Turn Key testing from ORIG3N with results within 24-36 hours





COVID-19 Expenses

The Company is incurring incremental expenses associated with its response to COVID-19. The expense categories include:

- Facility Cleaning Costs
- Vehicle leasing to support social distancing
- Personal Protective Equipment (PPE)
- Remote Workforce Costs

Beyond these incremental costs the Company is also facing expense for bad-debt and lost fee revenue for late payments. Both companies, UES and NUI, are facing an increase in deliveryand supply-related cash working capital requirements due to the increased lag in customers paying their bills.



Mark Lambert

Vice President- Customer Operations

Unitil Service Corp.



Customer Operations & Communications

Customer Operations:

- Critical Business Activities Uninterrupted through Remote Workforce
 - Customer Service Inquiries
 - Telephone Exceeding service level indices
 - On-Line/Self Service
 - Quality call monitoring and remote training continues to ensure quality responses.
 - Critical Financial: Bills and Payments processed accurately and timely

Customer Communications:

- Messaging focused on how Unitil is working with Customers
 - First priority is the health and safety of employees and customers
 - Unitil will work with customers experiencing financial hardship
 - Online tools and resources are available for customers
 - Unitil is ready to respond should there be an emergency/storm event

Communications Channels - Web, Email, Social, Video, Media, Telephone

🗢 Unitil



Cur mission at Until 1s to safely and reliably deliver our natural gas and electric service to you altottadby and sustainably, and we are committed to serving our even in the most through of circumstances. The efforts to contain and slow the spread of COVID-19 throughout our region are creating how and urprecedentide challenges for true all, and we are well as our employees. The protect the health and safety of you, our customer, Until this taken the following steps::

 Disconnections auspended: All residential and commercial service disconnections have been suspended indefinitely. Our Customer Service representatives are standing by to answer questions and can offer a variety of payment solutions if your family or business is experiencing financial handship as a result of this situation. Fleese don't healtable to reach out if you are in need.

 Online Tools: We have created an online resource for you regarding the steps we have taken as a Company in response to the virus. You can find that resource <u>doth</u> <u>here.</u> We also have a number of mobile options through <u>MyLiniti</u> to help you manage your energy needs.

- Social Distancing: We have enacted social distancing practices in all offices. Personnel who can work from home have been advised to do so, and we have limited inversion meetings to the greatest extent possible.
- Field Health and Bately: Our field technicians have received additional protective supplies in an effort to keep them safe and healthy. Our Castomer Service team and field technicians will ask you important quasitories regarding option with health status so we can take appropriate action to ensure the health and safety of all while on your property.

 Readiness: We recognize that the spread of CCIVID-19 doesn't change the fact that we must be ready to respond should a storm or other emergency event impact our system. We are laking steps to ensure field personnel and support staff remain ready to go in the event our response efforts are further tested in this way.

 Beams: We are continuing to monitor for individuals or groups that may try to take advantage of the ongoing orises for personal gain. We will share news of any customer scame in progress and keep you abreast of activities to watch out for on our scam page at <u>https://unitil.com/beaware</u>.

Preparing for and responding to emergencies is part of our DNA at Unit!. We take pride in being a premier emergency response organization, and our pandemic task force has been working for months to prepare for this exact is contain. We strongly encourage you to continue to follow the gatabance of the <u>Cambric to Tissense</u> Control is set as state and local officials and we will continue to provide you with updates as this situation untofids.

Sincerely, Unitil Customer Service





Customer Assistance

- Suspended normal practices
 - Disconnections and Disconnection Notices
 - Late Fees
 - Returned Check Fees
 - Waived Deposits for customers impacted
 - No collection agency referrals to credit bureaus
- Flexible Arrangements with no required down payment up to 12 months or longer for ANY customer impacted
- Implementation of UCARE grant for customers who have been financially impacted by COVID19 but do not qualify for LIHEAP



Customer Engagement

TRYING to keep our Customers Engaged

- UES and NU March through May Comparisons 2019 vs 2020
 - Total Phone Calls (41%)
 - Collections Related Calls (42%)
 - Avg. Talk Times increased from 4:14 in 2019 to 5:19 this year.
- # of Payment Arrangements
 - Declined 44% since March 2020
 - 75% less arrangements than 2019
- % of Customers Not Paying
 - UES 5% increase compared to 2019
 - NU 7% increase compared to 2019



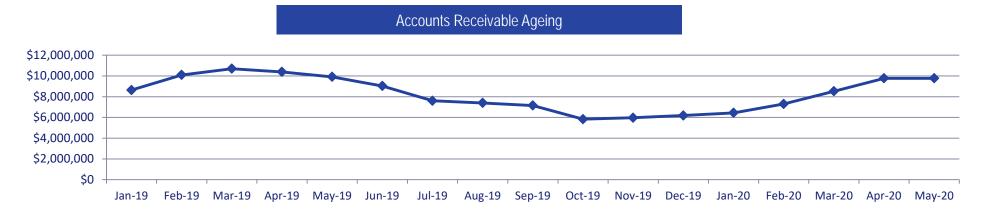
A/R Impacts Since March

Total arrearages (Over 30 Day +) largest impact to commercial customers:

	Number of Customers	\$ Amounts
Residential	(1%)	10%
Commercial	28%	34%
Overall	2%	15%

Oldest Arrearages (Over 90 day +) largest impact to commercial customers:

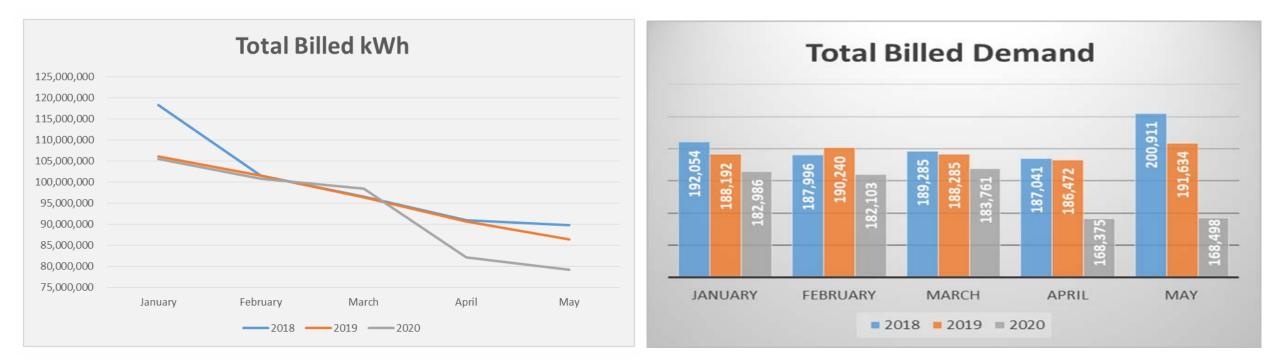
	Number of Customers	\$ Amounts
Residential	28%	32%
Commercial	238%	139%
Overall	34%	37%



UES Electric Sales Impacts

UES Electric Sales Comparisons – March through May 2019 vs 2020:

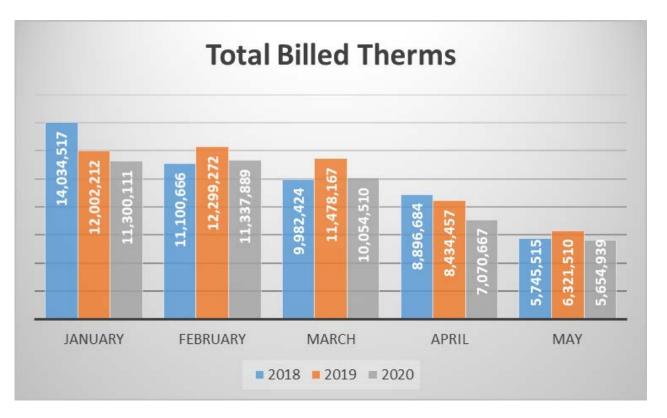
	UES Sales Units
Residential	3%
Commercial	(10%)
Total	(5%)



Northern NH Gas Sales Impacts

NU Gas Sales Comparisons – March through May 2019 vs 2020:

	NU Sales Units
Residential	(7%)
Commercial	(15%)
Total	(13%)



Lessons Learned

- Plan for the Marathon not a sprint
 - PPE, Task Force Staffing, Remote Work
- In the early stages move with pace, but not too quick
 - Unsubstantiated and incorrect information abounds
- Develop a communication strategy early and execute it
- Be humble enough to recognize good ideas come from everywhere

QUESTIONS?

