

1 Q. **Reference: Volume I, Section 1.3.3, Figure 1-3, Issue Topic: Intercompany Transaction Costing**
2 **Guidelines**

3 Hydro, which includes its regulated operations, is the parent company with 15 subsidiaries.
4 Please identify and describe other regulated operating companies in Canada that have a
5 substantially similar corporate structure to Hydro's.
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8 A. Comparable structures exist among several Canadian Crown utilities, although the number and
9 nature of subsidiaries vary. Examples of other companies include:

- 10 • **Hydro-Québec:** Hydro-Québec is a provincial Crown corporation whose core electricity
11 business—including generation, transmission and distribution—is carried on within
12 Hydro-Québec through its organizational divisions rather than through separate
13 regulated operating subsidiaries. Hydro-Québec maintains a substantial portfolio of
14 subsidiaries and other corporate interests. Its current holdings chart identifies
15 numerous wholly owned subsidiaries, including Société d'énergie de la Baie James,
16 Hydro-Québec Développement énergétique Inc., Cedars Rapids Transmission Company
17 Limited, Groupe financier HQ Inc., HQ Energy Marketing Inc. and Hydro-Québec
18 Industech Inc., as well as additional subsidiaries and investments held through those
19 entities.¹
- 20 • **Manitoba Hydro:** Manitoba Hydro is a provincial Crown utility, and itself carries on the
21 integrated electric generation, transmission and distribution business. Manitoba Hydro
22 also owns subsidiaries, including Centra Gas Manitoba Inc., Manitoba Hydro
23 International Ltd., Manitoba Hydro Utility Services Ltd. and Minell Pipelines Ltd.²

¹ Hydro-Québec, "Hydro-Québec's Interests – First and Second Tier," June 30, 2026, <https://www.hydroquebec.com/data/a-propos/pdf/participations-2026-06-30-en.pdf?v=20260724>.

² Manitoba Hydro, "Energy for Life: Delivering the Energy That Powers Our Province," July 31, 2025, https://www.hydro.mb.ca/docs/corporate/annual_report_2024_25.pdf.

- 1 • **BC Hydro:** BC Hydro is a provincial Crown corporation that directly owns and operates
2 the province's electricity generation, transmission and distribution facilities. It also owns
3 subsidiaries for activities that are distinct from its core regulated utility operations.³ BC
4 Hydro's current public information identifies Powerex Corp., Powertech Labs Inc. and
5 Columbia Hydro Constructors Ltd. as wholly owned subsidiaries. Its 2024 Board
6 Governance Manual additionally identifies a number of other subsidiaries, including
7 historical, inactive and special-purpose entities.

³ BC Hydro, "Subsidiaries," https://www.bchydro.com/toolbar/about/who_we_are/subsidiaries.html.