

1 Q. Further to the response to CA-11 NLH, please provide the corporate
2 measures with respect to corporate efficiencies that NLH has developed and
3 reviewed with Grant Thornton.

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6 A. The potential corporate measures with respect to corporate efficiencies that
7 were discussed with Grant Thornton are as follows:

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9 • Corporate operating, maintenance and administrative (OM&A) costs per
10 MWh of energy delivered

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12 • OM&A costs of our generation business units per MWh of power
13 generated

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15 • Transmission Business Unit OM&A Costs per kilometer of transmission
16 line

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18 • Distribution Business Unit OM&A Costs per either rural customer or km of
19 distribution line

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21 • Holyrood Thermal Conversion Factor.

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23 • Bay D'Espoir Hydraulic Conversion Factor