



**MISSOURI PUBLIC SERVICE COMMISSION**

**STAFF REPORT**

**COST OF SERVICE**

**APPENDIX 3**

**Other Staff Schedules**

**UNION ELECTRIC COMPANY,  
d/b/a AMEREN MISSOURI**

**CASE NO. GR-2019-0077**

*Jefferson City, Missouri  
April 2019*

**\*\* Denotes Confidential Information \*\***

**SCHEDULE JK-d1**

**HAS BEEN DEEMED**

**CONFIDENTIAL**

**IN ITS ENTIRETY**

**SCHEDULE JK-d2**

**HAS BEEN DEEMED**

**CONFIDENTIAL**

**IN ITS ENTIRETY**





Ldg Work	Ldg Work Order Description	Allocated Gas Reserve	Allocated Gas Depr
J054V	Oracle Database & Infrastructure -	\$ 38,990.00	\$ 10,863.00
J056Q	New GTech UEC Enhancement	\$ 17,706.00	\$ 3,758.00
J05R4	IT EVENT MANAGEMENT PHASE 3 - UEC	\$ 4,266.00	\$ 1,846.00
J05R4	IT EVENT MANAGEMENT PHASE 3 - UEC	\$ 13,447.00	\$ 5,297.00
J0646	New GTech UEC Enhancement 2015	\$ 12,354.00	\$ 3,442.00
J06L2	CSS Investment Plan 2017 - UEC	\$ (521.00)	\$ (345.00)
J06L2	CSS Investment Plan 2017 - UEC	\$ 22,245.00	\$ 14,722.00
J06TV	Autosys Phase 1	\$ 115.00	\$ 24.00
J06TV	Autosys Phase 1	\$ 20,799.00	\$ 4,434.00
J06XK	Data Center Capacity Additions 2015	\$ 15,506.00	\$ 4,320.00
J0717	eCustomer & Mobile Investment UEC	\$ 22,198.00	\$ 8,744.00
J0793	Host Security - UEC	\$ 27,339.00	\$ 9,476.00
J07DH	UEC: UI Planner Upgrade (2015-2016)	\$ 20,849.00	\$ 6,112.00
J08F3	UEC: PowerPlant Upgrade (2015-2016)	\$ (24.00)	\$ (10.00)
J08F3	UEC: PowerPlant Upgrade (2015-2016)	\$ 7,700.00	\$ 2,628.00
J08S6	CSS Componentization - UEC	\$ 8,068.00	\$ 3,373.00
J096W	Call Center Sys Investments 2016 -	\$ (723.00)	\$ (280.00)
J096W	Call Center Sys Investments 2016 -	\$ 24,552.00	\$ 9,671.00
J099N	IWMS Software UEC	\$ 13,694.00	\$ 5,394.00
J09G8	Customer Experience UEC	\$ 37,640.00	\$ 14,827.00
J09TX	Enterprise Content Management - UEC	\$ 22,646.00	\$ 9,234.00
J0B02	IWMS Software UEC Phase II	\$ 3,558.00	\$ 2,229.00
J0C7J	PowerTax FERC Trans Standard - UEC	\$ 3.00	\$ 2.00
J0C7J	PowerTax FERC Trans Standard - UEC	\$ 1,120.00	\$ 608.00
J0CXG	IVR and Email Survey - UEC	\$ 2,058.00	\$ 839.00
J0D2G	eCustomer & Mobile Investment UEC P	\$ 42.00	\$ 38.00
J0D2G	eCustomer & Mobile Investment UEC P	\$ 15,204.00	\$ 7,452.00
J0DG6	Digital Billing and Payment UEC Rel	\$ 239.00	\$ 232.00
J0DG6	Digital Billing and Payment UEC Rel	\$ 11,237.00	\$ 7,437.00
J0DKD	HR DataHub Project Ph 1 UEC	\$ 15.00	\$ 10.00
J0DKD	HR DataHub Project Ph 1 UEC	\$ 5,905.00	\$ 3,908.00
J0G0H	Mobile First Web Redesign UEC	\$ 748.00	\$ 587.00
J0G0H	Mobile First Web Redesign UEC	\$ 19,670.00	\$ 13,003.00
J042Q	IT SERVICE MANAGEMENT	\$ 46,611.00	\$ 9,894.00
J054T	Oracle Security Tool Suite - UEC	\$ 60,323.00	\$ 14,270.00
J06L1	CSS Investment Plan 2016 UEC	\$ 35,040.00	\$ 13,803.00
J06TW	Autosys Phase 2	\$ 19,825.00	\$ 5,261.00
J07GD	New Collection Process Optimization	\$ 151,231.00	\$ 59,572.00
J097L	Cust Relation Mgmt Ph I - UEC	\$ 20,056.00	\$ 15,378.00
J0BHZ	Passport - Password Reset & Govern	\$ 60,312.00	\$ 9,079.00
J0BSM	GTech UEC Enhancement 2016	\$ 2,110.00	\$ 804.00
J0CR9	Energy Delivery Analytics on Terada	\$ 5,072.00	\$ 4,447.00
J0CR9	Energy Delivery Analytics on Terada	\$ 32,193.00	\$ 20,736.00
J0CXS	TeaLeaf_UEC	\$ 22,739.00	\$ 8,957.00
J0D2J	OPPM Software Innovation	\$ 1,769.00	\$ 818.00
J0D2J	OPPM Software Innovation	\$ 6,362.00	\$ 2,506.00
J0DDK	Cust Exp CSI UEC 2017	\$ 610.00	\$ 404.00
J0DDK	Cust Exp CSI UEC 2017	\$ 13,468.00	\$ 8,945.00
J0DDM	Cust Exp IVR UEC 2017	\$ (863.00)	\$ (571.00)
J0DDM	Cust Exp IVR UEC 2017	\$ 6,637.00	\$ 4,432.00
J0DKN	2017 Customer Experience UEC	\$ 167.00	\$ 137.00
J0DKN	2017 Customer Experience UEC	\$ 12,428.00	\$ 8,225.00
J0DKT	SoR Full Scale Test Envir UEC	\$ 49,935.00	\$ 37,251.00
J0FG0	System of Integration_UEC	\$ 129.00	\$ 98.00
J0FG0	System of Integration_UEC	\$ 13,423.00	\$ 8,974.00
J0FPZ	System of Engagement Sitecore_UEC	\$ 1,427.00	\$ 1,216.00
J0FPZ	System of Engagement Sitecore_UEC	\$ 6,376.00	\$ 4,220.00
J06LR	MO New LCI Bill	\$ 56,372.00	\$ 17,667.00
J0821	UEC: HFM Upgrade (2015-2016)	\$ 3,509.00	\$ 1,161.00
28153	FIRST - Hyperion Fin Mgmt Implement	\$ 268,797.00	\$ 36,354.00
28154	FIRST - Int Mgmt Rept 2011 Implemnt	\$ 85,728.00	\$ 11,191.00
28178	FIRST - UIP - 2011	\$ 223,647.00	\$ 29,195.00
28179	FIRST - PowerPlant V10.2 Implement	\$ 61,765.00	\$ 7,878.00
28258	FIRST - Int Mgmt Rept - Ph 2	\$ 214,585.00	\$ 43,157.00
28259	FIRST - GL - Ph 2	\$ 601,159.00	\$ 120,903.00
J096K	CCTM 4 - UEC	\$ 1,899.00	\$ 708.00
		\$ 2,473,486.00	\$ 660,945.00

**SCHEDULE JK-d4**

**HAS BEEN DEEMED**

**CONFIDENTIAL**

**IN ITS ENTIRETY**

**Union Electric Company, d/b/a Ameren Missouri  
Case No. GR-2019-0077**

**Advertising Index**

*Source:* Response to Staff Data Request No. 0017

<b>Page</b>	<b>Description</b>	<b>File name</b>	<b>Staff Category</b>	<b>Ad Amount</b>
1-4	Ameren Accelator Signs	1715043 AMCO AmAccel_DirectSigns, Podium Sign and AmAccelPodiumSigns	Charge to ADC	\$ 12
5	Ameren Cares T-Shirts	AmerenCares	Institutional	\$ 589
6-7	ARCUS AD	ARCUS Ad	Institutional	\$ 314
8	Celebrating Ameren Leadteam Shirt Sample	S663_L665_Twills_CelebratingAmeren	Institutional	\$ 2
9	Celebrating Ameren Pop Up and Orient 804	1715236 33.5.78.75 BrdMgt_CC banner	Institutional	\$ 13
10-15	Celebrating Ameren Sidewalk A Frame	Celebrating Ameren Aframe	Institutional	\$ 53
16	Celebrating Ameren Signs	28 x 36 Signage, 36 x 24 DriveLane, Celebrating Ameren 18 x 24	Institutional	\$ 41
17-18	Celebrating Ameren Volunteer Shirts	PC61_LimeTees_CelebratingAmeren	Institutional	\$ 68
19	Diveristy Ad	STLAmerican Diversity AD	Institutional	\$ 119
20	Energy Assistance Posters	1715250 EAeventsPoster,	Institutional	\$ 5
21	Giving Guide	1715250 EApartnersPoster GivingGuideAd	Institutional	\$ 224
22-23	Hats and Scarfs for Thanksgiving Day Parade	EM488_FleeceSet	Institutional	\$ 170
24-25	Ink Magazine Ad	Ink Magazine Ad	Institutional	\$ 603
26	MHeger Technology Executives of the Year Ad	10.25x6.5 Heger Ad_final	Institutional	\$ 316
27	PNC to Ameren Big Check	PNC to Ameren_big check	Institutional	\$ 6
28	Power Play Goals For Kids Poster	AMO_180200078_PowerPlayKids_Graphic	Institutional	\$ 4
29	Presentation Checks	60x24_Blank Check	Institutional	\$ 12
30	Roundtable Web Advertising	RoundtableAd	Institutional	\$ 40
31-32	Table of Experts Advertorial	RoundtableAd	Institutional	\$ 156
33-34	Sliding Buckle Caps	E47MT2_i7019_Caps_Ameren	Institutional	\$ 8
35	Small Business Monthly Ad	SBM Ad	Institutional	\$ 36
36-49	Street Pole Banners Pole Rental	AMR_MO_StreetPoleBanner	Institutional	\$ 135
50	Thanksgiving Day Parade Giveaways	SG-631_CowBell_Ameren	Institutional	\$ 193
51	United Airline Ad	United Airlines Ad	Institutional	\$ 87
52	United Way Dollar More Presentation Check	48x22 UW_DollarMore check	Institutional	\$ 8
<b>Disallowed Advertisements with no Pictures</b>				
	Call 911 Sponsorship	Not available	Institutional	\$ 4,725
	Royal blue Polos	Not available	Institutional	\$ 7
	Legislative Night at the Ballgame Shirts	Not available	Political	\$ 10
	Louie the Lightning Bug Balloon	Should not have been charged to Gas	Remove	\$ 354
	Holiday Sponsorship	Not available	Institutional	\$ 485
	Go Blues Banner	Not available	Institutional	\$ 70
	Golf Cap	Not available	Institutional	\$ 3
<b>Total</b>				<b>\$ 8,868</b>





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**Accelerator**

POWERED BY

UNIVERSITY OF MISSOURI SYSTEM

---

UMSL ACCELERATE

---

CAPITAL INNOVATORS



**2<sup>nd</sup> Floor**



---

***Accelerator***

**POWERED BY**

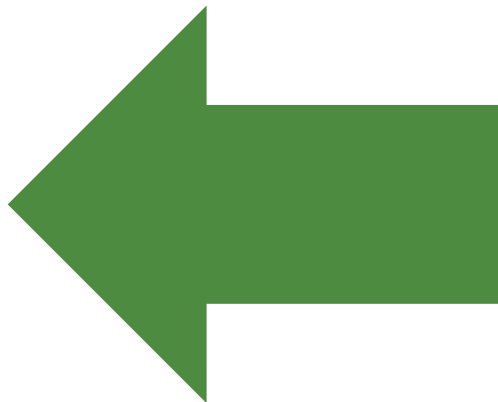
*UNIVERSITY OF MISSOURI SYSTEM*

---

*UMSL ACCELERATE*

---

*CAPITAL INNOVATORS*





***Ameren***

---

***Accelerator***

**POWERED BY**

*UNIVERSITY OF MISSOURI SYSTEM*

---

*UMSL ACCELERATE*

---

*CAPITAL INNOVATORS*



# ***Ameren Accelerator***

*POWERED BY*

*UNIVERSITY OF MISSOURI SYSTEM*

*UMSL ACCELERATE & CAPITAL INNOVATORS*

**2000, Gildan Ultra Cotton T-Shirt- Irish Green**

*Imprint in White on Full Front at 11" Wide, Full Back at 11" Wide, and Right Sleeve at 3.5" Wide*



*Using an XL for reference, start top of "A" 4.5" down from seam of neckline. Position other shirts accordingly.*

*Using an XL for reference, start top of circle 5" down from seam of neckline. Position other shirts accordingly.*

**Right Sleeve Artwork**



*Full Front artwork must be 11" wide.*



*Upper Back artwork must be 11" wide.*

St Louis Business Journal Corp  
 815 Olive St., Suite 100  
 Old Post Office  
 St. Louis, MO 63101



INVOICE

+1 (314) 421-8329

tyoung@bizjournals.com

Date	Invoice Number
02/17/2017	10005352

Payment Terms	Due Date
Net 30	03/19/2017

PO# 702657

Bill To:
Ameren Corporate 1901 Chouteau Ave MC 100 St. Louis, MO 63103 United States of America

Remit To:
St Louis Business Journal Corp PO Box 504242 St. Louis, MO 63150 United States of America +1 (314) 421-8329

Description: Advertising Customer: Ameren Corporate

Page 1 of 1

Purchase Order Number	Customer ID
	A-155651

Quantity	Sales Item	Item Description	Price Each	Amount
1	Display - Special	Full Page 20K 2017 Display Special	0.00	7,860.00

<i>Net Amount:</i>	7,860.00
<i>Tax:</i>	0.00
<b>TOTAL</b>	<b>USD 7,860.00</b>

If you would like to pay this invoice by credit card, please provide the following information and return a copy of this invoice to the attention of the Accounts Receivable Department at the Remit To address above:

Credit Card Type (please check one):  VISA  MasterCard  American Express  Discover

Credit Card Number: \_\_\_\_\_ Expiration Date (MM/YY): \_\_\_\_\_

CSV#: \_\_\_\_\_

Card Holder Name (please print): \_\_\_\_\_ Signature: \_\_\_\_\_

## Tina Young

---

**From:** Matt Ceresia  
**Sent:** Wednesday, February 08, 2017 3:22 PM  
**To:** Patricia Miller; Michael Behrens  
**Cc:** Tina Young; Gynelle Wells  
**Subject:** Ameren is in for a full page backcover for Arcus!

Good news..thanks Trish!

Matt Ceresia  
Direct: 314 421 8343  
[mceresia@bizjournals.com](mailto:mceresia@bizjournals.com)  
<http://stlouis.bizjournals.com>

For more information about this commercial email, either reply to this email or write to:  
St. Louis Business Journal  
Old Post Office  
815 Olive St. Suite 100  
St. Louis, MO 63101



**From:** Durst, Abigail K [mailto:ADurst@ameren.com]  
**Sent:** Wednesday, February 08, 2017 3:10 PM  
**To:** Matt Ceresia <mceresia@bizjournals.com>  
**Subject:** RE: <Info Request> ARCUS Awards

Hi, Matt... We will be proceeding with the full page ad in the ARCUS issue at the discounted rate of \$7,860. We would appreciate having until Monday 2/13 to get you the creative. Can you please send me the specs?

Thank You. Also, just a friendly reminder that I am your point of contact here at Ameren. Moving forward, please share any opportunities with me and I will liaise with key stakeholders on our side to get you timely answers.

Thank You!  
Abby

ABBY DURST :: Manager, Strategic Communications :: T 314.554.3889 :: C 314.620.4731  
Ameren Services :: 1901 Chouteau Ave :: St. Louis, MO 63166

---

**From:** Matt Ceresia [mailto:mceresia@bizjournals.com]  
**Sent:** Wednesday, February 08, 2017 3:06 PM  
**To:** Durst, Abigail K  
**Subject:** RE: <Info Request> ARCUS Awards

**EXTERNAL SENDER. Do not click on links or open attachments that are not expected and do not give out User IDs or passwords.**

**S663, Port Authority® SuperPro™ Twill Shirt- Ultramarine  
AND**

**L665, Port Authority® SuperPro™ Ladies 3/4- Sleeve Twill Shirt- Ultramarine**

*Embroider Tape#E00007235 (Ameren- 2.2" Wide) on Left Chest in White*

*Create New Tape for "Celebrating Ameren" at 2.5" Wide  
Embroider on Right Cuff in White*



**LEFT CHEST, Actual Size**



**RIGHT CUFF, Actual Size**



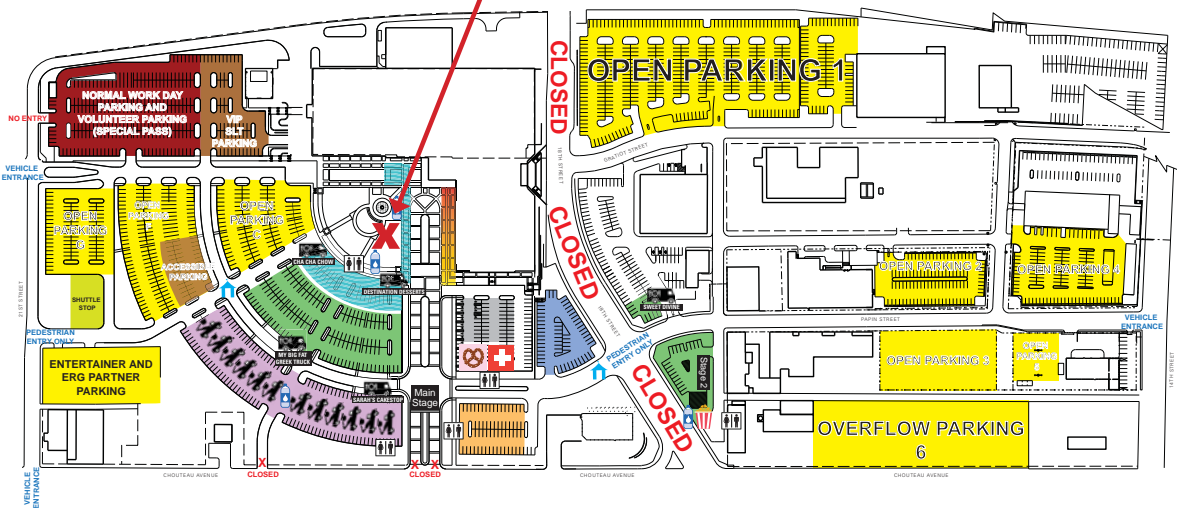


# BRAND MANAGEMENT and CORPORATE COMMUNICATIONS

Like and follow us.



**YOU ARE HERE**

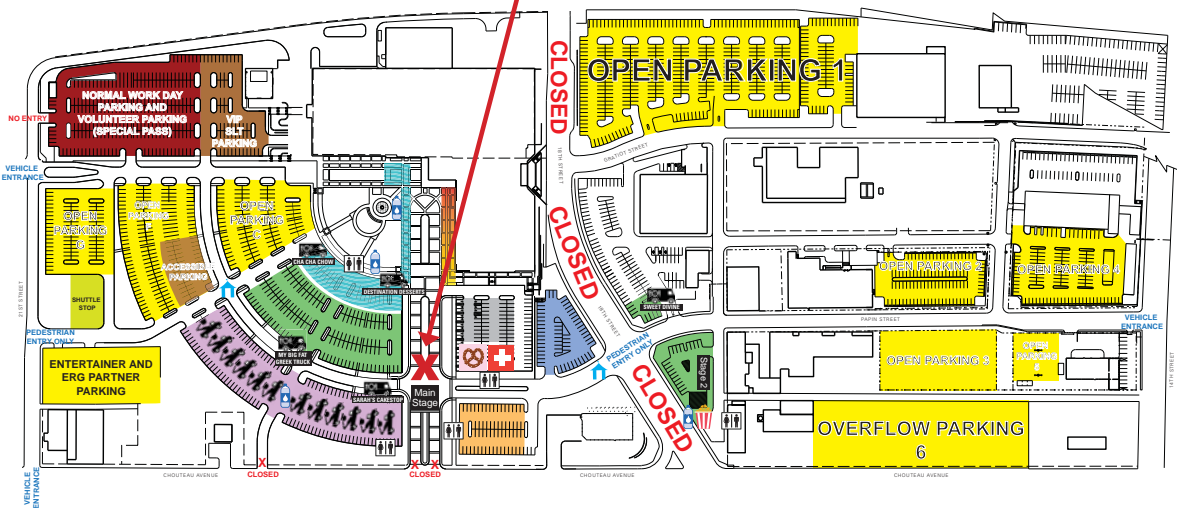


- Know Each Other (ERG Village)
- Know Our Work (Lead Today, Transform Tomorrow)
- Bucket Trucks
- Vendor Prep
- Welcome Tents
- Food Truck
- Popcorn
- Drinks
- Know Our Family (Family Corner)
- Know Our Community (Ameren Cares)
- Lunch Buffet
- Seating
- First Aid
- Restrooms
- Popcorn, Pretzels, Cotton Candy

# CELEBRATING AMEREN



**YOU ARE HERE**

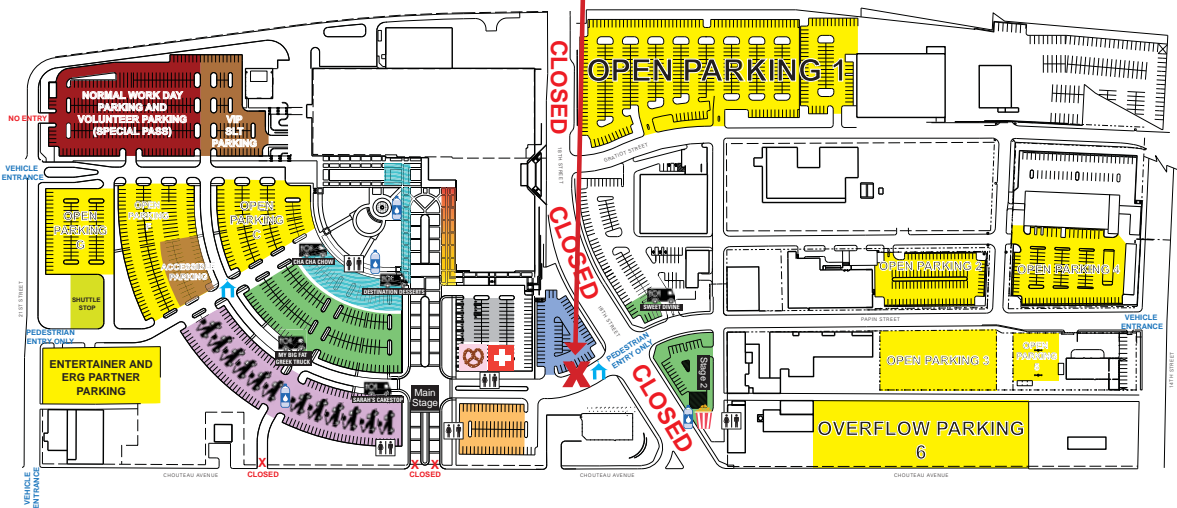


- |                                 |  |               |             |               |            |                                 |        |
|---------------------------------|--|---------------|-------------|---------------|------------|---------------------------------|--------|
| Know Each Other (ERG Village)   | Know Our Work (Lead Today, Transform Tomorrow) | Bucket Trucks | Vendor Prep | Welcome Tents | Food Truck | Popcorn                         | Drinks |
| Know Our Family (Family Corner) | Know Our Community (Ameren Cares)              | Lunch Buffet  | Seating     | First Aid     | Restrooms  | Popcorn, Pretzels, Cotton Candy |        |

# CELEBRATING AMEREN



**YOU ARE HERE**

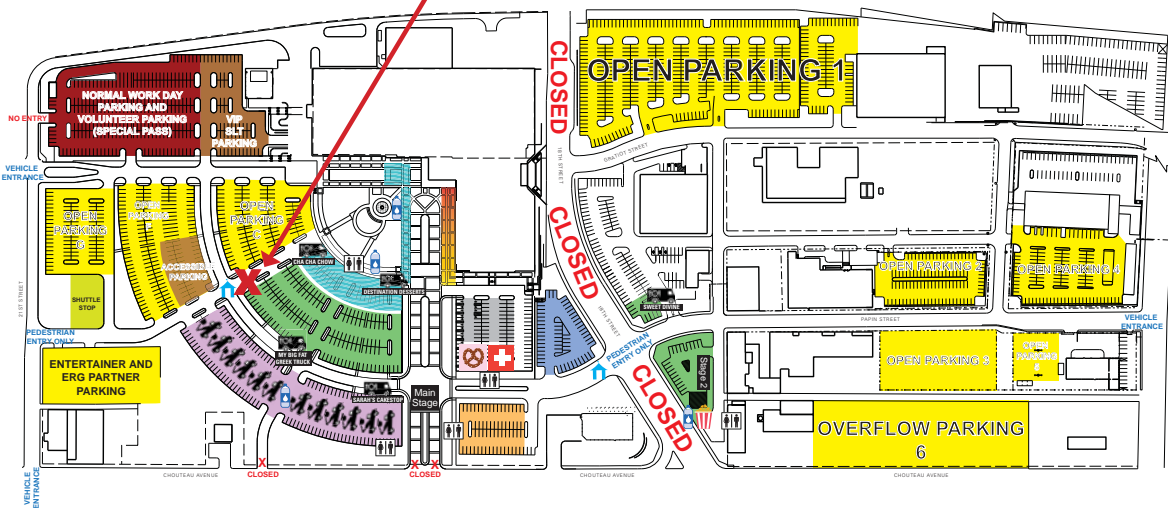


- |                                 |  |               |             |               |            |                                 |        |
|---------------------------------|--|---------------|-------------|---------------|------------|---------------------------------|--------|
| Know Each Other (ERG Village)   | Know Our Work (Lead Today, Transform Tomorrow) | Bucket Trucks | Vendor Prep | Welcome Tents | Food Truck | Popcorn                         | Drinks |
| Know Our Family (Family Corner) | Know Our Community (Ameren Cares)              | Lunch Buffet  | Seating     | First Aid     | Restrooms  | Popcorn, Pretzels, Cotton Candy |        |

**CELEBRATING AMEREN**



**YOU ARE HERE**

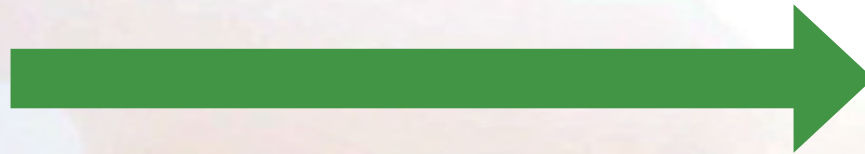


- Know Each Other (ERG Village)
- Know Our Work (Lead Today, Transform Tomorrow)
- Lunch Buffet
- Know Our Community (Ameren Cares)
- Vendor Prep
- Seating
- + First Aid
- Bucket Trucks
- Welcome Tents
- Food Truck
- Restrooms
- Popcorn
- Popcorn, Pretzels, Cotton Candy
- Drinks

# CELEBRATING AMEREN



# PARKING

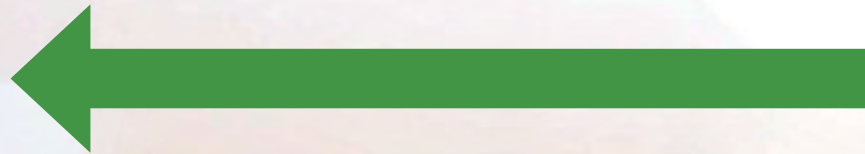


**CELEBRATING  
AMEREN**

**1 — CORRUGATED/LAMINATED (DOUBLE-SIDED)**



# PARKING



**CELEBRATING  
AMEREN**



# DRIVE LANE ONLY

**CELEBRATING  
AMEREN**



# #1

**PC61, Port & Company® Essential T-Shirt- Lime**  
*Imprint in White on Left Chest at 3" Wide and Right Sleeve at 3" Wide*



**LEFT CHEST, Actual Size**



**RIGHT SLEEVE, Actual Size**



~~CELEBRATING AMEREN VOLUNTEER~~

# #2

**PC61, Port & Company® Essential T-Shirt- Lime**  
*Imprint in PMS 3005 Blue on Left Chest at 3" Wide and Right Sleeve at 3" Wide*



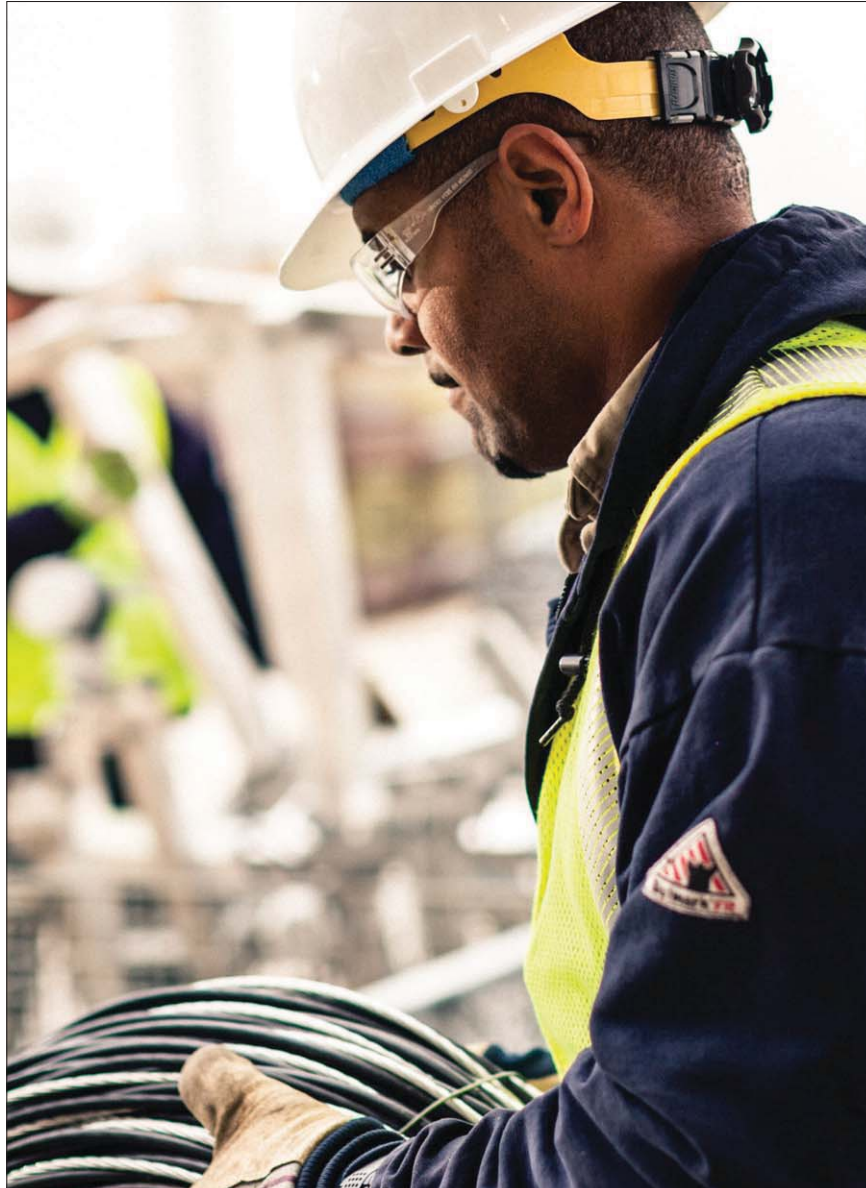
**LEFT CHEST, Actual Size**



**RIGHT SLEEVE, Actual Size**



~~CELEBRATING AMEREN VOLUNTEER~~



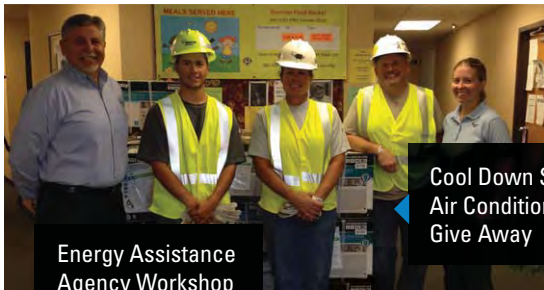
## POWERING THE QUALITY OF LIFE

Ameren provides electricity and natural gas that is vitally important to our region, powering the quality of life for millions of people in Illinois and Missouri.

[Ameren.com](https://www.ameren.com)



# We Make A Difference **TOGETHER**



Energy Assistance Agency Workshop



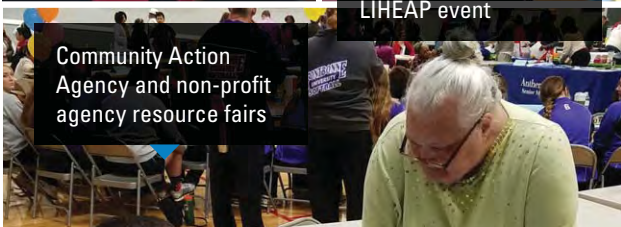
Cool Down St. Louis Air Conditioner Give Away



Urban League Summer and Summer LIHEAP event



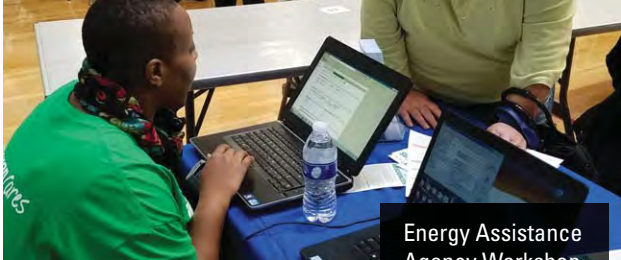
Heat Up St. Louis Winterizing Utility Forum



Community Action Agency and non-profit agency resource fairs



Heatupstouis.org 150,000



Energy Assistance Agency Workshop



Hardees Rise n' Shine Event



United Way of Greater St. Louis 50,000



Ameren empowering U Outreach Pilot

St Louis Business Journal Corp  
 815 Olive St., Suite 100  
 Old Post Office  
 St. Louis, MO 63101



INVOICE

+1 (314) 421-8329

tyoung@bizjournals.com

Date	Invoice Number
11/10/2017	10071490
Payment Terms	Due Date
Net 30	12/10/2017

Bill To:
Ameren Corporate 1901 Chouteau Ave MC 100 St. Louis, MO 63103 United States of America

Remit To:
St Louis Business Journal Corp PO Box 504242 St. Louis, MO 63150 United States of America +1 (314) 421-8329

Description: Advertising Customer: Ameren Corporate

Page 1 of 1

Purchase Order Number	Customer ID
702657	A-155651

Item Description	Amount
Giving Guide Full Page Spread ST LOUIS BUSINESS JOURNAL Run Date: 11/10/2017	5,600.00

<i>Net Amount:</i>	5,600.00
<i>Tax:</i>	0.00
<b>TOTAL</b>	<b>USD 5,600.00</b>

**EM488, Adult Urban Fleece Accessory Set w/ Beanie and Scarf (Embroidered)**

*Embroider Tape#E00012256 (Ameren- 3" Wide) on Beanie and Scarf  
Embroider in Maderia 1170 Green, 1037 Red, and White*

**#1**



**3" W x 2" L; Beanie  
3" W x 3" L; Scarf**



**EM488, Adult Urban Fleece Accessory Set w/ Beanie and Scarf (Embroidered)**

*Embroider Tape#E00012256 (Ameren- 3" Wide) on Beanie and Scarf  
Embroider in White*

**#2**



**3" W x 2" L; Beanie**

**3" W x 3" L; Scarf**



# INVOICE



Ameren  
1901 Chouteau Avenue PO Box 66149, MC  
100  
St. Louis  
MO  
63166-6149  
USA  
Client: Ameren

**Invoice ID** 031673  
**Account No** 00R5RR  
**Date:** 30 Nov 2017  
**Sales Order No:**  
**Customer Reference:**  
**EU VAT No:**

PO# 816467

Title	Issue	Ad Type	Cost
United Hemispheres Dossier	January 2018	Page Colour	USD 15,000.00

## FOR BANK TRANSFERS

HSBC Bank USA N.A  
452 Fifth Avenue,  
New York,  
NY 10018

NET: USD 15,000.00  
TOTAL: USD 15,000.00

**Account Name:** Ink  
**Account No:** 610936468  
**Sort Code:** 21001088  
**IBAN No:** n/a  
**SWIFT:** MRMDUS33

## Check Payments:

All checks should be made payable to "INK" and mailed to :  
**800 South Douglas Rd, Suite 250, Coral Gables, FL 33134**





# OUR INNOVATION TEAM IS 8,600 PEOPLE STRONG

At Ameren, innovation is everyone's responsibility. And passion.  
We are cultivating a culture of innovation to transform the energy services  
we provide our customers now — and in the future.

[Ameren.com](http://Ameren.com)

**LEAD TODAY. TRANSFORM TOMORROW.**



# Congratulations

## Mary Heger

*Senior Vice President and Chief Information Officer,  
Ameren Services*

**on being chosen as one of the  
Technology Executives of the Year**

*Thank you, Mary, for being a professional, personable,  
"all-in" role model that is helping Ameren lead today and  
transform tomorrow.*





DATE June 20, 2017

PAY TO THE ORDER OF Ameren \$ 1,174,262

One Million, One Hundred Seventy-Four Thousand, Two Hundred Sixty-Two DOLLARS

MEMO Ameren Card Rebate Earnings 2016

***PNC Bank***

CONGRATULATIONS!



POWER PLAY  
GOALS FOR KIDS



DATE \_\_\_\_\_

PAY TO THE  
ORDER OF \_\_\_\_\_

\$

\_\_\_\_\_ DOLLARS

MEMO \_\_\_\_\_

***Ameren Missouri***





## **NO SOURCE OF ENERGY IS MORE POWERFUL THAN PEOPLE WORKING TOGETHER.**

At Ameren, we take great pride in giving back to the communities we serve every day. That's why we partner with local charities, and our employees donate their time, talents and energy to help make our communities stronger. Because after all, we're in this together.

See more of our efforts at [Ameren.com/Community](https://www.ameren.com/Community).



**ENERGY AT WORK**

CONTINUED FROM PREVIOUS PAGE

**Cheryl Norton:** I think that it's important that as a business we have some stability to the revenues that come in, so we understand what to plan. All of our businesses are very dependent upon weather. Depending on the type of weather that we have, the bills can be outrageous at certain times of the year. And so, how do we try to stabilize that as much as possible, both for the industry as well as our customers? That's one of the things that we're trying to do. We're also looking to expand the ability to improve our infrastructure and get recovery on that as quickly as we can. Because the quicker we can recover those dollars, the more infrastructure we can replace. That's key.

**Brian Hoelscher:** It is two things: affordability and integrated planning; not just at the state level but the federal level. We've been pretty successful making sure affordability gets considered when regulators tell us how fast we have to make improvements.

**Steve Lindsey:** When we go and have our rates set by the Public Service Commission, a portion is fixed and a portion is volumetric – or based on customer usage. What you're seeing is the revenue that we need to operate and invest in our systems is being impacted. A lot of states have moved to a form of decoupling. Those are the more modern regulatory frameworks that we need to consider if we want to keep up. And so I think the different types of legislation that we all have proposed are, in some

ways, trying to accomplish the same things. There's an independent agency, the Regulatory Research Associates, that rates the regulatory environments in each state. That's important, because the rating agencies, such as S&P and Moody's, look at those regulatory environments when they're rating our companies and that impacts customers down the road as well. Right now we're rated mid- to below-mid in Missouri. One of the things that Regulatory Research Associates came out with this past year is that Missouri needs to address regulatory lag, whether that's done legislatively or regulatorily. If nothing is done to address this, it could have an impact on the future ratings. The further we get behind, the longer it's going to take us to catch up. So I think addressing this at the state level, both legislatively and regulatorily, is something that's incumbent on us.

**Michael Moehn:** This isn't a science experiment. There are plenty of states that we can point to – Florida and Illinois for example – that are doing it well in terms of policies that address aging infrastructure. And it is a benefit to customers at the end of the day. We're trying to create predictability and better reliability for them as well. We have to continue to educate consumers, stakeholders and legislators about the importance of this.

**Cheryl Norton:** I think that trust is really the key, and by having those conversations with our customers, with our legislators, and our regulators, so that they see the transparency in what we're trying to

do, and that we're not just trying to make corporate profits. That we really do care deeply for our customers and that we're doing the right things for the right reasons is one thing that we just have to continue to work on, because it's a very competitive marketplace for capital.

**Brian Hoelscher:** If you have the opportunity to show legislators and regulators that you can deliver what you promise that helps make them a partner. So as you move forward, you have their ear, they understand that your issues are real, and maybe you do have some solutions and some ways to address the problems.

**Steve Lindsey:** Our industry also has experienced some strong challenges regarding our aging workforce. We've been very blessed with the fact that people come to work at companies such as ours and spend their whole career here. But the challenge is, now they're coming to the end of that career, and how do we get the next generation of employees ready, whether they're internal or whether they're contractors that we use to do replacement work? We're competing with other states for that as well. And so, the workforce readiness that we need to have is critical and something we need to focus on. On Feb. 1, Laclede Gas had almost 1,100 years of experience retire in one day. Now, we'll replace those people, but we won't replace that institutional knowledge and everything that they have learned and built over all those years. But now we're bringing in this next generation, and we've got to be able to have a

very strong comfort level that we're going to be able to continue to function at the level we expect of ourselves, knowing that a lot of our employees are about to move into retirement.

**Michael Moehn:** This is a two-way street. I always talk to customers about how it's fair that they have higher expectations of us. So we're asking to make additional investments in this aging infrastructure. There needs to be requirements put back on the utilities to make sure that we're delivering on those investments. And that hasn't always been the way in the past. We just made investments. I think in terms of getting over these obstacles, that needs to be part of the equation. And we're willing to set requirements that stakeholders find to be reasonable and make sure we're delivering upon those investments that we're making.

**Steve Lindsey:** Our current legislation has performance metrics that would be set by the Public Service Commission. We balance that with a cost-control mechanism that incentivizes the utility to continue to maintain and even reduce service costs and if successful those savings are shared with customers. So there's an aligned interest between customers and the company, and that's not always been the case with traditional regulatory frameworks. We're trying to move to more aligned goals, that if we do things well, customers benefit not only from improved service levels, but through the sharing of costs savings as well.

# THANKS. AGAIN.

**"Highest Customer Satisfaction  
with Business Electric Service  
in the Midwest among Large  
Utilities, Two Years in a Row"  
– as rated by our customers.**



Ameren Missouri received the highest numerical score in the Midwest Large Segment of the J.D. Power 2016 Calendar-Year and 2016 Electric Utility Business Customer Satisfaction Studies. 2016 Calendar-Year study based on 20,512 total responses, 13 providers, and measures the perceptions and opinions of business customers who spend at least 200 dollars monthly on electricity, surveyed February-November 2016. Your experiences may vary. Visit [jdpower.com](http://jdpower.com)

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Schedule CDC-d1  
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**E47MT2, Black and graphite**  
*Embroider Tape #E00005848 on Front of Cap*  
*Embroider in Madeira 1170 Green, 1037 Red, and White*



**Actual Size**



**E47MT2, Graphite**

*Embroider Tape #E00005848 on Front of Cap  
Embroider in Madeira 1170 Green, 1037 Red, and Black*



**Actual Size**





*Congratulations*

## **Warner Baxter**

*Chairman, President and CEO,  
Ameren Corporation*

*"As our region's energy provider, we recognize that we humbly stand at the center of the health and economic well-being of the communities we serve. That's why Ameren actively pursues community partnerships and initiatives to enhance and promote the growth and development of our region."*



3" POLE POCKET



3" POLE POCKET

3" POLE POCKET



3" POLE POCKET

**INFORMATION BAR: LAYOUT A**

Quantity: 1 OF 14  
 Size: Live Area: 30" X 76" | Trim: 30" X 84"  
 Double-Sided  
 Material: 18 OZ White Vinyl  
 Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets  
 Color Matches: NA  
 Live/Visual Area: —  
 Trim/Cut Area: —  
 Grommet & Wind Slit Placement: —  
 Pole Pocket Placement: —



3" POLE POCKET

3" POLE POCKET



3" POLE POCKET

3" POLE POCKET

**INFORMATION BAR: LAYOUT B**  
 Quantity: 2 OF 14  
 Size: Live Area: 30" X 76" | Trim: 30" X 84"  
 Double-Sided  
 Material: 18 OZ White Vinyl  
 Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets  
 Color Matches: NA  
 Live/Visual Area: —  
 Trim/Cut Area: —  
 Grommet & Wind Slit Placement: —  
 Pole Pocket Placement: —

3" POLE POCKET



3" POLE POCKET

POLE  
POLE

3" POLE POCKET



3" POLE POCKET

**INFORMATION BAR: LAYOUT C**

Quantity: 3 OF 14  
 Size: Live Area: 30" X 76" | Trim: 30" X 84"  
 Double-Sided  
 Material: 18 OZ White Vinyl  
 Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets  
 Color Matches: NA  
 Live/Visual Area: —  
 Trim/Cut Area: —  
 Grommet & Wind Slit Placement: —  
 Pole Pocket Placement: —



3" POLE POCKET

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3" POLE POCKET

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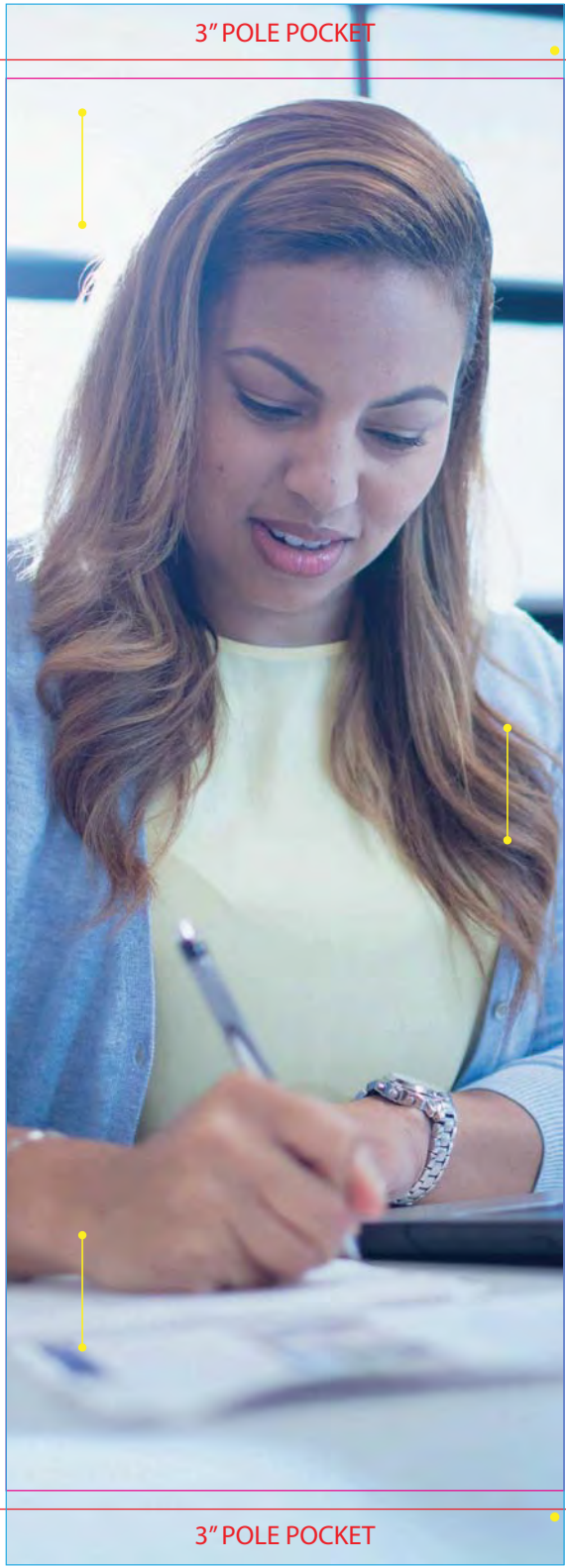
<b>INFORMATION BAR:</b>	<b>LAYOUT D</b>
Quantity: 4 OF 14	
Size: Live Area: 30" X 76"   Trim: 30" X 84"	
Double-Sided	
Material: 18 OZ White Vinyl	
Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets	
Color Matches: NA	
Live/Visual Area:	—
Trim/Cut Area:	—
Grommet & Wind Slit Placement:	—
Pole Pocket Placement:	—



**INFORMATION BAR: LAYOUT E**  
 Quantity: 5 OF 14  
 Size: Live Area: 30" X 76" | Trim: 30" X 84"  
 Double-Sided  
 Material: 18 OZ White Vinyl  
 Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets  
 Color Matches: NA  
 Live/Visual Area: —  
 Trim/Cut Area: —  
 Grommet & Wind Slit Placement: —  
 Pole Pocket Placement: —



3" POLE POCKET



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**INFORMATION BAR: LAYOUT F**

Quantity: 6 OF 14  
 Size: Live Area: 30" X 76" | Trim: 30" X 84"  
 Double-Sided  
 Material: 18 OZ White Vinyl  
 Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets  
 Color Matches: NA  
 Live/Visual Area: —  
 Trim/Cut Area: —  
 Grommet & Wind Slit Placement: —  
 Pole Pocket Placement: —

3" POLE POCKET



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3" POLE POCKET

**INFORMATION BAR: LAYOUT G**

Quantity: 7 OF 14  
 Size: Live Area: 30" X 76" | Trim: 30" X 84"  
 Double-Sided  
 Material: 18 OZ White Vinyl  
 Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets  
 Color Matches: NA  
 Live/Visual Area: —  
 Trim/Cut Area: —  
 Grommet & Wind Slit Placement: —  
 Pole Pocket Placement: —



ATE

3" POLE POCKET

**Ameren**

3" POLE POCKET

POLE  
POLE



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3" POLE POCKET

**INFORMATION BAR: LAYOUT H**  
 Quantity: 8 OF 14  
 Size: Live Area: 30" X 76" | Trim: 30" X 84"  
 Double-Sided  
 Material: 18 OZ White Vinyl  
 Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets  
 Color Matches: NA  
 Live/Visual Area: —  
 Trim/Cut Area: —  
 Grommet & Wind Slit Placement: —  
 Pole Pocket Placement: —



3" POLE POCKET

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3" POLE POCKET

3" POLE POCKET

**INFORMATION BAR: LAYOUT I**  
 Quantity: 9 OF 14  
 Size: Live Area: 30" X 76" | Trim: 30" X 84"  
 Double-Sided  
 Material: 18 OZ White Vinyl  
 Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets  
 Color Matches: NA  
 Live/Visual Area: —  
 Trim/Cut Area: —  
 Grommet & Wind Slit Placement: —  
 Pole Pocket Placement: —

3" POLE POCKET



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3" POLE POCKET

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POLE

**INFORMATION BAR: LAYOUT J**

Quantity: 10 OF 14

Size: Live Area: 30" X 76" | Trim: 30" X 84"

Double-Sided

Material: 18 OZ White Vinyl

Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets

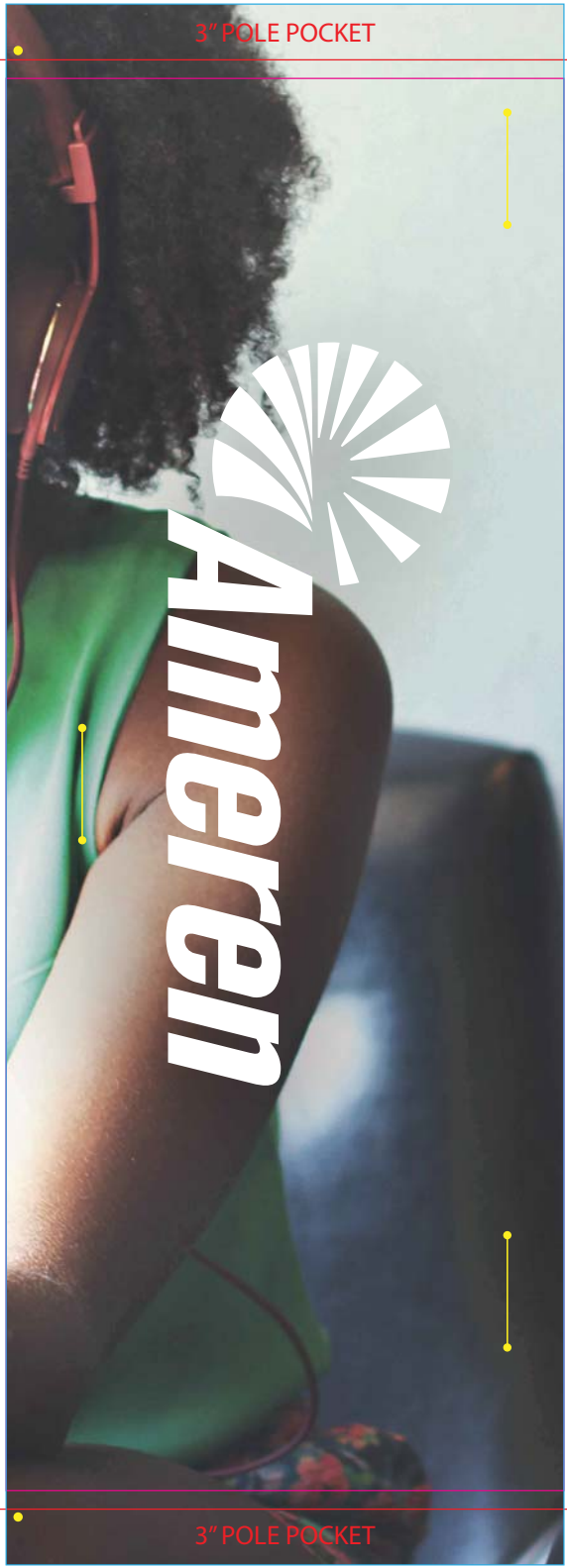
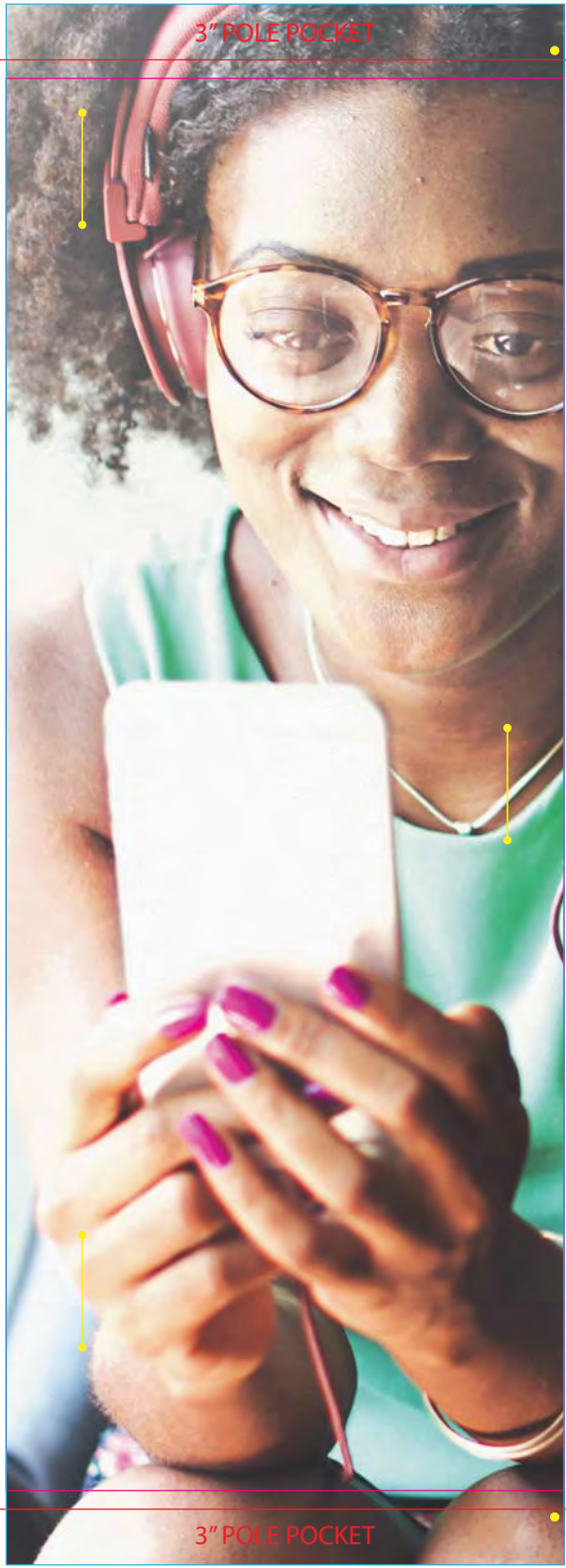
Color Matches: NA

Live/Visual Area: —

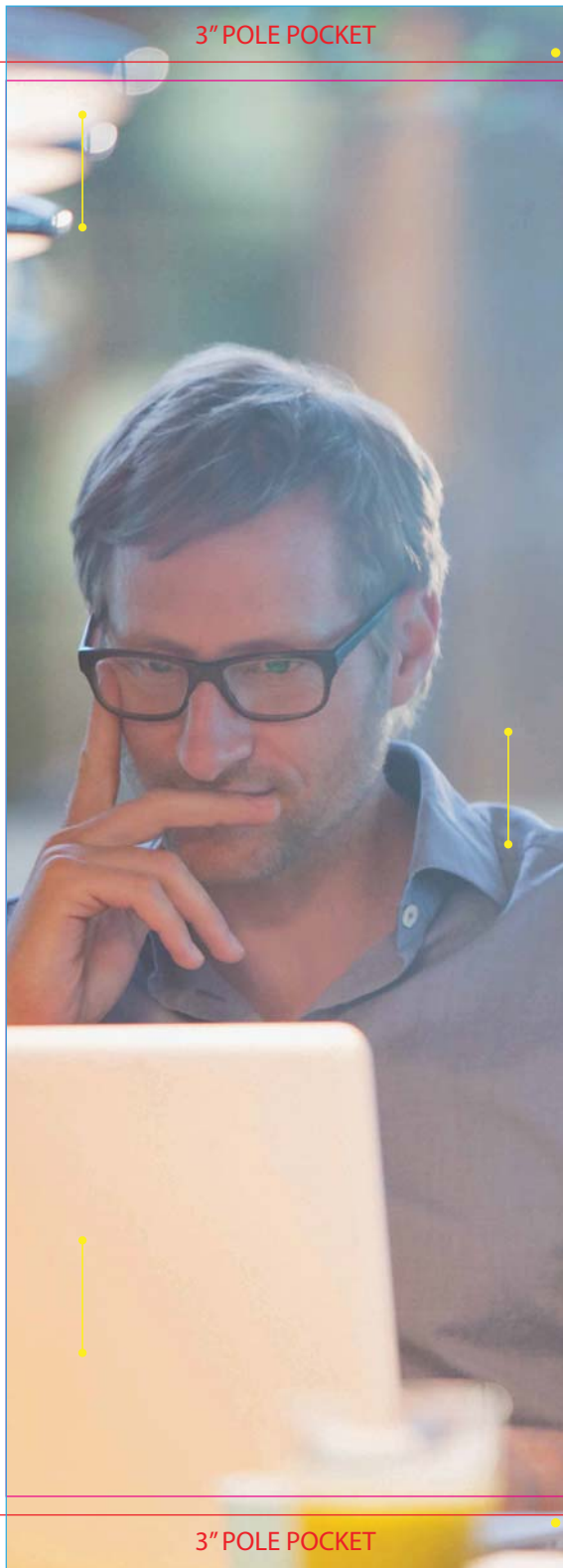
Trim/Cut Area: —

Grommet & Wind Slit Placement: —

Pole Pocket Placement: —



**INFORMATION BAR: LAYOUT K**  
Quantity: 11 OF 14  
Size: Live Area: 30" X 76" | Trim: 30" X 84"  
Double-Sided  
Material: 18 OZ White Vinyl  
Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets  
Color Matches: NA  
Live/Visual Area: —  
Trim/Cut Area: —  
Grommet & Wind Slit Placement: —  
Pole Pocket Placement: —



3" POLE POCKET

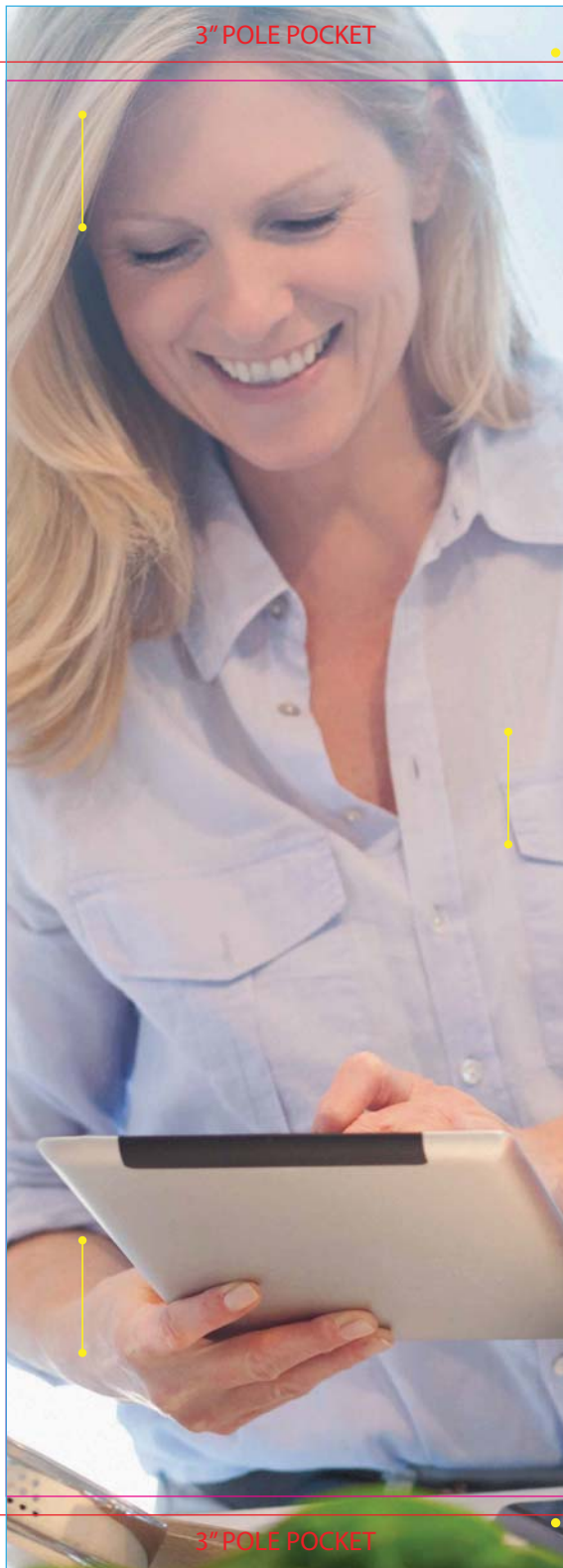
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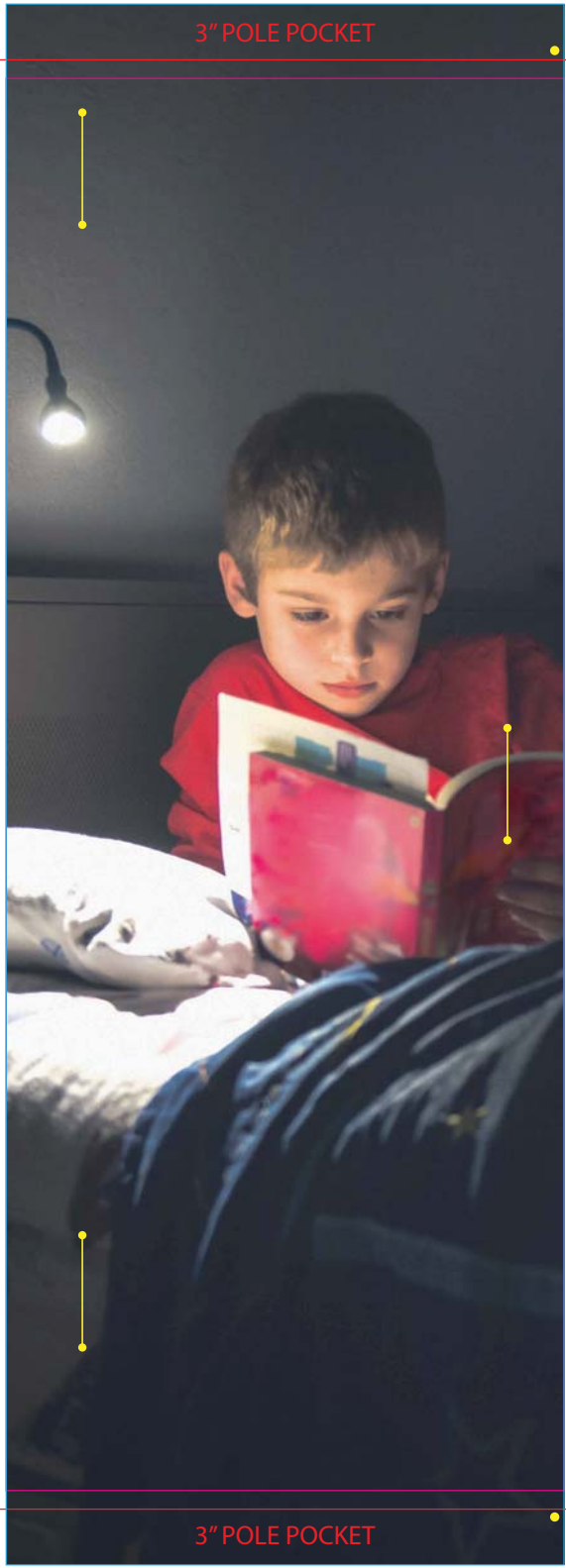
**INFORMATION BAR: LAYOUT L**  
 Quantity: 12 OF 14  
 Size: Live Area: 30" X 76" | Trim: 30" X 84"  
 Double-Sided  
 Material: 18 OZ White Vinyl  
 Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets  
 Color Matches: NA  
 Live/Visual Area: —  
 Trim/Cut Area: —  
 Grommet & Wind Slit Placement: —  
 Pole Pocket Placement: —



**INFORMATION BAR: LAYOUT M**  
Quantity: 13 OF 14  
Size: Live Area: 30" X 76" | Trim: 30" X 84"  
Double-Sided  
Material: 18 OZ White Vinyl  
Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets  
Color Matches: NA  
Live/Visual Area: —  
Trim/Cut Area: —  
Grommet & Wind Slit Placement: —  
Pole Pocket Placement: —



3" POLE POCKET



3" POLE POCKET

3" POLE POCKET



3" POLE POCKET

**INFORMATION BAR: LAYOUT N**

Quantity: 14 OF 14  
 Size: Live Area: 30" X 76" | Trim: 30" X 84"  
 Double-Sided  
 Material: 18 OZ White Vinyl  
 Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets  
 Color Matches: NA  
 Live/Visual Area: —  
 Trim/Cut Area: —  
 Grommet & Wind Slit Placement: —  
 Pole Pocket Placement: —

**SG-631, Cowbell Party Noise Maker- Green**  
*Imprint in White at 0.55" Tall*



**Actual Size**





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