

MISSOURI PUBLIC SERVICE COMMISSION

**SURREBUTTAL / TRUE-UP DIRECT
TESTIMONY OF**

CHRISTOPHER D. CALDWELL

SCHEDULE CDC-s1

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

CASE NO. GR-2019-0077

*Jefferson City, Missouri
July 2019*

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

Advertising Index

Source: Response to Staff Data Request No. 0017

Page	Description	File name	Staff Category	Ad Amount
1	Ink Magazine Ad	Ink Magazine Ad	Institutional	\$ 603
2	United Airline Ad	United Airlines Ad	Institutional	\$ 87
3	Ameren Cares T-Shirts	AmerenCares	Institutional	\$ 589
4	MHeger Technology Executives of the Year Ad	10.25x6.5 Heger Ad_final	Institutional	\$ 316
5	ARCUS AD	ARCUS Ad	Institutional	\$ 314
6	Roundtable Web Advertising	RoundtableAd	Institutional	\$ 40
8	Table of Experts Advertorial	RoundtableAd	Institutional	\$ 156
9	Street Pole Banners Pole Rental	AMR_MO_StreetPoleBanner	Institutional	\$ 135
23	Diveristy Ad	STLAmerican Diversity AD	Institutional	\$ 119
24	PNC to Ameren Big Check	PNC to Ameren_big check	Institutional	\$ 6
25	Energy Assistance Posters	1715250 EApartersPoster	Institutional	\$ 5
27	Power Play Goals For Kids Poster	AMO_180200078_PowerPlayKids_Graphic	Institutional	\$ 4
28	Presentation Checks	60x24_Blank Check	Institutional	\$ 12
				\$ 2,386



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

LEAD TODAY. TRANSFORM TOMORROW.



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We are cultivating a culture of innovation to transform the energy services
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Ameren.com

LEAD TODAY. TRANSFORM TOMORROW.

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.



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.*





**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).







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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

3" POLE POCKET



3" POLE POCKET

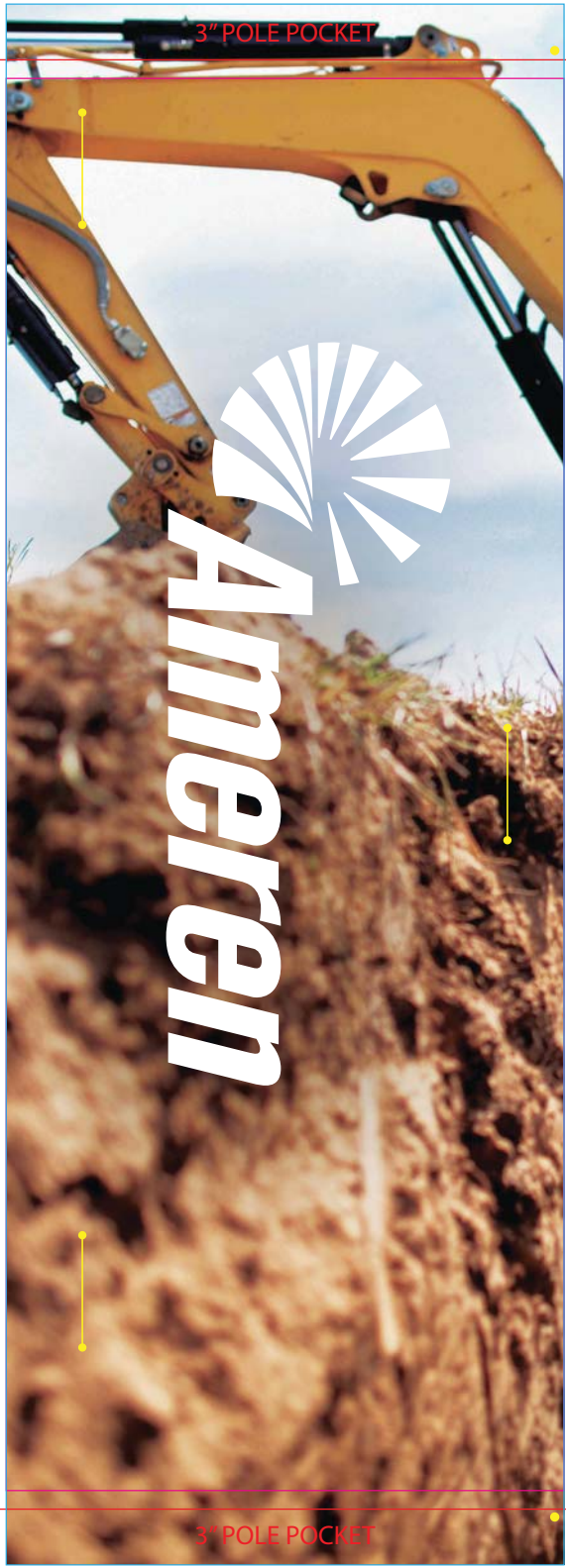
3" POLE POCKET



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: —



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

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

3" POLE POCKET

POLE
POLE



3" POLE POCKET

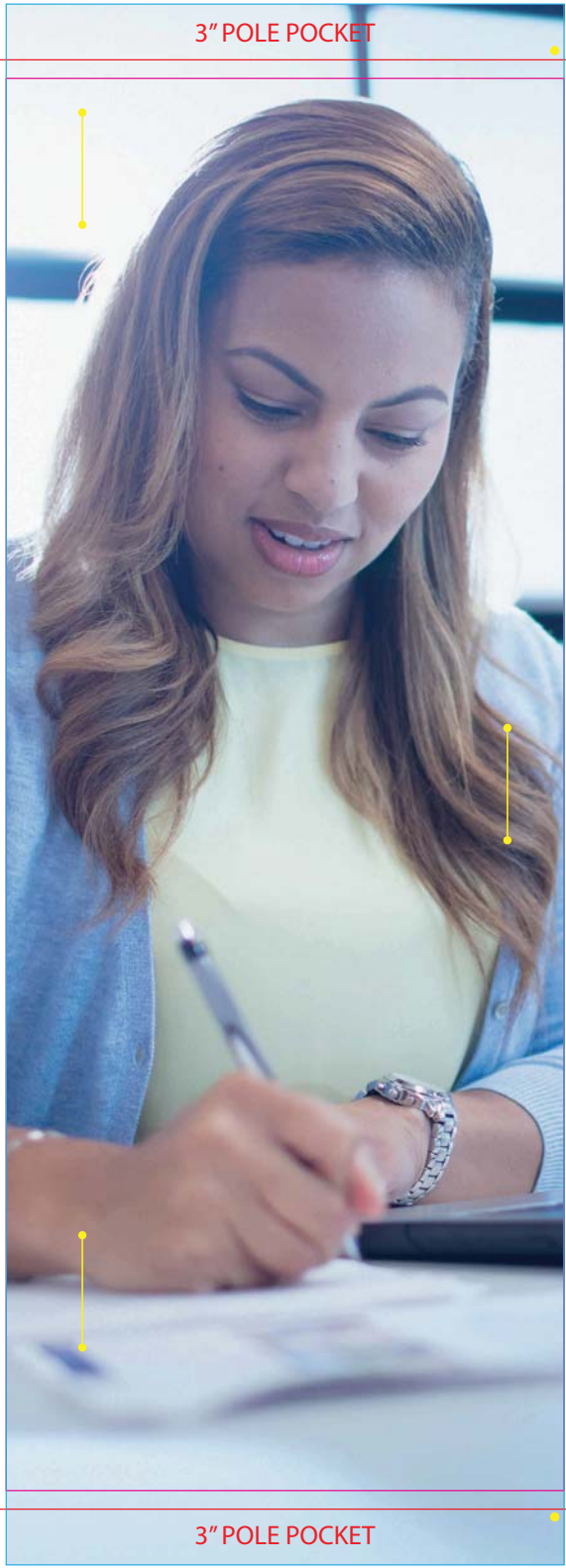
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INFORMATION BAR:	LAYOUT D
Quantity: 4 OF 14	
Size: Live Area: 30" X 76" Trim: 30" X 84"	
Double-Sided	
Material: 18 OZ White Vinyl	
Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets	
Color Matches: NA	
Live/Visual Area:	—
Trim/Cut Area:	—
Grommet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



3" POLE POCKET

3" POLE POCKET



3" POLE POCKET

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



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: —



3" POLE POCKET

Ameren

3" POLE POCKET

POLE
POLE
POLE



3" POLE POCKET

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: —



POLE
POLE



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



3" POLE POCKET

POLE POLE

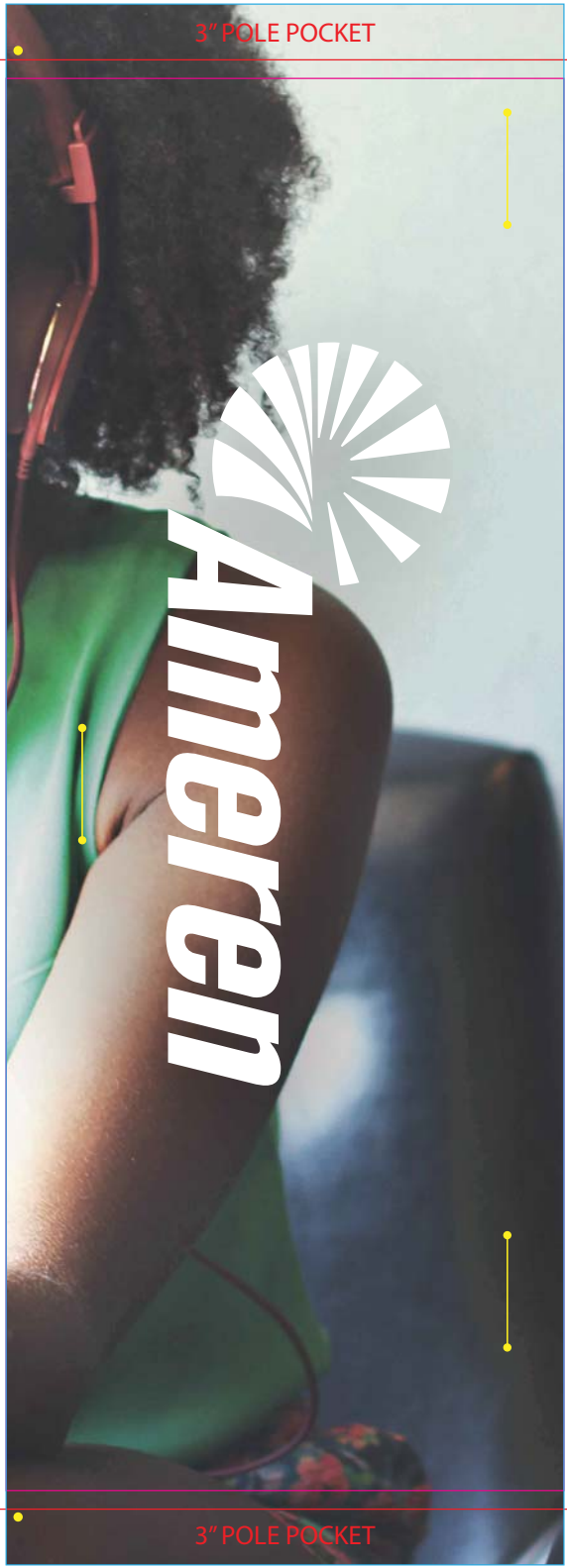
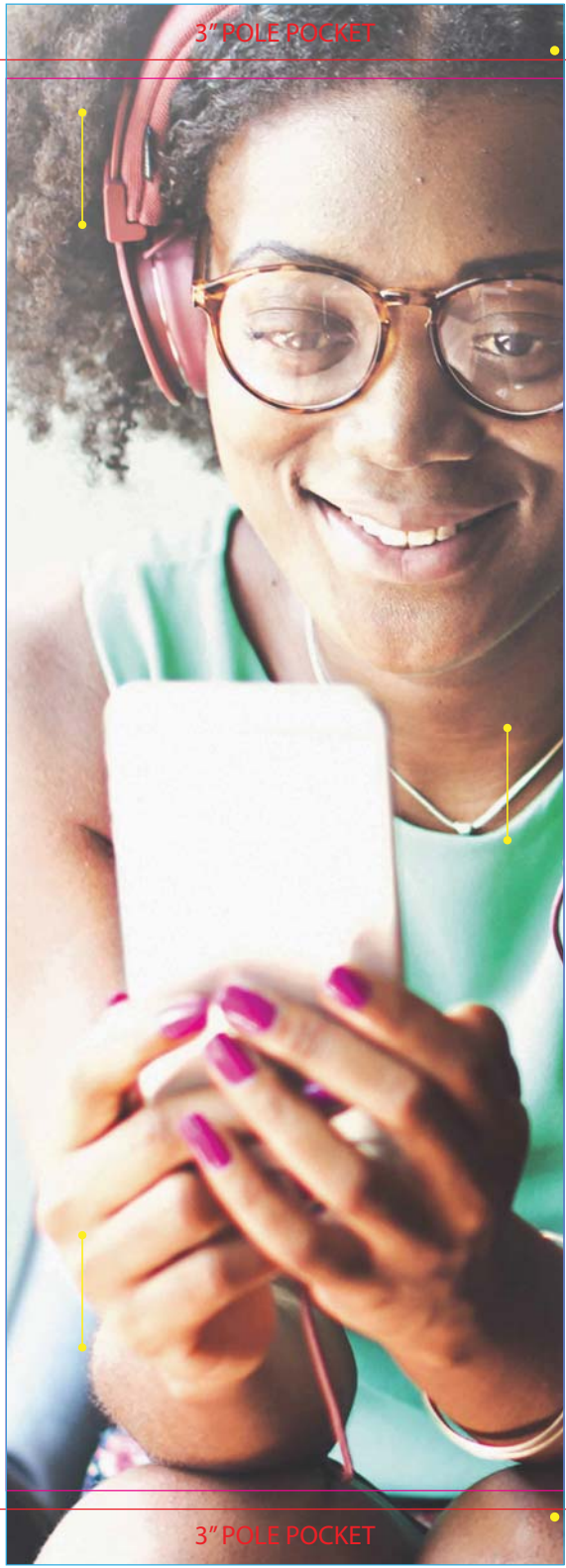
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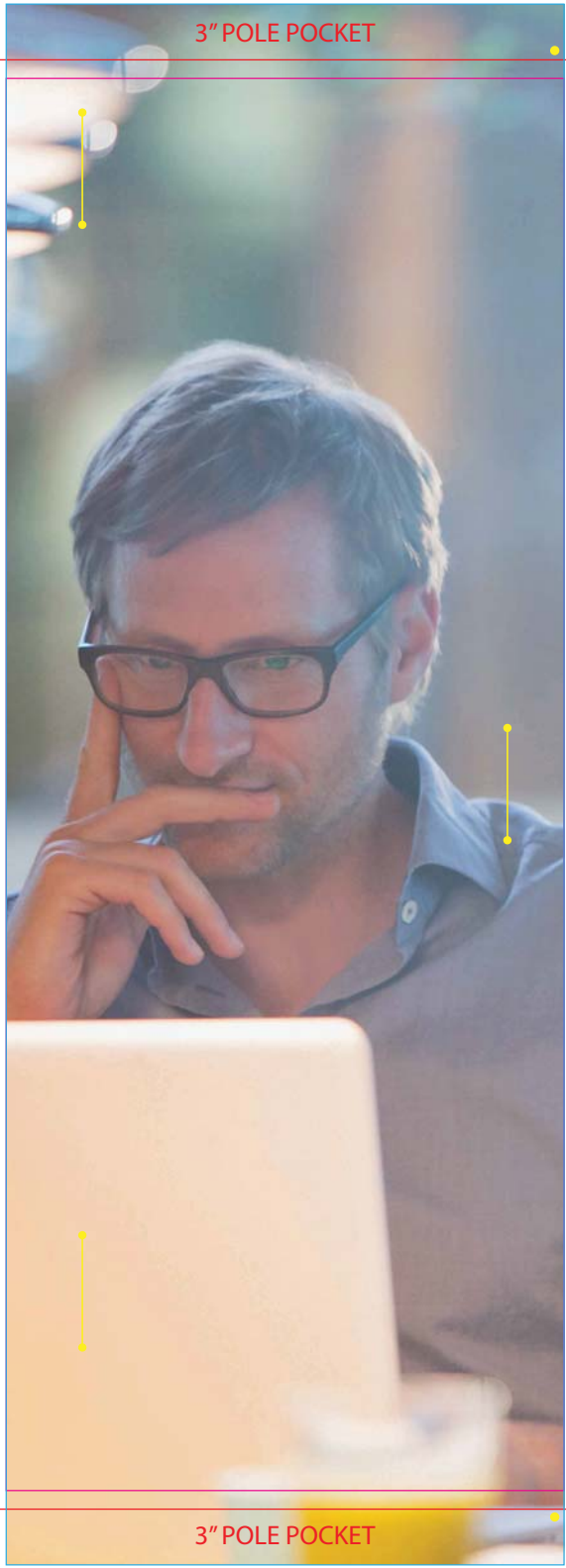
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Quantity: 10 OF 14
 Size: Live Area: 30" X 76" | Trim: 30" X 84"
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 Finishing: Corner Grommets; Wind Slits; 3" Pole Pockets
 Color Matches: NA
 Live/Visual Area: —
 Trim/Cut Area: —
 Grommet & Wind 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
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Grommet & Wind Slit Placement: —
Pole Pocket Placement: —

3" POLE POCKET



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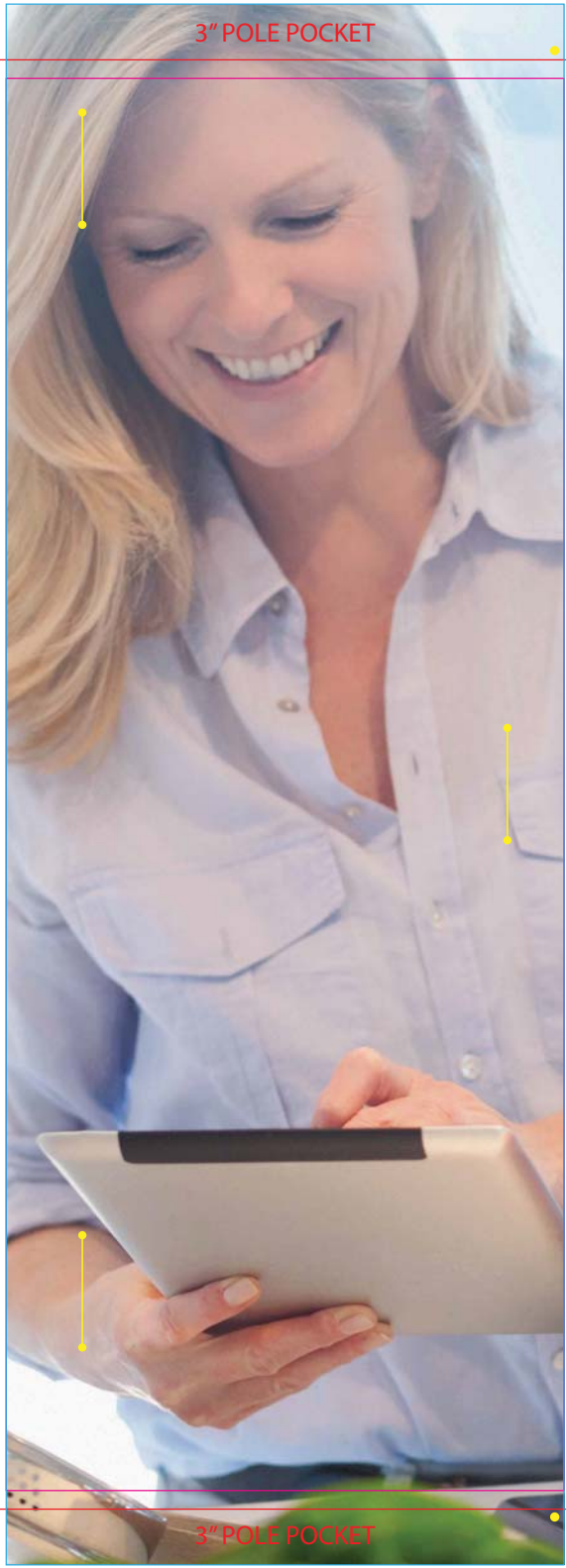
3" POLE POCKET



3" POLE POCKET

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: —



3" POLE POCKET

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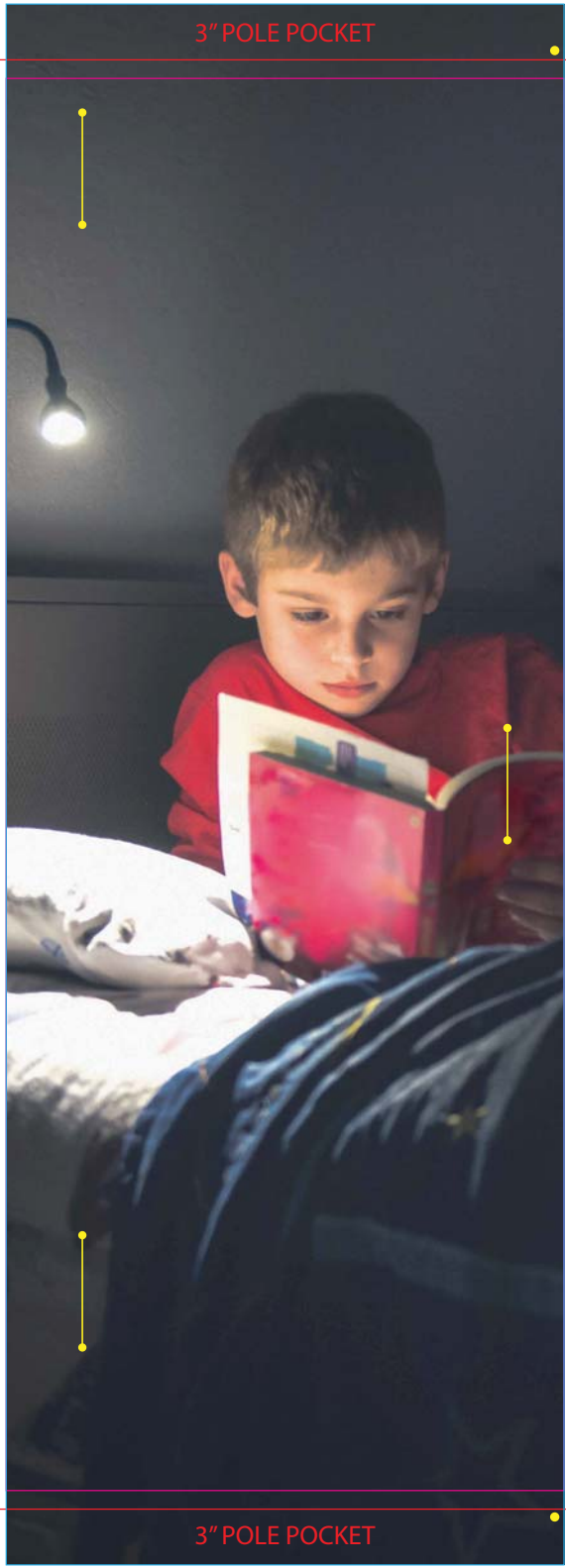


3" POLE POCKET

3" POLE POCKET

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

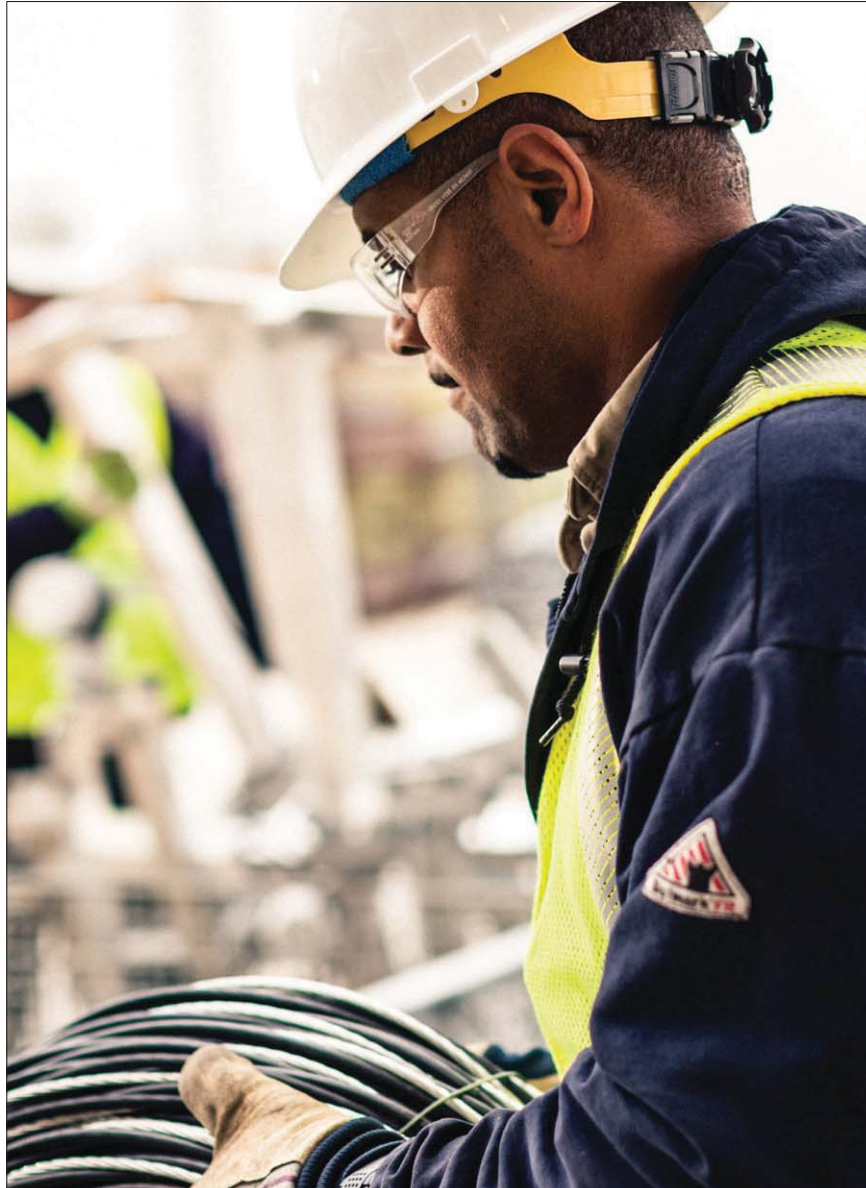
3" POLE POCKET



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: —



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





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

We Make A Difference TOGETHER



Energy Assistance Agency Workshop



Cool Down St. Louis Air Conditioner Give Away



Urban League Summer and Summer LIHEAP event



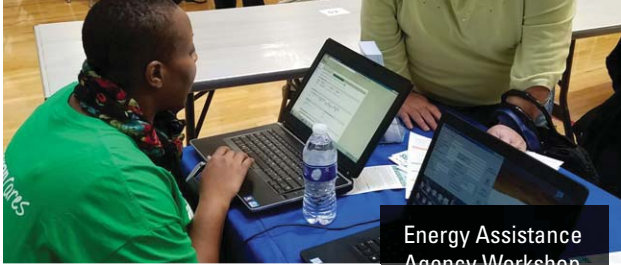
Heat Up St. Louis Winterizing Utility Forum



Community Action Agency and non-profit agency resource fairs



Heatupstlouis.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

We Make A Difference **TOGETHER**



Energy Assistance Agency Workshop



Cool Down St. Louis Air Conditioner Give Away



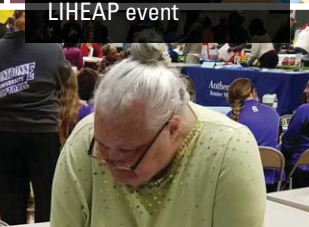
Urban League Summer and Summer LIHEAP event



Heat Up St. Louis Winterizing Utility Forum



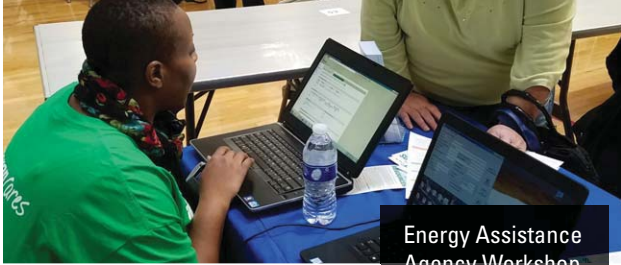
Community Action Agency and non-profit agency resource fairs



Energy Assistance Agency Workshop



Heatupstouis.org
One hundred fifty thousand and 00/100
4th Annual Winterizing Forum
Ameren Missouri



Hardees Rise n' Shine Event



United Way of Greater St. Louis - 50,000
Fifty thousand and 00/100
Dollar Miss Clemons
Ameren Missouri



Ameren empowering U Outreach Pilot

CONGRATULATIONS!



POWER PLAY
GOALS FOR KIDS



DATE _____

PAY TO THE
ORDER OF _____

\$

_____ DOLLARS

MEMO _____

Ameren Missouri