Preliminary Questions
Responses of Kristofer D. Clark

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Preliminary Questions

1. How has your service on the Board impacted Santee Cooper?

First, the position of a board member is a position of service and I have viewed it as such, taking seriously the responsibility I have to all the interested parties, putting their interest above my own. I have been an active, involved board member willing to review all the details necessary in order to make informed decisions, while not getting involved in the management and day-to-day operations of the company. I have initiated meetings and encouraged relationships between management and people across the state in an effort to improve the lives of South Carolinians through economic development. In an effort to understand different perspectives and insight, I have worked to develop many relationships across the state. I have not allowed any relationship or political ideology to impact the decisions I have made as a board member. I have made objective decisions based on information that was presented, many times with the assistance of outside counsel. I consider my personality and background to be unique, providing diversity to the make up of the Board. I believe my desires and my practice of operating as an effective board member has allowed management to focus on the operations of Santee Cooper and achieve great success in the past few years.

2. On which subcommittees did you serve?

I currently serve on the Audit Committee, Property Committee and Legal Committee.

3. What are the major challenges facing Santee Cooper today?

One of the major challenges that Santee Cooper continues to face is the Federal regulation on carbon dioxide emissions. In the past, Santee Cooper has been proactive in reducing carbon dioxide emissions and even shut down two coal generating plants this past year. The existence of additional regulation could have a tremendous financial impact on the state and its customers. Santee Cooper will be burdened with increasing rates to offset the expenses due to regulation. Santee Cooper continues to diversify the generation mix and reduce its dependence on coal. This process of shifting the generation mix takes time in order to reduce large capital losses.

Another challenge is generation planning. In many cases it can take 20 years from the initial planning of additional capacity until the generation is on line. This process becomes even more challenging when there is uncertainty about future regulation on existing and future facilities. Decisions are made with the best information available at the time, with the desire to minimize risk and maintain low-cost, reliable power.

Finally, an additional challenge is the development and incorporation of additional renewable energy. Santee Cooper has done a great job of developing, and partnering with other industry experts to identify and test, renewable energy sources for South Carolina. As technology advances, we must remain committed to finding sustainable, feasible energy options while delivering low-cost, reliable power, safely to our customers.

4. Describe the duty of loyalty and the duty of care you owe to Santee Cooper.

Directors must remain loyal to the corporation, acting at all times in the best interest of the corporation and its owners, whose interests must take precedence over any self-interest of the director, officer, or other stakeholders. The duty of loyalty includes the duty to avoid conflicts of interest and prohibit faithlessness and self-dealing. The duty of care requires a director to act in good faith and with the level of care that an ordinary prudent person in a like position would exercise under similar circumstances, and in a manner he believes to be in the best interest of the Authority.

5. Do you have a relationship with any of the charities that Santee Cooper has supported in the last five years? If so, please provide the name of the charity and describe the relationship.

No, I am not aware of any.

6. Do you or any of your immediate family members (as defined in S.C. Code Ann. § 8-13-100) have a business, financial, or other relationship with Duke Energy or any of its subsidiaries, SCE&G, or any electric cooperative? Do you or any of your immediate family members have a business, financial or other relationship with any other investor-owned utility or an electric cooperative that operates outside of South Carolina? Please include any stock that you or an immediate family member own in these companies and/or any mutual funds that you or an immediate family member own that invests in these companies.

I am not aware of any. Some of the funds in which I have invested may have some utility stocks, but, if so, I am not aware of it.

7. What were your top three goals to achieve as a member of the Board? Did you accomplish those goals?

One of my goals was to learn as much as possible about Santee Cooper's business and it's people. With more to learn, I certainly have learned more than I envisioned three years ago. I have enjoyed visiting many of the generating stations, attending educational conferences, meeting with industry experts,

participating in strategic planning sessions, and reading to learn about the complicated business of providing power and opportunities to South Carolinians. It has been a privilege to get to know the employees, management team and board members at Santee Cooper. It is an incredible group of dedicated professionals.

Another goal was to learn more about Santee Cooper's customers and how we are serving them. I spent a significant amount of time with many of the customer groups; in meetings, on industrial facility tours, etc. I believe this time was well spent and the knowledge gained was invaluable when faced with making decisions that impacted their businesses and their customers. This past year was a historical year for Santee Cooper and it was possible because of the partnerships that have been created across the state.

Lastly, I set a goal to learn more about the potential issues facing Santee Cooper and the potential impacts to Santee Cooper, its employees and its customers. Thankfully, the management team is comfortable and does a good job of bringing potential issues to the Board. In addition, the existing Board takes the time and effort to discuss and address these issues. Some of the impacts are more significant than others but my experience has taught me, no matter how significant, when the Board remains focused on its purpose, the path to resolution is much clearer.

8. What are your goals for your continued service on the Board?

I will continue learning in the areas discussed above. The learning process of this dynamic business is certainly a journey and not a destination.

I will remain committed to being an effective board member working to fulfill Santee Cooper's purpose; to improve the quality of life for the people of South Carolina by providing low-cost and reliable power and water to its customers while being a steward of the environment.

I will encourage the Board to creatively look for additional programs in the areas of economic development and demand-side management. With the renewed partnership with Central Electric Power Cooperative, there is a great opportunity to enhance the programs and resources that are available to customers in the rural areas of the state.