



|         |                                       | Customer Focus<br>Services provided in a manner that responds to customer preferences. |                                    |                                  |                       |                                       |                                                   | Operational Effectiveness<br>Continuous improvement in productivity and cost performance is achieved; distributors deliver on system reliability and quality objectives. |                                                                |                                    |                                   |                                                              |                                                              |                                                               |                       | Public Policy Responsiveness<br>Deliverables on obligations mandated by Ministerial directives to the Board. | Financial Performance<br>Financial viability is maintained; and savings from operational effectiveness are sustainable. |                                                            |                                                                 |                                                               |                      |                      |
|---------|---------------------------------------|----------------------------------------------------------------------------------------|------------------------------------|----------------------------------|-----------------------|---------------------------------------|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------|-----------------------------------|--------------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------------------------|-----------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------|----------------------|----------------------|
|         |                                       | Service Quality <sup>2</sup>                                                           |                                    |                                  | Customer Satisfaction |                                       |                                                   | Safety                                                                                                                                                                   |                                                                |                                    |                                   | System Reliability                                           |                                                              | Asset Management                                              | Cost Control          |                                                                                                              |                                                                                                                         | Connection of Renewable Generation <sup>2</sup>            | Financial Ratios                                                |                                                               |                      |                      |
|         |                                       | New Residential / Small Business Services Connected on Time                            | Scheduled Appointments Met On Time | Telephone Calls Answered On Time | Billing Accuracy      | First Contact Resolution <sup>3</sup> | Customer Satisfaction Survey Results <sup>3</sup> | Level of Public Awareness                                                                                                                                                | Level of Compliance with Ontario Regulation 22/04 <sup>4</sup> | Serious Electrical Incident Index  |                                   | Avg. Number of Times that Power to a Customer is Interrupted | Avg. Number of Hours that Power to a Customer is Interrupted | Distribution System Plan Implementation Progress <sup>3</sup> | Efficiency Assessment | Total Cost per Customer                                                                                      | Total Cost per Km of Line                                                                                               | New Micro-embedded Generation Facilities Connected on Time | Liquidity: Current Ratio (Current Assets / Current Liabilities) | Leverage: Total Debt (short-term & long-term) to Equity Ratio | Regulatory ROE       |                      |
|         |                                       |                                                                                        |                                    |                                  |                       |                                       |                                                   |                                                                                                                                                                          |                                                                | Number of General Public Incidents | Rate per 10, 100, 1000 km of line |                                                              |                                                              |                                                               |                       |                                                                                                              |                                                                                                                         |                                                            |                                                                 |                                                               | Distributor Specific | Distributor Specific |
| Target: |                                       | 90%                                                                                    | 90%                                | 65%                              | 98%                   | No Target                             | No Target                                         | No Target                                                                                                                                                                | Compliant (C)                                                  | Distributor Specific               | Distributor Specific              | Distributor Specific                                         | Distributor Specific                                         | No Target                                                     | No Target             | No Target                                                                                                    | No Target                                                                                                               | 90%                                                        | No Target                                                       | No Target                                                     | No Target            | No Target            |
| 48      | Sioux Lookout Hydro Inc.              | 100.00%                                                                                | 100.00%                            | 100.00%                          | 99.99%                | A                                     | 79.22                                             | 84.00%                                                                                                                                                                   | C                                                              | 0                                  | 0                                 | 0.16                                                         | 0.35                                                         | 128%                                                          | 1                     | \$ 920                                                                                                       | \$ 3,797                                                                                                                | N/A                                                        | 0.62                                                            | 0.51                                                          | 9.00%                | 11.45%               |
| 49      | Synergy North Corporation             | 100.00%                                                                                | 100.00%                            | 89.70%                           | 99.93%                | A+                                    | A                                                 | 87.00%                                                                                                                                                                   | C                                                              | 0                                  | 0                                 | 1.73                                                         | 1.15                                                         | N/A                                                           | 3                     | \$ 829                                                                                                       | \$ 37,275                                                                                                               | 100%                                                       | 1.60                                                            | 0.86                                                          | 8.85%                | 4.74%                |
| 50      | Tillsonburg Hydro Inc.                | 100.00%                                                                                | 98.60%                             | 99.29%                           | 99.85%                | 96.9%                                 | Satisfied                                         | 86.00%                                                                                                                                                                   | C                                                              | 0                                  | 0                                 | 0.26                                                         | 0.21                                                         | In-progress                                                   | 2                     | \$ 762                                                                                                       | \$ 43,880                                                                                                               | N/A                                                        | 1.66                                                            | 0.63                                                          | 8.98%                | 3.52%                |
| 51      | Toronto Hydro-Electric System Limited | 99.91%                                                                                 | 99.94%                             | 77.84%                           | 99.20%                | 92%                                   | 94%                                               | 64.00%                                                                                                                                                                   | C                                                              | 43                                 | 1,475                             | 1.24                                                         | 0.79                                                         | 81%                                                           | 5                     | \$ 1,525                                                                                                     | \$ 41,267                                                                                                               | 98%                                                        | 1.07                                                            | 1.19                                                          | 8.52%                | 6.80%                |
| 52      | Wasaga Distribution Inc.              | 100.00%                                                                                | 100.00%                            | 99.66%                           | 99.99%                | 99.9                                  | 81                                                | 84.10%                                                                                                                                                                   | C                                                              | 0                                  | 0                                 | 0.73                                                         | 0.66                                                         | Completed                                                     | 1                     | \$ 579                                                                                                       | \$ 29,265                                                                                                               | N/A                                                        | 1.34                                                            | 0.67                                                          | 9.19%                | 8.20%                |
| 53      | Welland Hydro-Electric System Corp.   | 95.53%                                                                                 | 94.88%                             | 76.33%                           | 99.97%                | 99.70%                                | 98%                                               | 83.00%                                                                                                                                                                   | C                                                              | 0                                  | 0                                 | 1.08                                                         | 1.33                                                         | Completed                                                     | 1                     | \$ 561                                                                                                       | \$ 29,198                                                                                                               | N/A                                                        | 1.41                                                            | 0.92                                                          | 8.78%                | 12.97%               |
| 54      | Wellington North Power Inc.           | 100.00%                                                                                | 97.40%                             | 99.38%                           | 99.57%                | 99.52%                                | 79%                                               | 84.10%                                                                                                                                                                   | C                                                              | 0                                  | 0                                 | 0.10                                                         | 0.10                                                         | 87%                                                           | 3                     | \$ 1,006                                                                                                     | \$ 18,238                                                                                                               | 100%                                                       | 1.06                                                            | 1.08                                                          | 8.34%                | 10.32%               |
| 55      | Westario Power Inc.                   | 100.00%                                                                                | 99.89%                             | 87.42%                           | 99.54%                | 99.01%                                | 93%                                               | 84.00%                                                                                                                                                                   | C                                                              | 0                                  | 0                                 | 0.56                                                         | 1.82                                                         | Completed                                                     | 2                     | \$ 717                                                                                                       | \$ 29,292                                                                                                               | 100%                                                       | 1.22                                                            | 0.77                                                          | 9.00%                | 11.24%               |

**Legend**

|                |
|----------------|
| Target Met     |
| Target Not Met |
| No Target      |

**Note 1:** For information on the scorecard's measures, technical definitions, plain language description, and how a measure may be compared, please refer to the [Scorecard – Performance Measure Descriptions](#) document.

**Note 2:** For the **Service Quality** and **Connection of Renewable Generation** performance categories, a blank field or 'N/A' figure shown for any of the related measures indicates that no services were required to be performed by the distributor.

**Note 3:** The OEB has been less prescriptive with **First Contact Resolution**, **Customer Satisfaction Survey Results**, and **Distribution System Plan Implementation Progress** measures, allowing distributors discretion on definition and implementation until the OEB establishes uniform definitions for these measures.

**Note 4:** Compliance with Ontario Regulation 22/04 assessed as Compliant (C); Needs Improvement (NI); or Non-Compliant (NC).