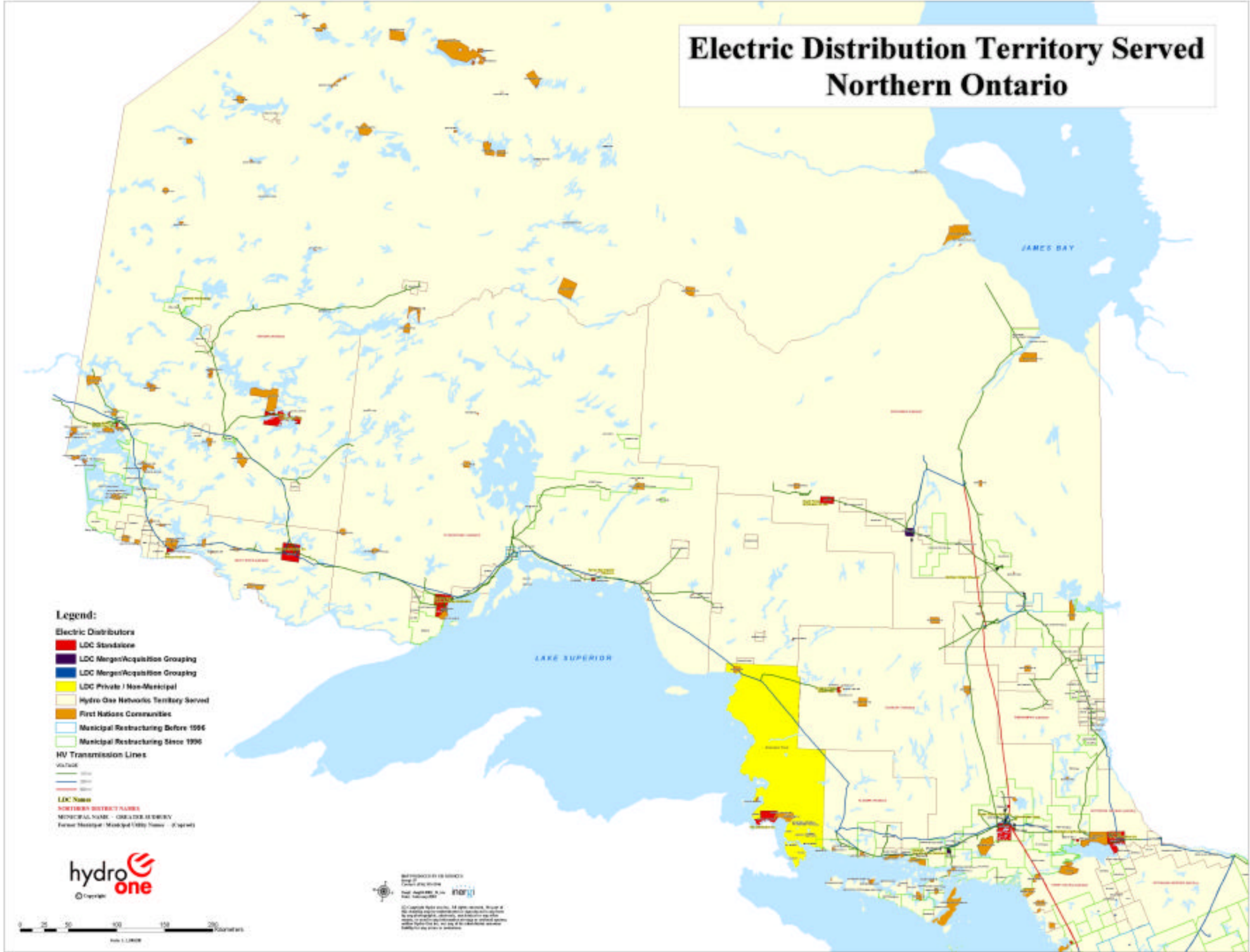


OEB Review of Further Efficiencies in the Ontario Distribution Sector

February 19, 2003

Electric Distribution Territory Served Northern Ontario



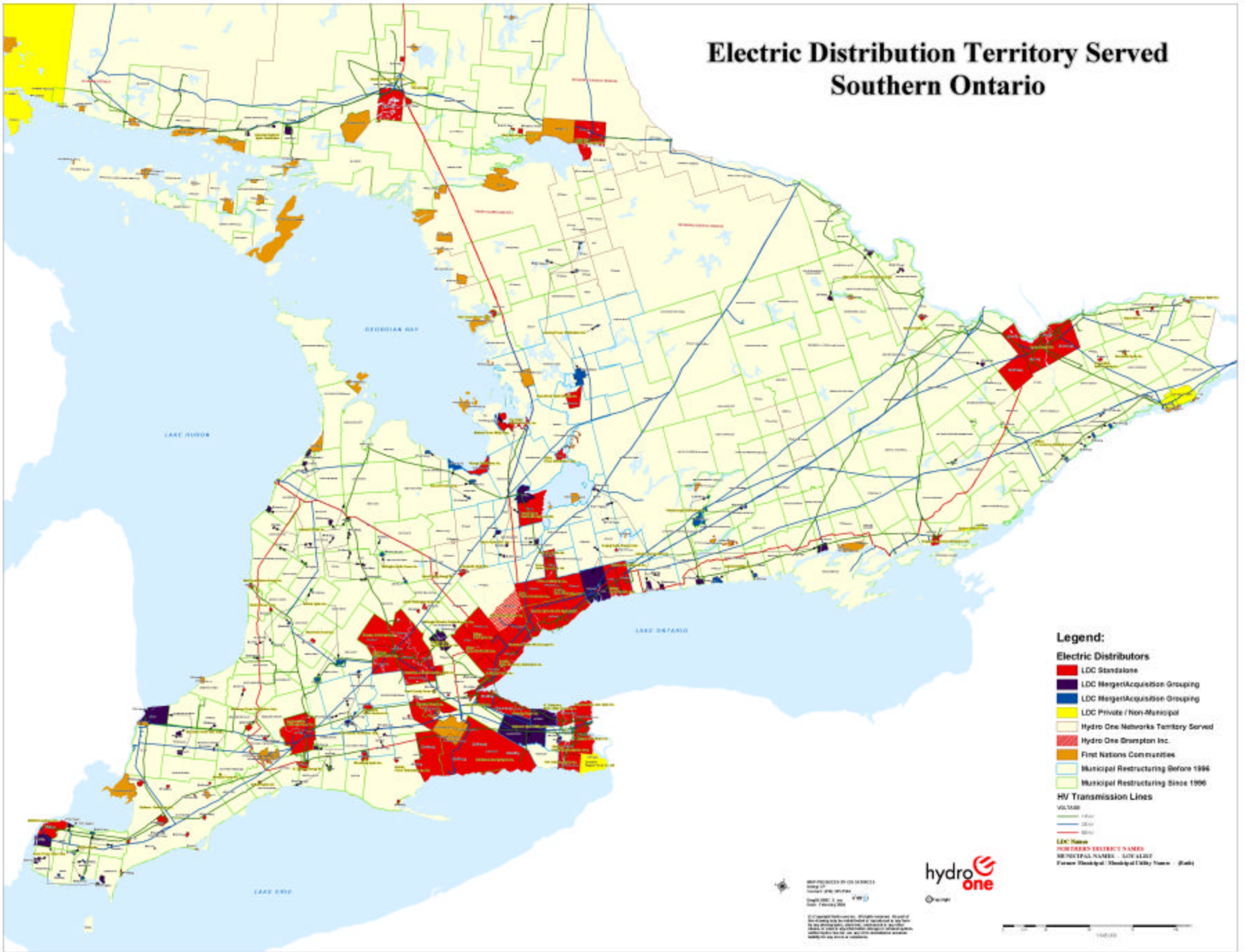
- Legend:**
- Electric Distributors**
 - LDC Standalone
 - LDC Mergers/Acquisition Grouping
 - LDC Mergers/Acquisition Grouping
 - LDC Private / Non-Municipal
 - Hydro One Networks Territory Served
 - First Nations Communities
 - Municipal Restructuring Before 1996
 - Municipal Restructuring Since 1996
 - HV Transmission Lines**
 - Voltage:
 - 500kV
 - 330kV
 - 230kV
 - 138kV
 - 69kV
 - LDC Name**
 - NORTHERN BROWNS PAPER
 - METROPLEX ENERGY
 - ONE SOURCE ENERGY
 - First Nations / Municipal Utility Name (if applicable)



PREPARED BY: ENR
 DATE: 2011-01-10
 BY: J. BROWN
 FOR: ENR



Electric Distribution Territory Served Southern Ontario



- Legend:**
- Electric Distributors**
- LDC Standalone
 - LDC Merger/Acquisition Grouping
 - LDC Merger/Acquisition Grouping
 - LDC Private / Non-Municipal
 - Hydro One Networks Territory Served
 - Hydro One Distribution Inc.
 - First Nations Communities
 - Municipal Restructuring Before 1996
 - Municipal Restructuring Since 1996
- HV Transmission Lines**
- VOLTAGE
- 138kV
 - 76.5kV
 - 33kV
- LDC NAMES**
- NON-DIRECT ELECTRICITY NAMES**
- MUNICIPAL NAMES** LDC ALIAS
- Former Standalone / Standalone Utility Name (Alias)



MAP PRODUCED BY GIS SERVICES
DATE: 07/2016
SCALE: 1:500,000
© 2016 Hydro One Networks Inc.



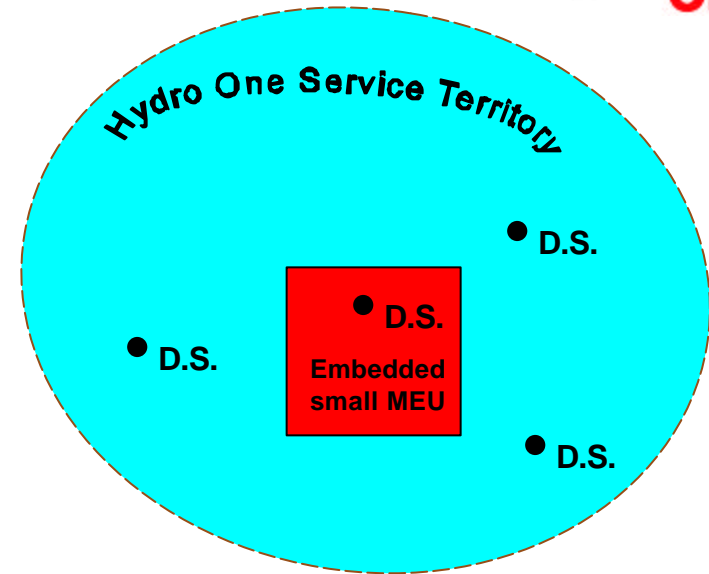
Operational Efficiency

- Efficiency Gains
- Optimizing Customer Value

Controllable Structural Efficiency

- Uncontrollable Structural Efficiency
- Shared Services
- Consolidation

Rationalization: Sources of Value



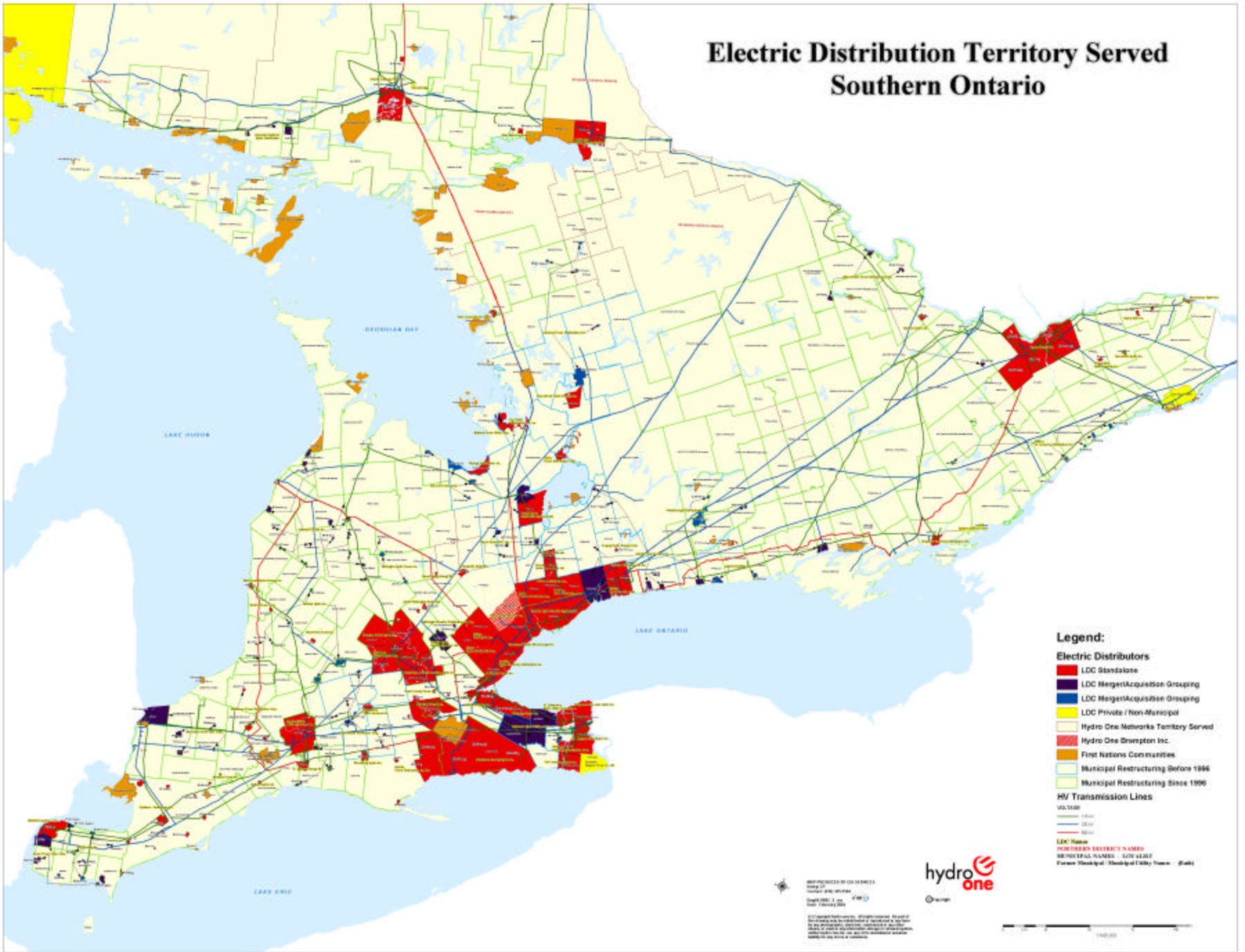
- Geographic synergy and infrastructure duplication
- Lower administration cost
- Capacity optimization
- Best practices



Incentives and Barriers

- PBR
- Rates
- Transition Costs
- Technological Innovation

Electric Distribution Territory Served Southern Ontario



- Legend:**
- Electric Distributors**
- LDC Standalone
 - LDC Merger/Acquisition Grouping
 - LDC Merger/Acquisition Grouping
 - LDC Private / Non-Municipal
 - Hydro One Networks Territory Served
 - Hydro One Distribution Inc.
 - First Nations Communities
 - Municipal Restructuring Before 1996
 - Municipal Restructuring Since 1996
- HV Transmission Lines**
- VOLTAGE
- 138kV
 - 230kV
 - 500kV
- LDC NAMES**
- NON-DISTRIBUTION NAMES**
- MUNICIPAL NAMES** - LDC ALBERT
- Former Standalone / Standalone Utility Name (Black)

MAP PRODUCED BY GIS SERVICES
 DATE: 07/2014
 SCALE: 1:500,000
 SOURCE: Hydro One

