

# Scorecard - PowerStream Inc.

9/24/2014

Performance Outcomes	Performance Categories	Measures	2009	2010	2011	2012	2013	Trend	Target		
									Industry	Distributor	
<b>Customer Focus</b> Services are provided in a manner that responds to identified customer preferences.	<b>Service Quality</b>	New Residential/Small Business Services Connected on Time	97.60%	97.60%	93.10%	98.10%	98.10%		90.00%		
		Scheduled Appointments Met On Time	100.00%	99.30%	98.70%	99.60%	99.80%		90.00%		
		Telephone Calls Answered On Time	69.20%	68.30%	77.20%	69.20%	68.30%		65.00%		
	<b>Customer Satisfaction</b>	First Contact Resolution									
		Billing Accuracy					99.93%				
		Customer Satisfaction Survey Results					91%				
<b>Operational Effectiveness</b> Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	<b>Safety</b>	Public Safety [measure to be determined]									
	<b>System Reliability</b>	Average Number of Hours that Power to a Customer is Interrupted	1.59	0.54	1.05	1.04	9.77			at least within 0.54 - 1.59	
		Average Number of Times that Power to a Customer is Interrupted	1.07	0.80	1.00	1.53	2.24			at least within 0.80 - 1.53	
	<b>Asset Management</b>	Distribution System Plan Implementation Progress					83.3%				
	<b>Cost Control</b>	Efficiency Assessment				3	3				
		Total Cost per Customer <sup>1</sup>	\$602	\$605	\$614	\$645	\$653				
		Total Cost per Km of Line <sup>1</sup>	\$24,931	\$26,667	\$27,494	\$29,405	\$29,912				
<b>Public Policy Responsiveness</b> Distributors deliver on obligations mandated by government (e.g., in legislation and in regulatory requirements imposed further to Ministerial directives to the Board).	<b>Conservation &amp; Demand Management</b>	Net Annual Peak Demand Savings (Percent of target achieved) <sup>2</sup>			15.00%	18.00%	33.10%			95.57MW	
		Net Cumulative Energy Savings (Percent of target achieved)			36.00%	67.00%	92.60%			407.34GWh	
	<b>Connection of Renewable Generation</b>	Renewable Generation Connection Impact Assessments Completed On Time		100.00%	100.00%	100.00%	100.00%				
		New Micro-embedded Generation Facilities Connected On Time					93.83%			90.00%	
<b>Financial Performance</b> Financial viability is maintained; and savings from operational effectiveness are sustainable.	<b>Financial Ratios</b>	Liquidity: Current Ratio (Current Assets/Current Liabilities)	0.97	1.02	0.91	1.19	0.77				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	1.47	1.38	1.30	1.32	1.39				
		Profitability: Regulatory Return on Equity			Deemed (included in rates)	8.01%	8.01%	8.93%			
					Achieved	10.09%	8.55%	9.98%			

**Legend:**

- up
- down
- flat
- target met
- target not met

**Notes:**

1. These figures were generated by the Board based on the total cost benchmarking analysis conducted by Pacific Economics Group Research, LLC and based on the distributor's annual reported information.

2. The Conservation & Demand Management net annual peak demand savings do not include any persisting peak demand savings from the previous years.

## Management Discussion and Analysis for Year 2013

### Service Quality

PowerStream exceeds the OEB target in each year.

### Customer Satisfaction

First Contact Resolution: PowerStream to track starting in 2015

Billing Accuracy: Reported by PowerStream based on the recommendations of the OEB Working Group

Customer Satisfaction: PowerStream Target 86%-88%. PowerStream participated in the UtilityPulse Annual Customer Satisfaction Survey. The value of 91% reflects customers' overall satisfaction with PowerStream.

### Safety

The OEB will provide this measure at a later date

### System Reliability

Average Number of Hours that Power to a Customer is Interrupted: The number of hours for PowerStream would have been 1.17 with the impact of the December Ice Storm removed. This is within PowerStream's target range.

Average Number of Times that Power to a Customer is Interrupted: The number of occurrences for PowerStream would have been 1.4 with the impact of the December Ice Storm removed. This is within PowerStream's target range.

### Asset Management

PowerStream to track starting in 2015

### Cost Control

PowerStream is one of the few distributors to own and operate its own high voltage transformer stations. PowerStream customers benefit from the resulting lower Transmission Rates. This however results in a lower efficiency rating than for distributors that are supplied by Hydro One Transformers Stations. This should be considered when comparing PowerStream's efficiency to other distributors.

### Conservation & Demand Management

Net Annual Peak Demand Savings (Percent of target achieved): PowerStream expects to meet 80% of its demand target.

Net Cumulative Energy Savings (percent of target achieved): PowerStream expects to meet its energy target.

### Connection of Renewable Generation

Renewable Generation Connection Impact Assessments Completed On Time: All renewable generation connection impact assessments are completed on time.

New Micro-embedded Generation Facilities Connected On Time: PowerStream exceeded the OEB target in 2013, the first year of reporting.

**Financial Ratios**

Liquidity: Current Ratio (Current Assets/Current Liabilities): The lower current ratio in 2013 is due to the timing of the next debt issue.

Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio: PowerStream strives to maintain a 60:40 debt equity ratio.

Profitability: This is the deemed rate of return established by the OEB.

Regulatory Return on Equity Achieved: PowerStream strives to meet the deemed rate of return.