# Scorecard - Hydro 2000 Inc.

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</thead>
<tbody>
<tr>
<td>Customer Focus</td>
<td>Service Quality</td>
<td>New Residential/Small Business Services Connected on Time</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>90.00%</td>
<td>90.00%</td>
<td>Industry Distributor</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Scheduled Appointments Met On Time</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>98.60%</td>
<td>65.00%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Telephone Calls Answered On Time</td>
<td>98.50%</td>
<td>99.70%</td>
<td>98.40%</td>
<td>99.60%</td>
<td>99.70%</td>
<td>98.00%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Customer Satisfaction</td>
<td>First Contact Resolution</td>
<td>95%</td>
<td>95%</td>
<td>92%</td>
<td>92%</td>
<td>98%</td>
<td>98.00%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Billing Accuracy</td>
<td>99.86%</td>
<td>99.98%</td>
<td>99.93%</td>
<td>99.93%</td>
<td>99.93%</td>
<td>99.93%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Customer Satisfaction Survey Results</td>
<td>97%</td>
<td>97%</td>
<td>98%</td>
<td>98%</td>
<td>98%</td>
<td>98.00%</td>
<td></td>
</tr>
<tr>
<td>Operational Effectiveness</td>
<td>Safety</td>
<td>Level of Public Awareness</td>
<td>83.00%</td>
<td>83.00%</td>
<td>83.00%</td>
<td>83.00%</td>
<td>83.00%</td>
<td>83.00%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Level of Compliance with Ontario Regulation 22/04</td>
<td>Nl</td>
<td>C</td>
<td>C</td>
<td>C</td>
<td>C</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Serious Electrical Incident Index</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of General Public Incidents</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rate per 100, 1000 km of line</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average Number of Hours that Power to a Customer is Interrupted</td>
<td>0.17</td>
<td>0.02</td>
<td>0.01</td>
<td>0.03</td>
<td>0.00</td>
<td>0.78</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average Number of Times that Power to a Customer is Interrupted</td>
<td>0.09</td>
<td>0.02</td>
<td>0.01</td>
<td>0.06</td>
<td>0.00</td>
<td>0.40</td>
<td></td>
</tr>
<tr>
<td>System Reliability</td>
<td></td>
<td>Distribution System Plan Implementation Progress</td>
<td>in progress</td>
<td>30%</td>
<td>45%</td>
<td>45%</td>
<td>45%</td>
<td>45%</td>
<td></td>
</tr>
<tr>
<td>Asset Management</td>
<td></td>
<td>Effciency Assessment</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Cost per Customer</td>
<td>$525</td>
<td>$531</td>
<td>$480</td>
<td>$545</td>
<td>$496</td>
<td>1.36 GWh</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Cost per Km of Line</td>
<td>$30,417</td>
<td>$30,838</td>
<td>$27,930</td>
<td>$31,773</td>
<td>$31,348</td>
<td>1.36 GWh</td>
<td></td>
</tr>
<tr>
<td>Cost Control</td>
<td></td>
<td>Renewable Generation Connection Impact Assessments Completed On Time</td>
<td>5.93%</td>
<td>25.15%</td>
<td>25.15%</td>
<td>25.15%</td>
<td>25.15%</td>
<td>25.15%</td>
<td></td>
</tr>
<tr>
<td>Public Policy Responsiveness</td>
<td>Conservation &amp; Demand Management</td>
<td>Net Cumulative Energy Savings</td>
<td>5.93%</td>
<td>25.15%</td>
<td>25.15%</td>
<td>25.15%</td>
<td>25.15%</td>
<td>25.15%</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>New Micro-embedded Generation Facilities Connected On Time</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Financial Management</td>
<td>Liquidity: Current Ratio (Current Assets/Current Liabilities)</td>
<td>1.55</td>
<td>1.54</td>
<td>1.74</td>
<td>1.75</td>
<td>1.07</td>
<td>90.00%</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio</td>
<td>0.19</td>
<td>0.12</td>
<td>0.05</td>
<td>0.00</td>
<td>0.01</td>
<td>9.12%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Profitability: Regulatory</td>
<td>9.12%</td>
<td>9.12%</td>
<td>9.12%</td>
<td>9.12%</td>
<td>9.12%</td>
<td>9.12%</td>
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<tr>
<td></td>
<td></td>
<td>Return on Equity</td>
<td>-17.49%</td>
<td>7.40%</td>
<td>31.78%</td>
<td>11.22%</td>
<td>5.25%</td>
<td>5.25%</td>
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</tr>
</tbody>
</table>

1. Compliance with Ontario Regulation 22/04 assessed: Compliant (C); Needs Improvement (NI); or Non-Compliant (NC).
2. The trend's arrow direction is based on the comparison of the current 5-year rolling average to the fixed 5-year (2010 to 2014) average distributor-specific target on the right. An upward arrow indicates decreasing reliability while downward indicates improving reliability.
3. A benchmarking analysis determines the total cost figures from the distributor's reported information.
4. The CDM measure is based on the new 2015-2020 Conservation First Framework.
In 2016, Hydro 2000 met a target of 99.8% scheduled appointments with customers to complete work requested. The most of the time my appointment is for meter change.

In 2016, Hydro 2000 connected one low voltage service and one small business service were connected within five days.

New Residential/Small Business Services Connected on Time

Service Quality

saving solution and promoting cost sharing with neighboring utilities.

In 2016, Hydro 2000 Inc maintained all performance targets. This is a result of the utility continuously seeking ways to implement cost

Scorecard MDA - General Overview

The link below provides a document titled "Scorecard - Performance Measure Description.pdf" language description and how the measure may be compared for each of the Scorecard's measures in the 2016 Scorecard MDA.
Customer Satisfaction

- First Contact Resolution
  In compliance with the scorecard requirements, the utility plans on conducting annual customer satisfaction survey. Customer were asked to rate various facets of their customer experience, including courtesy, knowledge and promptness and were also asked if their issue was resolved on their first call to the utility. Internal process in the hours follow initial inbound contact, a hydro 2000 employee will contact the customer either via phone or email in attempt to answer questions or attempt to resolve the issue. The utility is of the opinion that the results reflect accurate results of 92%.

- Billing Accuracy
  Billing accuracy represents the number of customer invoices within the utility a control that were created without errors and achieved a billing accuracy of 99.93%. the compares favorably to the prescribed oeb target of 98%.

- Customer Satisfaction Survey Results
  Hydro 2000 conducted a customer survey in April 2016. The survey was telephone survey conducted by the utility. The survey’s objectives included measuring:

  - Utility’s overall performance
  - Reliability
  - Billing and payment option
  - Quality of service provided by customer care
  - Quality of service provided by field employees
  - Customer awareness and usage of the department’s online services
  - Customer support for greater use of renewable energy
  - Customer opinions regarding how sustainable should be pursued
  - Cost of electricity
  - Overall performance

  The utility intends on conducting the survey on annual basis in an effort monitor and assess residential and commercial Customer knowledge perception and satisfaction regarding utility services. Distributor Hydro 2000 Inc received an overall score of 98%.
Hydro 2000 did not have any serious electrical incident to report in 2016.

Component C – Serious Electrical Incident Index

Component B – Compliance with Ontario Regulation 22/04, Electrical distribution safety.

Compliant with Ontario Regulation 22/04, Electrical distribution safety.

As a licensed distributor, Hydro 2000 must comply with Ontario Regulation 22/04, Electrical distribution safety and as a licensed distributor, Hydro 2000 must comply with annual audits and declaration of compliance. Hydro 2000 was found to be compliant with this regulation.

Customers.

Going forward, the utility plans on improving its results by communicating safety measures to level with respect to safety. The results of the ESA Survey show that Hydro 2000’s customers have a 83% awareness for distributors. The results of the ESA Survey show that Hydro 2000’s customers have a 83% awareness for distributors.

The intent of the public awareness of electrical safety component of the public safety measure is to measure the level of key electrical safety awareness.

Public Safety
Hydro 2000 costs are within the average cost range for distributors in the province of Ontario.

Efficiency Assessment

Cost Control

Hydro 2000 was placed in group 2. Group 2 is considered in more efficiently by the end of 2017.

Distribution System Plan Implementation Progress

Hydro 2000 was working on the distribution system plan and it will be completed by the end of 2017.

Asset Management

Affordability

Associated with an of the assets, ensure the safe and reliable delivery of electricity and balance rate payer and utility.

Approach to distribution system planning, infrastructure investments, and replacement programs to address immediate risks of outage. The reliability of outages has gradually decreased in recent years. Hydro 2000 has adopted a proactive, balanced approach to distribution-specific targets.

Hydro 2000 average number of times that power to a customer is interrupted was below the average distribution-specific target.

System Reliability

Hydro 2000 monitors its distribution assets on a regular basis to ensure reliability of electricity service as a high priority. The utility continues to review reliability of electricity service as a high priority. The current reliability is high. However, in order to maintain the high level of service, the utility has taken steps to improve the overall reliability of its distribution system.

In 2016, Hydro 2000 didn't have any major storm in its service area. Hydro 2000 system reliability is very stable.
Hydro 2000 received did not receive any application for Renewable Generation connection Impact Assessments on Time.

Renewable Generation Connection Impact Assessments Completed on Time.

Achieved 150% of the 2015-2016 target and 25% of the Conservation First Framework Target.

Hydro 2000's 2016 savings are 286 MWh and 155% of the 2016 target. Additionally, Hydro 2000 has

Net Cumulative Energy Savings

Conservation & Demand Management

Acceptable limits to its customer, rate, Hydro 2000 continues to seek innovative solutions to help ensure costs/km of line remains competitive and within

Hydro 2000 experienced a low level of growth in its total kilometers of lines due to a low annual customer growth

Hydro 2000, 2016 cost is $31,448 per km of line, which is a decrease from 2015 which reported a cost per km of

Total Cost per Km of Line

Then $545 reported in 2015

the total number customers that Hydro 2000 serves. The cost performance result for 2016 is $489/customer which is lower

Total cost per customer is calculated as the sum of Hydro 2000's capital and operating costs and dividing this cost figure by

Total cost per Customer

Efficiency Result Possible.

Hydro 2000 will continue to monitor its costs and strive to manage both its capital and operating costs to achieve the best
Hydro 2000's current distribution rates were rebased and approved by the OEB in 2016 and include an expected regulatory return on equity – Deemed (included in rates)

- Profitability: Regulatory Return on Equity – Deemed (included in rates)

- Leakage: Total Debt (includes short-term and long-term debt) to Equity Ratio

- Liquiditiy: Current Ratio (Current Assets/Current Liabilities)

- Hydro 2000 current ratio decreased from 1.75 to 1.07

- New Micro-embedded Generation Facilities Connected On Time.
Hydro 200 achieved returns lower than the deemed rate of 5.25%

Profitability: Regulatory Return on Equity - Achieved

Return on equity of 9.12%. The OEB allows a distributor to earn within +/-3% of the expected return on equity.
Judgement on the reporting date of the performance scorecard and could be markedly different in the future. For these reasons, the information on future performance is intended to be management's best estimate of the achievement of the objectives. The information is based on the performance target and does not include the effects of incidents that have not occurred at the time of reporting. Some of the factors that could cause such differences include legislative or regulatory developments, financial market conditions, general economic conditions, and the results of the distribution of the performance. The information provided by distributors on their future performance (or what can be construed as forward-looking information) may be subject to a number of risks, uncertainties, and other factors that may cause actual events, conditions or results to differ.