

Scorecard - ENWIN Utilities Ltd.

Performance Outcomes	Performance Categories	Measures	2016	2017	2018	2019	2020	Trend	Target		
									Industry	Distributor	
Customer Focus Services are provided in a manner that responds to identified customer preferences.	Service Quality	New Residential/Small Business Services Connected on Time	100.00%	100.00%	100.00%	100.00%	100.00%		90.00%		
		Scheduled Appointments Met On Time	100.00%	99.76%	99.71%	99.94%	100.00%		90.00%		
		Telephone Calls Answered On Time	70.70%	78.21%	76.93%	77.19%	64.74%		65.00%		
	Customer Satisfaction	First Contact Resolution	97.93%	98.04 %	98.63%	98.74%	99.10%				
		Billing Accuracy	99.99%	99.99%	99.72%	99.97%	99.95%		98.00%		
		Customer Satisfaction Survey Results	85%	84%	86%	88%	88%				
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Level of Public Awareness	83.00%	82.00%	82.00%	82.00%	82.00%				
		Level of Compliance with Ontario Regulation 22/04 ¹	C	C	C	C	C			C	
		Serious Electrical Incident Index	Number of General Public Incidents	1	2	0	1	1			2
			Rate per 10, 100, 1000 km of line	0.898	1.792	0.000	0.214	0.213			0.406
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted ²	0.64	0.72	1.11	0.88	0.86			0.88	
		Average Number of Times that Power to a Customer is Interrupted ²	1.47	1.70	2.22	2.23	2.11			1.90	
	Asset Management	Distribution System Plan Implementation Progress	83%	81 %	97.3%	100.4%	85.6%				
	Cost Control	Efficiency Assessment	4	3	3	3	3				
		Total Cost per Customer ³	\$707	\$707	\$717	\$709	\$692				
		Total Cost per Km of Line ³	\$55,668	\$13,094	\$13,660	\$13,539	\$13,236				
Public Policy Responsiveness Distributors deliver on obligations mandated by government (e.g., in legislation and in regulatory requirements imposed further to Ministerial directives to the Board).	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time	100.00%		57.14%		50.00%				
		New Micro-embedded Generation Facilities Connected On Time	100.00%	100.00%	100.00%	100.00%	100.00%		90.00%		
Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)	1.62	1.83	2.24	2.13	2.07				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.43	0.43	0.78	0.75	0.76				
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	8.01%	8.01%	8.01%	8.01%	8.52%			
			Achieved	3.13%	2.55%	4.35%	3.72%	5.25%			

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

2. 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.

Legend:

5-year trend
 up down flat
 Current year
 target met target not met

2020 Scorecard Management Discussion and Analysis (“2020 Scorecard MD&A”)

The link below provides a document titled “Scorecard - Performance Measure Descriptions” that has the technical definition, plain language description and how the measure may be compared for each of the Scorecard’s measures in the 2020 Scorecard MD&A:

<http://www.ontarioenergyboard.ca/OEB/ Documents/scorecard/Scorecard Performance Measure Descriptions.pdf>

Scorecard MD&A - General Overview

ENWIN Utilities Ltd. (“ENWIN”) owns and operates the electrical distribution network in the City of Windsor, encompassing a service area of 121 square kilometers. As of the end of 2020, ENWIN served approximately 90,000 residential and business customers.

2020 was a year of unprecedented challenge and change across the world due to the COVID-19 pandemic, and the impact on Ontario’s electricity distribution sector was no exception. In spite of these challenges, ENWIN’s 2020 scorecard results are very positive, scoring above industry targets (where such industry targets are established) for all but one measure in the performance category of Service Quality. Throughout 2020, ENWIN took many steps to assist customers in mitigating the impacts of the COVID-19 pandemic, such as temporary suspensions of time-of-use electricity rates, offering the COVID-19 Energy Assistance Program, extending the moratorium on electricity service disconnection and the waiving of late payment charges.

ENWIN also continued to focus on providing quality customer service, ensuring customers were made aware of the steps ENWIN was taking to continue to provide them with safe and reliable service. This was accomplished through frequent CEO messages, service change messages, and the promotion of Ontario programs that could benefit customers. ENWIN also continued to seek out new tools and initiatives to enhance the customer experience by launching the new ENWIN app in September 2020, allowing customers to access and manage their account through their mobile devices.

ENWIN maintained its focus on the safety and reliability of the electricity it supplies to customers, balancing keeping costs as low as possible while ensuring reliability is at acceptable levels. ENWIN continued its efforts to minimize both the number of outages that customers experience and the length of time the power is out. ENWIN’s actual 5-year average number of hours that power is interrupted was 0.84 hours per year, and the number of times that power is interrupted was 1.95 times per year. These results are illustrative of ENWIN’s successful ongoing efforts to maintain system reliability.

ENWIN remains committed to ongoing strong performance and continuous improvement beyond 2020.

Service Quality

- **New Residential/Small Business Services Connected on Time**

In 2020, ENWIN connected 100% of its 680 eligible low-voltage residential and small business customers (those utilizing connections under 750 volts) to its system within the five-day timeline prescribed by the OEB. This result is well above the OEB-mandated threshold of 90%. ENWIN's successful result in this measure was achieved by performing daily checks for Electrical Safety Authority (ESA) Authorization, providing instant notification to the Metering department when connections are ready, and by having a quick dispatch process for meter installers. ENWIN's commitment to achieving this requirement also includes pulling crews from other projects when the five-day window cannot be met by the regular service crews.

- **Scheduled Appointments Met On Time**

When either a customer requests an appointment with ENWIN or ENWIN requests an appointment with a customer, ENWIN must schedule the appointment during regular hours of operation, within a four-hour time window, and an ENWIN representative must arrive for the appointment within the scheduled timeframe. In 2020, ENWIN met its appointment targets for all 2,872 appointments scheduled for an overall result of 100% of appointments met on time. This result exceeds the OEB industry target set at 90% of appointments met on time and ENWIN's 2019 result of 99.9%.

- **Telephone Calls Answered On Time**

ENWIN received over 99,800 customer calls in 2020. Of those calls, ENWIN answered 64.74% of the calls within 30 seconds, which is slightly below the OEB mandated target of 65%. ENWIN's customer service centre has shown consistent results over the years and has achieved a service level greater than 75% in three out of the last five years. In 2020, the COVID-19 pandemic had an impact on the customer service centre's operations in a number of ways, including challenges staffing and training employees due to social distancing, as well as increased customer inquiries as a result of multiple rate changes, modified disconnection moratoriums, the COVID-19 Energy Assistance Program and the introduction of the RPP Customer Choice initiative. The frequency of unique and non-routine changes manifested in longer call lengths, with call durations increasing by approximately 30% since August 2020, which had a significant negative impact on ENWIN's service levels. ENWIN is focused on efforts to reduce call lengths through better call scripting, proactive communication with customers, and by offering additional easy-to-use self-service options on the myENWIN customer portal such as the RPP rate plan comparison tool.

Customer Satisfaction

- **First Contact Resolution**

In 2020, ENWIN was able to successfully resolve 99.10% of calls during the customer's initial contact. This is ENWIN's highest level achieved in the past five years, demonstrating the organization's drive to continuously improve. ENWIN has initiated a project to further improve First Contact Resolution by providing more tools to its Customer Service Representatives (CSRs). In 2020, ENWIN implemented tools to provide its CSRs with the ability to retrieve information more readily, such as the status of tree trimming requests and capital

projects so that they no longer need to transfer calls to other departments.

- **Billing Accuracy**

ENWIN produced over 1 million bills in 2020 and made only 1 error for every 2,000 bills produced. This means ENWIN achieved 99.95% billing accuracy, which is well above the minimum OEB mandated industry target of 98%. ENWIN routinely reviews its billing processes for compliance and continuous improvement opportunities. In 2020, ENWIN's billing department made additional efforts to pro-actively search out and resolve billing errors, providing an additional level of service by correcting errors quickly before customers were even aware of a potential issue and preventing errors from happening in the future.

- **Customer Satisfaction Survey Results**

ENWIN utilizes a third party to conduct customer satisfaction surveys. ENWIN now reports the "Customer Experience Performance Rating" (CEPr) for its customer satisfaction scorecard metric, which assists customers in quantifying and comparing ENWIN's performance each year. Factors that are considered as part of the overall customer experience rating include delivery of accessible and consistent customer service, understanding customer expectations, providing timely issue resolution, providing effective communication according to customer needs, demonstrating responsiveness, conducting problem analysis to prevent recurring issues, ease of engagement on issues, seeking customer feedback and following through on recommendations.

In 2020, ENWIN achieved a CEPr rating of 88%, which is above the National average of 86% and the Ontario average of 86% based on other electricity distributors surveyed by ENWIN's third party survey provider. ENWIN's customer satisfaction continues to remain high in 2020 despite the difficulties ENWIN had in achieving its call service levels this year.

ENWIN places a high value on the feedback it receives from its customers. As such, in 2018 ENWIN started conducting customer satisfaction surveys once per year, which exceeds the minimum requirement established by the OEB to conduct customer satisfaction surveys once every two years. ENWIN reviews all of the data gathered in its customer satisfaction surveys to help drive decision making and to continuously improve ENWIN's customer experience. For example, ENWIN updates its Customer Value Map each year based on insights gained from its customer satisfaction surveys, and it develops a list ranking the services most demanded by ENWIN's customers. ENWIN uses this list to prioritize future ENWIN initiatives and will continue to update this list as customer preferences change over time.

Safety

- **Public Safety**

- **Component A – Public Awareness of Electrical Safety**

ENWIN engaged a third party to conduct a survey of customer perception and overall electrical safety awareness and achieved an overall score of 82%. In addition, ENWIN maintained its previous levels of Public Service Announcements (PSA) through radio broadcasting on electrical safety topics, including six ESA public safety messages, tied to seasonal themes. Moreover, ENWIN has

continued its ESA and Electricity Distributors Association (EDA) award winning multi-media partnership with Windsor's OHL Junior Hockey team, the Windsor Spitfires, which harnessed the power of sports marketing to inspire positive associations, and help customers internalize safety-related messages. Although COVID-19 impacted live game messaging for the Spitfires hockey campaign, it was offset by increased presence on the hockey team's social media sites, as well as in Spitfires television broadcasts on Cogeco Your TV. This allowed ENWIN's messaging to reach Spitfires fans who look for news and information on these media platforms. ENWIN delivered six ESA power line safety messages through a new set of video PSAs delivered by the Spitfires coach and players, and ENWIN will continue to support and provide education and training to the community on electrical safety through these initiatives.

○ **Component B – Compliance with Ontario Regulation 22/04**

ENWIN remains fully compliant with all sections of Ontario Regulation 22/04 (Electrical Distribution Safety). This continued achievement is reflective of ENWIN's strong commitment to safety, adherence to company procedures, policies and the elements of the regulation itself. Ontario Regulation 22/04 establishes objective-based electrical safety requirements for design, construction and maintenance of electrical distribution systems owned by licensed distributors. Specifically, the regulation requires the approval of equipment, plans, specifications and the inspection of construction before it is put into service. The ESA performs Due Diligence Inspections throughout the year to ensure utilities remain compliant with the objectives set out in Ontario Regulation 22/04.

The independent compliance audit conducted by an ESA-approved auditor concluded that ENWIN has developed and implemented key processes and guidelines relevant to the Ontario Regulation 22/04 and recommended that ENWIN continue to maintain these processes and guidelines. The Due Diligence Inspections performed by the ESA show that there were zero non-compliances, one needs improvement and one miscellaneous observation identified. As such, ENWIN has successfully completed its 2020 ESA audit cycle, obtaining full compliance with Ontario Regulation 22/04.

○ **Component C – Serious Electrical Incident Index**

ENWIN experienced one Serious Electrical Incident, as defined in Ontario Regulation 22/04, for the time frame used for this measure (January 1, 2019 to December 31, 2019). Accordingly, the calculated rate of incidents per 1000 km of line is 0.213 for this period. These figures are below the Distributor Target of two Serious Electrical Incidents, and an incident rate of 0.406 per 1000 km of line, as reflected on the OEB Scorecard. In an ongoing effort to prevent incidents, ENWIN continues its broad-based approach to delivering public safety messages through radio, television and online advertising, bill inserts, brochures, banners, media releases, taglines, website challenge, YouTube videos, Twitter messaging and public events.

System Reliability

● **Average Number of Hours that Power to a Customer is Interrupted**

ENWIN is committed to continued investments in system automation and modernization that enable ENWIN to restore power as soon as possible. ENWIN's adjusted System Average Interruption Duration Index ("SAIDI", which is the average number of hours power to a customer is interrupted) for 2020 was 0.86 hours (51.6 minutes). This is a decrease from the 2019 adjusted SAIDI value of 0.88 hours (52.8 minutes) and is below the Distributor Target, but it is slightly higher than the 5-year historical average value of 0.84 hours (50.4

minutes). Overall, ENWIN's SAIDI has been decreasing over the past three years, from 1.11 in 2018, to 0.88 in 2019, finally to 0.86 in 2020. ENWIN crews worked hard against many obstacles in 2020 to ensure that power to customers was restored promptly. In 2020, ENWIN did not experience any Major Event Days, while Defective Equipment and Scheduled Outages accounted for the highest proportion of hours of interruption. ENWIN is continuously implementing its Distribution System Plan (DSP), including replacing equipment at end-of-life, implementing system enhancements to provide automation and redundancy to the system, and keeping up with maintenance activities that may result in a scheduled outage. ENWIN additionally works to learn from the failure of equipment in order to better improve targeted replacement planning.

- **Average Number of Times that Power to a Customer is Interrupted**

In 2020, ENWIN's adjusted System Average Interruption Frequency Index ("SAIFI", which is the average number of times power is interrupted) was 2.11 interruptions. This figure has decreased from the 2019 SAIFI value of 2.23 interruptions, but is higher than the 5-year historical average value of 1.95 interruptions, and the Distributor Target of 1.90 interruptions. ENWIN has shown improvement in this measure over the past year and continues to take steps to ensure that the number of outages experienced by each customer are as low as possible.

Asset Management

- **Distribution System Plan Implementation Progress**

Distribution System Plan implementation progress is a performance measure instituted by the OEB starting in 2014. The DSP was prepared by ENWIN and submitted in 2019 for the period 2020-2024. The DSP outlined ENWIN's forecasted capital expenditures required to maintain and expand the electricity distribution system to serve its current and future customers over the period. The "Distribution System Plan Implementation Progress" measure is intended to assess ENWIN's effectiveness at planning and implementing the DSP. The DSP Investment Plan for 2020 was forecast at \$18.3M. The actual capital spend was \$15.7M, resulting in an implementation progress of approximately 86%. The COVID-19 pandemic had significant impacts on the 2020 DSP Investment Plan, as ongoing uncertainty regarding the pandemic's impacts required budgets to be conserved in some areas, while supply delays were also experienced later in the year, which prevented some projects from proceeding as planned. Despite these challenges, ENWIN worked with dedication to implement sustainment and enhancement projects to benefit ENWIN customers.

Cost Control

- **Efficiency Assessment**

Ontario electricity distributors are divided into five cohort groups based on the magnitude of the difference between their respective individual actual and predicted costs, as determined by a third-party (Pacific Economics Group or "PEG") statistical cost benchmarking study. ENWIN's efficiency performance has been improving year over year since 2014. The PEG methodology utilizes a three-year average; and in 2020, ENWIN maintained its position in the Group 3 cohort, which is indicative of strong cost performance results. ENWIN is managing operating costs and replacing assets proactively along a carefully managed timeframe in a manner that balances system risks and customer rate

impacts.

- **Total Cost per Customer**

Total cost per customer is calculated by the PEG methodology, as the sum of ENWIN's capital and operating costs divided by the total number of customers that ENWIN serves. The cost performance result for 2020 is \$692, which is a 2.4% decrease from the prior year. Over the past 5 years, ENWIN has held a relatively stable total cost per customer despite inflationary pressures.

ENWIN's cost per customer is comparable to other distributors serving built-out, established communities, and to distributors serving energy-intensive customers. ENWIN is committed to infrastructure reinvestment in order to meet its customer's expectations for reliability with a reasonable cost. While ENWIN's load base has continued to decline since peaking in 2006, ENWIN continues to invest in the replacement of its infrastructure as that infrastructure reaches end-of-life. This investment is to ensure that ENWIN's customers continue to have the reliable electrical service they currently enjoy.

- **Total Cost per Km of Line**

This measure uses the same total cost that is used in the Total Cost per Customer calculation above. The total cost is divided by the kilometers of line that ENWIN operates to serve its customers.

ENWIN's 2020 total cost per kilometer of line is \$13,236, which is a 2.2% decrease compared to the prior year result. This measure has continued to remain stable over the past 4 years, reflecting ENWIN's efforts to adequately plan the annual level of spending needed to operate and maintain its distribution system. The 2016 number was higher because of a different way of measuring total km of line, which was updated starting in 2017 to account for the presence of the utility's significant secondary (lower-voltage) distribution network.

Connection of Renewable Generation

- **Renewable Generation Connection Impact Assessments Completed on Time**

Electricity distributors are required to conduct Connection Impact Assessments (CIAs) within 60 days of receiving all required documentation. ENWIN has developed and implemented measures to ensure CIAs are completed within the required timeframe by clearly defining requirements for proponents and by standardizing both the format and technical components of its consultant's reports. In 2020, ENWIN received two requests to complete CIAs, one of which was completed on time. The other remaining CIA was delayed due to processing issues over the holiday period.

- **New Micro-embedded Generation Facilities Connected On Time**

In 2020, ENWIN connected seven Micro-embedded generation facilities and 100% were done within the prescribed time frame of five working days, consistent with the 2019 result. The minimum acceptable OEB-mandated industry performance level for this measure is to connect within the prescribed time frame 90% of the time. ENWIN's successful result in this measure was achieved by performing

daily checks for ESA Authorization, providing instant notification to the Metering department when connections are ready, and by having a quick dispatch process for meter installers. ENWIN's commitment to achieving this requirement also includes pulling crews from other projects when the five-day window cannot be met by the regular service crews.

Financial Ratios

- **Liquidity: Current Ratio (Current Assets/Current Liabilities)**

ENWIN's current ratio was 2.07 in 2020 (2.13 in 2019). Compared to the 2020 Ontario industry average current ratio of 0.82, this metric demonstrates ENWIN's strong financial position and its ability to meet short term financial obligations. The year-over-year decrease in the current ratio was primarily a result of an increase in current liabilities compared to the prior year. The higher current liability balance in 2020 was a result of payment cycle differences and does not represent a significant change compared to the previous year. Overall, the focus on liquidity and a continuing strengthening of the balance sheet is contributing to this strong liquidity ratio.

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

ENWIN's debt to equity ratio was 0.76 in 2020 (0.75 in 2019). This small increase was a result of an other comprehensive loss amount related to the remeasurement of employee future benefits which decreased retained earnings in 2020. The debt to equity ratio is among the lowest when compared to other LDCs of similar size within the province of Ontario, and is well below the 2020 Ontario industry average of 1.35. This low debt to equity ratio has been achieved through financial practices targeting liquidity and financial stability to ensure resources are available to continue future investments in new infrastructure.

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

ENWIN's 2020 distribution rates were approved by the OEB through a Cost of Service rate application and included a deemed regulated rate of return on equity (ROE) of 8.52%. ENWIN's customers continued to benefit from one of the lowest deemed ROE's within the industry in Ontario in 2020.

- **Profitability: Regulatory Return on Equity – Achieved**

ENWIN's regulated return on equity achieved was 5.25% in 2020 (3.72% in 2019). ENWIN's return on equity is below the deemed level as the rates were rebased through a Cost of Service rate application in 2020, which resulted in certain rate riders being returned to customers and reducing regulated return on equity. Despite the continuing impact of certain rate riders, ENWIN anticipates that the 2021 metric will improve, as one-time rate riders were settled in 2020.

Note to Readers of 2020 Scorecard MD&A

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 materially from historical results or those contemplated by the distributor regarding their future performance. Some of the factors that could cause such differences include legislative or regulatory developments, financial market conditions, general economic conditions and the weather. For these reasons, the information on future performance is intended to be management's best judgement on the reporting date of the performance scorecard, and could be markedly different in the future.