

Scorecard - ENWIN Utilities Ltd.

Performance Outcomes		Performance Categories	Measures	2019	2020	2021	2022	2023	Trend	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		100.00%	100.00%	100.00%	100.00%	100.00%	➡	90.00%		
		Scheduled Appointments Met On Time		99.94%	100.00%	100.00%	99.97%	100.00%	⬆	90.00%		
		Telephone Calls Answered On Time		77.19%	64.74%	58.90%	65.76%	78.74%	⬆	65.00%		
	<b>Customer Satisfaction</b>	First Contact Resolution		98.74%	99.10%	99.27%	99.18%	99.16%				
		Billing Accuracy		99.97%	99.95%	99.96%	98.49%	99.93%	⬇	98.00%		
		Customer Satisfaction Survey Results		88%	88%	86%	86%	83%				
<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>	Level of Public Awareness		82.00%	82.00%	81.00%	81.00%	82.00%				
		Level of Compliance with Ontario Regulation 22/04 <sup>1</sup>		C	C	C	C	C	➡		C	
		Serious Electrical Incident Index	Number of General Public Incidents		1	1	0	0	0	⬇		0
			Rate per 10, 100, 1000 km of line		0.214	0.213	0.000	0.000	0.000	➡		0.060
	<b>System Reliability</b>	Average Number of Hours that Power to a Customer is Interrupted <sup>2</sup>		0.88	0.86	0.86	0.63	0.94	⬇		0.88	
		Average Number of Times that Power to a Customer is Interrupted <sup>2</sup>		2.23	2.11	1.68	1.03	1.60	⬇		1.90	
	<b>Asset Management</b>	Distribution System Plan Implementation Progress		100.4%	85.6%	76.8%	107.1%	109.4%				
	<b>Cost Control</b>	Efficiency Assessment		3	3	2	2	1				
		Total Cost per Customer <sup>3</sup>		\$709	\$692	\$675	\$717	\$817				
		Total Cost per Km of Line <sup>3</sup>		\$13,539	\$13,236	\$12,989	\$13,854	\$15,817				
<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>Connection of Renewable Generation</b>	New Micro-embedded Generation Facilities Connected On Time		100.00%	100.00%	100.00%	100.00%	100.00%	➡	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)		2.13	2.07	2.18	2.03	1.92				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio		0.75	0.76	0.69	0.57	0.55				
		Profitability: Regulatory Return on Equity	Deemed (included in rates)		8.01%	8.52%	8.52%	8.52%	8.52%			
			Achieved		3.72%	5.25%	9.38%	10.78%	9.75%			

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

## 2023 Scorecard Management Discussion and Analysis (“2023 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 2023 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 approximately 121 square kilometers. As of the end of 2023, ENWIN served approximately 91,700 customers.

ENWIN’s 2023 scorecard results are very positive, scoring at or above industry and distributor targets (where such targets are established) in the performance categories of Service Quality, Customer Satisfaction, Safety, and Connection of Renewable Generation. ENWIN continued to focus on enhancing our customers’ service experiences, scoring 83% on its Customer Satisfaction Survey Results and over 99% on First Contact Resolution. ENWIN was pleased that through focused efforts, it was able to improve its Telephone Calls Answered on Time performance, which is now significantly above the industry target of 65%. ENWIN also welcomed opportunities to re-engage with the community, including volunteering at various community events such as the Meet-a-Machine Community Literacy Event and offering assistance through its Community Support Program.

ENWIN maintained focus on the safety and reliability of the electricity it supplies to customers, balancing keeping costs as low as possible while maintaining system reliability. ENWIN continued 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 0.83 hours per year, and the number of times that power is interrupted was 1.73 times per year. These results are illustrative of ENWIN’s successful ongoing efforts to maintain system reliability, as well as the impact of strategic investments in the renewal and modernization of our electricity distribution infrastructure. Due to an increase in Foreign Interference and Adverse Weather, the adjusted average number of hours that power to a customer was interrupted in 2023 was 0.94, which is above the Distributor Target of 0.88. Despite these challenges, ENWIN is committed to continued system investment and prompt power restoration efforts.

ENWIN remains committed to maintaining strong performance and continuous improvement beyond 2023, continuing to innovate and establish itself as a leader within Windsor Essex-County community.

## Service Quality

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

In 2023, ENWIN successfully connected 100% of its 577 eligible low-voltage residential and small business customers with connections under 750 volts to its system within the five-day timeline established by the OEB. This performance significantly exceeds the OEB's 90% threshold. ENWIN achieved this result by conducting daily checks for Electrical Safety Authority (“ESA”) authorizations, promptly notifying the metering department when connections were ready, and quickly dispatching meter installers. ENWIN also redeployed crews from other projects when regular service crews were unable to meet the OEB’s five-day timeline.

- **Scheduled Appointments Met On Time**

When 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 2023, ENWIN met its appointment targets for all of its 3,714 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 is consistent with ENWIN’s historical strong performance.

- **Telephone Calls Answered On Time**

ENWIN received over 84,000 customer calls in 2023. Of these calls, ENWIN answered 78.74% of the calls within 30 seconds, well above the OEB mandated target of 65%, and representing a 13% improvement over the prior year. ENWIN made this improvement by investing in our people and improving our processes. ENWIN will continue to focus on this area by exploring digital solutions to supplement our telephone services and continue to provide accessible, efficient and personalized service to all our customers.

## Customer Satisfaction

- **First Contact Resolution**

Building on our strong track record of customer service excellence, ENWIN continued to prioritize first-contact resolution in 2023, resolving 99.16% of calls upon the customer’s initial contact. Our commitment to comprehensive agent training and superior service delivery has enabled us to consistently achieve first-contact resolution rates exceeding 99% over the past four years. Our goal remains to fully satisfy customer needs within the initial contact, reinforcing ENWIN's reputation for exceptional service quality and customer-centric solutions.

- **Billing Accuracy**

Throughout the 2023 calendar year, ENWIN demonstrated exceptional billing precision, surpassing the OEB’s 98% billing accuracy industry target with an impressive 99.93% success rate across more than one million customer bills. Recognizing the critical nature of first-time accuracy in billing, ENWIN has implemented a robust system of checks and balances. This includes thorough pre-mailing bill reviews and comprehensive testing protocols following any rate adjustments, ensuring consistently high standards are maintained in our billing processes.

- **Customer Satisfaction Survey Results**

ENWIN continues to prioritize customer satisfaction by employing an independent third-party to conduct comprehensive annual surveys. The resulting “Customer Experience Performance Rating” (“CEPr”) serves as a key metric on our customer satisfaction scorecard, enabling both ENWIN and our customers to quantify and benchmark our performance year-over-year. The CEPr encompasses factors such as our ability to understand and meet customer expectations, provide timely issue resolution, deliver prompt and accurate responses, and ensure ease of engagement across all touchpoints.

For the 2023 survey period, ENWIN achieved a CEPr of 83%. This score surpasses both the National and Ontario averages of 82% among electricity distributors surveyed by our third-party provider. This result underscores ENWIN's commitment to delivering superior customer experiences and our position as an industry leader in customer satisfaction.

ENWIN continues to make enhancements that reflect our ongoing dedication to providing accessible, efficient, and personalized service to all our customers, including the following:

1. *Website and Self-Serve Portal Upgrades:* We've redesigned our online platforms to highlight the most sought-after information, enabling customers to find answers swiftly and effortlessly.
2. *Customizable Notifications:* Our self-serve portal now offers opt-in SMS and email alerts, providing peace of mind through personalized payment reminders and processing confirmations.
3. *Community Engagement:* ENWIN has launched an outreach initiative, establishing a presence at various public venues to offer face-to-face Q&A opportunities.
4. *Multilingual Support:* We've expanded our customer service capabilities to include translation services in over 250 languages, ensuring clear communication with our diverse customer base.

Customer feedback is of the utmost importance to ENWIN. ENWIN has been conducting annual customer satisfaction surveys since 2018, which exceeds the OEB's requirement to conduct customer satisfaction surveys biennially. The insights gathered from these surveys play a crucial role in ENWIN's decision-making processes and are instrumental in ENWIN's ongoing efforts to enhance customer experience by prioritizing customer priorities, needs and preferences. By regularly analyzing this valuable data, ENWIN demonstrates its commitment to continuous improvement and customer-centric service delivery.

## Safety

- **Public Safety**

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

ENWIN engaged a third party to conduct a survey on customer perception and overall electrical safety awareness, achieving an overall score of 82%. ENWIN also ran Public Service Announcements (“PSAs”) on electrical safety topics, including seasonal

themes, through radio broadcasts. Additionally, ENWIN continued its partnership with Windsor’s Ontario Hockey League team, the Windsor Spitfires, to share safety messages during games, on AM800 game broadcasts, and on social media. ENWIN’s social media platforms regularly promote safety messages from the ESA as well as unique content created by ENWIN. ENWIN will continue to support and educate 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 (“Regulation”), reflecting its strong commitment to safety and adherence to the Regulation and all ENWIN policies and procedures. The Regulation sets objective-based electrical safety requirements for the design, construction, inspection, and maintenance of electrical distribution systems owned by licensed distributors. The ESA also conducts Due Diligence Inspections throughout the year to ensure utilities remain compliant with the Regulation's objectives. ENWIN engaged a third party to conduct an independent compliance audit, which concluded that ENWIN has developed and implemented key processes and guidelines relevant to the Regulation. In summary, ENWIN successfully completed its 2023 ESA audit cycle, achieving full compliance with the Regulation.
  
- **Component C – Serious Electrical Incident Index**  
ENWIN did not experience any Serious Electrical Incidents, as defined in the Regulation, between January 1, 2022, and December 31, 2022. Accordingly, the calculated rate of incidents per 1000 km of line for this period is 0.000. These figures are below the OEB’s target of no more than one Serious Electrical Incident and an incident rate of 0.060 per 1000 km of line as reflected on the OEB Scorecard. To prevent incidents, ENWIN continues its comprehensive approach to delivering public safety messages through radio, bill inserts, media releases, social media, and public events.

**System Reliability**

- **Average Number of Hours that Power to a Customer is Interrupted**  
ENWIN’s adjusted System Average Interruption Duration Index (“SAIDI”), which measures the average number of hours that power to a customer is interrupted, was 0.94 hours (56.5 minutes) for 2023. This represents an increase from the 2022 adjusted SAIDI value of 0.63 hours (37.8 minutes). The 2023 SAIDI value is slightly above the Distributor Target of 0.88 hours (52.8 minutes) and above the Distributor’s 5-year historical average of 0.83 hours (50.0 minutes).

The rise in adjusted SAIDI between 2022 and 2023 can be attributed to an increase in Adverse Weather and Foreign Interference. Despite these challenges, ENWIN crews have remained diligent in promptly restoring power to customers throughout 2023. In addition, ENWIN is committed to continue investing in system automation and modernization to restore power as quickly as possible, as well as investing proactively in system hardening and the replacement of end-of-life equipment. Consequently, Scheduled Outages accounted for the highest proportion of interruption hours, followed by Foreign Interference and Adverse Weather.

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

In 2023, ENWIN's adjusted System Average Interruption Frequency Index ("SAIFI"), which measures the average number of times that power is interrupted, was 1.60 interruptions. This figure has increased from the 2022 SAIFI value of 1.03 interruptions, but it is lower than both the 5-year historical average of 1.73 interruptions and the Distributor Target of 1.90 interruptions. Over the past five years, ENWIN has shown improvement in this area, reducing interruptions from above the Distributor Target in 2020 to remaining below the Distributor Target in 2021, 2022, and 2023. In 2023, Foreign Interference accounted for the highest proportion of interruptions, followed by Adverse Weather (excluding Major Event Days).

ENWIN continues to take steps to minimize the number of outages experienced by customers, including implementing its Distribution System Plan. For example, ENWIN is continuously replacing end-of-life equipment, implementing system enhancements for automation and redundancy, and keeping up with regular maintenance activities that may result in scheduled outages. ENWIN is always working to learn from equipment failures to improve targeted replacement planning.

## Asset Management

- **Distribution System Plan Implementation Progress**

ENWIN prepared and submitted its Distribution System Plan ("DSP") in 2019 for the period 2020-2024. The DSP outlines ENWIN's forecasted capital expenditures required to maintain and expand the electricity distribution system to serve current and future customers.

The "Distribution System Plan Implementation Progress" measure assesses ENWIN's effectiveness in planning and implementing the DSP. The DSP Investment Plan for 2023 was forecasted at \$18.1 million, while the actual capital spend was \$19.8 million, resulting in an implementation progress of approximately 109.4%.

In 2023, a revised budget of \$19.368 million was targeted to compensate for global supply chain issues in 2021 and 2022, which prevented the completion of some ENWIN capital projects. These supply chain issues pushed some 2022 projects into 2023. Despite these challenges, ENWIN worked with dedication to overcome supply chain constraints and implement sustainment and enhancement projects to facilitate the connection of new 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 methodology that uses a three-year average from 2021 to 2023. ENWIN's efficiency performance has been improving year over year since 2014. In 2023, ENWIN achieved a Group 1 ranking for the first time, a distinction given to the top cost performers in the industry. ENWIN is managing its 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. ENWIN's 2023 total cost per customer is \$817, which represents an increase from the prior year mainly attributed to increased inflationary pressures and higher costs due to storms. However, an increase in total cost per customer is consistent with trends observed across the industry, and ENWIN's cost per customer is comparable to other distributors serving built-out and established communities and energy-intensive customers.

ENWIN is committed to infrastructure reinvestment to meet its customers' expectations for reliability with a reasonable cost. While ENWIN's load base has declined 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 2023 total cost per kilometer of line is \$15,817, which represents an increase compared to the prior year and was mainly attributed to increased inflationary pressures and higher costs due to storms. Rising total cost per kilometer of line is consistent with trends observed across the industry. ENWIN takes great care to adequately plan the annual level of spending needed to operate and maintain its distribution system.

## Connection of Renewable Generation

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

In 2023, ENWIN connected six micro-embedded generation facilities, all within the five-day timeline prescribed by the OEB and matching ENWIN's performance in 2022. This result exceeds the OEB's minimum acceptable industry performance level, which requires 90% of connections to be completed within the prescribed timeline. ENWIN achieved this by conducting daily checks for ESA authorizations, promptly notifying the metering department when connections were ready, and quickly dispatching meter installers. Additionally, to meet the five-day deadline, ENWIN redeployed crews from other projects when regular service crews were unable to meet the timeline.

## Financial Ratios

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

ENWIN's current ratio is 1.92 in 2023 (2.03 in 2022). Compared to the 2022 Ontario industry average of 1.31, this metric demonstrates ENWIN's strong financial position and ability to meet short-term financial obligations. The year-over-year decrease is a result

of a reduction in cash and short-term investments attributed to regulatory timing differences relating to the cost of power. Overall, ENWIN's current ratio exceeds the industry average and is a result of a strong balance sheet and sound financial management.

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

ENWIN's debt to equity ratio is 0.55 in 2023 (0.57 in 2022). This small decrease is a result of strong net income leading to an increase in overall shareholder equity. ENWIN's debt to equity ratio is among the lowest when compared to LDCs of similar size within the province of Ontario. This low debt to equity ratio has been achieved through financial practices focused on liquidity and stability which ensures resources are available to continue future investments in necessary infrastructure.

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

ENWIN's current distribution rates were approved by the OEB under the expectation that it will earn an 8.52% regulatory return on equity (deemed return). Should the achieved return fall outside of this expectation by plus or minus 3%, a regulatory review may be conducted by the OEB.

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

ENWIN's regulated return on equity achieved is 9.75% in 2023 (10.78% in 2022). ENWIN's 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 until the rate riders are fully settled. Despite this, ENWIN's 2023 regulated return on equity exceeded the deemed return of 8.52% as a result of a continued focus on controlling operating expenses and maximizing passive income sources.



## Note to Readers of 2023 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.