

Scorecard - Bluewater Power Distribution Corporation												9/22/2025
									Target			
Performance Outcomes	Performance Categories	Measures		2020	2021	2022	2023	2024	Trend	Industry	Distributor	
<b>Customer Focus</b>  Services are provided in a manner that responds to identified customer preferences.	Service Quality	New Residential/Small Business Services Connected on Time		100.00%	93.92%	90.27%	99.22%	99.11%	⬆️	90.00%		
		Scheduled Appointments Met On Time		100.00%	99.41%	99.03%	100.00%	100.00%	⬆️	90.00%		
		Telephone Calls Answered On Time		82.67%	86.26%	88.21%	90.69%	83.55%	⬆️	65.00%		
	Customer Satisfaction	First Contact Resolution		99.99%	99.93%	99.94%	99.99%	99.95%				
		Billing Accuracy		99.98%	99.99%	99.96%	99.98%	99.99%	➡️	98.00%		
		Customer Satisfaction Survey Results		77.8%	77.8%	80.2%	80.2%	83%				
<b>Operational Effectiveness</b>  Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Level of Public Awareness		87.00%	88.00%	88.00%	91.00%	91.00%				
		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	0	0	0	0	0	➡️		0	
			Rate per 10, 100, 1000 km of line	0.000	0.000	0.000	0.000	0.000	➡️		0.000	
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted <sup>2</sup>		1.95	1.86	1.46	1.03	1.77	⬇️		1.75	
		Average Number of Times that Power to a Customer is Interrupted <sup>2</sup>		2.02	1.59	1.45	0.95	1.66	⬇️		1.72	
	Asset Management	Distribution System Plan Implementation Progress		Near Budget	Near Budget	Near Budget	Completed	Completed				
	Cost Control	Efficiency Assessment		3	3	3	3	3				
		Total Cost per Customer <sup>3</sup>		\$710	\$714	\$779	\$861	\$908				
		Total Cost per Km of Line <sup>3</sup>		\$21,695	\$21,932	\$24,402	\$26,424	\$27,532				
<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).	Connection of Renewable Generation	New Micro-embedded Generation Facilities Connected On Time			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.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)		1.09	0.94	0.77	1.02	1.19				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio		0.72	0.60	0.67	0.71	0.84				
		Profitability: Regulatory Return on Equity	Deemed (included in rates)		8.98%	8.98%	8.98%	9.36%	9.36%			
			Achieved		10.80%	9.39%	7.69%	10.29%	4.89%			
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				

# 2024 Scorecard Management Discussion and Analysis (“2024 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 2024 Scorecard MD&A:

[http://www.ontarioenergyboard.ca/OEB/ Documents/scorecard/Scorecard Performance Measure Descriptions.pdf](http://www.ontarioenergyboard.ca/OEB/Documents/scorecard/Scorecard%20Performance%20Measure%20Descriptions.pdf)

## Scorecard MD&A - General Overview

Bluewater Power is pleased to report on its Scorecard results for 2024. Bluewater Power serves approximately 37,500 customers throughout six Municipalities in Lambton County, and we strive to serve our customers in the most efficient and reliable way every day. The Ontario Energy Board (“OEB”) has determined that the measures below are important for distributors to report on, and the measures touch on all aspects of our service requirements.

### Service Quality

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

Distributors must connect new services for customers within five business days, 90% of the time, unless the customer agrees to a later date. In 2024, Bluewater Power connected 99.11% of new services within the required five-day time frame.

- **Scheduled Appointments Met On Time**

For appointments during regular business hours, Bluewater Power must offer a window of time that is not more than four hours long and must arrive within that window 90% of the time. Bluewater Power met that requirement 100% of the time in 2024.

- **Telephone Calls Answered On Time**

During Bluewater Power’s regular call center hours, phone calls must be answered within 30 seconds, 65% of the time. Bluewater Power received over 26,000 phone calls in 2024, and answered those calls 83.55% of the time within the required 30 seconds. Bluewater Power strives to manage the phone calls in an efficient manner and to be able to handle unforeseen events such as extreme weather, legislative changes, and new business practices within existing staffing levels.

## Customer Satisfaction

- **First Contact Resolution**

First Contact Resolution is a measure of how effective a distributor is at meeting customers' needs the first time they contact the utility. The OEB has not mandated how this measure is to be calculated; therefore, there will be different calculation methods and results determined by different utilities. In Bluewater Power's case, an indicator is included on a customer record to track any instances where the customer seeks a higher level of management to address their concern. The end result is that Bluewater Power successfully addressed 99.95% of customer's questions and concerns at the point of first contact in 2024.

- **Billing Accuracy**

The Ontario Energy Board prescribes a measurement of billing accuracy which must be used by all distributors. Bluewater Power issued over 490,000 bills during 2024, and 99.99% of them were delivered without issue, which exceeds the minimum requirement of 98%.

- **Customer Satisfaction Survey Results**

Distributors are required to report on customer satisfaction results at least every other year. In March 2025, Bluewater Power hired a third-party consultant to perform a telephone-based Customer Satisfaction poll. In total, 360 residential customers and 40 commercial customers were surveyed during a two-week period. The poll surveyed customers on subjects such as reliability of service, accuracy of bills, bill payment options, customer service experience, communications, and overall satisfaction. The resulting overall satisfaction was 83%. This is an increase from the 80.2% reported from the survey two years prior, and the fifth consecutive survey with increasing customer satisfaction.

## Safety

- **Public Safety**

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

The level of public awareness component indicates the level of awareness of key electrical safety precautions among the public, within the distributors service territory. A standard survey across the province was first implemented in 2016, and Bluewater Power completed its fifth bi-annual public safety awareness survey in 2024. Bluewater Power customers have increased their safety awareness to 91% compared to 88% achieved in 2022. This is a positive trend as Bluewater Power continues to provide safety awareness information to customers through various channels. The survey is completed every two years, alternating with the Customer Satisfaction Survey. Therefore, the results reported in 2024 for Level of Public Awareness, remain the same as 2023.

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

Ontario Regulation 22/04 establishes objective based electrical safety requirements for the design, construction and maintenance of electrical distribution systems owned by distributors. Specifically, the regulation requires the approval of equipment, plans, specifications and inspection of construction before the assets are put into service. The regulation is monitored through an audit of compliance. There are 3 levels assessed: Non-compliance (NC), Needs Improvement (NI), and Compliant (C). At Bluewater Power, safety of both the public and employees is paramount; Bluewater Power is pleased to have received a 'Compliant' rating again in 2024.

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

This index measures the number and rate of serious electrical incidents occurring on a distributor's assets affecting the public, and is normalized per km of line. Bluewater Power has had zero serious electrical incidents involving the public over the last five years.

## **System Reliability**

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

An important feature of a reliable distribution system is recovering from power outages as quickly as possible. Bluewater Power must track the average length of time, in hours, that its customers experience power outages throughout the year. This is calculated as the number of total hours of power interruptions divided by the average number of customers served within a year. The 2024 result of 1.77 hours per customer, was an increase from 2023, meaning customers experienced on average 1.77 hours of outage, compared to 1.03 hours of outage the year before. The results were also slightly higher than Bluewater Power's mandated target of no more than 1.75 hours per customer. The cause for the increased outages compared to last year included increased storm activity, increased contact from trees and vegetation and increased outages from defective equipment. The increased duration of the outages were the result of the complexity of the outages and nature of equipment damaged, including station damage that required longer restoration times to address.

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

Bluewater Power also tracks the frequency, or number of times customers experience power outages throughout the year. This is calculated as the number of interruptions divided by the average number of customers served within a year. The 2024 result of 1.66 indicates that on average customers experienced 1.66 outage during the year. This is also an increase compared to the prior year when customers experienced on average 0.95 outages. However, Bluewater still met its target of having less than 1.72 outages per customer. Bluewater Power continually strives to improve the resiliency of the electrical system to withstand the impact of environmental issues such as storms through vegetation management and capital projects to modernize the system. The cause for the increased outages compared to last year included increased storm activity, increased contact from trees and vegetation and increased outages from defective equipment.

## Asset Management

- **Distribution System Plan Implementation Progress**

Bluewater Power undergoes a rigorous planning process each year to establish the amount of asset replacement that is necessary in order to have a safe, reliable distribution system. Each utility uses a different way to assess whether their work is 'on track' with their plans. Bluewater Power categorizes each capital project based on high priority, medium priority or 'other', primarily based on the specific project's impact on system reliability. Actual work during the year may differ due to changing priorities resulting from storm activity, unexpected equipment failure or other unplanned events throughout the year. In 2024, Bluewater Power successfully completed its high priority projects, resulting in the 'Completed' rating.

## Cost Control

- **Efficiency Assessment**

Bluewater Power must manage its costs successfully in order to ensure its customers are receiving value for the service received. The 'total costs' are calculated as the sum of operating expenses and capital costs, including certain adjustments to make the costs more comparable between distributors. These total costs are evaluated to produce a single 'efficiency' ranking for each utility. The ranking is based on the difference between each utility's actual and predicted cost, as determined by a Total Cost Benchmarking study undertaken at the direction of the Ontario Energy Board. Utilities whose actual costs are lower than predicted costs are considered more efficient and are assigned to Group 1 or Group 2. Utilities whose costs are equal or close (+/- 10%) to those predicted are assigned to Group 3, and utilities whose actual costs are higher than predicted costs will be assigned to Group 4 or 5. Bluewater Power continues to rank in the middle ranking (Efficiency Assessment = 3) of five groups which means actual costs are close to what was predicted by the benchmarking study. In 2024, Bluewater Power's 2022-24 threeyear average cost performance was -9.8% or 9.8% better than predicted costs. This was an improvement from the previous 2021-23 three-year average of -8.7% or 8.7% better than predicted costs.

- **Total Cost per Customer**

A measure that can be used to compare utilities is the Total cost per customer. Bluewater Power's cost per customer in 2024 was \$908. Bluewater Power's cost per customer has fluctuated in recent years. In 2020 and 2021 Bluewater Power's costs were lower than usual due to reduced business activities, such as vegetation management, due to Covid and other pressures. The increase in costs in 2022 through 2024 is due to the resumption of Bluewater Power's full work plan as well as higher levels of inflation, increased interest expense and additional capital requirements compared to expense levels previously experienced. Bluewater Power's cost per customer was 1.0% higher than the average cost per customer of distributors in Ontario of \$899.

- **Total Cost per Km of Line**

Similar to the Total Cost per Customer noted above, another measure is the utilities Total Cost per km of line. Bluewater Power's cost per km of line has fluctuated in recent years for the reasons described under the Total Cost per Customer section above, partially offset by an increasing number of km of line as Bluewater Power grows. Bluewater Power's costs of \$27,532 per km of line were 6.8% less than the Ontario average of \$29,549.

## Connection of Renewable Generation

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

All distributors must connect smaller generators (< 10 kW) such as rooftop solar panels, within 5 business days, 90% of the time, unless the customer agrees to a later date. In 2024, Bluewater Power connected 100% of micro-embedded generation facilities within the time requirement.

## Financial Ratios

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

The current ratio measures Bluewater Power's financial liquidity. A ratio of more than 1.0 means a company has more current assets, than current liabilities, and a ratio of less than 1.0 means current liabilities exceed current assets. Bluewater Power's current ratio increased to 1.19 in 2024. This improvement from 1.02 the year before was due to strong cash from operations and the replacement of short term borrowing with long term debt.

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

This ratio measures the degree to which the utility is leveraging itself through its use of borrowed money. Bluewater Power's debt to equity ratio for 2024 is 0.84 which is favourable.

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

Return on Equity is the rate of return that the utility is allowed to earn through its distribution rates, as approved by the Ontario Energy Board. The deemed rate allowed for Bluewater Power remained at 9.36% for 2024. The OEB allows a distributor to earn within +/- 3% of the expected return on equity.

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

The achieved rate indicates the utilities actual Return on Equity earned each year. In 2024, Bluewater Power earned a return on equity of 4.89%. The lower return in 2024 is the result of reassessments of prior-year taxes, requiring an adjustment of approximately \$1.4M. Excluding this adjustment, Bluewater's ROE in 2024 would have been 8.12%. Overall Bluewater Power is proud of its financial results and the ROE is a result of continually managing costs with productivity savings.

## Note to Readers of 2024 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.