

									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%	100.00%	96.15%	100.00%	97.10%	📈	90.00%	
		Scheduled Appointments Met On Time	100.00%	100.00%	100.00%	100.00%	100.00%	➡️	90.00%	
		Telephone Calls Answered On Time	95.46%	94.22%	94.07%	96.35%	96.87%	📈	65.00%	
	Customer Satisfaction	First Contact Resolution	92.48%	92.48	97.38	97.38	97.38			
		Billing Accuracy	99.95%	99.97%	99.94%	99.87%	99.60%	📈	98.00%	
		Customer Satisfaction Survey Results	88.00%	88.00	90.41	90.41	90.41			
<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	84.00%	87.40%	87.40%	85.00%	85.00%			
		Level of Compliance with Ontario Regulation 22/04 <sup>1</sup>	C	C	C	C	C	➡️		C
		Serious Electrical Incident Index	0	0	0	0	0	➡️		0
			10.000	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>	0.03	0.02	0.01	0.01	0.00	📈		0.14
		Average Number of Times that Power to a Customer is Interrupted <sup>2</sup>	0.01	0.01	0.01	0.00	0.00	📈		0.03
	Asset Management	Distribution System Plan Implementation Progress	Completed	Completed	Completed	Completed	100			
	Cost Control	Efficiency Assessment	1	1	1	1	1			
		Total Cost per Customer <sup>3</sup>	\$511	\$493	\$482	\$554	\$576			
		Total Cost per Km of Line <sup>3</sup>	\$33,299	\$31,739	\$32,688	\$37,166	\$39,937			
<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%	➡️	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)	2.04	2.10	2.25	2.23	2.41			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.06	0.03	0.00	0.00	0.00			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.00%	9.00%	9.00%	8.66%	9.36%		
			Achieved	11.35%	13.25%	15.94%	10.68%	4.93%		

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

Scorecard - Cooperative Hydro Embrun Inc.											8/12/2025
									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%	100.00%	96.15%	100.00%	97.10%	📉	90.00%	
		Scheduled Appointments Met On Time		100.00%	100.00%	100.00%	100.00%	100.00%	➡️	90.00%	
		Telephone Calls Answered On Time		95.46%	94.22%	94.07%	96.35%	96.87%	📈	65.00%	
	Customer Satisfaction	First Contact Resolution		92.48%	92.48	97.38	97.38	97.38			
		Billing Accuracy		99.95%	99.97%	99.94%	99.87%	99.60%	📉	98.00%	
		Customer Satisfaction Survey Results		88.00%	88.00	90.41	90.41	90.41			
<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		84.00%	87.40%	87.40%	85.00%	85.00%			
		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	10.000	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>		0.03	0.02	0.01	0.01	0.00	📉		0.14
		Average Number of Times that Power to a Customer is Interrupted <sup>2</sup>		0.01	0.01	0.01	0.00	0.00	📉		0.03
	Asset Management	Distribution System Plan Implementation Progress		Completed	Completed	Completed	Completed	100			
	Cost Control	Efficiency Assessment		1	1	1	1	1			
		Total Cost per Customer <sup>3</sup>		\$511	\$493	\$482	\$554	\$576			
		Total Cost per Km of Line <sup>3</sup>		\$33,299	\$31,739	\$32,688	\$37,166	\$39,937			
<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%	➡️	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)		2.04	2.10	2.25	2.23	2.41			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio		0.06	0.03	0.00	0.00	0.00			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.00%	9.00%	9.00%	8.66%	9.36%			
			Achieved	11.35%	13.25%	15.94%	10.68%	4.93%			
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			

## Cooperative Hydro Embrun Inc.

### 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

In 2024, Cooperative Hydro Embrun ("CHE") met or exceeded all its performance targets. CHE continues to actively pursue new cost control measures, resulting in improved cost-per-customer metrics throughout the year. Since 2015, CHE has consistently ranked among the most efficient local distribution companies (LDCs) in the province. The utility remains focused on identifying cost-saving solutions and fostering cost-sharing initiatives with neighboring utilities to enhance efficiency and deliver value to its customers.

### Service Quality

#### New Residential/Small Business Services Connected on Time

CHEI connected 67 (97.10%) of its 69 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 Ontario Energy Board (OEB).

#### Scheduled Appointments Met on Time

In 2024 CHEI scheduled 5 appointments with its customers to complete work requested by customers, read meters, reconnect, or otherwise necessary to perform. Consistent with the prior year, the utility met 100% of these appointments on time, significantly exceeding the industry target of 100%.

#### Telephone Calls Answered On Time

In 2024, CHEI's customer service team responded to 1,392 of 1,437 customer calls. Of these, 96.87% were answered by an agent within 30 seconds, above the OEB's 65% target for timely responses. This marks an improvement from 2023, when the performance stood at 96.35%.

## Customer Satisfaction

- **First Contact Resolution – Customer Satisfaction**

CHEI conducted its bi-annual survey in the spring of 2023. The below results are still in effect for this current Scorecard.

CHEI uses its customer satisfaction survey to track its "First Contact Resolution" metric. The utility used an average of the following survey questions below. The utility believes that the results reflect accurate results.

- 1) During the past 12 months, have you contacted the utility's customer service for any information or assistance?
- 2) Thinking about your most recent contact with Cooperative Hydro Embrun, did the customer care representative provide you with the information you sought?
- 3) If not, what information did you need that the customer care representative did not provide?
- 4) Overall, how would you rate the customer care representative's performance in handling your request for information?

The survey results are 97.38% and are still applicable until the results of the ongoing survey are completed in 2025.

- **First Contact Resolution – Billing Accuracy**

Billing accuracy reflects how consistently CHEI issues invoices without errors. Between January 1 and December 31, 2024, CHEI generated a total of 31,632 bills with a 99.60% accuracy rate. This performance exceeds the Ontario Energy Board's (OEB) target of 98.00% and highlights CHEI's strong commitment to precision and reliability in billing. CHEI will continue to monitor and refine its billing processes to maintain this high level of accuracy and ensure customers receive dependable service

- **Customer Satisfaction Survey Results**

CHEI conducted a customer satisfaction survey in the spring of 2023. The survey's objectives included measuring:

- Utility's overall performance
- Reliability
- Billing and payment options
- Quality of service provided by customer care
- Quality of service provided by field employees

- Customer awareness and usage of the utility's online services
- Customer support for greater use of renewable energy
- Customer opinions regarding how aggressively sustainable practices should be pursued
- Cost of electricity
- Overall performance

The survey was conducted using Survey Monkey, posted on CHEI's website, and promoted through a bill insert that included a prize draw. The 2023 survey yielded a customer satisfaction ranking of 90.41%, which remains applicable until the results of the ongoing 2025 survey are available.

CHEI intends to continue conducting surveys on a bi-annual basis to monitor and assess customer knowledge, perceptions, and satisfaction with its services, ensuring that customer feedback continues to guide utility planning and service delivery.

## Safety

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

The Public Awareness of Electrical Safety component of the public safety measure aims to measure the awareness of key electrical safety precautions among the public within the electricity distributor's service territory. It measures the effectiveness of distributors' activities in preventing electrical accidents. The utility conducted an online survey between December 2021 and February 2022 424 respondents completed the survey, resulting in an 87.40% score on Public Awareness. As we advance, the utility plans to improve its results by communicating safety measures to its customers. The survey was conducted in the spring of 2025 therefore CHEI will report these results in next year's filing.

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

As a licensed distributor, CHEI must comply with Ontario Regulation 22/04 Electrical Distribution Safety, and compliance with this regulation is subject to annual Audits and Declarations of Compliance. CHEI has established practices and procedures that comply with Ontario Regulation 22/04 and has reported satisfactory Audits. CHEI must also submit an annual Declaration of Compliance for certain sections of the regulation, indicating compliance. ESA also undertakes a series of Due Diligence Inspections with all distributors. No significant items were raised from these inspections.

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

CHEI did not have any severe electrical incidents to report in 2024.

## System Reliability

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

In 2024, CHEI achieved a notable improvement in reliability, with total customer hours of interruption reduced to just 2 hours, affecting 2,690 customers. CHEI's reliability performance remains strong, with most variations tied to poor weather or scheduled maintenance—factors generally outside the utility's control.

When outages do occur within the distribution system, CHEI responds promptly to restore service and minimize impacts. Reliability remains a top priority, and CHEI continues to monitor its distribution assets closely to ensure customers receive consistent and dependable electricity service.

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

CHEI also achieved a significant improvement in 2024, with the number of service interruptions decreasing from 21 in 2023 to just 9 in 2024. This reduction reflects the success of proactive transformer maintenance and other system reliability initiatives. While occasional interruptions may still occur due to weather events or planned maintenance, CHEI remains committed to minimizing service disruptions and providing dependable electricity to its customers.

## Asset Management

- **Distribution System Plan Implementation Progress**

CHEI completed and filed Distribution System Plan ("DSP") as part of its 2023 Cost of Service Application. The Distribution System Plan detailing the utility's historical and projected capital plan can be found in Exhibit 2 of the Cost-of-Service application as posted on the utility's website.

## Cost Control

- **Efficiency Assessment**

The Pacific Economics Group LLC, commissioned by the Ontario Energy Board (OEB), evaluates the total costs of local electricity distribution companies across Ontario to produce a comprehensive efficiency ranking. Since 2015, CHEI has proudly maintained its position in Group 1, the highest efficiency category, which is associated with a stretch factor of 0.00, indicating the most efficient operations in the province.

Being in Group 1 reflects CHEI's dedication to providing customers with reliable and cost-effective service. This ranking is a testament to CHEI's rigorous cost management and strategic approach to both capital investments and operational expenses.

Moving forward, CHEI is committed to upholding this standard of excellence. It will continue to monitor its costs closely and implement best practices to ensure that we remain at the forefront of efficiency in the industry. CHEI's goal is to manage resources in a way that consistently delivers value to the customers, ensuring that they benefit from the highest levels of service efficiency and reliability.

- **Total Cost per Customer**

The total cost per customer is calculated by combining CHEI's capital and operating expenses and dividing the result by the number of customers served. In 2024, this cost was \$576 per customer, an increase from \$554 in 2023. The rise was primarily due to transitional costs associated with a change in management.

CHEI remains committed to managing costs responsibly while maintaining system reliability. The utility continues to proactively replace distribution assets on a carefully planned timeline that balances infrastructure needs with customer rate impacts, as outlined in its 2023 Cost of Service application. CHEI is also implementing productivity and efficiency initiatives to help offset future system enhancement costs. Through ongoing customer engagement, CHEI ensures that its capital spending plans reflect customer priorities and expectations, aligning investments with the needs of the community.

- **Total Cost per Km of Line RRR (2.1.5 utility characteristics)**

In 2024, the total cost per kilometer of line was \$39,937, up from \$37,166 in 2023. This increase reflects higher material costs, while CHEI's service territory has remained unchanged. As noted above, CHEI rebased its rates through the 2023 Cost of Service application and remains committed to balancing system improvements with customer rate impacts.



Looking ahead, costs are expected to remain steady until the next scheduled rate rebasing in 2028. CHEI will continue implementing initiatives that improve system reliability and efficiency while engaging customers in capital spending decisions to ensure investments align with their needs and expectations.

## **Conservation & Demand Management**

- **Net Cumulative Energy Savings (Percent of target achieved)**

As a result of the Minister of Energy, Northern Development and Mines' directive on March 20, 2019, the IESO's Conservation First Framework (CFF) was revoked. All electricity CDM activity for 2019 and 2020 will be centralized and administered by the IESO.

As distributors are no longer working towards the former 2015-2020 CDM targets, the results reported in 2018 with persisting effects up until April 2020 are still accurate.

## **The Connection of Renewable Generation**

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

CHEI did not have any Fit projects in 2024 and did not need Connection Impact Assessments.

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

CHEI did not have any MicroFit projects in 2024.

## Financial Ratios

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

CHEI's current ratio, a key indicator of financial stability, increased slightly from 2.23 in 2023 to 2.41 in 2024. This result demonstrates that CHEI continues to maintain a strong liquidity position, with more than twice the current assets required to cover short-term liabilities.

Maintaining a current ratio in this range reflects CHEI's prudent financial management and its commitment to sustaining a healthy balance sheet. This strength ensures CHEI can meet its obligations while continuing to invest in system reliability and customer service improvements.

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

- In 2024, CHEI reported a total debt to equity ratio of 0.00, confirming that the utility carried no debt obligations. This debt-free position highlights CHEI's conservative financial approach and provides flexibility to respond to future capital needs without the burden of debt servicing.

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

- CHEI's base distribution rates were rebased and approved by the OEB as part of its 2023 Cost of Service application, which included an expected (deemed) return on equity of 8.66%. The OEB permits distributors to earn within a range of  $\pm 3\%$  of the deemed return to account for normal fluctuations.

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

In 2024, CHEI's results reflected both revenue growth and higher operating costs. Distribution revenues rose by about \$60,000, while interest and dividend income increased significantly due to higher returns on short-term investments. On the expense side, OM&A costs were up by roughly \$137,000, largely due to staffing changes, management transition, consulting fees, and regulatory compliance requirements, including cybersecurity. Amortization and tax expenses also increased, while deemed interest rose in line with the OEB's cost of capital methodology.

Overall, these factors highlight the financial impact of organizational transition and compliance obligations, partly offset by stronger revenues. CHEI continues to manage these pressures carefully to maintain financial stability and reliable service delivery.

## Scorecard MD&A - 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 several 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 to 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 judgment on the reporting date of the performance scorecard and could be markedly different in the future.