

									Target	
Performance Outcomes	Performance Categories	Measures	2020	2021	2022	2023	2024	Trend	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	93.74%	95.97%	96.94%	98.57%	98.77%	⬆️	90.00%	
		Scheduled Appointments Met On Time	98.80%	99.96%	98.01%	99.12%	99.45%	⬆️	90.00%	
		Telephone Calls Answered On Time	61.89%	75.99%	76.06%	72.35%	75.90%	⬆️	65.00%	
	Customer Satisfaction	First Contact Resolution	89.30%	93.00%	91.70%	88.97%	90.42%			
		Billing Accuracy	99.60%	99.75%	99.82%	99.87%	99.91%	⬆️	98.00%	
		Customer Satisfaction Survey Results	97.00%	97.00%	90.00%	90.00%	95.00%			
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	84.00%	87.00%	87.00%	89.00%	89.00%			
		Level of Compliance with Ontario Regulation 22/04 ¹	C	C	C	C	C	➡️		C
		Serious Electrical Incident Index	0	0	2	0	0	➡️		0
			Rate per 10, 100, 1000 km of line	0.000	0.000	0.510	0.000	➡️		0.071
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted ²	1.37	1.17	1.71	1.37	1.71	⬆️		1.35
		Average Number of Times that Power to a Customer is Interrupted ²	1.01	1.12	1.19	0.97	1.16	⬆️		1.69
	Asset Management	Distribution System Plan Implementation Progress	76.81%	94.00%	92.48%	116.67%	114.79%			
	Cost Control	Efficiency Assessment	3	3	3	3	3			
		Total Cost per Customer ³	\$630	\$652	\$704	\$794	\$834			
		Total Cost per Km of Line ³	\$27,593	\$28,531	\$31,028	\$34,985	\$36,504			
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	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)	1.29	1.46	0.33	0.83	0.76			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	1.07	1.18	1.33	1.46	1.62			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.43%	9.43%	9.43%	9.43%	9.43%		
			Achieved	6.80%	6.87%	4.86%	5.15%	5.39%		

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>

Scorecard MD&A - General Overview

In April 2019, Elexicon Energy Inc. (“Elexicon”) was formed through the consolidation of Veridian Connections Inc. (“Veridian”), and Whitby Hydro Electric Corporation (“Whitby Hydro”). Elexicon is the fourth largest municipally owned electricity distributor in Ontario. It provides electricity service to approximately 180,000 customers across a nearly 800 sq. km service territory. This service territory spans the communities of Ajax, Belleville, Brock, Clarington, Gravenhurst, Pickering, Port Hope, Port Perry, Uxbridge and Whitby.

For the 2024 reporting year, Elexicon filed its consolidated annual Reporting and Record Keeping Requirements (“RRR”) data with the Ontario Energy Board (“OEB”). The 2020 to 2024 results in this scorecard are based on the 2020 to 2024 RRR data, as filed by Elexicon.

Management is pleased to share its scorecard results and the following discussion and analysis with all interested stakeholders. Overall, Elexicon has met or exceeded OEB performance standards for the majority of its service quality, customer satisfaction and safety metrics. However, Elexicon saw a deterioration in reliability performance driven by defective equipment, tree contacts and weather events. To address the year-over-year degradation of system health, Elexicon has increased its capital and maintenance programs above levels currently funded in rates. Elexicon will be seeking future OEB approval of rates to fund additional necessary and urgent investments in the grid and operations.

Service Quality

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

In 2024, Elexicon successfully connected 98.77% of eligible low-voltage residential and small business customers to its system within the five-day timeline prescribed by the Ontario Energy Board (OEB), which is a year-over-year improvement. Throughout 2024, Elexicon continued to enhance its customer connection and data reporting processes. Despite facing a sustained high volume of new connection requests from low-voltage customers, Elexicon exceeded the OEB service quality target of 90%.

- **Scheduled Appointments Met on Time**

In 2024, Elexicon continued to meet the requirement to schedule and attend appointments within the four-hour window arranged with customers (or their representatives) during regular business hours, achieving a score of 99.45% for appointments met on time, which was an improvement from the previous year's results. This performance significantly exceeds the Ontario Energy Board's (OEB) target of 90%.

- **Telephone Calls Answered on Time**

In 2024, Elexicon effectively managed 98,206 customer telephone inquiries, with 75.90% of calls answered within 30 seconds, exceeding the OEB's 65% target.

Customer Satisfaction

- **First Contact Resolution**

'First contact' resolution measurements have not yet been specifically defined for the industry.

Elexicon's approach involves quantifying the number of customer contacts (including telephone inquiries, written correspondence, and field interactions) related to the same topic or type of inquiry within a given calendar month. Customers who make multiple contacts within the same month for the same type of inquiry are excluded from the first contact resolution measure.

Elexicon achieved 90.42% First Contact Resolution in 2024.

- **Billing Accuracy**

In 2024, Elexicon achieved a billing accuracy of 99.91% which is consistent with previous years' results.

- **Customer Satisfaction Survey Results**

In 2024, Elexicon's customer satisfaction survey score is 95%, which is an improvement compared to the previous survey score of 90% from 2022. This result is from a survey conducted by Elexicon in 2024 and measures the percentage of customers who report being either very or somewhat satisfied with their electricity distributor.

Safety

- **Public Safety**

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

Elexicon achieved a Public Safety Awareness Index of 89% in 2024. This result stems from a Public Awareness of Electrical Safety Survey that was completed in January 2024.

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

In 2024, Elexicon was compliant with Ontario Regulation 22/04, which establishes objective-based electrical safety requirements for the design, construction and maintenance of electrical distribution systems owned by licensed distributors.

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

For 2024, Elexicon's Serious Electrical Incident Index was 0. The Electrical Safety Authority ("ESA") defines a Serious Electrical Incident as an event that may cause or have the potential to cause death or critical injury. This measurement details the number and rate of serious electrical incidents occurring on Elexicon's distribution system and is normalized per 1,000 km of line.

System Reliability

In 2024, Elexicon's system reliability, as measured by the System Average Interruption Duration Index (SAIDI) and System Average Interruption Frequency Index (SAIFI), experienced a decline compared to the previous year. SAIDI measures the average length of an outage and SAIFI measures the average number of outages experienced by a customer. Both SAIDI and SAIFI exhibited deterioration in performance relative to 2023.

The primary contributors to the increase in SAIDI and SAIFI were defective equipment and tree contacts.

Elexicon faced a major event in November 2024, when a severe winter storm in the Gravenhurst area caused significant outages due to adverse weather conditions. The storm resulted in widespread power interruptions, but only two days met the OEB's criteria for a major event, which were excluded from the SAIDI/SAIFI calculations.

To address the year-over-year degradation of system health, Elexicon has increased its capital and maintenance programs, and will be seeking OEB approval of rates to fund additional necessary and urgent investments in the grid and operations.

Elexicon continues to prioritize critical capital and maintenance initiatives and collaborate with vegetation management contractors to minimize tree contact incidents and improve overall reliability.

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

Elexicon's year-end measurement for 2024 on the System Average Interruption Duration Index (SAIDI) reported a score of 1.71 hours, indicating an average of 1.71 hours of interruption per customer. This result is above the Ontario Energy Board (OEB) target of 1.35 hours and represents a decline in performance compared to the previous year's results.

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

Elexicon's year-end measurement for 2024 on the System Average Interruption Frequency Index (SAIFI) reported a score of 1.16, indicating an average of 1.16 interruptions per customer. This result is below the Ontario Energy Board (OEB) target of 1.69 and represents a decline in performance compared to the previous year's results.

Asset Management

- **Distribution System Plan Implementation Progress**

Elexicon remains committed to prudently managing its annual capital investments. Elexicon uses the following formula to calculate DSP Implementation Progress:

DSP Implementation Progress = (Total Annual Actual Capital Spend) / (Approved Annual Capital Budget)

Performance result of 100% would mean that the actual capital expenditures were equal to the planned budget. In 2024, Elexicon reported a Distribution System Plan Implementation Progress value of 114.79%.

Cost Control

- **Efficiency Assessment**

In 2024, Elexicon's actual total costs were below the predicted costs by 3.3% and Elexicon was placed in Group 3 (actual costs are within +/- 10% of predicted costs).

The OEB uses an econometric model evaluated annually that compares each electricity distributor's actual total costs to the total costs predicted by the model. Depending on the percentage difference between the predicted and actual costs over a three-year average, the distributor is assigned to one of five groupings (1 being the most efficient, 5 being the least efficient).

- **Total Cost per Customer**

In 2024, the total cost per customer was \$834 compared to \$794 in 2023. This metric is calculated by dividing the total of Elexicon's 2024 operating and capital costs, as derived within the OEB efficiency assessment model, by the total number of customers Elexicon serves.

Elexicon experienced higher operating costs per customer in 2024 due to inflationary pressures and incremental business requirements (e.g. maintenance programs).

Over the last few years, capital costs have trended higher as Elexicon has focused on the renewal and modernization of its distribution assets, while also balancing a substantial volume of customer driven projects. Elexicon will continue to manage asset replacement and rehabilitation and be prudent in its spending.

- **Total Cost per Km of Line**

The 2024 total cost per km of line was \$36,504. This is an increase of 4.3% over 2023.

This metric is calculated by taking Elexicon's total 2024 operating and capital costs, as derived within the OEB efficiency assessment model, and dividing this cost by the total kilometers of line that Elexicon operates to serve its customers.

The additional kilometers of line in any given year can vary and as such, total cost per km of line can vary year over year. Variability is due to the OEB model using gross capital costs to calculate total costs. Third-party capital costs, such as roadwork construction, which do not necessarily add to the size of the system, are also beyond Elexicon's control and are significantly funded by third parties.

Connection of Renewable Generation

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

In 2024, Elexicon maintained a 100% success rate in connecting new micro-embedded generation facilities on time.

Financial Ratios

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

Elexicon's current ratio decreased from 0.83 in 2023 to 0.76 in 2024, primarily due to higher accounts payable and accrued liabilities balances as a result of timing and increase in necessary capital investments over prior year.

The current ratio is calculated by dividing the sum of a distributor's "Current Assets" by the sum of the distributor's "Current Liabilities" and indicates whether or not the distributor has enough resources (assets) to pay its debts (liabilities) over the next 12 months. Current assets represent cash and other assets that are expected to become cash within the next 12 months. Conversely, current liabilities are financial obligations that are anticipated to be paid within the next 12 months.

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

Elexicon's total debt to equity ratio increased from 1.46 in 2023 to 1.62 primarily due to an increase in debt in order to finance capital investment in the distribution system driven by growth in Elexicon's service territory. The debt-to-equity ratio measures the extent to which assets are financed by debt and equity for an entity.

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

Elexicon's current distribution rates for the Veridian and Whitby rate zones were approved by the OEB and include an expected (deemed) regulatory return on equity. The weighted average deemed ROE for Elexicon is calculated as 9.43% based on the predecessor distributors' last approved cost of service rate applications. The OEB allows a distributor to earn within +/- 3% of the deemed return on equity. If a distributor performs outside of a range of +/- 3% of the deemed ROE, this may trigger a review of the distributor's revenue and cost structures.

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

Elexicon's achieved regulatory return on equity in 2024 was 5.39%, which is 4.04% below the deemed ROE of 9.43%. The major drivers resulting in the lower achieved ROE include the cumulative impact of external factors such as inflation, unfavorable weather events, a competitive labour market, increasing insurance costs, the shift to cloud related services, increased requirements related to cyber security, as well as capital demands due to growth in Elexicon's territory. The increased capital work program has resulted in downstream OM&A costs related to procurement, operations, maintenance, work management to enable successful execution of growing programs.

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.