

									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		100.00%	100.00%	100.00%	100.00%	100.00%	➡	90.00%	
		Scheduled Appointments Met On Time		100.00%	100.00%	100.00%	100.00%	100.00%	➡	90.00%	
		Telephone Calls Answered On Time		94.81%	95.02%	97.72%	92.09%	86.62%	⬇	65.00%	
	Customer Satisfaction	First Contact Resolution		100%	99.91%	100%	99.84%	100%			
		Billing Accuracy		99.98%	99.99%	99.99%	99.92%	99.85%	⬇	98.00%	
		Customer Satisfaction Survey Results		98.2% Good	97.4% Good	97.4% Good	98.4% Good	98.4% Good			
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		77.43%	79.00%	79.00%	78.54%	78.54%			
		Level of Compliance with Ontario Regulation 22/04 ¹		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 ²		3.25	5.19	2.06	6.87	0.74	⬇		2.98
		Average Number of Times that Power to a Customer is Interrupted ²		1.24	2.18	1.14	1.67	0.32	⬇		1.51
	Asset Management	Distribution System Plan Implementation Progress		New DSP	Completed	Completed	Implemented	Implemented			
	Cost Control	Efficiency Assessment		1	1	1	1	1			
		Total Cost per Customer ³		\$543	\$570	\$599	\$669	\$735			
		Total Cost per Km of Line ³		\$14,874	\$15,946	\$16,793	\$18,479	\$20,319			
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								90.00%	
Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)		1.99	2.39	2.43	2.11	2.11			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio		0.21	0.24	0.23	0.21	0.19			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.19%	8.34%	8.34%	8.34%	8.34%			
			Achieved	7.18%	20.43%	7.50%	8.12%	13.96%			
<div>1. Compliance with Ontario Regulation 22/04 assessed: Compliant (C); Needs Improvement (NI); or Non-Compliant (NC).</div> <div>2. An upward arrow indicates decreasing reliability while downward indicates improving reliability.</div> <div>3. A benchmarking analysis determines the total cost figures from the distributor 's reported information.</div>							Legend:	5-year trend ⬆ up ⬇ down ➡ flat	Current year 🟢 target met 🟡 target not met		

Annex A - 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, Hearst Power Distribution Company Ltd. (HPDC) exceeded all performance targets when compared to the industry standards.
- In 2025, the company expects to maintain, or increase where possible, its overall scorecard performance results as compared to prior years. HPDC expects similar, or slightly improved, performance as a result of enhanced system reliability due to the company’s major investment in its distribution system plant, as per HPDC’s 2021-2025 implemented Distribution System Plan, and continued responsiveness to customer feedback.

Service Quality

- **New Residential/Small Business Services Connected on Time**
In 2024, HPDC connected all low-voltage residential and small business customers on-time (100%). As usual, HPDC views customer connections as a top priority and continues to exceed the 90% OEB-mandated threshold.
- **Scheduled Appointments Met On Time**
HPDC scheduled 196 appointments in 2024 which have been 100% completed on-time and as required. HPDC continues to exceed the industry target of 90%. The work requests include, but are not limited to, disconnections, reconnections, tree trimming inquiries, etc.
- **Telephone Calls Answered On Time**
In 2024, HPDC received 1,517 calls, of which 1,314 were answered within 30 seconds. That is an annual 86.62% achievement for HPDC, which is lower than in 2023 but still significantly greater than the 65% OEB-mandated target. A new IVR telephone system was implemented in 2024 which enable HPDC to better track and document incoming calls.

Customer Satisfaction

- **First Contact Resolution**

In 2024, 100% of telephone calls and written inquiries were resolved on first contact with Hearst Power representatives (No follow-up required).

- **Billing Accuracy**

For the period of January 1st, 2024 to December 31st, 2024, HPDC issued 33,582 invoices and achieved a billing accuracy of 99.85%. This compares favorably to the prescribed OEB target of 98%. HPDC continues to monitor its billing accuracy results and processes to identify opportunities for improvement.

- **Customer Satisfaction Survey Results**

The customer survey was developed through a collaborative effort of, Hearst Power Distribution Company Limited Inc., Hydro Hawkesbury Inc., Hydro 2000 Inc., Cooperative Hydro Embrun, Renfrew Hydro and Ottawa River Power Corporation (“the Group”). The Group was assisted by Tandem Energy Services Inc. for developing the survey. The main purpose of the collaborative effort was to minimize the cost of the survey by the sharing of intellect and resources.

In the year 2023, HPDC conducted its customer satisfaction survey amongst all customer classes, where clients were given a possibility to express their needs and opinions by completing an online, telephone or hard copy survey. Out of approximately 2,600 HPDC residential and small and medium business customers, 510 or 19.6% responded to the survey. The results identified 98.4% overall good or better performance which compares similarly to the previous survey results.

Safety

- **Public Safety**

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

In 2023, HPDC conducted a Safety Awareness survey amongst all its customers, which resulted in an overall score of 78.54%, which is very similar to the previous 2021 ESA survey (79%). The survey was developed by the Electrical Safety Association to monitor the efforts and impact LDCs are having on improving public electrical safety. HPDC also continues to publish educational communiqués, which provide written information to the general public on electrical subjects via newspapers and our website. This program was developed to keep customers educated & informed on electrical safety, and to provide some background on the complex electrical sector.

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

In 2024, HPDC was audited and noted as being compliant with Ontario Regulation 22/04 (Electrical Distribution Safety). This was achieved by our strong commitment to safety, and adherence to company procedures & policies. Ontario Regulation 22/04 - *Electrical Distribution Safety* 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**

Over the past five years, HPDC did not have any serious electrical incident.

System Reliability

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

In 2024, HPDC's average number of hours of power interruption to a customer was 0.74, a significant decrease of 6.13 over 2023 and 2.24 lower than the distributor specific target of 2.98. Of this 2024 ratio, 45% (0.33) is due to planned pole and transformer changes that were increased to 50 poles per year in the 2021-2025 Distribution System Plan ("DSP") versus the previous 2015-2020 DSP which averaged 30 poles per year. HPDC expects slightly higher results next year as there were very few uncontrollable outages (tree contact, lightning, adverse weather, human/animal foreign interferences). To help keep this ratio low, HPDC continues to install new circuit switches for planned maintenance work.

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

In 2024, HPDC's average number of times that power to a customer was interrupted was 0.32, which is lower when compared to last year's 1.67 and the distributor's target of 1.51. HPDC expects an outcome near the distributor's target for 2024, planned outages for the refurbishment of our outside plant will continue but uncontrollable outages are expected to rise when compared to the abnormally low amount in 2024.

The implemented Distribution System Plan, the continued asset surveys and the replacement of deteriorated assets continue to contribute in maintaining a satisfactory average.

Asset Management

- **Distribution System Plan Implementation Progress**

HPDC's most recent Distribution System Plan (DSP) was approved in 2021 for the period of 2021 to 2025. The plan, which was included with our OEB EB-2021-0027 rate application, was implemented in 2021 and included a pole replacement program. The pole replacement program was established in consideration of a pole survey that identified pole assets in bad condition and in need of replacement. The pole survey identified 221 poles in poor or below average condition.

The main driver for the pole replacement program is the risk of plant failing in service and creating long outages for customers, and added O&M costs for the utility. This is intensified if there are simultaneous failures, and if the failures are the result of weather stressors such as high winds. Also, there are some safety benefits to doing the pole replacement project. First is the reduction of the possibility of poles falling in adverse weather and causing accidents or damage to property. Second is the safety related to the potential loss of power during extreme cold weather and the loss of heat for an extended period of time.

The 5-year Distribution System Plan was implemented in 2021, and after the fourth year (2024), 183 poles in poor condition have been replaced.

Cost Control

- **Efficiency Assessment**

HPDC received an efficiency assessment of 1 for the year 2024. The efficiency rating means that actual costs are >25% below predicted costs. No changes are expected in the year 2025.

- **Total Cost per Customer**

As shown in the 2024 Scorecard, HPDC's total cost per customer is \$735. This number is an increase of \$66 compared to the previous year, and accounts for a year-over-year increase of 9.9%. The increase is reflective of higher human resources expenses and material price increases. The year-over-year increase for 2025 is predicted to be similar as a new employee will need to be hired and be trained prior to the Senior Administrative Assistant retirement.

- **Total Cost per Km of Line**

In 2024, HPDC had an average of 28 customers per Km of line (includes primary and secondary circuits) which reflected a total cost of \$20,319 per Km of line (increase of \$1,840 compared to 2023). The increase for 2025 is forecasted to be similar than 2024 as a new employee will need to be hired and be trained prior to the Senior Administrative Assistant retirement.

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 authorization from the Electrical Safety Authority. In 2024, HPDC did not complete any CIA as no such request was received for renewable generation connection.

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

In 2024, no new net-metered generation customers were connected on Hearst Power's distribution grid. No new net-generating systems request for connection are anticipated for 2024 as the current price structure for these project is cost prohibited and Provincial grants are very limited.

Financial Ratios

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

As an indicator of financial health, a current ratio that is greater than 1 is considered good as it indicates that the company can pay its short-term debts and financial obligations. Companies with a ratio of greater than 1 are often referred to as being "liquid". The higher the number, the more "liquid" and the larger the margin of safety to cover the company's short-term debts and financial obligations.

HPDC's current ratio stayed the same at 2.11 from 2023 to 2024. HPDC's ratio for subsequent years is expected to remain stable near 2. Large capital investments are required in the distribution plant and will continue to be implemented as per the 2021-2025 Distribution System Plan.

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

The OEB uses a deemed capital structure of 60% debt, 40% equity for electricity distributors when establishing rates. This deemed capital mix is equal to a debt-to-equity ratio of 1.5 (60/40). HPDC had a debt-to-equity ratio of 0.19 in 2024 which is almost the same as the 0.21 ratio of the previous year. HPDC forecasts slightly higher debt-to-equity ratio in the future year due to the need to renew a derrick digger truck which is worth near 600k\$.

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

HPDC's distribution rates were approved by the OEB in a Cost-of-Service Application, effective as of May 1st, 2021, and include an expected (deemed) regulatory return on equity of 8.34% for 2024.

The OEB allows a distributor to earn within +/- 3% of the expected return on equity. When a distributor performs outside of this range, the actual performance may trigger a regulatory review of the distributor's revenues and costs structure by the OEB.

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

HPDC's return on equity achieved in 2024 was 13.96%, which is over +/- 3% of the expected Return on Equity (ROE) approved by the OEB. The higher 2024 achieved ROE is due to an increase in Other Revenues as following new Provincial regulation (OUINS Act), HPDC is being contracted to locate other utility underground services, as well as and increase in jobbing revenues due to third party projects/requests.

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 judgment on the reporting date of the performance scorecard, and could be markedly different in the future.