

									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	98.10%	100.00%	98.88%	98.57%	98.55%	⬆️	90.00%	
		Telephone Calls Answered On Time	99.96%	99.92%	99.95%	99.90%	88.60%	⬇️	65.00%	
	Customer Satisfaction	First Contact Resolution	82.22	82	82	82	82			
		Billing Accuracy	99.54%	99.65%	99.95%	99.94%	99.99%	⬆️	98.00%	
		Customer Satisfaction Survey Results	83.93	84	84	84	84			
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	76.33%	89.00%	89.00%	89.80%	89.80%			
		Level of Compliance with Ontario Regulation 22/04 ¹	C	C	C	C	C	➡️		C
		Serious Electrical Incident Index	0	0	0	0	0	➡️		0
			Rate per 10, 100, 1000 km of line	0.000	0.000	0.000	0.000	➡️		0.000
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted ²	5.63	8.10	11.91	1.49	2.57	⬆️		6.55
		Average Number of Times that Power to a Customer is Interrupted ²	2.66	2.11	4.85	2.08	0.93	⬆️		2.50
	Asset Management	Distribution System Plan Implementation Progress	Completed	completed	complete.	0	100			
	Cost Control	Efficiency Assessment	1	1	1	1	1			
		Total Cost per Customer ³	\$305	\$319	\$327	\$395	\$391			
		Total Cost per Km of Line ³	\$23,523	\$24,699	\$25,176	\$30,494	\$30,291			
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)	1.77	1.66	1.95	1.72	1.56			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.70	0.66	0.61	0.60	0.58			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.00%	9.00%	9.00%	9.00%	9.00%		
			Achieved	6.57%	4.58%	10.41%	0.64%	5.20%		

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

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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

Hydro Hawkesbury Inc.

2024 Scorecard Management Discussion and Analysis (2024 Scorecard MD&A)

Scorecard MD&A - General Overview

In 2024, Hydro Hawkesbury Inc. (“HHI”) showcased remarkable performance by achieving or surpassing every target across all operational categories. The utility's results reflect not only its efficiency but also its adept management of resources, despite operating with a streamlined workforce and maintaining impressively low costs. HHI's dedication to excellence is evident in its continued dominance as the top performer in the province for efficiency since 2006.

Operating with a minimal staff complement, HHI has demonstrated that high performance and cost-effectiveness are not mutually exclusive. The utility's strategic focus on cost-saving measures and operational optimization has set a benchmark for the industry. Additionally, HHI's proactive approach in collaborating with neighboring utilities exemplifies its commitment to enhancing resource utilization and driving collective success.

This combination of low operational costs, a lean yet effective team, and top-tier performance underscores HHI's status as a leader in the sector, continually striving for excellence while maximizing value for its stakeholders.

Service Quality

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

In 2024, Hydro Hawkesbury Inc. (“HHI”) connected all 5 new services to its system within the Ontario Energy Board's (OEB) stringent five-day deadline. HHI excels in coordinating these connections with local municipalities and other agencies, ensuring seamless integration between municipal and electrical distribution construction activities. This commitment to efficient and collaborative execution underscores HHI's dedication to delivering exceptional service and optimizing infrastructure development.

- **Scheduled Appointments Met on Time**

In 2024, Hydro Hawkesbury Inc. (“HHI”) scheduled 117 customer appointments for services such as work requests, meter readings, and reconnections. HHI arrived on time for 99.15% of these appointments, surpassing the industry target. Notably, 116 out of 117 appointments involving direct customer or representative interaction were met on time, highlighting HHI’s strong commitment to timely, reliable service delivery.

- **Telephone Calls Answered on Time**

In 2024, HHI received 5,165 qualified incoming calls. Of these, 4,576 (88.60%) were answered by an agent within 30 seconds, far surpassing the Ontario Energy Board’s (OEB) target of 65%. Only 2 calls (0.04%) were abandoned after 30 seconds, well below the OEB’s 10% threshold.

This outstanding performance is particularly notable given HHI’s lean staffing model and reflects the team’s strong commitment to delivering timely, reliable customer service.

Customer Satisfaction

- **First Contact Resolution**

HHI tracks its “First Contact Resolution” metric through its customer satisfaction survey. To comply with this requirement, HHI uses an average of responses to the following survey questions:

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 Hydro Hawkesbury Inc., did the customer care representative provide you with the information you required?
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?

Based on the most recent survey, HHI reported a First Contact Resolution score of 82%. The utility last conducted its biannual satisfaction survey in the spring of 2023, and a new survey is currently underway. The updated results will be reported in next year's filing and included in the MD&A.

Billing Accuracy

Billing accuracy represents the number of customer invoices within the utility's control that were created without errors. For 2024, HHI issued more than 68390 bills and achieved a billing accuracy of 99.99% with only 8, which was erroneous. This compares favourably to the prescribed OEB target of 98%.

HHI continues to monitor its billing accuracy results and processes to identify opportunities for improvement.

- **Customer Satisfaction Survey Results**

The utility last conducted its biannual satisfaction survey in the spring of 2023, and a new survey is currently underway. The updated results will be reported in next year's filing and included in the MD&A.

- 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 department'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 utility used Survey Monkey to publish its survey and posted it on its website. A bill insert communicating the survey and prize was included in all bills. The utility established that the desired sampling margin of error (confidence interval) was no more

significant than (+/-) 5 percentage points at a 95% confidence level. The margin of error measures the precision of a sample estimate of the population value. It uses probability to demonstrate the accuracy of a sample estimate by providing a range of values in which a sample value would be expected to fall. In general, the margin of error provides a 95% confidence interval. The utility received 88 responses.

The survey yielded a customer satisfaction ranking of 84%.

The utility intends to survey its customers bi-annually to monitor and assess residential and commercial customer knowledge, perceptions and satisfaction regarding utility services.

Safety

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

The Public Awareness of Electrical Safety component measures how well customers understand critical electrical safety precautions within the distributor's service territory. It reflects the effectiveness of utility activities aimed at preventing electrical accidents.

An online survey conducted between December 2021 and February 2022 resulted in a Public Awareness score of 89%. Looking ahead, the utility will continue to strengthen communications with customers to further improve safety awareness. A follow-up survey was conducted in the spring of 2025, and those results will be reported in the 2025 MD&A.

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

As a licensed distributor, HHI must comply with Ontario Regulation 22/04 Electrical Distribution Safety, and compliance with this regulation is subject to annual Audits and Declarations of Compliance. HHI has established practices and procedures that comply with Ontario Regulation 22/04 and has reported satisfactory Audits. HHI must also submit an annual Declaration of Compliance for certain sections of the regulation; these have also indicated 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**

HHI did not have any severe electrical incidents to report in 2024

System Reliability

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

In 2024, HHI recorded a total of 33 interruptions, resulting in 31,704 customer hours of interruption. With an average customer base of 5,676, this equates to a SAIDI of 5.59 hours per customer. After excluding loss of supply and major event outages, the adjusted SAIDI improved to 2.57 hours per customer.

- Key factors influencing 2024 reliability included:
- Routine Maintenance – Scheduled work that required temporary service interruptions.
- Weather-Related Events – Severe storms that contributed to service disruptions.
- Equipment-Related Issues – Targeted cases of defective or aging infrastructure that required immediate corrective action.

While certain interruptions are unavoidable due to weather or required maintenance, HHI continues to focus on proactive asset management and system upgrades to minimize outage durations and enhance reliability.

In 2024, HHI customers experienced 11,379 customer interruptions, resulting in a SAIFI of 2.00 interruptions per customer. When adjusted to exclude loss of supply and major event days, the SAIFI improved to 0.93 interruptions per customer.

These results reflect HHI's continued investment in preventive maintenance and operational improvements. The utility remains committed to minimizing both the frequency and duration of outages through ongoing monitoring, system reinforcements, and timely response to service disruptions.

Asset Management

- **Distribution System Plan Implementation Progress**

HHI filed a Distribution System Plan (“DSP”) in its 2025 Cost of Service application which is currently under review.

Cost Control

- **Efficiency Assessment**

The total costs for Ontario’s local electricity distribution companies are evaluated by Pacific Economics Group LLC on behalf of the Ontario Energy Board (OEB), providing a comprehensive efficiency ranking. Since 2006, Hydro Hawkesbury Inc. (“HHI”) has consistently achieved a top-tier ranking in Group 1, which includes a stretch factor of 0.00. This consistent performance through 2024 underscores HHI’s unwavering dedication to operational excellence and efficiency.

HHI's continued presence in Group 1 highlights its adept management of costs compared to peers, reflecting effective strategies in balancing capital and operating expenses. Looking ahead, HHI remains committed to rigorous cost monitoring and proactive management. The utility aims to further enhance its operations, striving for even greater efficiency and reinforcing its position as a leader in cost-effective electricity distribution.

- **Total Cost per Customer**

HHI’s costs decreased in 2024, reflecting greater stability following the staffing challenges experienced in the post-COVID period. The total cost per customer is calculated as the sum of HHI’s capital and operating costs divided by the number of customers served. In 2024, the cost was \$391 per customer, down from \$395 per customer in 2023.

The reduction reflects a return to more stable operations; however, capital costs remain elevated due to necessary investments in distribution system maintenance to support reliability. HHI notes that it filed a Cost of Service application in 2025 to better align its

costs with customer rates. HHI will continue proactively replacing distribution assets on a carefully managed timeline that balances system risks with customer rate impacts.

To manage future cost pressures, HHI is committed to implementing productivity and efficiency initiatives while continuing customer engagement to ensure that investment plans reflect customer needs and expectations..

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

In 2024, Hydro Hawkesbury Inc. (“HHI”) reported a cost of \$30,291 per kilometer of line, a slight decrease from \$30,494 in 2023. This stabilization follows several years of increases driven by rising operational and maintenance expenses, as well as infrastructure investments to enhance reliability and meet regulatory requirements.

Despite these pressures, HHI remains committed to carefully managing system costs. The utility continues to pursue innovative approaches to keep the cost per kilometer of line competitive and within acceptable limits for customers. These initiatives include optimizing construction practices and sourcing cost-effective materials and methods. By continuously refining its approach, HHI seeks to balance high service quality with cost control, ensuring customers continue to receive reliable electricity at fair and sustainable rates.

Conservation & Demand Management

- **Net Annual Peak Demand Savings (Percent of target achieved) & Net Cumulative Energy Savings (Percent of target achieved)**

As a result of the Minister of Energy, Northern Development and Mines’ directive on March 20, 2020, the IESO’s Conservation First Framework (CFF) was revoked. All electricity CDM activity for 2020 and 2021 will be centralized and administered by the IESO.

As distributors are no longer working towards the former 2015-2021 CDM targets, reporting on CDM targets and results and no longer applicable.

Connection of Renewable Generation

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

HHI did not have any Fit projects in 2024 and, as such, did not need Connection Impact Assessments

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

HHI did not connect MicroFit projects in 2024.

Financial Ratios

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

HHI recorded a liquidity ratio of 1.56 in 2024, a decline from 1.72 in 2023 and 1.95 in 2022. While this downward trend reflects a gradual weakening in HHI's short-term financial flexibility, the ratio remains above 1.0, indicating that the utility continues to have sufficient current assets to cover its immediate liabilities. Ongoing monitoring and prudent financial management will be important to maintain adequate liquidity going forward.

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

In 2024, HHI reported a debt-to-equity ratio of 0.58, continuing a steady reduction from 0.60 in 2023 and 0.61 in 2022. This remains below the OEB's deemed capital structure of 60% debt and 40% equity (a 0.60 ratio), reflecting HHI's conservative leverage position.

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

HHI's deemed regulatory return on equity, as established by the OEB, remains at 9.00%. The OEB allows distributors to earn within a range of $\pm 3\%$ of this benchmark.

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

In 2024, HHI achieved an actual return on equity of 5.20%, an improvement over 0.64% in 2023, though still below the deemed 9.00%. This result indicates ongoing financial challenges but demonstrates progress toward improved cost management and operational efficiency. Continued focus on aligning revenues with costs will be critical to support sustainable financial performance.



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 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. It could be markedly different in the future.