

									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	99.97%	99.91%	99.83%	99.66%	99.47%	➡	65.00%	
	Customer Satisfaction	First Contact Resolution	99.9	99.9	99.9	99.9	99.9			
		Billing Accuracy	99.95%	99.98%	99.69%	99.99%	100.00%	⬆	98.00%	
		Customer Satisfaction Survey Results	81%	81	81	81	81			
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	84.20%	84.10%	84.10%	84.10%	85.00%			
		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	2.86	1.23	0.48	0.66	4.09	⬆		1.32
		Average Number of Times that Power to a Customer is Interrupted ²	2.39	0.63	0.46	0.73	1.84	⬆		0.97
	Asset Management	Distribution System Plan Implementation Progress	Completed	Completed	Completed	Completed	Completed			
	Cost Control	Efficiency Assessment	1	1	1	1	1			
		Total Cost per Customer ³	\$459	\$427	\$514	\$579	\$616			
		Total Cost per Km of Line ³	\$22,464	\$21,189	\$25,485	\$29,265	\$31,361			
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)	1.70	1.11	1.05	1.34	1.05			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.40	0.39	0.55	0.67	0.64			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.19%	9.19%	9.19%	9.19%	9.21%		
			Achieved	6.72%	10.70%	10.85%	8.20%	10.06%		

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 2023 Scorecard MD&A:

<http://www.ontarioenergyboard.ca/OEB/ Documents/scorecard/Scorecard Performance Measure Descriptions.pdf>

Scorecard MD&A - General Overview

- In 2024, WDI built on the progress made in 2023 by further modernizing infrastructure, replacing aging assets, and enhancing customer experience, all while supporting community growth and system reliability. It also continued to advance the plans outlined in its 2024 Cost-of-Service (COS) Application and Distribution System Plan (DSP), reinforcing its commitment to long-term sustainability and reliable service delivery.

WDI continued to demonstrate strong capital investment in 2024, with expenditures continuing to focus on pole-line rebuilds and supporting another year of residential development activity across the Town of Wasaga Beach. The year also included progress on planned investments in the beachfront area, further strengthening our infrastructure and positioning the community for continued growth.

Consistent with prior years, addressing aging infrastructure remained a central focus for WDI in 2024. Recognizing the need for a resilient and reliable distribution system in the face of challenges such as extreme weather, WDI made further meaningful progress in replacing older assets, strengthening both system stability and long-term service reliability.

Finally, WDI continues to prioritize customer needs and expectations. Much of 2024 was dedicated to implementing our new customer portal that officially launched in early 2025. This platform provides customers with convenient access to account information, billing, and outage updates, reflecting our ongoing commitment to enhancing the overall customer experience. Looking ahead, we remain focused on investing in innovative solutions that improve service, promote environmental sustainability, and deliver reliable, cost-effective electricity.

Service Quality

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

In 2024, WDI connected 320 low voltage (connections under 750 volts) new residential and small business customers within the five-day timeline as prescribed by the Ontario Energy Board. This represents a decrease of 48.14% in the number of connections over 2023. WDI considers “New Services Connected on Time” as an important form of customer engagement as it is the utility’s first opportunity to meet 2024 Scorecard MD&A and/or exceed new customers’ expectations, which in turn affects the level of customer satisfaction within a utility’s territory. Consistent with 2023, in 2024 WDI connected 100% of these customers on time, which exceeds the Ontario Energy Board’s mandated target of 90% for this measure.

- **Scheduled Appointments Met On Time**

WDI considers “Scheduled Appointments Met” as an important form of customer engagement as customer preference is required for all types of appointments. While the number of scheduled appointments decreased 84.21% over the previous year, WDI met 100% of these appointments on time in 2024, which significantly exceeds the Ontario Energy Board’s mandated target of 90% for this measure. WDI expects this trend to continue into the foreseeable future.

- **Telephone Calls Answered On Time**

In 2024, WDI received 16,018 telephone calls from its customers. This represents an increase of 16.58% in the number of calls over 2023. WDI considers “Telephone Calls” to be an important communication tool for identifying and responding to customers’ needs and preferences. Consistent with prior years, Customer Service Representatives answered 99.47% of these calls in 30 seconds or less, which exceeds the Ontario Energy Board mandated target of 65% for this measure. WDI expects to see this trend continue into the foreseeable future.

Customer Satisfaction

- **First Contact Resolution**

Historically, WDI defines First Contact Resolution as the number of customer inquiries that are not resolved by the first contact at the utility, resulting in the inquiry being escalated to an alternate contact at the utility, typically a senior staff member. For 2024, the First Contact Resolution was reported as the number of customer inquiries that are resolved the first time they contact the utility, not resulting in the enquiring being escalated to a supervisor or manager. This updated definition is consistent with industry reporting. WDI considers the ability to address customer inquiries quickly and accurately to be an essential component of customer satisfaction. For 2024 WDI received 16,018 inquiries from customers and 99.9% were successfully resolved during first contact.

- **Billing Accuracy**

Billing accuracy is defined as the number of accurate bills issued expressed as a percentage of total bills issued. WDI considers timely and accurate billing to be an essential component of customer satisfaction. For 2024, WDI achieved a billing accuracy of 100.00% which is within the Ontario Energy Board mandated target of 98%.

- **Customer Satisfaction Survey Results**

WDI completes a Customer Satisfaction Survey every two years. The last one occurred in 2023 and was conducted by Advanis. WDI attained a score of 81%. WDI will complete its next survey in 2025.

Safety

- **Public Safety**

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

Every two years, WDI conducts an Electrical Safety Authority survey. The last one was completed in 2024 by Advanis. This component gauges the public's awareness of key electrical safety concepts related to electrical distribution equipment found in a utility's territory. The survey provides a benchmark of the levels of awareness including identifying gaps where additional education and awareness efforts may be required. In 2024, WDI along with the other CHEC Utilities retained Advanis to perform a standardized survey utilized by all utilities. WDI received a survey result of 85.00% which was slightly above the CHEC survey average.

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

Component B consists of a utility's compliance with Ontario Regulation 22/04 – Electrical Distribution Safety. Ontario Regulation 22/04 establishes the safety requirements for the design, construction, and maintenance of electrical distribution systems, particularly in relation to the approvals and inspections required prior to putting electrical equipment into service. Over the past five years, WDI was found to be compliant with Ontario Regulation 22/04 (Electrical Distribution Safety). This was achieved by WDI's strong commitment to safety and adherence to company policy and procedures.

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

Component C consists of the number of serious electrical incidents, including fatalities, which occur in a utility's territory. In 2024, WDI had no fatalities or serious incidents within its' territory. This was achieved by WDI's strong commitment to safety and adherence to company policy and procedures.

System Reliability

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

The average number of hours that the power to a customer is interrupted is a measure of system reliability or the ability of a system to perform its required function. WDI views the reliability of electrical service as a high priority for its customers and constantly monitors its system for signs of reliability degradation. WDI also regularly maintains its distribution system to ensure its level of reliability is kept as high as possible. The Ontario Energy Board typically requires a utility to keep its hours of interruption within the range of its historical performance, however, outside factors such as severe weather, defective equipment, or even regularly scheduled maintenance can greatly impact this measure. For 2024, WDI achieved 4.09 hours of interrupted power. This is significantly higher than the 0.66 hours of interrupted power achieved in 2023. This increase can be primarily attributed to adverse weather events.

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

The average number of times that power to a customer is interrupted is also a measure of system reliability and is also a high priority for WDI. As outlined above, the Ontario Energy Board typically requires a utility to keep this measure within a certain range of its historical performance and outside factors can also greatly impact this measure. WDI experienced interrupted power 1.84 times during 2024. This is an increase over 2023's value of 0.73. This increase can be primarily attributed to adverse weather events.

Asset Management

- **Distribution System Plan Implementation Progress**

The Distribution System Plan (DSP) outlines WDI's forecasted capital expenditures, over a five-year period, which are required to maintain and expand the utilities electrical system to serve its current and future customers. The Distribution System Plan Implementation Progress measure is intended to assess WDI's effectiveness at planning and implementing these capital expenditures. WDI defines this measure as the tracking of actual capital projects to planned capital projects, expressed as a percentage.

WDI's most recent DSP was approved in our 2024 cost-of-service filing. The plan was developed for the period covering 2024-2028 with an average annual net spending of \$3.70M.

Cost Control

- **Efficiency Assessment**

On an annual basis, each utility in Ontario is assigned an efficiency ranking based on its performance. To determine a ranking, electrical distributors are divided into

five groups based on the magnitude of the difference between their actual costs and predicted costs. For 2024, WDI placed in Cohort I, in terms of efficiency. Cohort I is considered excellent and is defined as having actual costs less than 25% of predicted costs. Overall, WDI's ranking was the same as last year.

- **Total Cost per Customer**

Total cost per customer is calculated as the sum of WDI's capital and operating costs and dividing this cost figure by the total number of customers that WDI serves. On average, WDI's total cost per customer has increased by 8.11% per annum for the period 2020 – 2024. The total cost performance result for 2024 is \$616/customer which is an increase of 6.39% over its 2023 result. This increase is below the five year average and was largely the result of WDI's continued increase in capital investments and maintenance of infrastructure. Looking ahead, costs are expected to rise due to ongoing inflationary pressures; however, the pace of these increases is anticipated to moderate as inflation gradually returns to more typical levels.

- **Total Cost per Km of Line**

This measure uses the same total cost that is used in the Cost per Customer calculation above. Based on this, WDI's rate is \$31,361 per km of line which is an 8% increase over its 2023 rate. WDI's growth rate for its territory continues to be relatively high compared to other utilities and as a result, the cost per km of line is expected to increase as capital and operating costs also increase.

Connection of Renewable Generation

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

Micro-embedded generation facilities consist of solar, wind or other clean energy projects of less than 10 kW that are typically installed by homeowners, farms, or small businesses. In 2024, WDI did not connect to a net-metered generation facility within its territory.

Financial Ratios

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

As an indicator of financial health, a current ratio indicates a company's ability to pay its short-term debts and financial obligations. Typically, the current ratio between 1 and 1.5 is considered good. If the current ratio is below 1, then a company may have problems meeting its current financial obligations. If the current ratio is too high (higher than 1.5) then the company may be inefficient at using its current assets or its short-term financing facilities. WDI's current ratio decreased from 1.34 in 2023 to 1.05 in 2024. This ratio indicates that WDI is a financially healthy organization in the use of its current assets. WDI will strive to maintain a current ratio between 1 and 1.5 going forward.

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

The debt-to-equity ratio is a financial ratio indicating the relative proportion of shareholder's equity and debt used to finance a company's assets. The Ontario Energy Board uses a capital structure of 60% debt and 40% equity (a debt-to-equity ratio of 60/40 or 1.5) when setting rates for an electricity utility. A high debt-to-equity ratio may indicate that an electricity distributor may have difficulty generating sufficient cash flows to make its debt payments, while a low debt-to-equity ratio may indicate that an electricity distributor is not taking advantage of its capital. In 2024, WDI's debt-to-equity ratio was 0.64 (a slight change from 0.67 in 2023), which is lower than the ratio used for rate setting purposes by the Ontario Energy Board. WDI expects that its debt-to-equity ratio will increase over the next several years as Wasaga Distribution has significant capital needs.

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

Return on equity (ROE) measures the rate of return on shareholder equity. ROE demonstrates an organization's profitability or how well a company uses its investments to generate earnings growth. WDI's current distribution rates were approved by the OEB and include an expected (deemed) regulatory return of 9.21%. The OEB allows a distributor to earn within +/- 3% of the expected return on equity.

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

WDI achieved a ROE of 10.06% in 2024, which is within the +/- 3% range allowed by the OEB.

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.