

Scorecard - Westario Power Inc.												9/22/2025		
												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			95.43%	96.24%	100.00%	100.00%	100.00%	⬆️	90.00%			
		Scheduled Appointments Met On Time			97.33%	99.52%	99.89%	99.89%	99.58%	⬆️	90.00%			
		Telephone Calls Answered On Time			86.73%	88.45%	86.03%	87.42%	86.84%	⬇️	65.00%			
	Customer Satisfaction	First Contact Resolution			98.19	98.83%	99.01	99.01%	99.04%					
		Billing Accuracy			99.61%	99.78%	99.81%	99.54%	99.81%	⬇️	98.00%			
		Customer Satisfaction Survey Results			94.0	94.00%	94	93%	93%					
<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			83.00%	84.00%	84.00%	84.00%	84.00%					
		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		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 <sup>2</sup>			1.92	1.79	1.55	1.82	1.19	⬇️		1.64		
		Average Number of Times that Power to a Customer is Interrupted <sup>2</sup>			0.50	0.73	0.67	0.56	0.57	⬇️		0.57		
	Asset Management	Distribution System Plan Implementation Progress			Completed	Completed	Completed	Completed	Completed					
	Cost Control	Efficiency Assessment			3	3	3	2	2					
		Total Cost per Customer <sup>3</sup>			\$588	\$610	\$691	\$717	\$774					
		Total Cost per Km of Line <sup>3</sup>			\$24,427	\$25,340	\$28,680	\$29,292	\$31,757					
<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%	100.00%	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)			1.26	1.05	0.80	1.20	1.42				
			Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio			0.70	0.66	0.78	0.77	0.76				
			Profitability: Regulatory Return on Equity		Deemed (included in rates)		9.00%	9.00%	9.00%	9.00%	9.21%			
					Achieved		8.77%	7.01%	5.09%	11.24%	7.33%			
								<b>Legend:</b>		<b>5-year trend</b> ⬆️ up ⬇️ down ➡️ flat				
										<b>Current year</b> 🟢 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 2024, Westario Power Inc. (Westario) exceeded most performance targets. Westario saw a significant increase in Average Number of Power Interruptions and a slight decrease in Average Number of Power Interrupted Hours in 2024. These results along with the five-year rolling average indicate a general trend of increasing reliability showing that Westario is committed to and continues to strive for exceptional system reliability performance overall.

Westario has had a good year from a performance standpoint. Westario met or exceeded the majority of the Ontario Energy Board (OEB) performance measures set for every Performance Outcome as evidenced by the company’s service quality, customer satisfaction, and system reliability measures. Westario continued to provide excellent customer service to its customers along with a high level of reliability. In 2024, the company’s service quality and customer satisfaction results remained above all industry targets. The financial measures show that Westario continues to be a stable and financially strong Ontario distribution company.

Westario is committed to exceeding the OEB-set performance measures and preserving the results of previous years. The expected performance improvements are due to Westario’s unwavering focus on making the necessary investments that will permit its employees to operate the distribution company with a high level of reliability and by responding to customer input with respect to the types of improvements and investments that they expect from the company.

## Service Quality

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

Westario must connect new service for the customer within five business days, 90% of the time, unless the customer agrees to a later date. This timeline depends on the customer meeting specific requirements ahead of time (such as no electrical safety concerns in the building, customer’s payment information complete, etc.).

In 2024, Westario connected all new services within the required timeframe, achieving a score of 100% for a third year. Over the five-year period of 2020 to 2024, Westario connected, on average 98.33% of new residential and small business customers on time. This is above the industry standard of 90% for all Local Distribution Companies (LDCs) in Ontario. Westario was able to achieve this great result due to efficient connection procedures and a focus on providing excellent customer connection service.

- **Scheduled Appointments Met On Time**

For appointments during a utility's regular business hours, the LDC must offer a window of time that is not more than four hours long, and must arrive within that window, 90% of the time.

In 2024, Westario's experience with meeting the Scheduled Appointments Met on Time metric of 99.58% exceeded the industry target of 90%. Westario continues to maintain metric results above this industry target as can be seen with their five-year average of 99.24%. Westario continues to experience a high demand for services within a wide service territory. Westario's process for completing appointments during the company's regular business hours and offering a window of time that is not more than four hours long is a condition that Westario strives to meet. Westario aims to continue meeting all appointments on time.

- **Telephone Calls Answered On Time**

During regular call centre hours, the utility's call centre staff must answer phone calls within 30 seconds of receiving the call directly or having the call transferred to them, 65% of the time.

For the Telephone Calls Answered within 30 Seconds metric, Westario maintained high percentages for qualified incoming calls during regular call centre hours at 86.84% for calls received directly or of having the call transferred. This result greatly exceeds the OEB target for timely call response of 65%.

Westario continues to improve its accessibility by continually amending its website to provide a more user-friendly format to enhance its customers' experiences.

Westario believes that customer loyalty is built through great customer experiences that exceed expectations and that enhancing the customer experience will help foster customer loyalty and advocacy and ensure the customer perceives Westario's service offerings as high-value-added items.

Westario continues to utilize self-serve web tools and portals like MyHydroEye, an electronic billing portal, a customer consumption portal, and on-line forms and applications, as well as department specific email addresses to make it easier for customers to engage with Westario staff. In addition, Westario manages several social media platforms such as Facebook, Twitter, and LinkedIn, to educate and inform their customer base on initiatives such as safety and energy conservation.

## Customer Satisfaction

- **First Contact Resolution**

Westario must report on its success at meeting a customer's needs the first time Westario is contacted. First Contact Resolution can be measured in a variety of ways and further regulatory guidance is necessary in order to achieve meaningful comparable information across electricity distributors.

Westario aims to address their customers' needs as quickly as possible. Ideally, their concerns and issues can be resolved the first time the customer contacts Westario. No further action was required on 99.04% of initial contacts made by customers, staying consistent with the previous 5 years' results, which averaged 98.82%. Westario has measured First Contact Resolution based on the outcome of the initial contact via telephone and tracks First Contact Resolution in its Customer Information System (CIS) tracking First Contact Resolution by using contact logs within the CIS. Westario Power continues to review its processes and find ways to further enhance the customer experience.

- **Billing Accuracy**

An important part of business is ensuring that a customer's bills are accurate. Westario must report on its success at issuing accurate bills to its customers.

Westario initiated the tracking and measuring of Billing Accuracy in 2014 using contact logs and computer-generated reports. Through the efforts of the billing staff and continuous improvements of the billing process Westario was able to support a billing accuracy metric of 99.81% for 2024.

- **Customer Satisfaction Survey Results**

Westario uses different ways to determine how satisfied their customers are with the service they receive. Westario must report the results of whatever customer satisfaction surveys it uses. Westario retained the services of an independent third party to conduct a bi-annual Customer Engagement Survey via telephone in 2023.

The primary objective is to provide a quantitative measurement of customer perceptions and attitudes. Specifically, the study sought to determine overall satisfaction with the quality of service provided by Westario, determine overall satisfaction with the reliability of the service provided, assess customers' satisfaction with the quality of customer service, assess customers' perceptions of operating and capital expenditures; and provide customer feedback on areas of improvement.

Westario Power's 2022/2023 Customer Satisfaction Study showed overall satisfaction of 93% slightly down compared to the previous bi-annual survey. Westario's overall quality of service at 93% is greater than the provincial average. The next survey is scheduled for the fall of 2025. Westario continues to train staff in providing the highest levels of professionalism and service to translate into a more positive customer experience.

## Safety

- **Public Safety**

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

The apparatus used to run an electricity system can be extremely dangerous. Because equipment such as power lines and poles can be located in public areas, the utility must take steps to prevent electrical accidents or incidents involving the public. One way is to provide information about safety risks and precautions to take when near this equipment.

The Public Awareness of Electrical Safety Survey involves a new statistical survey that gauges the public's awareness of key electrical safety concepts related to electrical distribution equipment in Westario's service area. It measures the level of effort placed by distributors on preventing electrical accidents and provides a benchmark of the levels of awareness including identifying gaps where additional education and awareness efforts may be required. This is the first year for providing province-wide standardized reporting on this measure. Westario will conduct a survey every two years that measures the effort made to raise the public's awareness about these risks.

Results are based on a telephone survey (Random Digit Dialing) among Members of the General Public, 18 years of age or older, residing within the 2024 participating LDCs' geographic service territories. The data has been statistically weighted according to Canadian census figures (2016) for age, gender, and region.

The following six core measurement questions asked corresponds to the six most frequent incidents involving utility equipment in Ontario over the last decade:

- Likelihood to “call before you dig.”
- Impact of touching a power line.
- Proximity of an overhead power line.
- Danger of tampering with electrical equipment.
- Proximity to downed power line.
- Actions taken in vehicle in contact with wires.

This survey and previous years' surveys of the public in your service territory about electrical safety shows that many respondents do have good knowledge or have received some information pertaining to the 6 core measurement questions. The Combined Overall Public Safety Awareness Index Score is 84%.

#### ○ **Component B – Compliance with Ontario Regulation 22/04**

Ontario Regulation 22/04 – Electrical Distribution Safety sets out safety standards that utilities must follow in their operations – for example, making sure proper procedures are in place to prevent accidents or incidents, keeping the system in safe working condition, etc..

Westario must demonstrate how well it met the standards by providing declarations, audit results, inspection reports and other documentation. Westario received a complaint with Ontario Regulation 22/04 for 2024 and plans to continue to maintain compliance with Regulation 22/04.

#### ○ **Component C – Serious Electrical Incident Index**

Westario Power must report on any serious electrical incidents involving its equipment and the general public. A 'serious electrical incident' is defined as:

- a. any electrical contact that caused death or critical injury to a person;
- b. any inadvertent contact with any part of a distribution system operating at 750 volts or above that caused, or had the

- potential to cause, death or critical injury to a person;
- c. any fire or explosion in any part of a distribution system operating at or above 750 volts that caused, or had the potential to cause, death or critical injury to a person, except a fire or explosion caused by lightning strike.

For the scorecard, Westario reports both the number of incidents and how often they happen for every 10, 100 or 1,000 kilometers of line Westario operates. This reflects the different sizes of Westario's service areas.

In 2024, Westario did not have any serious electrical incidents. Westario strives to provide safety information and outline the dangers that all customers must know before working around power lines and equipment. This includes calling our office, obtaining locates prior to digging, and obtaining references to respective codes. All information is provided free of charge to members of the public and all other interested parties. Westario continues to strive to communicate on safety throughout our distribution system through various methods including safety orientations, on-line, and telephone.

## System Reliability

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

An important feature of a reliable distribution system is recovering from power outages quickly. Westario must track the average length of time, in hours, that its customers have experienced a power outage over the past year.

Westario's average number of hours that power to a customer was interrupted was 1.19 hours in 2024 which is lower than its distributor target of 1.64 hours and lower than the five-year rolling average of 1.65. Indicating an increase in system reliability. Interruptions are largely attributed to loss of power/ loss of supply caused by being an embedded distributor to Hydro One, and loss of power due to severe weather.

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

Another important feature of a reliable distribution system is reducing the frequency of power outages. Westario Power must track the number of times its customers have experienced a power outage over the past year.

For 2024, Westario's average number of times that power to a customer was interrupted was 0.57 times. This is on-par with its distributor target of 0.57 times and lower than the five-year rolling average of 0.61. Most occurrences are attributed to loss of power/ loss of supply caused by being an embedded distributor to Hydro One and loss of power due to severe weather.

## Asset Management

- **Distribution System Plan Implementation Progress**

Westario Power's Distribution System Plan (DSP) is complete and was included as part of Westario's 2024 Cost of Service Rate Application filed in 2023. The DSP filed covered an extended five-year plan for the years 2024-2028.

## Cost Control

- **Efficiency Assessment**

Westario must manage its costs successfully in order to help assure its customers they are receiving value for the cost of the service they receive.

Westario's total costs are evaluated to produce a single efficiency ranking. These rankings are separated into five groups which are determined by the difference between each utility's actual and predicted costs. Utilities whose actual costs are lower than predicted are considered more efficient and will be assigned to Group 1 or Group 2. Utilities whose actual and predicted costs are similar will be assigned to Group 3. Utilities whose actual costs are higher than predicted will be assigned to Group 4 or Group 5.

For 2024, Westario has been assigned to Group 2, whose actual costs are lower than those predicted. Westario continues to strive to achieve greater efficiency through productivity improvements and cost control, without compromising safety and reliability of the distribution system.

- **Total Cost per Customer**

Total cost is the sum of all the costs incurred by Westario to provide service to its customers. This amount is then divided by Westario's total number of customers to determine the Total Cost per Customer. The results are indicative of stable and effectively planned maintenance and replacement programs.

Westario achieved a Total Cost per Customer of \$774, an increase of \$57 (7.36%) from the previous year. Westario continues to monitor and manage its cost structure to balance the cost effectiveness while ensuring the reliability and safety of the distribution system. This has resulted in a stable annual total cost per customer and as reflected in other measures a dependable distribution system.



- **Total Cost per Km of Line**

Total cost is a sum of all the costs incurred by Westario to provide service to its customers. This amount is then divided by the number of kilometers of line Westario operates to determine the Total Cost per km of Line.

Westario achieved a Total Cost per km of Line of \$31,757, resulting in an increase of 7.76% compared to the previous year. As noted above, Westario continues to monitor and manage its distribution system in a cost-effective manner while also ensuring maintenance and capital investments are undertaken in a manner to maximize both safety and reliability for its customers.

## Connection of Renewable Generation

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

Westario Power must connect smaller generators, producing less than 10 kW of power, within five business days 90% of the time, unless the customer agrees to a later date. These generators are known as “micro-embedded generation facilities.” The timeline depends on the customer meeting specific requirements ahead of time.

In 2024, 100% of the Micro Feed-In Tariff (Microfit) connections were connected on time.

## Financial Ratios

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

A common way of measuring the financial health of a company is through financial ratios. The Current Ratio measures whether a company has enough resources (assets) to pay its debts (liabilities) over the next 12 months.

Westario’s 2024 Current Ratio is 1.42. This ratio is higher than the five-year average of 1.15, and 2023’s ratio of 1.20. The ratio has improved as a result of the acquisition of additional long-term debt which aligns with Westario’s strategy of aligning long-term assets with long-term liabilities.

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

Total Debt to Equity Ratio measures the degree to which a company is leveraging itself through its use of borrowed money.

Westario's 2024 Total Debt to Equity Ratio is 0.76 compared to last year's ratio of 0.77. This ratio is higher than the five-year average of 0.73, indicating that the slight change reflects Westario's ability to operate and maintain a safe and reliable distribution system by funding new capital projects with revolving debt supported by positive operating results.

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

Return on Equity is the rate of return that Westario Power is allowed to earn through its distribution rates, as approved by the Ontario Energy Board.

The rate of return that the Ontario Energy Board had determined in Westario's 2024 Cost of Service was 9.21%.

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

The Achieved Return on Equity shows Westario Power's actual Return on Equity earned in the year.

Westario earned a Return on Equity of 7.33% in 2024, which is a significant decrease from 11.24% in 2023. The achieved Return on Equity is within the +/- 3% of the deemed regulatory Return on Equity. Westario has achieved an average return on equity of 7.89% over the last five years; reflecting stable earnings and a practice of retaining equity to support the operations and the re-investment in the distribution assets, while maintaining a customer focused operation that is safe and reliable.

## 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.