

									Target	
Performance Outcomes	Performance Categories	Measures	2021	2022	2023	2024	2025	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%	90.00%	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	99.88%	93.06%	97.53%	98.66%	99.53%	⬆️	65.00%	
	Customer Satisfaction	First Contact Resolution	94.34%	95.22%	95.22%	95.22%	95%			
		Billing Accuracy	99.59%	99.55%	99.74%	99.53%	99.79%	⬆️	98.00%	
		Customer Satisfaction Survey Results	90.51%	94.40%	94.4%	94.4%	96%			
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	79.64%	79.64%	92.00%	92.00%	77.73%			
		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	0.02	0.01	0.01	0.01	0.02	⬆️		0.02
		Average Number of Times that Power to a Customer is Interrupted ²	0.02	0.09	0.23	0.06	0.04	⬆️		0.10
	Asset Management	Distribution System Plan Implementation Progress	100%	100%	100%	100%	100%			
	Cost Control	Efficiency Assessment	2	2	2	2	2			
		Total Cost per Customer ³	\$604	\$664	\$698	\$753	\$708			
		Total Cost per Km of Line ³	\$36,337	\$40,073	\$42,450	\$45,916	\$43,589			
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%				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	1.00	0.90	0.93	1.13			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.02	0.03	0.00	0.25	0.19			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	8.52%	8.52%	8.52%	8.52%	9.00%		
			Achieved	0.10%	-5.46%	-11.09%	-27.31%	12.73%		

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

2025 Scorecard Management Discussion and Analysis ("2025 Scorecard MD&A")

The link below provides a document titled "Scorecard - Performance Measure Descriptions" that has technical definition, plain language description, and how the measure may be compared for each of the Scorecard's measures in the 2025 Scorecard MD&A:

https://www.oeb.ca/sites/default/files/uploads/Scorecard_Performance_Measure_Descriptions.pdf

Scorecard MD&A - General Overview

In 2025, Hydro 2000 Inc. ("H2000") consistently met or exceeded all performance targets, reflecting the utility's strong commitment to operational excellence. Demonstrating a proactive approach to efficiency, H2000 implemented new cost control measures that led to significant improvements in cost per customer throughout the year. Looking ahead, H2000 remains dedicated to exploring innovative cost-saving solutions, including promoting cost-sharing initiatives with neighboring utilities, to further enhance value for its customers.

Service Quality

New Residential/Small Business Services Connected on Time

In 2025, H2000 achieved a perfect track record by promptly connecting all 5 eligible low-voltage residential and small business customers. Each request, involving connections under 750 volts, was successfully completed within just 5 working days. This 100% success rate highlights H2000's commitment to delivering fast and reliable service, ensuring that every customer is seamlessly connected without delay.

Scheduled Appointments Met On Time

In 2025 H2000 12 customer appointments scheduled for essential services, including meter readings, reconnections, and other critical tasks. H2000 successfully met 100% of these appointments on time, maintaining its perfect performance record from prior years. This consistent achievement not only surpasses the Ontario Energy Board's target of 90% but also reflects H2000's strong operational discipline and customer focus. By continuing to prioritize timely and reliable service, H2000 reinforces its reputation as a dependable and customer-oriented utility.

Telephone Calls Answered On Time

In 2025, H2000's customer service team demonstrated outstanding responsiveness, handling 1,053 customer calls with efficiency. Of these, 99.53% were answered within 30 seconds, significantly exceeding the Ontario Energy Board's (OEB) standard of 65%. At the same time, only 0.47% of calls were abandoned, well below the OEB threshold of 10%. These results reaffirm H2000's strong commitment to timely, reliable, and customer-focused service, ensuring that customers consistently receive the support they need without delay.

Customer Satisfaction

First Contact Resolution

H2000 tracks its First Contact Resolution metric using its bi-annual customer satisfaction survey. To comply with this requirement, the utility uses an average of the following survey questions:

- During the past 12 months, have you contacted the utility's customer service for any information or assistance?
- How would you rate the customer care representative's performance in handling your request for information?
- Are you aware of the different payment options?
- Overall, how would you rate Hydro 2000's overall performance in serving you?

In 2025, the utility reported results of 95.00%, consistent with its strong performance in 2024. This result demonstrates that H2000 continues to provide reliable and effective service, resolving many customer inquiries on first contact, well above industry benchmarks.

A 2025 survey is currently ongoing, and updated results will be reported in next year's MD&A

Billing Accuracy

Billing accuracy reflects the proportion of customer invoices issued without errors, and H2000 has demonstrated exceptional performance in this area. From January 1, 2025, to December 31, 2025, H2000 issued a total of 15,707 bills and achieved a billing accuracy rate of 99.79%, surpassing the Ontario Energy Board's (OEB) target of 98%.

This strong result underscores H2000's commitment to precision and reliability in its billing processes. The few inaccuracies (33 in total) were primarily due to bill cancellations linked to customers not advising the utility of their move. H2000 remains dedicated to monitoring and enhancing its billing accuracy, continuously seeking opportunities for improvement to ensure it maintains its high standards of service and accuracy.

Customer Satisfaction Survey Results

H2000 last conducted a comprehensive customer satisfaction survey in January – March 2023. The survey's objectives included measuring:

- 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 utility'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 survey was published via Survey Monkey and posted on the utility's website and Facebook page. A bill message communicated the survey and prize draw on all customer bills. H2000 established a target sampling margin of error no greater than (+/-) 5 percentage points at a 95% confidence level. A total of 293 responses were received, making the survey representative of public opinion.

H2000 reported an overall Customer Satisfaction Survey Result of 94.4% in 2023, reaffirming its strong customer relationships and reliable service delivery.

A 2025 survey is currently ongoing, and updated results will be reported in next year's MD&A. The utility intends to continue surveying its customers on a bi-annual basis to monitor and assess residential and commercial customer knowledge, perceptions, and satisfaction regarding utility services.

Safety

Component A – Public Awareness of Electrical Safety

The intent of the Public Awareness of Electrical Safety component of the public safety measure is to measure the level of awareness of critical electrical safety precautions among the public within the electricity distributor's service territory. It measures the degree of effectiveness for distributors' activities on preventing electrical accidents. The utility conducted an online survey between April 2025 to July 27th, 2025. 167 respondents completed the survey, which resulted in a 77.73% score on Public Awareness. Going forward, the utility plans on improving its results by communicating safety measures to its customers.

Component B – Compliance with Ontario Regulation 22/04

As a licensed distributor, H2000 must comply with Ontario Regulation 22/04 Electrical Distribution Safety, and compliance with this regulation is subject to annual Audits and Declarations of Compliance. H2000 is "Compliant" with Ontario Regulation 22/04 and has reported satisfactory Audits. No significant items were raised from these inspections

Component C – Serious Electrical Incident Index

H2000 did not have any serious electrical incident to report in 2025.

A 2025 survey was conducted in the spring of 2025, and updated results will be reported in next year's MD&A

System Reliability

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

In 2025, Hydro 2000 recorded 12 interruptions, affecting 110 customers and resulting in 31 total customer hours of interruption. This is translated into a SAIDI of 0.02 and a SAIFI of 0.08.

When excluding upstream Loss of Supply events, which are outside of H2000's control, the results were stronger: an Adjusted SAIDI of 0.02 and an Adjusted SAIFI of 0.04. These adjusted values confirm that most service interruptions originated from external causes, not H2000's distribution system.

Overall, the 2025 results demonstrate system stability, with minimal customer impact from interruptions within H2000's control. The utility continues to reinforce reliability through proactive maintenance, vegetation management, and quick response to equipment issues or storm-related events.

Asset Management

Distribution System Plan Implementation Progress

H2000 has completed its Distribution System Plan ("DSP") in preparation for its 2025 Cost of Service Application, which was filed in the fall of 2025.

Cost Control

Efficiency Assessment

The total costs for Ontario's local electricity distribution companies are assessed by Pacific Economics Group LLC on behalf of the Ontario Energy Board (OEB). Since 2016, H2000 has consistently been ranked in Group 2, which corresponds to a stretch factor of 0.15.

H2000 maintained its Group 2 ranking in 2025. Management continues to monitor both operating and capital costs and looks for opportunities to manage costs while maintaining safe and reliable service.

H2000's 2025 base rates were approved through a cost-of-service application, which realigned revenues with the utility's approved costs. H2000 will continue to monitor its financial and operating performance and manage its expenditure accordingly.

Total Cost per Customer and Total Cost per Km of Line

H2000 continues to monitor its cost performance through OEB's efficiency assessment and cost benchmarking measures. Since 2016, H2000 has consistently been ranked in Group 2, corresponding to a stretch factor of 0.15.

In 2025, H2000's total cost per customer decreased to \$708, compared with \$753 in 2024. Total cost per kilometer of line also decreased to \$43,589, compared with \$45,916 in 2024.

The decrease in both measures reflects improved cost performance in 2025. H2000 continues to manage its costs while addressing ongoing operating, maintenance and regulatory requirements.

H2000's 2025 rates were approved on a cost-of-service basis, which realigned revenues with approved costs. Management will continue to monitor expenditures and identify opportunities for efficiencies while maintaining service levels.

Conservation & Demand Management

Net Cumulative Energy Savings

The former Conservation First Framework (CFF) was revoked in 2019, and conservation programs are now centrally administered by the IESO.

H2000 continues to support conservation and demand management initiatives within its service territory. H2000 is currently working with Hydro Ottawa to support the delivery and management of energy efficiency and demand-side management (eDSM) initiatives.

H2000 will continue to work with Hydro Ottawa and other sector partners, as appropriate, to identify and support eDSM opportunities for its customers.

Connection of Renewable Generation

Renewable Generation Connection Impact Assessments Completed on Time

H2000 did not have any new Fit projects in 2025 and as such did not need Connection Impact Assessments

New Micro-embedded Generation Facilities Connected On Time

In 2025, H2000 did not connect any new micro-embedded generation facilities (MicroFit projects of less than 10 kW). Should H2000 receive a request for micro embedded generation, it will work closely with its customers and their contractors to tackle any connection issues to ensure the project is connected on time.

Financial Ratios

Liquidity: Current Ratio (Current Assets/Current Liabilities)

H2000's current ratio improved to 1.13 in 2025, compared with 0.93 in 2024. This ratio measures the utility's ability to cover its short-term obligations with its short-term assets. A ratio above 1.0 indicates that H2000 has sufficient current assets to meet its current liabilities.

The improvement reflects a stronger liquidity position in 2025. H2000 will continue to monitor its working capital and cash flow requirements as part of its ongoing financial management.

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

In 2025, H2000's debt-to-equity ratio was 0.19, compared with 0.25 in 2024. This indicates that H2000's debt relative to equity decreased in 2025.

For rate-setting purposes, the OEB uses a deemed capital structure of 60% debt and 40% equity for electricity distributors.

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

H2000's 2025 distribution rates were approved through its Cost of Service application and included a deemed regulatory return on equity of 9.00%, compared with 8.52% in 2024. The OEB allows a distributor to earn within +/- 3% of the deemed return on equity.

Profitability: Regulatory Return on Equity – Achieved

H2000's achieved Return on Equity (ROE) improved to 12.73% in 2025, compared with -27.31% in 2024 and a deemed ROE of 9.00%.

The improvement reflects the impact of H2000's 2025 Cost of Service application, which realigned revenues with costs following the financial pressures experienced in prior years. H2000 will continue to monitor its financial performance and manage its costs to support long-term financial sustainability.

Note to Readers of 2025 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.