

									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%	100.00%	100.00%	93.10%	100.00%		90.00%	
		Scheduled Appointments Met On Time	97.58%	98.11%	100.00%	99.53%	100.00%		90.00%	
		Telephone Calls Answered On Time	94.33%	96.05%	97.24%	94.52%	95.44%		65.00%	
	Customer Satisfaction	First Contact Resolution	98%	98%	97%	97%	99.4%			
		Billing Accuracy	99.88%	99.92%	99.79%	99.92%	99.90%		98.00%	
		Customer Satisfaction Survey Results	81%	79%	79%	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	83.50%	83.50%	84.20%	84.20%	82.10%			
		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
			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	3.36	1.77	1.49	0.95	2.99			2.59
		Average Number of Times that Power to a Customer is Interrupted ²	1.39	1.33	1.09	0.53	1.72			0.83
	Asset Management	Distribution System Plan Implementation Progress	In progress	In Progress	In Progress	In progress	In progress			
	Cost Control	Efficiency Assessment	2	1	1	1	1			
		Total Cost per Customer ³	\$521	\$592	\$668	\$673	\$731			
		Total Cost per Km of Line ³	\$11,805	\$13,519	\$15,370	\$15,537	\$16,934			
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%	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)	1.00	2.01	1.45	1.73	1.31			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.75	0.71	0.70	0.69	0.71			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	8.66%	8.66%	8.66%	8.66%	8.66%		
			Achieved	8.57%	10.59%	3.84%	4.50%	3.30%		

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 the 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:

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

Scorecard MD&A - General Overview

Ottawa River Power Corporation continued to meet or exceed most of its customer service, safety and public policy performance targets in 2025. Notably, it connected 100% of new residential and small business services on time, met 100% of scheduled appointments on time, answered 95.44% of telephone calls within 30 seconds and achieved billing accuracy of 99.90%. Its Efficiency Assessment remained in Group 1, reflecting strong cost efficiency relative to the OEB benchmarking model. System reliability metrics increased primarily due to ORPC’s PCB transformer replacement program. Aging distribution infrastructure remains a key operational challenge, while total costs have continued to increase as a result of inflation, wage and benefit pressures, investments in information systems and ongoing renewal of the distribution system. Ottawa River Power Corporation will continue to focus on prudent system renewal, service quality and operating efficiencies as it implements its Distribution System Plan and prepares for the next rate-setting term.

Ottawa River Power Corporation prides itself on its accessibility and quality of service to customers. It makes every effort to engage its customers on a regular basis and remains committed to providing its customers with the most reliable service at the least possible cost.

Service Quality

• New Residential/Small Business Services Connected on Time

In 2025, Ottawa River Power Corporation connected 100% of its new low-voltage requests within five working days of all applicable service conditions being met. This result represents an improvement over 2024 and continues to exceed the Ontario Energy Board’s mandated target of 90% for this measure. Ottawa River Power considers “New Services Connected on Time” as an important form of customer engagement as it is the utility’s first opportunity to meet and/or exceed its customer’s expectations, which in turn affects the level of customer satisfaction within a utility’s territory. Ottawa River Power prides itself on being a small, responsive utility able to respond to its customers’ needs quickly and it expects to continue to exceed the mandated target.

- **Scheduled Appointments Met On Time**

This includes appointments to connect services, disconnect services, complete customer underground locates, attend customer premises for delivery of conservation and demand management programs or complete other work requested by its customers. Ottawa River Power Corporation kept the appointment date and time for 100% of appointments, which exceeds the mandated target of 90% for this measure. Ottawa River Power considers “Scheduled Appointments Met on Time” as an important form of customer engagement and expects to maintain this quality of service in the future.

- **Telephone Calls Answered On Time**

In 2025, Ottawa River Power Corporation received 10,437 telephone calls from its customers, which represents an average of 40 calls received per business day. The call volume is attributed to customer demographics and customers’ preference to contact Ottawa River Power by telephone. ORPC considers “Telephone Calls” to be an important communication tool for identifying and responding to its customers’ needs and preferences. A customer service representative answered 95.44% of these calls in 30 seconds or less, which exceeds the Ontario Energy Board’s mandated target of 65% for this measure. Ottawa River Power expects to maintain this percentage into the foreseeable future.

Customer Satisfaction

- **First Contact Resolution**

First contact resolution is a measure introduced by the Ontario Energy Board that measures a utility’s success at meeting a customer’s needs the first time the utility is contacted. Distributors use a range of approaches to assess their effectiveness regarding this measure. Ottawa River Power Corporation measures its effectiveness based on the number of customer enquiries that are resolved by the first contact at the utility and that do not result in escalation to an alternate contact at the utility, typically a supervisor or a manager. This includes enquiries received by telephone, mail, e-mail or in person. Ottawa River Power Corporation achieved a first contact resolution of 99% in 2025. The utility considers the ability to address customer inquiries quickly and accurately to be an essential component of customer satisfaction and will aim to match or exceed its results in the years to come.

- **Billing Accuracy**

Billing is the main form of communication with customers and Ottawa River Power Corporation strives to communicate clearly and accurately with its customers. In 2025, Ottawa River Power Corporation achieved a billing accuracy of 99.90%, which represents a percentage expressed as the total number of accurate bills issued compared to the total number issued. This percentage remains consistent with prior years and meets the mandated target of 98%.

- **Customer Satisfaction Survey Results**

The Ontario Energy Board has not yet issued a common definition for this measure as utilities use different approaches and methodologies to assess how satisfied their customers are with the service they receive.

A satisfaction survey was completed in the winter of 2025 with Ottawa River Power Corporation receiving an overall score of 84%. The survey was completed in all four service areas: the City of Pembroke, the Village of Beachburg, the Village of Killaloe and Almonte Ward. Question scoring and index methodologies were prescribed by the Electricity Distributors Association to meet the reporting guidelines.

Safety

- **Public Safety**

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

Component A consists of a statistical survey that gauges the public's awareness of key electrical safety concepts related to electrical distribution equipment found in a utility's territory. The survey also provides a benchmark of the levels of awareness, including identifying gaps where additional education and awareness efforts may be required.

Ottawa River Power Corporation completes a survey every 2 years and last completed a survey in 2025. This survey assessed customer awareness at 82.10% regarding electrical safety concepts in its system. This remains consistent with prior years as Ottawa River Power Corporation continues its effort to raise the public's awareness about the risks surrounding the equipment used to run the electricity system.

- **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, Ottawa River Power was found to be compliant with Ontario Regulation 22/04 (Electrical Distribution Safety). This was achieved by our strong commitment to safety and adherence to company procedures and policies.

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

Component C consists of the number of serious electrical incidents, including fatalities, which occur within a utility's territory. Ottawa River Power had zero fatalities and no serious incidents within its territory.

System Reliability

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

The average number of hours that power to a customer is interrupted is a measure used to assess the reliability of a distributor's system to supply power to its customers with minimal interruptions. This measure expresses the average amount of time per reporting period that supply to a customer is interrupted. Ottawa River Power Corporation views reliability of electrical service as a high priority for its customers and constantly monitors its system for signs of reliability degradation. Ottawa River Power Corporation also regularly maintains its distribution system to ensure its level of reliability is kept as high as possible.

In 2025, Ottawa River Power Corporation saw an increase in the average number of hours that power is interrupted to 2.99. Ottawa River Power Corporation's outages in 2025 included 87,359 hours interrupted resulting from loss of supply, 8,826 hours associated with Scheduled Distributor Activities, and 8,521 hours interrupted because of defective equipment. Scheduled Distributor Activities were primarily PCB transformer replacements to meet the deadline under Environment and Climate Change Canada's PCB requirements. This result is above the OEB-prescribed target of 2.59. The utility intends to continue improving reliability and reducing outages related to defective equipment through implementation of its Distribution System Plan effective May 1, 2022, and its proposed new Distribution System Plan intended to take effect May 1, 2027.

- **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 a high priority for Ottawa River Power Corporation. This is measured based on the total customer interruptions (excluding those caused by loss of supply events) divided by the average number of customers served.

Ottawa River Power's target for 2025 was 0.83 as set by the Ontario Energy Board whereas ORPC achieved 1.72, which is above the target established by the Ontario Energy Board. Scheduled Distributor Activities, primarily associated with the utility's PCB transformer replacement program, were the primary contributor to the result exceeding the target. In 2026, the utility, through its Distribution System Plan effective May 1, 2022, will continue implementing its capital replacement program which is expected to contribute to reduced defective equipment outages.

Asset Management

- **Distribution System Plan Implementation Progress**

The Distribution System Plan Implementation Progress measure is used to track a utility's progress in relation to its system plan. The Distribution System Plan outlines Ottawa River Power Corporation's forecasted capital expenditures over the next five years, which are essential to maintain and expand the utility's electricity system to serve its current and future customers. Distributors are given the opportunity to use a range of approaches to measure their effectiveness at implementing their distribution system plan. As a result, this measure may differ from other utilities in the province.

Ottawa River Power Corporation commenced implementation of its Distribution System Plan on May 1, 2022, which remains in progress and will be replaced with a new plan effective May 1, 2027.

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, electricity distributors are divided into five groups based on the magnitude of the difference between their actual costs and predicted costs. For 2025, Ottawa River Power was placed in Group 1 in terms of cost efficiency. Group 1 is considered the most efficient grouping and is defined as having actual cost savings of more than 25% as compared to predicted costs. Group 1 utilities represent the most cost-efficient distributors across the province. Ottawa River Power Corporation's future goal is to maintain the highest efficiency assessment.

- **Total Cost per Customer**

Total Cost per Customer is calculated by summing a distributor's capital and operating costs and dividing that amount by the total number of customers served. In 2025, Ottawa River Power Corporation saw its total costs required to deliver quality and reliable services to customers continue to increase due in part to inflationary pressures. Growth in wage and benefits costs for employees, investments in new information systems technology and the renewal and growth of the distribution system also contribute to the overall upward trend of total costs.

In 2025, Ottawa River Power Corporation's total cost per customer was \$731 compared to \$673 in 2024. Although there was an increase mainly attributed to inflation, Ottawa River Power will continue to strive to implement efficiencies and other improvements to help offset costs associated with the distribution system enhancements while maintaining the reliability and quality of its distribution system.

- **Total Cost per Km of Line**

This measure uses the total distributor's capital and operating costs and divides it by the total kilometers of line. Based on this, Ottawa River Power Corporation's rate is \$16,934 per kilometer of line, which is above the rates of \$15,537 and \$15,370 per kilometer of line in 2024 and 2023 respectively. The cost per kilometer of line increased in part due to ORPC's PCB transformer testing and replacement program together with inflationary pressures. As we progress into the future, Ottawa River Power Corporation will continue to seek innovative solutions to help ensure this cost remains competitive and within acceptable limits for customers.

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 2025, Ottawa River Power Corporation connected all micro-embedded generation applications on time. Projects are required to be connected within the prescribed timeframe of five business days. The Ontario Energy Board's mandated target of 90% for this measure was exceeded. Ottawa River Power Corporation's process for these projects is well documented, and the utility works closely with its customers and their contractors to ensure the customer's needs are met.

Financial Ratios

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

There are four ratios used in the scorecard to help measure the financial health of the utility. This first ratio measures whether the utility has enough resources to pay its short-term debts. Typically, a 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.

Ottawa River Power Corporation's current ratio is 1.31 for 2025, which is within the healthy range and suggests efficient use of assets. Ottawa River Power Corporation will strive to remain within the healthy range in the years to come as its resources are re-invested into its distribution system.

- **Leverage: Total Debt-to-Equity Ratio**

This second ratio measures the degree to which the utility is leveraging itself through its use of borrowed money. The Ontario Energy Board uses a capital structure of 60% debt and 40% equity resulting in a debt-to-equity ratio of 1.5 when setting rates for a 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 lower debt-to-equity ratio may indicate that an electricity distributor is not taking advantage of the increased profits that may be had through increased financial debt.

Ottawa River Power Corporation attained a debt-to-equity ratio of 0.71 in 2025 which remains comparable to previous years. Although ORPC's debt-to-equity ratio remains below the level reflected in the OEB's deemed capital structure, ORPC has continued to maintain

financial viability while prudently managing its borrowing requirements. ORPC expects this ratio to increase in the coming years as additional long-term financing is undertaken to support regulatory obligations and planned system investments.

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

Regulatory return on equity is the rate of return that the utility is allowed to earn through its distribution rates, as approved by the Ontario Energy Board. Return on equity demonstrates an organization's profitability or how well a company uses its investments to generate earnings growth. Ottawa River Power Corporation's 2025 distribution rates were approved by the Ontario Energy Board and included an expected (deemed) regulatory return on equity of 8.66%. The Ontario Energy Board allows a distributor to earn within +/- 3% of the expected return on equity. If a distributor performs outside of this range, it may trigger a regulatory review of the distributor's financial structure.

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

Ottawa River Power Corporation achieved a return on equity of 3.30% in 2025. This percentage falls outside the +/-3% range, reflecting costs that were not forecast in ORPC's 2022 rebasing application, including mandated PCB transformer program costs and inflationary pressures. Ottawa River Power Corporation last reset its rates through a Cost of Service based Rate Application for rates effective May 1, 2022, and is expected to reset its rates again effective May 1, 2027.

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.