/ Smal Se Conn Target: 1 Alectra Utilities Corporation 90	v Residential nall Business	Service Quality ²			omer preferences. ustomer Satisfacti	ion	(Continuous impro	ovement in produc	ctivity and cost pe	erformance is acl	ieved; distributo	rs deliver on syst	tem reliability and	quality objectives		Deliverables on ob by Ministerial direc	oligations mandated ctives to the Board.	Financial viability is ma	aintained; and savings fro sustainable.	om operational effe	ectiveness are	
/ Smal Se Conn Target: 1 Alectra Utilities Corporation 90	v Residential nall Business Services nnected on Time	Scheduled Appointments		Cı	ustomer Satisfacti	ion				Continuous improvement in productivity and cost performance is achieved; distributors													
/ Smal Se Conn Target: 1 Alectra Utilities Corporation 90	nall Business Services Innected on Time	Appointments	Talankan Oalla		Customer Satisfaction			Safety			System Reliability		Asset Management			Cost Control		Connection of Renewable Generation ²		Financial Ratios			
Target: 1 Alectra Utilities Corporation 90	Services Innected on Time	Appointments	T. I					Level of		trical Incident dex	Avg. Number of	Avg. Number of	: Distable at a se				Danasakla	New Micro-			Regulator	ry ROE	
1 Alectra Utilities Corporation 90	90%		Telephone Calls Answered On Time	Billing Accuracy	First Contact Resolution ³	Customer Satisfaction Survey Results ³	Level of Public Awareness	Compliance with Ontario Regulation 22/04 ⁴	Number of General Public Incidents	Rate per 10, 100, 1000 km of line	Times that Power to a Customer is Interrupted	Hours that Power to a Customer is Interrupted	Distribution System Plan Implementation Progress ³	Efficiency Assessment	Total Cost per Customer	Total Cost per Km of Line	Renewable Generation CIA Completed on Time ⁵	embedded Generation Facilities Connected on Time	Liquidity: Current Ratio (Current Assets / Current Liabilities)	, ,	Deemed (included in rates)	Achieved	
1 Alectra Utilities Corporation 90		90%	65%	98%	No Target	No Target	No Target	Compliant (C)	Distributor Specific	Distributor Specific	Distributor Specific	Distributor Specific	No Target	No Target	No Target	No Target	No Target	90%	No Target	No Target	No Target	No Target	
O Almana Barrata	90.78%	98.56%	70.69%	99.71%	81.10%	94.00%	82.00%	С	32	0.617	1.07	0.88	87.77%	3	\$ 753	\$ 15,952	N/A	93%	0.72	1.21	8.95%	6.70%	
2 Algoma Power Inc. 98	98.64%	100.00%	85.46%	99.92%	99.99%	97%	82.00%	С	0	0	2.08	4.43	Completed	5	\$ 2,479	\$ 14,501	N/A	100%	0.26	1.44	8.52%	10.53%	
3 Atikokan Hydro Inc. 10	100.00%	N/A	100.00%	99.99%	100%	100%	82.00%	С	0	0	1.91	4.35	On Target	3	\$ 1,098	\$ 19,325	N/A	N/A	2.48	0.04	8.78%	7.22%	
4 Bluewater Power Distribution Corporation 90	90.27%	99.03%	88.21%	99.96%	99.94%	80.2%	88.00%	С	0	0	1.45	1.46	Near Budget	3	\$ 779	\$ 24,402	N/A	100%	0.77	0.67	8.98%	7.69%	
5 Burlington Hydro Inc. 99	99.52%	100.00%	68.26%	99.97%	68.8%	91%	82.00%	С	0	0	0.90	1.41	101%	2	\$ 731	\$ 33,103	N/A	100%	1.64	0.70	8.34%	7.39%	
6 Canadian Niagara Power Inc. 96	96.03%	98.61%	79.20%	99.93%	99.77%	94%	82.00%	С	1	0.655	1.67	1.95	Completed	4	\$ 968	\$ 19,189	N/A	100%	0.23	2.55	8.66%	8.47%	
7 Centre Wellington Hydro Ltd.	100.00%	100.00%	94.23%	99.90%	99.26%	79%	83.70%	С	0	0	0.20	0.21	76%	2	\$ 715	\$ 33,310	N/A	N/A	1.52	0.80	9.00%	9.33%	
8 Chapleau Public Utilities Corporation 10	100.00%	100.00%	100.00%	100.00%	100	93	78.00%	С	0	0	1.31	9.78	On Target	3	\$ 862	\$ 19,535	N/A	N/A	3.91	0.00	8.98%	12.99%	
9 Cooperative Hydro Embrun Inc.	96.15%	100.00%	94.07%	99.94%	97.38	90.41	87.40%	С	0	0	0.01	0.01	Completed	1	\$ 482	\$ 32,688	N/A	N/A	2.25	0.00	9.00%	15.94%	
10 E.L.K. Energy Inc.	99.64%	100.00%	91.10%	99.93%	Excellent	92.4 Satis	99.50%	С	0	0	0.12	0.32	In Progress	1	\$ 559	\$ 39,944	N/A	N/A	4.41	0.15	8.66%	-1.97%	
11 Elexicon Energy Inc. 96	96.94%	98.01%	76.06%	99.82%	91.70%	90.00%	87.00%	С	2	0.51	1.19	1.71	92.48%	3	\$ 704	\$ 31,028	N/A	100%	0.33	1.33	9.43%	4.86%	
12 Enova Power Corp. 98	98.45%	99.42%	81.34%	99.95%	98.37%	А	84.00%	С	1	0.273	0.90	1.03	On Target	3	\$ 711	\$ 31,080	N/A	N/A	1.34	0.50	8.43%	8.07%	
13 Entegrus Powerlines Inc. 98	98.55%	100.00%	68.42%	99.91%	81	93	78.00%	С	1	0.31	1.18	1.76	40.6	1	\$ 627	\$ 11,977	N/A	100%	1.08	1.25	9.19%	7.85%	
14 ENWIN Utilities Ltd. 10	100.00%	99.97%	65.76%	98.49%	99.18%	86%	81.00%	С	0	0	1.03	0.63	107.1%	2	\$ 717	\$ 13,854	N/A	100%	2.03	0.57	8.52%	10.78%	
15 EPCOR Electricity Distribution Ontario Inc. 98	98.25%	100.00%	87.56%	99.97%	99.82%	74.0%	83.50%	С	0	0	1.06	1.94	85.44	2	\$ 640	\$ 30,915	N/A	100%	1.29	1.22	8.98%	0.75%	
16 ERTH Power Corporation 97	97.05%	100.00%	92.54%	99.62%	99.43	76 %	84.40%	С	0	0	0.47	0.93	95.1%	3	\$ 720	\$ 38,366	N/A	100%	0.65	0.80	9.00%	9.72%	
17 Essex Powerlines Corporation 9°	91.45%	98.68%	80.94%	99.95%	99.6%	86%	85.00%	С	0	0	0.84	1.82	97.65%	1	\$ 625	\$ 12,005	N/A	100%	0.86	1.27	9.00%	6.09%	
18 Festival Hydro Inc. 95	95.92%	97.70%	90.42%	99.97%	99.99	93	77.00%	С	0	0	0.77	0.81	95	3	\$ 674	\$ 52,180	N/A	100%	0.46	0.97	9.30%	9.25%	
·	100.00%	100.00%	95.13%	99.77%	100%	98.4%	84.30%	С	0	0	1.86	2.12	178.7%	2	\$ 737	\$ 34,059	N/A	N/A	3.89	0.00	0.00%	-2.31%	
·	95.62%	99.87%	75.57%	99.98%	87.8%	A	84.00%	С	1	0.473	1.43	0.92	75.1%	2	\$ 676	\$ 35,302	N/A	100%	1.21	0.61	8.86%	9.60%	
• •	99.49%	100.00%	71.07%	99.94%	84.86%	94.60%	85.00%	С	0	0	1.62	1.15	74.86%	3	\$ 721	\$ 13,572	N/A	100%	1.33	1.13	8.52%	10.52%	
	100.00%	100.00%	86.70%	99.99%	99.99%	77%	82.50%	С	0	0	1.96	2.35	95.95%	1	\$ 660	\$ 11,287	N/A	100%	0.82	1.19	8.66%	8.42%	
· ·	100.00%	99.26%	96.29%	99.88%	99.96%	90%	79.00%	С	1	0.591	2.23	1.83	108.10%	1	\$ 874	\$ 11,770	N/A	N/A	0.70	1.49	8.34%	8.19%	
	100.00%	100.00%	97.72%	99.99%	100%	97.4% Good	79.00%	С	0	0	1.14	2.06	Completed	1	\$ 599	\$ 16,793	N/A	N/A	2.43	0.23	8.34%	7.50%	
·	90.00%	100.00%	93.06%	99.55%	95.22%	94.40%	79.64%	С	0	0	0.09	0.01	100%	2	\$ 664	\$ 40,073	N/A	N/A	1.00	0.03	8.52%	-5.46%	
·	100.00%	98.88%	99.95%	99.95%	82	84	89.00%	С	0	0	4.85	11.91	complete.	1	\$ 327	\$ 25,176	N/A	N/A	1.95	0.61	9.00%	10.41%	
,	99.86%	99.99%	72.65%	99.01%	74%	82.4%	81.00%	С	40	0.321	2.51	6.95	126.03%	4	\$ 1,172	\$ 13,537	N/A	97%	0.45	1.63	9.00%	10.10%	
•	100.00%	N/A	100.00%	94.82%	100%	96%	73.93%	С	0	0	3.94	9.34	98%		,	· ,	N/A	N/A	0.42	-38.97			
	100.00%	99.43%	76.81%	99.84%	86.03%	93.00%	72.00%	С	1	0.167	0.69	1.02	90.00%	4	\$ 811	\$ 46,747	N/A	100%	0.90	1.99%	8.34%	6.94%	
•	95.83%	100.00%	82.96%	99.87%	99.9	B+	83.00%	С	0	0	0.87	1.04	62%	3	\$ 961	\$ 13,471	N/A	N/A	1.03	1.09	8.78%	12.82%	
·	100.00%	100.00%	75.06%	99.74%	98.04%	"A"	82.00%	С	0	0	0.55	1.12	On track	2	\$ 614	\$ 24,873	N/A	100%	1.73	1.05	9.19%	6.76%	
	94.80%	98.89%	90.27%	99.97%	99.88%	77.00%	82.60%	С	0	0	0.36	0.63	81%	1	\$ 545	\$ 26,234	N/A	100%	0.78	0.96	8.66%	10.87%	
	100.00%	100.00%	90.21%	99.64%	99.96%	77%	82.60%	С	0	0	1.30	3.84	In Progress	2	\$ 795	\$ 29,642	N/A	N/A	1.31	1.15	8.98%	11.82%	
	99.27%	100.00%	69.81%	99.88%	99.72%	A	83.00%	C	0	0	0.95	0.63	Above Budget	3	\$ 626	\$ 33,533	N/A	N/A	1.47	0.93	8.66%	6.39%	
·	100.00%	100.00%	78.84%	99.98%	Compliant	A	80.00%	С	0	0	0.66	0.76	na	1	\$ 738	\$ 11,057	N/A	100%	1.36	1.14	9.19%	4.36%	
·	95.32%	96.37%	47.21%	99.84%	100	84	77.00%	С	0	0	0.68	1.56	117.02	2	\$ 705	\$ 30,740	N/A	100%	1.09	1.05	9.51%	7.29%	
·	82.24%	100.00%	84.71%	99.87%	98.67%	95%	83.00%	С	0	0	1.33	1.89	85.52%	3	\$ 812	\$ 10,327	N/A	100%	2.06	0.96	8.34%	8.83%	
-	100.00%	100.00%	98.04%	99.64%	11	79	82.60%	С	0	0	0.60	0.60	113	2	\$ 804	\$ 24,066	N/A	100%	0.42	0.67	8.98%	8.79%	
	100.00%	100.00%	74.93%	99.81%	6	88%	85.00%	С	1	0.148	1.01	1.53	42%	3	\$ 777	\$ 32,071	N/A	N/A	1.40	1.05	8.34%	9.09%	
	N/A	100.00%	100.00%	99.97%	100%	88%	81.67%	C	0	0.170	0.57	1.11	Excellent	1	\$ 769	\$ 12,344	N/A	N/A	1.38	0.89	8.78%	9.06%	
	89.92%	100.00%	82.60%	99.96%	91.2%	93%	84.00%	C	0	0	0.57	0.36	On Track	3	\$ 769	\$ 29,104	N/A	100%	1.06	0.80	9.36%	9.06%	
·	100.00%	100.00%	99.26%	99.73%	99.62%	76	84.50%		0	0	0.74	0.36	156%	1	\$ 605	\$ 29,104	N/A	N/A	1.39	1.28	9.36%	5.71%	
	98.86%	100.00%	96.47%	99.73%	173	92.5%	82.00%	C	0	0	1.04	1.46	96.5%	2	\$ 638	\$ 35,340		N/A	1.18	1.33	8.34%	8.96%	
	100.00%	98.11%	96.05%	99.93%	98%	79%	83.50%	C	0	0	1.33	1.77	In Progress	1	\$ 592	\$ 13,519	N/A	N/A	1.96	0.71	8.66%	10.59%	
·	100.00%	100.00%	75.63%	99.92%	99.75	88	84.00%	<u> </u>	0	0	1.35	1.77	103	2	\$ 725	\$ 33,246	N/A	N/A	0.80	2.09	9.00%	9.92%	
	100.00%	100.00%	95.52%	99.98%	100%	85%	85.30%	C	0	0	0.15	0.32	62.5%	3	\$ 725	\$ 33,246	N/A	N/A	1.07	0.65	8.78%	9.92% 8.49%	
·	100.00%	100.00%	75.84%	98.90%	99.98%	00 /0 D	83.30%		0	0	0.15	0.63	165%	0	\$ 640	\$ 35,494	N/A	N/A	0.47	0.43	8.66%	0.80%	

		Customer Focus					Operational Effectiveness											Responsiveness	Financial Performance				
			Services provide	ed in a manner tha	t responds to custo	omer preferences			Continuous impro	vement in produ	ctivity and cost pe	erformance is acl	nieved; distributor	rs deliver on syste	em reliability and	quality objecti	es.		bligations mandated ctives to the Board.	Financial viability is ma	aintained; and savings fro sustainable.	m operational effe	ectiveness are
		Service Quality ²			C	Customer Satisfaction			Safety				System Reliability			Cost Control		Connection of Renewable Generation ²		Financial Ratios			
		New Residential	•	Telephone Calls Answered On Time		First Contact Resolution ³	_	n Level of Public	Level of	Serious Electrical Incident Index		Avg. Number of	•	Distribution				Renewable	New Micro- embedded			Regulator	ry ROE
		/ Small Business Services Connected on Time					Customer Satisfaction Survey Results ³		Compliance with Ontario Regulation 22/04 ⁴	Number of General Public Incidents	Rate per 10, 100, 1000 km of line	Times that Power to a Customer is Interrupted	Hours that Power to a Customer is Interrupted	System Plan Implementation Progress ³	Efficiency Assessment	Total Cost pe Customer	r Total Cost p Km of Line	Generation CIA Completed on Time ⁵	Generation Facilities Connected on Time	Liquidity: Current Ratio (Current Assets / Current Liabilities)	,	Deemed (included in rates)	Achieved
	Target:	90%	90%	65%	98%	No Target	No Target	No Target	Compliant (C)	Distributor Specific	Distributor Specific	Distributor Specific	Distributor Specific	No Target	No Target	No Target	No Targe	No Target	90%	No Target	No Target	No Target	No Target
48 Sioux Lookout Hydro Inc.		100.00%	100.00%	94.14%	99.78%	А	79.22	79.00%	С	0	0	0.45	1.61	117%	1	\$ 83	6 \$ 3,4	1 N/A	N/A	0.65	0.55	9.00%	11.05%
49 Synergy North Corporation		100.00%	100.00%	90.53%	99.92%	A+	А	87.00%	С	1	0.001	2.26	1.40	N/A	3	\$ 75	5 \$ 33,9	8 N/A	100%	1.62	0.81	8.85%	3.82%
50 Tillsonburg Hydro Inc.		95.34%	99.33%	98.68%	99.70%	94.7%	Satisfied	86.00%	С	0	0	0.99	0.95	In-progress	2	\$ 70	3 \$ 39,9	7 N/A	100%	1.12	0.40	8.98%	-0.32%
51 Toronto Hydro-Electric System Limited		99.89%	99.92%	79.08%	99.11%	92%	94%	68.00%	С	29	0.997	1.39	0.82	59%	5	\$ 1,31	2 \$ 35,5	7 N/A	91%	0.68	1.17	8.52%	7.44%
52 Wasaga Distribution Inc.		100.00%	100.00%	99.83%	99.69%	99.9	81	84.10%	С	0	0	0.46	0.48	Completed	1	\$ 51	4 \$ 25,4	85 N/A	N/A	1.06	0.55	9.19%	10.85%
53 Welland Hydro-Electric System Corp.		99.61%	93.99%	77.88%	99.88%	99.81%	98%	83.00%	С	2	0.402	1.14	1.13	Completed	1	\$ 51	8 \$ 26,1	4 N/A	N/A	1.32	0.86	8.78%	11.71%
54 Wellington North Power Inc.		100.00%	98.84%	97.81%	99.82%	99.85%	79%	84.70%	С	0	0	0.34	0.35	40%	3	\$ 86	3 \$ 15,8	N/A	100%	0.77	1.06	8.34%	12.01%
55 Westario Power Inc.		100.00%	99.89%	86.03%	99.81%	99.01	94	84.00%	С	0	0	0.67	1.55	Completed	3	\$ 69	1 \$ 28,6	N/A	100%	0.80	0.78	9.00%	5.09%

Legend
Target Met
Target Not Met
No Target

Note 1: For information on the scorecard's measures, technical definitions, plain language description, and how a measure may be compared, please refer to the Scorecard – Performance Measure Descriptions document.

Note 2: For the Service Quality and Connection of Renewable Generation performance categories, a blank field or 'N/A' figure shown for any of the related measures indicates that no services were required to be performed by the distributor.

Note 3: The OEB has been less prescriptive with First Contact Resolution, Customer Satisfaction Survey Results, and Distribution System Plan Implementation on definition and implementation until the OEB establishes uniform definitions for these measures.

Note 4: Compliance with Ontario Regulation 22/04 assessed as Compliant (C); Needs Improvement (NI); or Non-Compliant (NC).

Note 5: Value displayed for 2021 reflects data from the first quarter, as the filing requirement was subsequently removed from the Reporting and Record-keeping Requirements (RRR).