

Scorecard - ENWIN Utilities Ltd.

| Performance Outcomes | Performance Categories | Measures | 2015 | 2016 | 2017 | 2018 | 2019 | Trend | Target | | |
|---|------------------------------------|---|------------------------------------|----------|----------|----------|----------|-------|----------|-------------|-------|
| | | | | | | | | | 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 | 99.10% | 100.00% | 100.00% | 100.00% | 100.00% | ↑ | 90.00% | | |
| | | Scheduled Appointments Met On Time | 100.00% | 100.00% | 99.76% | 99.71% | 99.94% | ↓ | 90.00% | | |
| | | Telephone Calls Answered On Time | 75.50% | 70.70% | 78.21% | 76.93% | 77.19% | ↑ | 65.00% | | |
| | Customer Satisfaction | First Contact Resolution | 98.17% | 97.93% | 98.04 % | 98.63% | 98.74% | | | | |
| | | Billing Accuracy | 99.98% | 99.99% | 99.99% | 99.72% | 99.97% | ↓ | 98.00% | | |
| | | Customer Satisfaction Survey Results | 85% | 85% | 84% | 86% | 88% | | | | |
| 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 | 83.00% | 83.00% | 82.00% | 82.00% | 82.00% | | | | |
| | | Level of Compliance with Ontario Regulation 22/04 ¹ | C | C | C | C | C | → | | C | |
| | | Serious Electrical Incident Index | Number of General Public Incidents | 0 | 1 | 2 | 0 | 1 | → | | 2 |
| | | | Rate per 10, 100, 1000 km of line | 0.000 | 0.898 | 1.792 | 0.000 | 0.214 | → | | 0.377 |
| | System Reliability | Average Number of Hours that Power to a Customer is Interrupted ² | 1.06 | 0.64 | 0.72 | 1.11 | 0.88 | ↓ | | 1.17 | |
| | | Average Number of Times that Power to a Customer is Interrupted ² | 1.88 | 1.47 | 1.70 | 2.22 | 2.23 | ↑ | | 2.03 | |
| | Asset Management | Distribution System Plan Implementation Progress | 96% | 83% | 81 % | 97.3% | 100.4% | | | | |
| | Cost Control | Efficiency Assessment | 4 | 4 | 3 | 3 | 3 | | | | |
| | | Total Cost per Customer ³ | \$699 | \$707 | \$707 | \$717 | \$709 | | | | |
| | | Total Cost per Km of Line ³ | \$54,728 | \$55,668 | \$13,094 | \$13,660 | \$13,539 | | | | |
| 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). | Conservation & Demand Management | Net Cumulative Energy Savings ⁴ | 9.79% | 30.97% | 53.52% | 64.00% | 77.00% | | | 151.30 GWh | |
| | Connection of Renewable Generation | Renewable Generation Connection Impact Assessments Completed On Time | 100.00% | 100.00% | | 57.14% | | | | | |
| | | New Micro-embedded Generation Facilities Connected On Time | 100.00% | 100.00% | 100.00% | 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) | 1.41 | 1.62 | 1.83 | 2.24 | 2.13 | | | | |
| | | Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio | 0.57 | 0.43 | 0.43 | 0.78 | 0.75 | | | | |
| | | Profitability: Regulatory Deemed (included in rates) | 8.01% | 8.01% | 8.01% | 8.01% | 8.01% | | | | |
| | | Return on Equity Achieved | 3.43% | 3.13% | 2.55% | 4.35% | 3.72% | | | | |

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

2. The trend's arrow direction is based on the comparison of the current 5-year rolling average to the distributor-specific target on the right. 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.

4. The CDM measure is based on the now discontinued 2015-2020 Conservation First Framework. 2019 results include savings reported to the IESO up until the end of February 2020.

Legend:

5-year trend
 up down flat

Current year
 target met target not met

2019 Scorecard Management Discussion and Analysis (“2019 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 2019 Scorecard MD&A:

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

Scorecard MD&A - General Overview

ENWIN Utilities Ltd. (ENWIN) owns and operates the electrical distribution network in the City of Windsor, encompassing a service area of 121 square kilometers. As of the end of 2019, ENWIN served approximately 90,000 residential and business customers.

Throughout 2019, ENWIN continued to plan for its future, completing its Cost of Service in-depth regulatory review process to establish delivery rates for 2020, while continuing to invest in its current regulated assets, sustain system reliability and maintain a focus on customers’ needs and priorities.

ENWIN’s 2019 scorecard results are very positive, scoring at or above industry targets (where such industry targets are established) in the performance categories of Service Quality, Customer Satisfaction, Safety and Connection of Renewable Generation. ENWIN continued to focus on providing quality customer service, maintaining its positive performance in key metrics such as first contact resolution and billing accuracy, while seeking out new tools and initiatives to enhance the customer experience, all while controlling costs and increasing efficiencies in order to deliver reliable power to customers at affordable rates.

With an economy that relies heavily on manufacturing, ENWIN has always maintained a strong focus on the safety and reliability of the electricity it supplies to customers, which drives ENWIN’s capital and maintenance spending profiles. ENWIN, like all electricity distributors, faces a balancing act between keeping costs as low as possible and keeping reliability at acceptable levels. ENWIN tries to minimize both the number of outages that customers experience and the length of time the power is out. ENWIN’s actual 5-year average number of hours that power is interrupted was 0.88 hours per year, and the number of times that power is interrupted was 1.9 times per year. This is illustrative of ENWIN’s successful ongoing efforts to maintain system reliability.

ENWIN remains committed to ongoing strong performance and continuous improvement beyond 2019.

Service Quality

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

In 2019, ENWIN connected 100% of its 674 eligible low-voltage residential and small business customers (those utilizing connections under 750 volts) to its system within the 5-day timeline prescribed by the OEB. This result is well above the OEB-mandated threshold of 90%. ENWIN's successful result in this measure was achieved by performing daily checks for Electrical Safety Authority (ESA) Authorization, providing instant notification to the Metering department when connections are ready, and by having a quick dispatch process for meter installers. ENWIN's commitment to achieving this requirement also includes diverting crews from other projects when the 5-day window cannot be met by the regular service crews.

- **Scheduled Appointments Met On Time**

When an appointment is either requested by a customer with ENWIN or requested by ENWIN with a customer, ENWIN must schedule the appointment during regular hours of operation, within a 4-hour time window, and an ENWIN representative must arrive for the appointment within the scheduled timeframe. In 2019, ENWIN met its appointment targets for 3,101 appointments scheduled for an overall result of 99.94% of appointments met on time. This result exceeds the OEB industry target set at 90% of appointments met and ENWIN's 2018 result of 99.71%, reflecting ENWIN's continued efforts to achieve exceptional customer service.

- **Telephone Calls Answered On Time**

In 2019, ENWIN received over 102,700 customer calls. Of those calls, ENWIN answered 77.19% within 30 seconds, which exceeds the OEB mandated target of 65%. ENWIN's customer service centre has shown consistent results over the years, and has achieved a service level greater than 75% in 4 out of the last 5 years. The majority of calls received from customers continue to be related to credit inquiries, moves, and billing inquiries. In 2019, ENWIN introduced a new mobile friendly customer portal, called "myENWIN", to give customers more ways to view their consumption patterns, pay and view their bills, and make changes to their account information. Giving customers more options also helps drive down call volumes so ENWIN can achieve the same or greater service level while maintaining or lowering operating costs.

Customer Satisfaction

- **First Contact Resolution**

In 2019, ENWIN was able to successfully resolve 98.74% of calls during the customer's initial contact. This is ENWIN's highest level achieved in the past 5 years, demonstrating the organization's drive to continuously improve. In addition, ENWIN has initiated a new project to further improve First Contact Resolution by providing more tools to our Customer Service Representatives. In 2020, ENWIN is planning on providing Customer Service Representatives the ability to retrieve the status of tree trimming requests, preventing the need to transfer calls to other departments in order to work towards increasing First Contact Resolution even more.

- **Billing Accuracy**

ENWIN produced over 1 million bills in 2019 and made only 3 errors for every 10,000 bills produced. This means ENWIN achieved 99.97% billing accuracy, which is above the minimum OEB mandated industry target of 98%. ENWIN routinely reviews its billing processes for compliance and continuous improvement opportunities. In 2019, ENWIN reorganized its department structure to move billing functions under one manager to provide even better oversight and control of the process from meter reading to bill print. This has allowed ENWIN to review billing processes from beginning to end, and has led to opportunities for greater efficiency while still achieving a high level of accuracy.

- **Customer Satisfaction Survey Results**

ENWIN utilizes a third party to conduct customer satisfaction surveys. In an effort to provide customers with a more quantitative comparator with previous years, ENWIN now reports the “Customer Experience Performance Rating” (CEPr) for its customer satisfaction scorecard metric. Factors that are considered as part of the overall customer experience include delivery of accessible and consistent customer service, understanding customer expectations, providing timely issue resolution, providing effective communication according to customer needs, demonstrating responsiveness, conducting problem analysis to prevent recurring issues, ease of engagement on issues, seeking customer feedback and following through on recommendations.

In 2019, ENWIN achieved a CEPr rating of 88%, which is above the National average of 85% and the Ontario average of 86% based on other Local Distribution Companies surveyed by ENWIN’s third party surveyor. ENWIN’s customer satisfaction continues to improve each year with 2019 being the highest rating achieved in the past 5 years.

ENWIN values feedback from its customers and has committed to conducting annual customer satisfaction surveys starting in 2018, which exceeds the OEB’s minimum requirement of once every two years. ENWIN reviews all the data gathered in the survey to help drive decision making and to continuously improve the customer service experience for customers. In 2019, ENWIN produced a Customer Value Map based on insight gained from customer surveys to develop a ranked list of the most highly demanded services by ENWIN’s customers. This ranked list has been used to prioritize future ENWIN initiatives and will continue to be updated as customer preferences change.

Safety

- **Public Safety**

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

ENWIN engaged a third party to conduct a survey of customer perception and overall electrical safety awareness and achieved an overall score of 82%. In addition, ENWIN maintained its previous levels of Public Service Announcements (PSA) through radio broadcasting on electrical safety topics and participation in the local Children’s Safety Village programs. ENWIN was also the recipient of the Electricity Distributors Association’s (EDA) Public Electrical Safety Excellence Award, recognizing ENWIN’s Safety

Power Play campaign – a multi-media partnership with Windsor’s OHL Junior Hockey team, the Windsor Spitfires, which harnessed the power of sports marketing to inspire positive associations, and help customers internalize safety related messages. The campaign delivered six ESA power line safety messages via social media and broadcast networks during Spitfires’ power plays throughout the hockey season, achieving more than 65 million impressions in six months. ENWIN will continue to support and provide education and training to the community on electrical safety through these initiatives.

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

ENWIN remains fully compliant with all sections of Ontario Regulation 22/04 (Electrical Distribution Safety). This continued achievement is reflective of ENWIN’s strong commitment to safety, adherence to company procedures, policies and the elements of the regulation itself. Ontario Regulation 22/04 establishes objective-based electrical safety requirements for design, construction and maintenance of electrical distribution systems owned by licensed distributors. Specifically, the regulation requires the approval of equipment, plans, specifications and the inspection of construction before it is put into service. The ESA performs Due Diligence Inspections throughout the year to ensure utilities remain compliant with the objectives set out in Ontario Regulation 22/04.

The independent compliance audit concluded that ENWIN has developed and implemented key processes and guidelines relevant to the Ontario Regulation 22/04 and recommended that ENWIN continue to maintain these processes and guidelines. The Due Diligence Inspections performed by the ESA show that there were zero non-compliances and one needs improvement issue identified.

In summary, ENWIN has successfully completed its 2019 ESA audit cycle, obtaining full compliance with Ontario Regulation 22/04.

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

ENWIN experienced one Serious Electrical Incident, as defined in Ontario Regulation 22/04, for the time frame used for this measure (January 1, 2018 to December 31, 2018). Accordingly, the calculated rate of incidents per 1000 km of line is 0.214 for this period. These figures are below the Distributor Target of two Serious Electrical Incidents, and an incident rate of 0.377 per 1000 km of line, as reflected on the OEB Scorecard. In an ongoing effort to prevent incidents, ENWIN continues its broad based approach to delivering public safety messages through radio, television and online advertising, bill inserts, brochures, banners, media releases, taglines, website challenge, YouTube videos, Twitter messaging, and public events.

System Reliability

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

ENWIN is committed to continued investments in system automation and modernization that enable ENWIN to restore power as soon as possible. ENWIN’s adjusted System Average Interruption Duration Index (“SAIDI”, which is the average number of hours power to a customer is interrupted) for 2019 was 0.88 hours (52.8 minutes). This is a decrease from the 2018 adjusted SAIDI value of 1.11 hours (1 hour and 6.6 minutes) and is on par with the 5-year historical average value of 0.88 hours (52.8 minutes). In 2019, ENWIN did not experience any Major Event Days, and weather conditions were not as severe as in 2018. In fact, the greatest proportion of outages

experienced in 2019 were scheduled outages, while customer hours of outage due to adverse weather were approximately half of that in 2018. ENWIN's dedication to asset management and storm hardening have had a positive effect on its SAIDI in 2019 and ENWIN has been able to uphold the standard of reliability that customers have become accustomed to over the past 5 years.

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

ENWIN takes measures to ensure that the number of outages experienced by each customer are as low as possible. In 2019, ENWIN's adjusted System Average Interruption Frequency Index ("SAIFI", which is the average number of times power is interrupted) was 2.23 interruptions. This figure has increased slightly from the 2018 SAIFI value of 2.22 interruptions, and is higher than the 5-year historical average value of 1.9 interruptions. In both 2018 and 2019, scheduled outages accounted for the greatest proportion of outage events within the ENWIN system. ENWIN is continuously working to increase the amount of capital work performed, which can contribute to a higher number of scheduled outages. There was a noticeable drop in outage events caused by defective equipment between 2018 and 2019, which represented the second greatest proportion of outages in each year. The number of outages caused by defective equipment decreased from 319 events in 2018 (29% of all outages), to 265 events in 2019 (24% of all outages). ENWIN continues to invest in its maintenance programs such as tree trimming and asset sustainment programs to help mitigate the number of outages experienced.

Asset Management

- **Distribution System Plan Implementation Progress**

Distribution System Plan (DSP) implementation progress is a performance measure instituted by the OEB starting in 2014. The DSP was prepared by ENWIN and submitted in 2014 for the period 2014 - 2019. The DSP outlined ENWIN's forecasted capital expenditures required to maintain and expand the distributor's electricity system to serve its current and future customers over the period. The "Distribution System Plan Implementation Progress" measure is intended to assess ENWIN's effectiveness at planning and implementing the DSP. The DSP Investment Plan for 2019 was forecast at \$17M. The actual capital spend was \$17M, resulting in an implementation progress of 100%.

Cost Control

- **Efficiency Assessment**

Ontario electricity distributors are divided into five cohort groups based on the magnitude of the difference between their respective individual actual and predicted costs, as determined by a third-party (Pacific Economics Group or "PEG") statistical cost benchmarking study. ENWIN's efficiency performance has been improving year over year since 2014. The PEG methodology utilizes a three-year average; and in 2019, ENWIN maintained its position in the Group 3 cohort, which is indicative of strong cost performance results. ENWIN is managing operating costs and replacing assets proactively along a carefully managed timeframe in a manner that balances system risks and customer rate impacts.

- **Total Cost per Customer**

Total cost per customer is calculated by the PEG methodology, as the sum of ENWIN's capital and operating costs divided by the total number of customers that ENWIN serves. The cost performance result for 2019 is \$709, which is a 1.1% decrease from the prior year. Over the past 5 years, ENWIN has held a relatively stable total cost per customer despite inflationary pressures.

ENWIN's cost per customer is comparable to other distributors serving built-out, established communities, and to distributors serving energy-intensive customers. ENWIN is committed to infrastructure reinvestment in order to meet its customer's expectations for reliability with a reasonable cost. While ENWIN's load base has continued to decline since peaking in 2006, ENWIN continues to invest in the replacement of its infrastructure as that infrastructure reaches end-of-life. This investment is to ensure that ENWIN's customers continue to have the reliable electrical service they currently enjoy.

- **Total Cost per Km of Line**

This measure uses the same total cost that is used in the Total Cost per Customer calculation above. The total cost is divided by the kilometers of line that ENWIN operates to serve its customers.

ENWIN's 2019 total cost per kilometer of line is \$13,539, which is a 0.9% decrease compared to the prior year result. This measure has continued to remain relatively stable over the past 3 years, reflecting ENWIN's efforts to adequately plan the annual level of spending needed to operate and maintain its distribution system. 2015 and 2016 numbers were higher because of a different way of measuring total km of line, which was updated starting in 2017 to account for the presence of the utility's significant secondary (lower-voltage) distribution network.

Conservation & Demand Management

- **Net Cumulative Energy Savings**

In March 2019, the Ministry of Energy, Northern Development and Mines directed the Independent Electricity System Operator to conclude the Conservation First Framework (CFF). With this announcement, ENWIN, along with other LDCs were required to wind-down conservation and demand management (CDM) operations. ENWIN continues to work with customers and trade allies to complete CDM projects under contract as part of the CFF. In 2019, ENWIN achieved 7.2 GWh of energy savings. At the end of 2019, ENWIN had achieved approximately 77% of its 2015-2020 CFF energy savings target.

Connection of Renewable Generation

- **Renewable Generation Connection Impact Assessments Completed on Time**

Electricity distributors are required to conduct Connection Impact Assessments (CIAs) within 60 days of receiving all required documentation. In 2019, ENWIN did not receive any requests to perform CIAs. ENWIN has developed and implemented measures to ensure CIAs are completed within the required timeframe by clearly defining requirements for proponents and by standardizing both the

format and technical components of its consultant's reports.

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

In 2019, ENWIN connected four Micro-embedded generation facilities and 100% were completed within the prescribed time frame of 5 working days, consistent with the 2018 result. The minimum acceptable OEB-mandated industry performance level for this measure is to connect within the prescribed time frame 90% of the time. ENWIN's successful result in this measure was achieved by performing daily checks for ESA Authorization, providing instant notification to the Metering department when connections are ready, and by having a quick dispatch process for meter installers. ENWIN's commitment to achieving this requirement also includes diverting crews from other projects when the 5-day window cannot be met by the regular service crews.

Financial Ratios

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

ENWIN's current ratio was 2.13 in 2019 (2.24 in 2018). Compared to the Ontario industry average current ratio of 0.87, this metric demonstrates ENWIN's strong financial position and its ability to meet short term financial obligations. The year-over-year decrease in the current ratio was primarily a result of an increase in current liabilities compared to the prior year. The higher current liability balance in 2019 was a result of payment cycle differences, and does not represent a significant change compared to the previous year. Overall, the focus on liquidity and a continuing strengthening of the balance sheet is contributing to this strong liquidity ratio.

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

ENWIN's debt to equity ratio was 0.75 in 2019 (0.78 in 2018). This small improvement was a result of strong earnings and an increase to retained earnings. The debt to equity ratio is among the lowest when compared to other LDCs of similar size within the province of Ontario, and is well below the 2019 Ontario industry average of 1.28. This low debt to equity ratio has been achieved through financial practices targeting liquidity and financial stability to ensure resources are available to continue future investments in new infrastructure.

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

ENWIN's 2019 distribution rates were approved by the OEB and included a deemed regulated rate of return on equity (ROE) of 8.01%. ENWIN's customers continued to benefit from one of the lowest deemed ROE's within the industry in Ontario in 2019.

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

ENWIN's regulated return on equity achieved was 3.72% in 2019 (4.35% in 2018). ENWIN's return on equity is below the deemed level which is not uncommon for utilities that are in between Cost of Service years. Notwithstanding ENWIN's strict cost control measures, rate increases have not kept pace with unavoidable inflationary cost increases, which is the primary reason for the lower returns on equity year over year. ENWIN anticipates that the 2020 metric will improve, as rates were reset effective January 1, 2020 after ENWIN's Cost of Service rate application.

Note to Readers of 2019 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.