

									Target	
Performance Outcomes	Performance Categories	Measures	2020	2021	2022	2023	2024	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%	100.00%	100.00%	➡	90.00%	
		Scheduled Appointments Met On Time	100.00%	100.00%	99.97%	100.00%	100.00%	➡	90.00%	
		Telephone Calls Answered On Time	64.74%	58.90%	65.76%	78.74%	74.74%	⬆	65.00%	
	Customer Satisfaction	First Contact Resolution	99.10%	99.27%	99.18%	99.16%	99.32%			
		Billing Accuracy	99.95%	99.96%	98.49%	99.93%	99.89%	⬇	98.00%	
		Customer Satisfaction Survey Results	88%	86%	86%	83%	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	82.00%	81.00%	81.00%	82.00%	82.00%			
		Level of Compliance with Ontario Regulation 22/04 ¹	C	C	C	C	C	➡		C
		Serious Electrical Incident Index	1	0	0	0	1	➡		0
			Rate per 10, 100, 1000 km of line	0.213	0.000	0.000	0.000	➡		0.060
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted ²	0.86	0.86	0.63	0.94	0.86	⬆		0.88
		Average Number of Times that Power to a Customer is Interrupted ²	2.11	1.68	1.03	1.60	1.53	⬇		1.90
	Asset Management	Distribution System Plan Implementation Progress	85.6%	76.8%	107.1%	109.4%	136.1%			
	Cost Control	Efficiency Assessment	3	2	2	1	1			
		Total Cost per Customer ³	\$692	\$675	\$717	\$817	\$853			
		Total Cost per Km of Line ³	\$13,236	\$12,989	\$13,854	\$15,817	\$16,632			
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%	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)	2.07	2.18	2.03	1.92	1.83			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.76	0.69	0.57	0.55	0.51			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	8.52%	8.52%	8.52%	8.52%	8.52%		
			Achieved	5.25%	9.38%	10.78%	9.75%	10.33%		

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

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.oeb.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 approximately 121 square kilometers. As of the end of 2024, ENWIN served approximately 92,000 customers.

ENWIN’s 2024 scorecard results are very positive, scoring at or above industry and distributor targets (where such targets are established) in the performance categories of Service Quality, Customer Satisfaction, System Reliability, and Connection of Renewable Generation. ENWIN continued to focus on enhancing our customers’ service experiences, scoring 84% on its Customer Satisfaction Survey Results and over 99% on First Contact Resolution. ENWIN continues to strengthen its connection to the community by volunteering at events such as Meet-a-Machine, Open Streets Windsor, Safety Village Trick or Treat and the ERCA Tree Planting, among others. The company also supports local initiatives and organizations through its Community Support Program.

ENWIN maintained focus on the safety and reliability of the electricity it supplies to customers, balancing keeping costs as low as possible while maintaining system reliability. ENWIN continued efforts 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 0.83 hours per year, and the number of times that power is interrupted was 1.59 times per year. These results are illustrative of ENWIN’s successful ongoing efforts to maintain system reliability, as well as the impact of strategic investments in the renewal and modernization of our electricity distribution infrastructure. Due to the occurrence of a single Serious Electrical Incident in 2023 (the timeframe used to measure this metric), ENWIN is above the Distributor Targets of zero General Public Incidents and 0.060 incidents per 1000 km of line. ENWIN is committed to maintaining the highest standards in electrical distribution and public safety.

ENWIN remains committed to maintaining strong performance and continuous improvement beyond 2024, continuing to innovate and establish itself as a leader within Windsor Essex-County community.

Service Quality

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

In 2024, ENWIN successfully connected 100% of its 644 eligible low-voltage residential and small business customers (those utilizing connections under 750 volts) to its system within the five-day timeline prescribed by the Ontario Energy Board (“OEB”). This performance significantly exceeds the OEB’s minimum compliance threshold of 90%. This achievement was made possible through several proactive measures: conducting daily checks for Electrical Safety Authority (“ESA”) authorizations, immediately notifying the Metering department when connections were ready, and implementing a rapid dispatch process for meter installers. Additionally, ENWIN demonstrated its commitment to meeting the OEB’s timeline by reallocating crews from other projects when regular service teams were unable to meet the five-day requirement.

- **Scheduled Appointments Met On Time**

When a customer requests an appointment with ENWIN or ENWIN requests an appointment with a customer, ENWIN must schedule the appointment during regular hours of operation, within a four-hour time window, and an ENWIN representative must arrive for the appointment within the scheduled timeframe. In 2024, ENWIN met its appointment targets for all of its 3,196 appointments scheduled for an overall result of 100% of appointments met on time. This result exceeds the OEB industry target set at 90% of appointments met on time and is consistent with ENWIN’s historical strong performance.

- **Telephone Calls Answered On Time**

In 2024, ENWIN received a total of over 93,000 customer calls, an increase of approximately 10% over the calls received in 2023. Despite this rise in call volume, ENWIN answered 74.74% of calls within 30 seconds, surpassing the OEB-mandated target of 65%. While this represents a decrease from the 78.74% achieved in 2023, the result demonstrates ENWIN’s ongoing commitment to accessible and responsive customer service in the face of higher demand. ENWIN continues to invest in staff training and process improvements, and is actively pursuing digital enhancements to further support customer communication options and improve response times.

Customer Satisfaction

- **First Contact Resolution**

ENWIN resolved 99.32% of customer inquiries upon initial contact in 2024, maintaining its high standard of service excellence. This strong result reflects ENWIN’s focus on comprehensive agent training, robust knowledge management, and a customer-first approach. ENWIN remains dedicated to ensuring that customer needs are addressed efficiently and effectively at the first point of contact, reinforcing trust and satisfaction within the community

- **Billing Accuracy**

Throughout the 2024 calendar year, ENWIN demonstrated exceptional billing precision, surpassing the OEB’s 98% billing accuracy industry target with a 99.89% success rate across more than one million customer bills. Recognizing the critical nature of first-time

accuracy in billing, ENWIN continues to monitor bill accuracy and evaluate billing processes to identify opportunities for improvement.

- **Customer Satisfaction Survey Results**

ENWIN achieved an 84% Customer Experience Performance Rating (“CEPr”) in its 2024 independent customer satisfaction survey, an improvement from 83% in 2023 and notably above both the Ontario and national benchmarks of 79%. This result highlights ENWIN’s ongoing commitment to delivering high-quality and responsive service.

Key areas of improvement and strength in 2024 include:

- *Post-interaction satisfaction* rose significantly, with 92% of customers reporting satisfaction after engaging with ENWIN, up from 87% in 2023. This improvement reflects enhanced issue resolution and customer support processes.
- *Staff courtesy and knowledge* received exceptionally high ratings, with 89% satisfied with the courtesy of staff (up from 77% in 2023) and 83% satisfied with staff knowledge (up from 76%). These scores surpass provincial averages and reinforce the effectiveness of ENWIN’s training and customer service initiatives.
- *Professional problem handling* and *ease of doing business* also remained strong, with 85% of customers indicating ENWIN deals professionally with problems and 84% finding the utility easy to do business with, both above national and Ontario benchmarks.
- *Proactive communication* saw improvement, with 82% of customers recognizing ENWIN’s efforts to keep them informed, up from 80% in 2023.
- Customer advocacy and loyalty remained robust, with 80% of customers willing to recommend ENWIN and 82% expressing a desire to continue doing business with the utility, both above the Ontario averages.

The 2024 survey also revealed that ENWIN’s UtilityPULSE (independent survey administrator) Report Card® grade improved to “A” overall, reflecting top-tier performance in management operations, operational effectiveness, and power quality and reliability.

ENWIN continues to leverage customer feedback to guide enhancements in digital engagement, communication options (such as e-billing and SMS notifications), and multilingual support. These efforts are designed to address evolving customer expectations and ensure accessible, efficient, and personalized service for all segments of the community.

ENWIN remains committed to continuous improvement, using annual survey insights to prioritize investments and initiatives that further strengthen customer experience and satisfaction.

Safety

- **Public Safety**

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

ENWIN engaged a third party to conduct a survey on customer perception and overall electrical safety awareness, achieving an overall score of 82%. ENWIN also ran Public Service Announcements (“PSAs”) on electrical safety topics, including seasonal themes, through radio broadcasts. Additionally, ENWIN continued its partnership with Windsor’s Ontario Hockey League team, the Windsor Spitfires, to share safety messages during games, on AM800 game broadcasts, and on social media. ENWIN’s social media platforms regularly promote safety messages from the ESA as well as unique content created by ENWIN. ENWIN will continue to support and educate 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 (“Regulation”), reflecting its strong commitment to safety and adherence to the Regulation and all ENWIN policies and procedures. The Regulation sets objective-based electrical safety requirements for the design, construction, inspection, and maintenance of electrical distribution systems owned by licensed distributors. The ESA also conducts Due Diligence Inspections throughout the year to ensure utilities remain compliant with the Regulation's objectives. ENWIN engaged a third party to conduct an independent compliance audit, which concluded that ENWIN has developed and implemented key processes and guidelines relevant to the Regulation. In summary, ENWIN successfully completed its 2024 ESA audit cycle, achieving full compliance with the Regulation.

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

ENWIN experienced one Serious Electrical Incident, as defined in the Regulation, between January 1, 2023, and December 31, 2023. Accordingly, the calculated rate of incidents per 1000 km of line for this period is 0.212. This is above the OEB targets of zero Serious Electrical Incidents and an incident rate of 0.060 per 1000 km of line, as reflected on the OEB Scorecard. To prevent incidents, ENWIN continues its comprehensive approach to delivering public safety messages through radio, bill inserts, media releases, social media, and public events.

System Reliability

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

ENWIN’s 2024 adjusted System Average Interruption Duration Index (“SAIDI”), which measures the average duration of power interruptions per customer, was 0.86 hours (51.5 minutes). This represents an improvement from the 2023 adjusted SAIDI of 0.94 hours (56.5 minutes) and is better than the Distributor Target of 0.88 hours (52.8 minutes). However, it remains slightly above the five-year historical average of 0.83 hours (49.8 minutes). While ENWIN’s SAIDI has shown a modest upward trend over the past three years, from an average of 0.81 hours (2021–2023) to 0.86 hours in 2024, the year-over-year improvement from 2023 to 2024 is attributed to a reduction in outages caused by adverse weather and foreign interference. Throughout 2024, ENWIN crews have remained diligent in

restoring power promptly. Notably, the utility experienced no Major Event Days during the year. ENWIN is committed to continued investments in system automation and modernization that enable ENWIN to restore power as soon as possible, as well as proactive investment in the replacement of end-of-life equipment. As such, Scheduled Outages accounted for the highest proportion of hours of interruption, followed by Defective Equipment and Adverse Weather.

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

ENWIN's 2024 System Average Interruption Frequency Index ("SAIFI"), which measures the average number of power interruptions per customer, was 1.53 interruptions. This marks an improvement from the 2023 SAIFI value of 1.60 and is lower than both the five-year historical average of 1.59 and the Distributor Target of 1.90. Over the past five years, ENWIN has demonstrated steady progress in reducing outage frequency, improving from 2.11 interruptions in 2020 to 1.53 in 2024. This trend reflects ENWIN's ongoing efforts to minimize service disruptions for its customers. In 2024, the leading cause of interruptions was Defective Equipment, which accounted for 0.41 interruptions, up from 0.33 in 2023. The second most common cause was Foreign Interference, contributing 0.35 interruptions. ENWIN is continuously implementing its Distribution System Plan ("DSP") in effort to decrease the frequency of interruptions to ENWIN Customers, including replacing equipment at end-of-life, implementing system enhancements to provide automation and redundancy to the system, and keeping up with maintenance activities which may result in a scheduled outage. ENWIN additionally works to learn from the failure of equipment to better improve targeted replacement planning.

Asset Management

- **Distribution System Plan Implementation Progress**

The OEB introduced the Distribution System Plan Implementation Progress performance measure in 2014 to evaluate how effectively utilities plan and execute their DSPs. ENWIN submitted its current DSP in 2019, covering the 2020–2024 period. This plan outlines the forecasted capital investments required to maintain and expand the electricity distribution system to meet the needs of current and future customers.

The DSP Investment Plan for 2024 was forecast at \$17.3 million. The actual capital spend reached \$23.6 million, resulting in an implementation progress rate of approximately 136.1%. A revised budget of \$20.96 million was targeted during the year. Several factors contributed to this variance. Supply chain disruptions delayed some 2023 projects, pushing them into 2024, while also preventing the completion of certain 2024 initiatives. In some cases, materials required for 2025 projects became available earlier than expected, prompting ENWIN to purchase them in advance to improve readiness and reduce future risk. Additionally, changes in municipal roadwork schedules affected the timing and scope of planned expenditures.

The early years of the 2020–2024 DSP period, specifically 2020 and 2021, were underinvested due to the impacts of the COVID-19 pandemic. However, ENWIN accelerated work in the latter years, addressing deferred projects and managing cost increases driven by higher-than-expected inflation. Despite these challenges, ENWIN was generally able to accomplish the planned scope of work over the five-year DSP period.

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 methodology that uses a three-year average from 2022 to 2024. ENWIN's efficiency performance has been improving year over year since 2014. In 2024, ENWIN maintained its position in Group 1, a position it achieved for the first time in 2023. Achieving Group 1 status is a mark of distinction awarded to the industry's top cost performers. ENWIN is managing its 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. ENWIN's 2024 total cost per customer is \$853 which represents an increase from the prior year mainly attributed to increased inflationary pressures and one-time costs relating to an Enterprise Resource Planning (“ERP”) system upgrade. However, an increase in total cost per customer is consistent with trends observed across the industry, and ENWIN's cost per customer is comparable to other distributors serving built-out and established communities and energy-intensive customers. ENWIN is committed to infrastructure reinvestment to meet its customers' expectations for reliability with a reasonable cost. While ENWIN's load base has declined 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 2024 total cost per kilometer of line is \$16,632 which represents an increase compared to the prior year and was mainly attributed to increased inflationary pressures and one-time costs relating to an ERP system upgrade. Rising total cost per kilometer of line is consistent with trends observed across the industry. ENWIN takes great care to adequately plan the annual level of spending needed to operate and maintain its distribution system.

Connection of Renewable Generation

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

In 2024, ENWIN successfully connected nine micro-embedded generation facilities, all within the OEB's prescribed five working days service window, matching its performance from 2023. This result exceeds the OEB's minimum industry performance standard, which requires 90% of such connections to be completed within the specified timeframe. ENWIN's consistent success in this area is attributed

to several proactive measures: conducting daily checks for ESA authorizations, providing immediate notifications to the Metering department when connections are ready, and maintaining a rapid dispatch process for meter installers. Additionally, ENWIN demonstrates its commitment to meeting the OEB's service standards by reallocating crews from other projects when regular service teams are unable to meet the five-day requirement.

Financial Ratios

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

ENWIN's current ratio is 1.83 in 2024 (1.92 in 2023). Compared to the 2023 Ontario industry average of 1.28, this metric demonstrates ENWIN's strong financial position and ability to meet short-term financial obligations. The year-over-year decrease in the current ratio is attributed to using short term liquidity to fund higher levels of capital spending into the electrical system. Overall, ENWIN's current ratio exceeds the industry average and is a result of a strong balance sheet and sound financial management.

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

ENWIN's debt to equity ratio is 0.51 in 2024 (0.55 in 2023). This decrease is a result of strong net income leading to an increase in overall shareholder equity. ENWIN's debt to equity ratio is among the lowest when compared to LDCs of similar size within the province of Ontario. This low debt to equity ratio has been achieved through financial practices focused on liquidity and stability which ensures resources are available to continue future investments in necessary infrastructure.

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

ENWIN's current distribution rates were approved by the OEB under the expectation that it will earn an 8.52% regulatory return on equity (deemed return). Should the return achieved fall outside of this expectation by plus or minus 3%, a regulatory review may be conducted by the OEB.

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

ENWIN's regulated return on equity achieved is 10.33% in 2024 (9.75% in 2023). ENWIN's rates were rebased through a Cost of Service rate application in 2020, which resulted in certain rate riders being returned to customers and reducing regulated return on equity until the rate riders are fully settled. Despite this, ENWIN's 2024 regulated return on equity exceeded the deemed return of 8.52% as a result of a continued focus on controlling operating expenses and maximizing passive income sources.

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.