Scorecard - Orangeville Hydro Limited

8/22/2025

Performance Outcomes	Performance Categories	Measures		2020	2021	2022	2023	2024	Trend	Target: Industry	Target: 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%	99.24%	100.00%	99.24%	99.48%	↓	90.00%	
		Scheduled Appointments Met On Time		100.00%	99.25%	100.00%	99.24%	99.49%	↓	90.00%	
		Telephone Calls Answered On Time		99.11%	99.21%	99.26%	99.43%	99.08%	↑	65.00%	
	Customer Satisfaction	First Contact Resolution		99.9	99.83%	99.62%	99.67%	99.76%			
		Billing Accuracy		99.84%	99.82%	99.73%	99.79%	99.89%	↑	98.00%	
		Customer Satisfaction Survey Results		76	76	76	76	76			
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		85.50%	84.50%	84.50%	83.70%	83.70%			
		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	0	0	0	→		0
			Rate per 10, 100, 1000 km of line	0.000	0.450	0.000	0.000	0.000	→		0.063
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted [2]		1.01	1.75	0.47	0.29	0.25	↓		0.77
		Average Number of Times that Power to a Customer is Interrupted [2]		0.75	0.91	0.52	0.24	0.33	↓		0.56
	Asset Management	Distribution System Plan Implementation Progress		102	87%	156%	110%	93%			
	Cost Control	Efficiency Assessment		2	1	1	1	1			
		Total Cost per Customer [3]		$535	$550	$605	$661	$708			
		Total Cost per Km of Line [3]		$30,612	$31,921	$35,340	$38,970	$41,002			
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								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	0.78	1.39	1.03	1.54			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio		1.12	1.12	1.28	1.18	1.10			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.36%	9.36%	9.36%	9.36%	9.21%			
			Achieved	11.83%	9.46%	5.71%	8.25%	7.24%			

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.ontarioenergyboard.ca/OEB/_Documents/scorecard/Scorecard_Performance_Measure_Descriptions.pdf

Scorecard MD&A - General Overview

In 2024, Orangeville Hydro exceeded all performance targets. Aging distribution infrastructure continues to be a challenge for many utilities today. Like most utilities in Ontario, Orangeville Hydro must replace aging infrastructure at a steady pace to meet this challenge. Therefore, Orangeville Hydro strategically plans to manage the renewal and growth of the distribution system in a cost-effective manner. In addition, vegetation control, including line clearing activities, were continued throughout the year to reduce the vulnerability of the distribution system to external uncontrollable events, such as weather.

Orangeville Hydro continues to focus on providing value to our customers. Orangeville Hydro offers a customer portal to assist our customers with interactive information that allows them to better monitor, understand, and control their electricity consumption. Orangeville Hydro is continually improving our website, which provides our customers with an improved experience when interacting with us. Our social media presence has increased, to provide immediate updates for outages as well as current news. Orangeville Hydro makes every effort to engage its customers on a regular basis to ensure that we are aware of your needs and that you are receiving the best value for your dollar.

In 2025, Orangeville Hydro will continue its efforts to improve its overall scorecard performance results as compared to prior years. This performance improvement is expected because of continued investment in both our infrastructure and in our response to your needs.

We encourage our customers to read through the following MD&A to understand Orangeville Hydro's performance and to contact us for clarification and/or feedback.

Service Quality

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

In 2024, Orangeville Hydro connected 193 low-voltage (connections under 750 volts) residential and small business customers within the five-day timeline as prescribed by the Ontario Energy Board. This quantity is lower than the 2023 new connections. Orangeville Hydro considers "New Services Connected on Time" as an important form of customer engagement as it is the utilities 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. Consistent with most prior years, Orangeville Hydro connected 99.48% of these customers on time, which significantly exceeds the Ontario Energy Board's mandated target of 90% for this measure. Orangeville Hydro expects this trend to continue into the foreseeable future.

- **Scheduled Appointments Met on Time**

Orangeville Hydro scheduled 195 appointments in 2024 to disconnect and/or reconnect service for maintenance, gain access to read or replace an inside meter, locate underground wires, or otherwise complete work requested by its customers, including energizing new subdivisions. Orangeville Hydro considers "Scheduled Appointments Met" as an important form of customer engagement as customer presence is required for all types of appointments. Consistent with most prior years, Orangeville Hydro met 99.49% of these appointments on time, which significantly exceeds the Ontario Energy Board's mandated target of 90% for this measure. Orangeville Hydro expects this trend to continue into the foreseeable future.

- **Telephone Calls Answered on Time**

In 2024, Orangeville Hydro received over 10,504 calls from its customers (an average of 42 calls per day), an increase of 17% from 2023. Orangeville Hydro considers "Telephone Calls" to be an important communication tool for identifying and responding to its customers' needs and preferences. Consistent with prior years, an Orangeville Hydro employee answered 99.08% of these calls in 30 seconds or less, which significantly exceeds the Ontario Energy Board mandated target of 65% for this measure. Orangeville Hydro expects this trend to continue into the foreseeable future.

Customer Satisfaction

- **First Contact Resolution**

Orangeville Hydro defines "First Contact Resolution" as the number of customer inquiries that are not resolved by the first contact at the utility, resulting in the inquiry being escalated to an alternate contact at the utility, typically a supervisor or a manager. This includes all customer inquiries that are made to a customer service representative whether by telephone, letter, e-mail, or in person. First contact resolution is tracked through the billing system. Once the issue has been escalated, details of the issue and the agreed upon resolution are logged on to the customer's account by management. Outside escalations are updated through email and copied to the customer's account. Orangeville Hydro considers the ability to address customer enquiries quickly and accurately to be an essential component of customer satisfaction. Orangeville Hydro was able to resolve 99.76% of all inquiries on first contact.

- **Billing Accuracy**

Billing Accuracy is defined as the number of accurate bills issued expressed as a percentage of total bills issued. Orangeville Hydro considers

timely and accurate billing to be an essential component of customer satisfaction. For 2024, Orangeville Hydro issued more than 158,604 customer bills and achieved a billing accuracy of 99.89%, which is within the Ontario Energy Board mandated target of 98%. Orangeville Hydro expects this trend to continue for 2025.

- **Customer Satisfaction Survey Results**

In 2023, Orangeville Hydro engaged a third-party organization to conduct a customer satisfaction survey that takes place every 2 years. This statistical survey canvassed several key areas including power quality and reliability, price, billing and payments, communications, and the overall customer service experience. Orangeville Hydro considers this customer satisfaction survey to be a useful tool for engaging the customer to get a better understanding of their wants and needs with respect to the provision of electricity services and for identifying areas that may require improvements. For 2023, Orangeville Hydro received a rating of 76% on its customer satisfaction survey. Orangeville Hydro is only required to report on this measure on a biennial basis (every second year) but expects this trend to continue or improve into the foreseeable future.

Safety

- **Public Safety**

The Public Safety measure is generated by the Electrical Safety Authority and is comprised of three components: Public Awareness of Electrical Safety, Compliance with Ontario Regulation 22/04, and the Serious Electrical Incident Index. A breakdown of the three components is as follows:

- **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. Orangeville Hydro's ESA Public Safety Awareness Index Score for the 2024 Survey was 83.70%.

- **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, Orangeville Hydro 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 & policies.

- **Component C – Serious Electrical Incident Index**
  Component C consists of the number of serious electrical incidents affecting the public, including fatalities, which occur within a utility's territory. In 2024, Orangeville Hydro had zero fatalities and zero serious incidents within its territory. Orangeville Hydro will continue to make efforts and work with the Electrical Safety Authority to continue the safe operation of our distribution system.

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 of system reliability or the ability of a system to perform its required function. Orangeville Hydro views reliability of electrical service as a high priority for its customers and constantly monitors its system for signs of reliability degradation. Orangeville Hydro also regularly maintains its distribution system to ensure its level of reliability is kept as high as possible. The OEB typically requires a utility to keep its hours of interruption within the range of its historical performance, however, outside factors such as severe weather, defective equipment, or even regularly scheduled maintenance can greatly impact this measure. For 2024, Orangeville Hydro achieved an average of .25 hours of interrupted power, which is lower than the distributor-specific target of 0.77 hours based on our 5-year average performance data. This value excludes outages which are because of loss of supply from Hydro One and Major Events.

Orangeville Hydro's distribution system experienced shorter outages in 2024 than our historical average. The average is expected to stay within the historical range in future years.

- **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 a high priority for Orangeville Hydro. As outlined above, the OEB typically requires a utility to keep this measure within the range of its historical performance, and outside factors can also greatly impact this measure. Orangeville Hydro customers experienced interrupted power 0.33 times during 2024, which is lower than the distributor-specific target of 0.56 based on our 5-year average performance data. This value excludes outages which are because of loss of supply from Hydro One and Major Events.

Orangeville Hydro's distribution system experienced less outages in 2024 than our historical average. The average is expected to stay within the historical range in future years.

Asset Management

- **Distribution System Plan Implementation Progress**

The Distribution System Plan outlines Orangeville Hydro's forecasted capital expenditures, over a five (5) year period, which are required to maintain and expand the utility's electricity system to serve its current and future customers. The Distribution System Plan Implementation Progress measure is intended to assess Orangeville Hydro's effectiveness at planning and implementing these capital expenditures. Consistent with other new measures, utilities were given an opportunity to define this measure in the manner that best fits their organization. As a result, this measure may differ from other utilities in the province.

Orangeville Hydro defines this measure as the tracking of actual capital project costs to planned capital project costs, expressed as a percentage. For this measure, Orangeville Hydro will include System Access, System Renewal, System Service, and General Plant capital expenditures. Orangeville Hydro's methodology for this measure changed in 2024, as this was its first year of a new Distribution System Plan after its 2024 Cost of Service rate application. Orangeville Hydro will continue to participate in the Ontario Energy Board Distribution System Plan Implementation Progress consultation process.

For 2024, Orangeville Hydro completed 93% of the planned capital expenditures based on its 2024 capital budget. The percentage of completion value was calculated as follows: the total of actual capital expenditures for 2024, divided by the total budget values for 2024.

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. In 2024, Orangeville Hydro continued in Cohort I. A Cohort I distributor is defined as having actual costs more than 25% below predicted costs. Distributors with larger negative differences between actual and predicted costs are considered better cost performers and are therefore eligible for lower stretch factors. The following outlines the five groups to which the distributors can be allocated, and their definitions:

1) Cohort I (Stretch Factor = 0.0%) – Actual costs are 25% or more below predicted costs
2) Cohort II (Stretch Factor = 0.15%) – Actual costs are 10% to 25% or more below predicted costs
3) Cohort III (Stretch Factor = 0.30%) – Actual costs are within +/- 10% of predicted costs
4) Cohort IV (Stretch Factor = 0.45%) – Actual costs are 10% to 25% or more above predicted costs
5) Cohort V (Stretch Factor = 0.60%) – Actual costs are 25% or more above predicted costs

Orangeville Hydro will continue to work efficiently to ensure we stay within Cohort I and investigate opportunities to improve our cost

efficiencies.

- **Total Cost per Customer**

Total cost per customer is calculated as the sum of Orangeville Hydro's capital and operating costs, divided by the total number of customers that Orangeville Hydro serves. In 2024, Orangeville Hydro's cost performance increased to $708 per customer, higher than the cost performance in 2023 at $661 per customer.

Orangeville Hydro's Total Cost per Customer has increased an overall average of 4.67% from 2020 to 2024. Orangeville Hydro has scrutinized costs to correspond with the level of expenses as approved in our rate application and has kept costs at a stable level. Like most distributors in the province, Orangeville Hydro has experienced slight increases in its total costs required to deliver reliable service to customers and has seen a continually increasing customer base. Province wide programs such as smart meters, time of use pricing, as well as growth in wage and benefits costs for our employees have all contributed to increased operating costs. Orangeville Hydro's capital costs are planned strategically to manage the renewal and growth of the distribution system in a cost-effective manner.

Orangeville Hydro will continue to replace distribution assets proactively along a carefully managed timeframe in a manner that balances system risks and customer rate impacts. Going forward, keeping pace with economic fluctuations, Orangeville Hydro will continue to undertake productivity initiatives to help offset some costs associated with future system improvement and enhancements and make it our goal to maintain or reduce the cost per customer.

- **Total Cost per Km of Line**

This measure uses the same total cost that is used in the Cost per Customer calculation above. The total cost is divided by the kilometers of line that Orangeville Hydro operates to serve its customers. Orangeville Hydro's 2024 cost per km of line is $41,002, an increase of 5.2% over 2023, and an overall average increase of 4.93% over the period 2020 to 2024. Orangeville Hydro experienced minimal growth in its total kilometers of lines. The same cost drivers that apply to the total cost per customer apply to the total cost per km of line. Orangeville Hydro continues to seek innovative solutions to help ensure cost/km of line remains competitive and within acceptable limits to our 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 or small businesses. In 2024, Orangeville Hydro connected zero new micro-embedded generation facility within its territory. In the past, any projects were connected within the prescribed timeframe of five (5) business days, which significantly exceeds the Ontario

Energy Board's mandated target of 90% for this measure. Orangeville Hydro's process for these projects is well documented and Orangeville Hydro works closely with its customers and their contractors to ensure the customer's needs are met and/or exceeded. Orangeville Hydro expects the trend for this measure to continue to exceed the mandated target for the foreseeable future.

Financial Ratios

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

As an indicator of financial health, a current ratio indicates a company's ability to pay its short-term debts and financial obligations. Typically, a current ratio between 1.5 and 3 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, then the company may be inefficient at using its current assets or its short-term financing facilities.

Orangeville Hydro's current ratio increased to 1.54 in 2024 from 1.03 in 2023. 2023 was lower than normal due to a reclassification of loans from long term to current. These loans were renewed in 2024, and have been classified again as long term, therefore moving the current ratio back to a healthy level. Orangeville Hydro's current ratio is expected to remain strong into the foreseeable future.

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

The debt-to-equity ratio is a financial ratio indicating the relative proportion of shareholders' equity and debt used to finance a company's assets. The Ontario Energy Board (OEB) uses a deemed capital structure of 60% debt, 40% equity for electricity distributors when establishing rates. This deemed capital mix is equal to a debt-to-equity ratio of 1.5 (60/40). A debt-to-equity ratio of more than 1.5 indicates that a distributor is more highly leveraged than the deemed capital structure. A high debt to equity ratio may indicate that an electricity distributor may have difficulty generating sufficient cash flows to make its debt payments. A debt-to-equity ratio of less than 1.5 indicates that the distributor is less leveraged than the deemed capital structure. A low debt-to-equity ratio may indicate that an electricity distributor is not taking advantage of the increased profits that financial leverage may bring.

Orangeville Hydro's debt to equity rate was 1.10; or 52% debt to 48% equity in 2024. Orangeville Hydro strives to maintain a debt-to-equity structure that closely resembles the ratio expected by the OEB. Orangeville Hydro expects its debt-to-equity ratio to remain close to the expected norm into the foreseeable future.

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

Return on equity (ROE) measures the rate of return on shareholder equity. ROE demonstrates an organization's profitability, or how well a company uses its investments to generate earnings growth. A utility's ROE should be within the +/-3% range allowed by the Ontario Energy

Board (OEB). Orangeville Hydro's last cost of service application was approved by the OEB in 2024. The approved rates include an expected (deemed) regulatory return on equity of 9.21%. When a distributor performs outside of this range, the actual performance may trigger a regulatory review of the distributor's revenues and cost structure by the OEB.

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

Orangeville Hydro's return on equity achieved in 2024 was 7.24%, which is below the deemed ROE set by the Ontario Energy Board (OEB) of 9.21%. The average return between 2020 and 2024 was 8.50% and has continued to be within the OEB allowed range of +/-3% in most historical years. Orangeville Hydro will continue to seek process improvements, find efficiencies, and manage costs while delivering on the operational and capital programs that have been put before the OEB. Orangeville Hydro will continue to deliver electricity to its customers in a safe, reliable, and efficient manner that provides good value for money while being responsive to customer and community needs and contributing to provincial and local public policy objectives.

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.