

Scorecard - ENWIN Utilities Ltd.

Performance Outcomes		Performance Categories	Measures	2018	2019	2020	2021	2022	Trend	Industry	Distributor	
<b>Customer Focus</b> Services are provided in a manner that responds to identified customer preferences.	<b>Service Quality</b>	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		99.71%	99.94%	100.00%	100.00%	99.97%	⬆	90.00%		
		Telephone Calls Answered On Time		76.93%	77.19%	64.74%	58.90%	65.76%	⬇	65.00%		
	<b>Customer Satisfaction</b>	First Contact Resolution		98.63%	98.74%	99.10%	99.27%	99.18%				
		Billing Accuracy		99.72%	99.97%	99.95%	99.96%	98.49%	⬇	98.00%		
		Customer Satisfaction Survey Results		86%	88%	88%	86%	86%				
<b>Operational Effectiveness</b> Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	<b>Safety</b>	Level of Public Awareness		82.00%	82.00%	82.00%	81.00%	81.00%				
		Level of Compliance with Ontario Regulation 22/04 <sup>1</sup>		C	C	C	C	C	➡		C	
		Serious Electrical Incident Index	Number of General Public Incidents		0	1	1	0	0	➡		1
			Rate per 10, 100, 1000 km of line		0.000	0.214	0.213	0.000	0.000	➡		0.311
	<b>System Reliability</b>	Average Number of Hours that Power to a Customer is Interrupted <sup>2</sup>		1.11	0.88	0.86	0.86	0.63	⬇		0.88	
		Average Number of Times that Power to a Customer is Interrupted <sup>2</sup>		2.22	2.23	2.11	1.68	1.03	⬇		1.90	
	<b>Asset Management</b>	Distribution System Plan Implementation Progress		97.3%	100.4%	85.6%	76.8%	107.1%				
	<b>Cost Control</b>	Efficiency Assessment		3	3	3	2	2				
		Total Cost per Customer <sup>3</sup>		\$717	\$709	\$692	\$675	\$717				
		Total Cost per Km of Line <sup>3</sup>		\$13,660	\$13,539	\$13,236	\$12,989	\$13,854				
<b>Public Policy Responsiveness</b> Distributors deliver on obligations mandated by government (e.g., in legislation and in regulatory requirements imposed further to Ministerial directives to the Board).	<b>Connection of Renewable Generation</b>	Renewable Generation Connection Impact Assessments Completed On Time <sup>4</sup>		57.14%		50.00%	100.00%					
		New Micro-embedded Generation Facilities Connected On Time		100.00%	100.00%	100.00%	100.00%	100.00%	➡	90.00%		
<b>Financial Performance</b> Financial viability is maintained; and savings from operational effectiveness are sustainable.	<b>Financial Ratios</b>	Liquidity: Current Ratio (Current Assets/Current Liabilities)		2.24	2.13	2.07	2.18	2.03				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio		0.78	0.75	0.76	0.69	0.57				
		Profitability: Regulatory Return on Equity	Deemed (included in rates)		8.01%	8.01%	8.52%	8.52%	8.52%			
			Achieved		4.35%	3.72%	5.25%	9.38%	10.78%			

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.  
 4. 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).

**Legend:**

5-year trend  
 ⬆ up ⬇ down ➡ flat

Current year  
 ● target met ● target not met

## 2022 Scorecard Management Discussion and Analysis (“2022 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 2022 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 approximately 121 square kilometers. As of the end of 2022, ENWIN served approximately 91,400 customers.

2022 brought a sense of optimism, as trends indicated that the effects of the COVID-19 pandemic were beginning to lessen in our community. While challenges still remained that had to be overcome, 2022 was a very active year with many notable accomplishments. ENWIN’s 2022 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, Safety, System Reliability and Connection of Renewable Generation. ENWIN continued to focus on providing quality customer service, scoring 86% on its Customer Satisfaction Survey Results and over 99% on First Contact Resolution. ENWIN was pleased that through focused efforts, it was able to improve its Telephone Calls Answered on Time performance, returning to a level of performance that is in line with the industry target. ENWIN also welcomed the opportunity to re-engage with the community, volunteering at various community events such as Meet a Machine and offering assistance 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 0.87 hours per year, and the number of times that power is interrupted was 1.85 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.

ENWIN remains committed to ongoing strong performance and continuous improvement beyond 2022, continuing to innovate and establishing itself as a leader within the Windsor Essex-County community.

## Service Quality

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

In 2022, ENWIN connected 100% of its 744 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 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 pulling crews from other projects when the OEB’s five-day timeline cannot be met by the regular service crews.

- **Scheduled Appointments Met On Time**

When either 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 2022, ENWIN met its appointment targets for all but one of its 3,812 appointments scheduled for an overall result of 99.97% 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**

ENWIN received just over 92,000 customer calls in 2022. Of those calls, ENWIN answered 65.76% of the calls within 30 seconds, which is above the OEB mandated target of 65%.

ENWIN continues to focus on this area by optimizing staffing to assist with meeting service levels, as the post-pandemic challenges of recruitment, retention and ongoing training needs in an increasingly competitive job market continue to impact the workforce. In response to evolving customer needs and preferences, ENWIN is exploring digital solutions to offer enhanced alternative service options for customers, to supplement telephone services and allow customers to choose their preferred method of obtaining information and interaction.

## Customer Satisfaction

- **First Contact Resolution**

In 2022, ENWIN was able to successfully resolve 99.18% of calls during the customer’s initial contact, maintaining an average over the past three years of over 99%. ENWIN places a high value on quality training and service delivery, ensuring that customer needs are fully met before the customer interaction concludes.

- **Billing Accuracy**

During the period of January 1 to December 31, 2022, ENWIN issued over one million customer bills, and achieved a billing accuracy result of 98.49%, exceeding the OEB's industry target of 98%.

ENWIN understands the importance of getting bills right the first time, and has built-in validations to the billing process, including bill review prior to mailing and extensive testing and validation after rate changes are made.

- **Customer Satisfaction Survey Results**

ENWIN utilizes a third party to conduct annual customer satisfaction surveys and reports the "Customer Experience Performance Rating" ("CEPr") for its customer satisfaction scorecard metric, assisting customers in quantifying and comparing ENWIN's performance each year. Factors that are considered as part of the overall CEPr include understanding customer expectations, providing timely issue resolution, providing prompt and accurate responses and ease of engagement.

In 2022, ENWIN maintained a CEPr rating of 86%, which is above the National average of 83% and the Ontario average of 82% based on other electricity distributors surveyed by ENWIN's third party survey provider.

ENWIN places a high value on the feedback it receives from its customers. Since 2018, ENWIN has conducted customer satisfaction surveys annually, which exceeds the minimum requirement established by the OEB to conduct customer satisfaction surveys once every two years. ENWIN reviews the data gathered in its customer satisfaction surveys to help drive decision making and to continuously improve ENWIN's customer experience. For example, ENWIN updates its Customer Value Map each year based on insights gained from its customer satisfaction surveys, and it develops a list ranking the services most preferred by ENWIN's customers. ENWIN uses this list to prioritize future ENWIN initiatives and is currently in the process of website and mobile application redevelopment based on customer feedback.

## 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 81%. ENWIN also engaged in Public Service Announcements through radio broadcasting on electrical safety topics, including seasonal themes. ENWIN continued its partnership with Windsor's Ontario Hockey League team, the Windsor Spitfires, which provided messaging to the public during the games on powerplays, during the AM800 broadcast of games and on social media. ENWIN's social media also regularly promotes safety messaging provided by the ESA as well as unique content created by ENWIN. 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) (the “Regulation”). This continued achievement is reflective of ENWIN’s strong commitment to safety and its adherence to company procedures, policies and the Regulation itself.

The Regulation establishes objective-based electrical safety requirements for design, construction and maintenance of electrical distribution systems owned by licensed distributors. More specifically, the Regulation requires the approval of equipment, plans, specifications and the inspection of construction before it is put into service. The ESA also performs Due Diligence Inspections throughout the year to ensure utilities remain compliant with the objectives set out in the Regulation.

ENWIN retained 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 and recommended that ENWIN continue to maintain its current processes and guidelines. The Due Diligence Inspections performed by the ESA concluded with zero non-compliances, nine needs improvement, two safety-related observations and two miscellaneous observations identified. In summary, ENWIN has successfully completed its 2022 ESA audit cycle, achieving full compliance with the Regulation.

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

ENWIN did not experience any Serious Electrical Incidents, as defined in the Regulation, between January 1, 2021 to December 31, 2021, which is the period of time used to calculate performance for this component. Accordingly, the calculated rate of incidents per 1000 km of line is 0.000 for this period. These figures are below the OEB’s target of no more than one Serious Electrical Incident and an incident rate of 0.311 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, bill inserts, and media releases, in addition to social media and public events.

## System Reliability

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

ENWIN’s adjusted System Average Interruption Duration Index (“SAIDI”, which is the average number of hours power to a customer is interrupted) for 2022 was 0.63 hours (37.8 minutes). This was a decrease from the 2021 adjusted SAIDI value of 0.86 hours (51.6 minutes); is below the Distributor Target of 0.88 hours (52.8 minutes); and is below the Distributor’s 5-year historical average value of 0.87 hours (52.2 minutes). Overall, ENWIN’s SAIDI has decreased over the past three years, from 0.86 in 2020 and 2021 to 0.63 in 2022. Between 2021 and 2022, ENWIN’s SAIDI value has dropped due to a reduction in tree contacts and scheduled outages. ENWIN crews have remained diligent over 2022 to ensure that power to customers was restored promptly. In 2022, ENWIN experienced two Major Event Days caused by ice and thunderstorms. 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, excluding Loss of Supply, Adverse Weather accounted for the highest proportion of hours of interruption, followed by Scheduled Outages

and Defective Equipment.

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

In 2022, ENWIN's adjusted System Average Interruption Frequency Index ("SAIFI", which is the average number of times power is interrupted) was 1.03 interruptions. This figure has decreased from the 2021 SAIFI value of 1.68 interruptions; is lower than the 5-year historical average value of 1.85 interruptions; and is lower than the Distributor Target of 1.90 interruptions. Over the past 3 years, ENWIN has shown significant improvement in this area, from 2.11 interruptions in 2020, to 1.68 interruptions in 2021, finally to 1.03 interruptions in 2022. ENWIN continues to take steps to ensure that the number of outages experienced by Customers are as low as possible. In 2022, excluding Loss of Supply, Adverse Weather accounted for the highest proportion of the number of times that power to a customer was interrupted, up from 0.25 in 2021 to 0.42 interruptions in 2022. The next highest proportion of the number of times that power to a customer was interrupted was Defective Equipment at 0.36 interruptions. ENWIN is continuously implementing its Distribution System Plan ("DSP") in an 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**

Distribution System Plan implementation progress is a performance measure instituted by the OEB starting in 2014. The DSP was prepared by ENWIN and submitted in 2019 for the period 2020-2024. The DSP outlined ENWIN's forecasted capital expenditures required to maintain and expand the electricity distribution 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 2022 was forecast at \$17.1M. The actual capital spend was \$18.3M, resulting in an implementation progress of 107%. In 2022, a revised budget of \$18.1M was targeted. In 2021 and 2022, global supply chain issues continued, causing suppliers to have difficulty maintaining production, which prevented the completion of some ENWIN capital projects, and also resulting in some project deferrals. Roadwork project changes also contributed to the changes in planned expenditures. Despite these challenges, ENWIN worked with dedication to implement sustainment and enhancement projects, and to facilitate the connection of new customers. In some cases, where materials needed for 2023 projects were available, they were purchased in advance to secure them so that 2023 projects would have a higher likelihood of being able to proceed.

## 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 2020 to 2022. ENWIN's efficiency performance has been improving year over year since 2014. In 2022, ENWIN maintained its position in the Group 2 cohort, which is indicative of continued strong cost performance, with actual costs being more than 15% below predicted costs. 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.

ENWIN's 2022 total cost per customer is \$717, which represents an increase from the prior year and was primarily the result of continued inflationary pressures. However, over the past 5 years, ENWIN has held a relatively stable total cost per customer, with a 5-year average of \$702 per customer.

ENWIN's cost per customer is comparable to other distributors serving built-out and established communities, as well as distributors serving energy-intensive customers. ENWIN is committed to infrastructure reinvestment to meet its customer's 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 2022 total cost per kilometer of line is \$13,854, which represents an increase from the prior year and was primarily the result of continued inflationary pressures. However, this measure has continued to remain relatively stable over the past 5 years, with a 5-year average of \$13,456 per kilometer of line. This is reflective of ENWIN's continued efforts 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 2022, ENWIN connected four micro-embedded generation facilities and they were connected within the prescribed time frame of five working days, consistent with the 2021 result. As such, ENWIN exceeded the minimum acceptable OEB-mandated industry performance level for this measure, which 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 pulling crews from other projects when the OEB's five-day time frame cannot be met by the regular service crews.

## Financial Ratios

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

ENWIN's current ratio was 2.03 in 2022 (2.18 in 2021). Compared to the 2021 Ontario industry average of 1.29, 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 was primarily a result of a decrease in cash and cash equivalents, a result of regulatory timing differences relating to the cost of power. Overall, the 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 was 0.57 in 2022 (0.69 in 2021). This decrease was a result of a gain recognized in ENWIN's other comprehensive income, which was related to the remeasurement of employee future benefits which increased retained earnings in 2022. 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 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 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 achieved return 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 was 10.78% in 2022 (9.38% in 2021). 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 2022 return on equity was improved compared to the prior year and better than the deemed regulatory return on equity as a result of a continued focus on controlling operating expenses and maximizing passive income sources.

## Note to Readers of 2022 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.