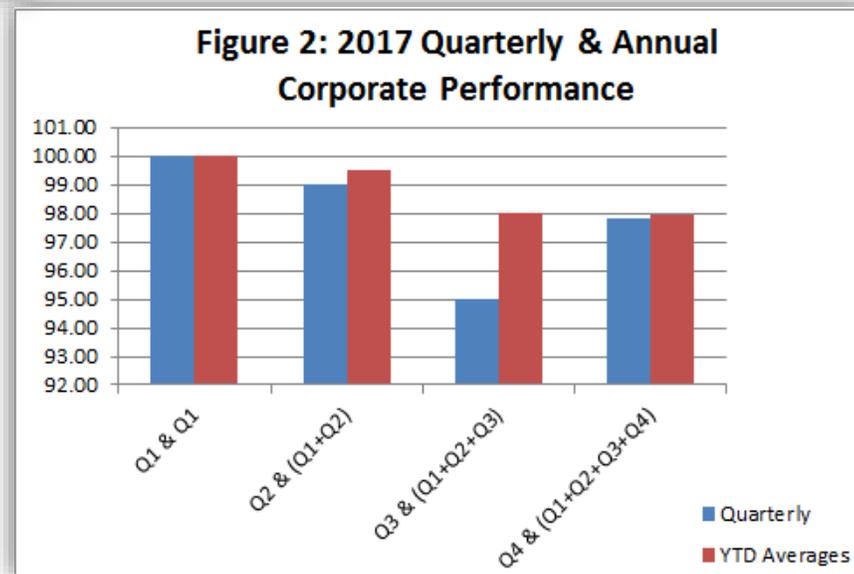
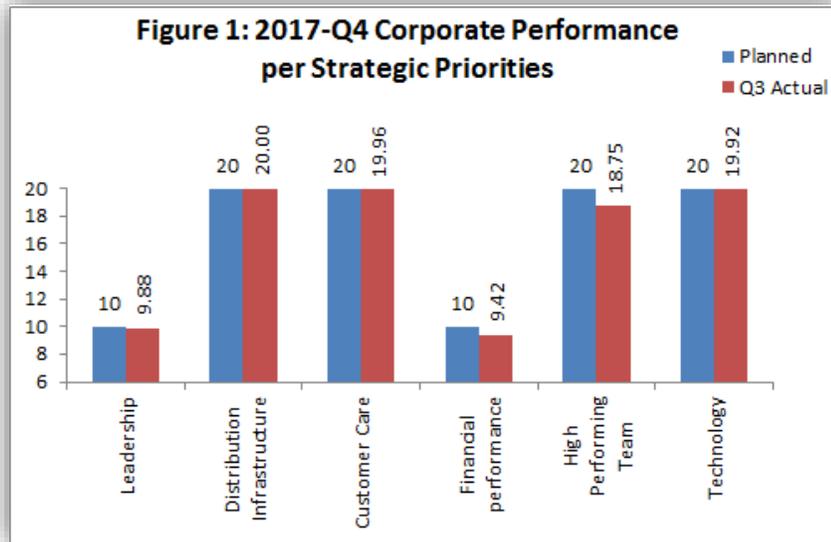


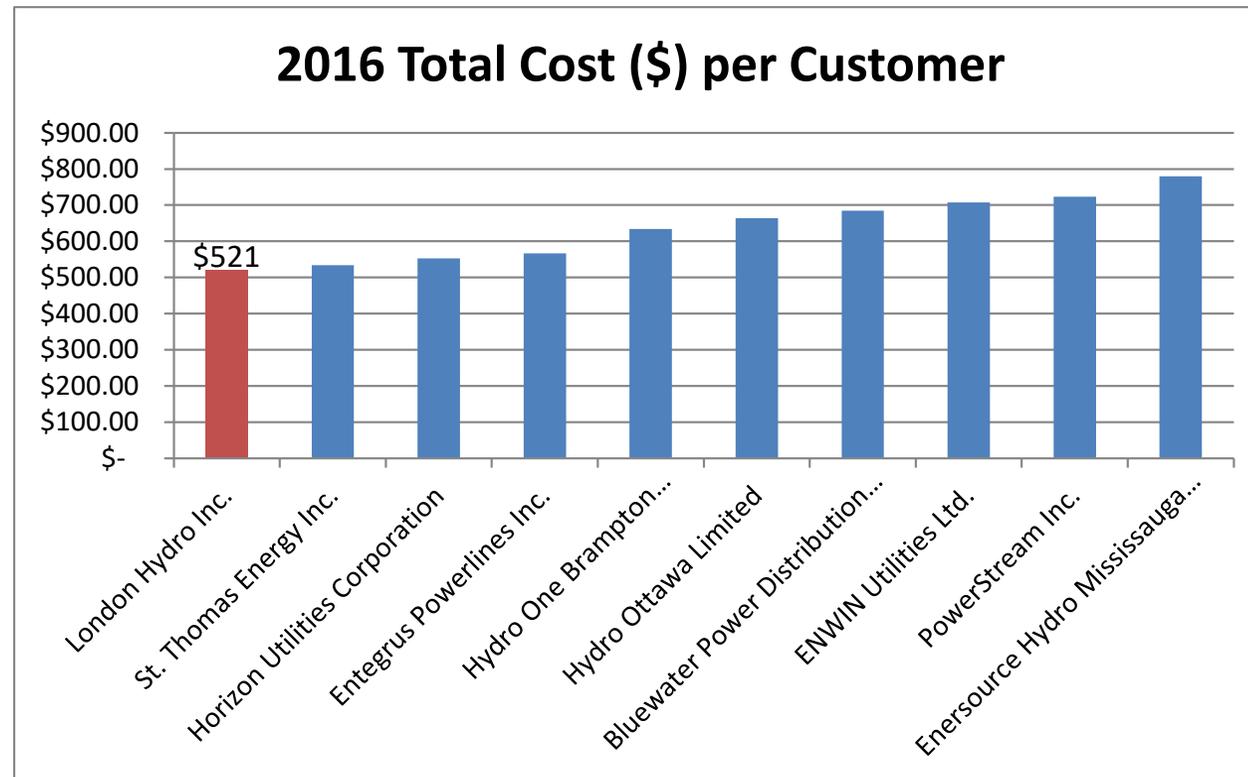
2017

2017 Scorecard for Strategic Priorities

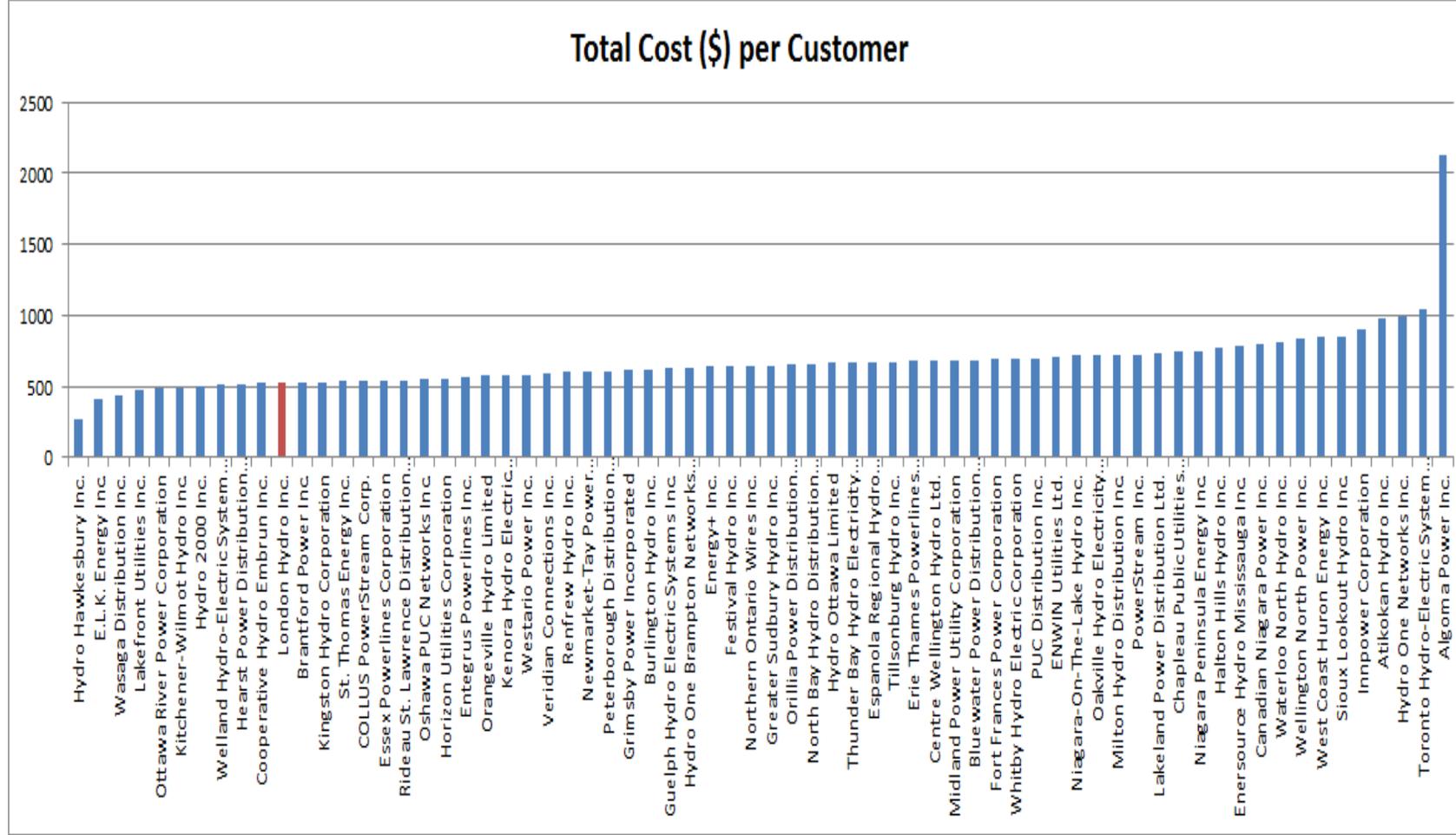


Additional Goals

1. **6% score for London Hydro's total cost per customer parameter, as defined by and calculated in the OEB's scorecard, to be in the lowest (premier) quartile in the province. Although it is a lagging KPI and is influenced somewhat by historical performance, we have successfully maintained a better than average position. Thus, the score for this goal is 6%.**



Additional Goal: #1 - cont'd



Additional Goals – cont'd

- 2. 6% score for London Hydro for achievement of an annual return on “deemed” equity of at least 9% excluding any mark to market adjustments on swap. Calculation of deemed equity will exclude any Board imposed non-budgeted expenditures and will be based upon a deemed debt/equity structure of 60/40. *We project to achieve 9%, thus the score for this goal is 6%.***
- 3. 6% score for recognition or confirmation of one industry award and/or creativity/innovation in achieving greater corporate performance. *As noted previously, we have received more than two industry awards. Thus the score for this goal is 6%.***

Additional Goals – cont'd

4. **6% score for achieving the premier quartile performance in 12 out of 19 OEB Scorecard parameters.** *We achieved premier quartile performance in 7 OEB Scorecard parameters. Thus the score for this goal is 3.5%.*

NB: Many of the scorecards are challenging to do a comparative rating and secondly we are comparing ourselves to many smaller utilities whose system reporting capabilities are questionable. As an example, London Hydro as part of its 4kV and 13.8kV conversion has replaced system for as large a utility as Sudbury, Peterborough or North Bay; so the planned outages because of replacement would put London Hydro at odds with many smaller utilities.

Custom Performance Report - 2016												
Distributor	Customer Focus		Operational Effectiveness						Financial Performance			
	First Contact Resolution	Customer Satisfaction Survey Results	Level of Public Awareness	Level of Compliance with Ontario Regulation 22/04 (Target: substantially compliant)	SAIDI	SAIFI	Distribution System Plan Implementation on Progress	Efficiency Assessment (1 = most efficient 5 = least efficient)	Total Cost (\$) per Customer	Total Cost (\$) per Km of Line	Liquidity: Current Ratio	Leverage: Total Debt to Equity Ratio
Kitchener-Wilmot Hydro Inc.	99.40%	A	83%	C	1.11	1.11	In Progress	2	494	23866	1.96	0.57
London Hydro Inc.	99.50%	A	84%	C	0.97	1.03	In Progress	2	521	28281	1.31	0.74
St. Thomas Energy Inc.	100%	B+, A, A	83%	C	1.04	1.49	99.58%	3	534	38032	1.36	0.65
Essex Powerlines Corporation	98.25%	81%	83%	NI	0.63	0.5	94.16%	2	541	35323	0.7	0.91
Horizon Utilities Corporation	88%	92%	80%	C	1.1	1.57	105.56%	3	553	38341	0.93	0.89
Entegrus Powerlines Inc.	79.30%	83	82%	C	0.51	0.41	22	2	567	24291	1.67	1.44
Hydro One Brampton Networks Inc.	100%	Excellent	78%	C	0.41	0.69	95%	3	634	29862	1.57	0.9
Energy+ Inc.	99.99%	B	85%	C	0.63	1.27	On Plan	3	639	23739	1.99	1.1
Festival Hydro Inc.	99.99%	91%	80%	C	1.32	0.93	97.20%	4	645	51669	0.55	1.32
Hydro Ottawa Limited	84.99%	81%	70%	C	1	0.74	94%	4	664	38794	1.19	1.65
Tillsonburg Hydro Inc.	96.87%	Satisfactory	83%	NC	1.42	0.77	In progress	3	672	35562	2.03	0.02
Erie Thames Powerlines Corporation	99.54%	89	83.40%	C	1.46	0.24	104	3	676	36550	0.88	1.55
Centre Wellington Hydro Ltd.	N/A	77.3	84.10%	C	0.1	0.11	86.36	3	677	30086	1.76	1.16
Bluewater Power Distribution Corporation	99.93%	73.5	81.90%	C	1.38	1.38	Above budget	3	685	32211	1.43	0.82
ENWIN Utilities Ltd.	97.93%	GOOD	83%	C	0.64	1.47	83%	4	707	55668	1.6	0.39
PowerStream Inc.	70.83%	90.5	78%	C	0.88	0.93	91.5	3	723	34029	0.76	1.64
Enersource Hydro Mississauga Inc.	70.30%	90%	77%	C	0.77	1.02	97%	3	780	30597	0.79	1.66
Waterloo North Hydro Inc.	99.92%	92%	82%	C	0.71	1.15	23.05%	4	809	28094	1.01	1.23

Additional Goals – cont'd

- 5. 6% score for achieving the OEB's approval of 95% of our revenue requirement in the 2017 Cost of Service Rate Application. *We received 97.5% of our ask and thus the score for this goal is 6%.***

Again, for the 2017 Cost of Service Rate Application we were successful in avoiding the cost of an oral hearing. In all of our 6 OEB Cost of Service Rate Applications we had only 1 instance of an oral hearing, which was in 2003 where we experienced legal and other costs of \$750,000. This is a manifestation of our hard work and prudence in our application and our cost management.

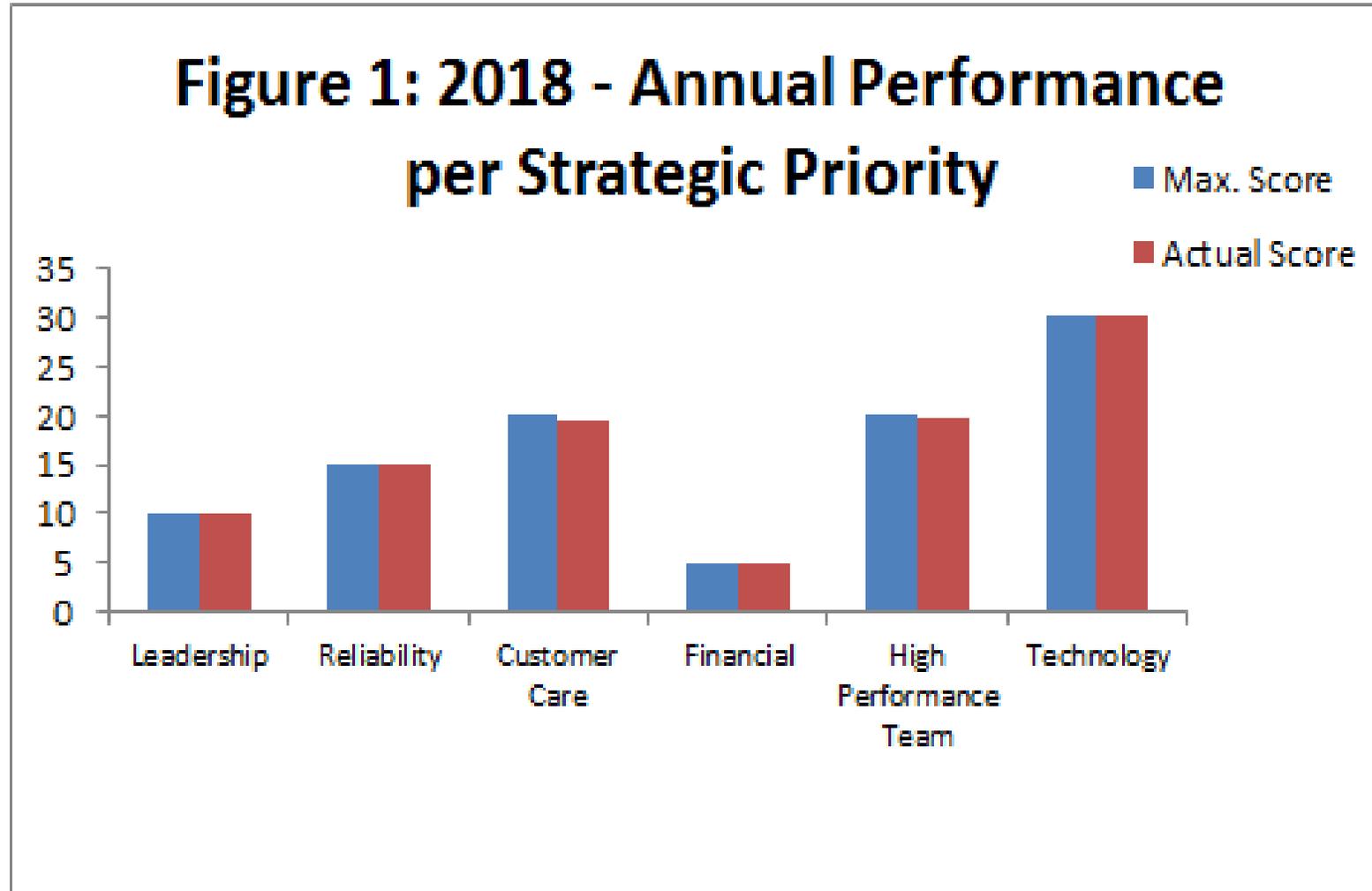
2018

2018 Annual Corporate Accomplishments (Projections)

Table 2: 2018 Annual Corporate Achievement

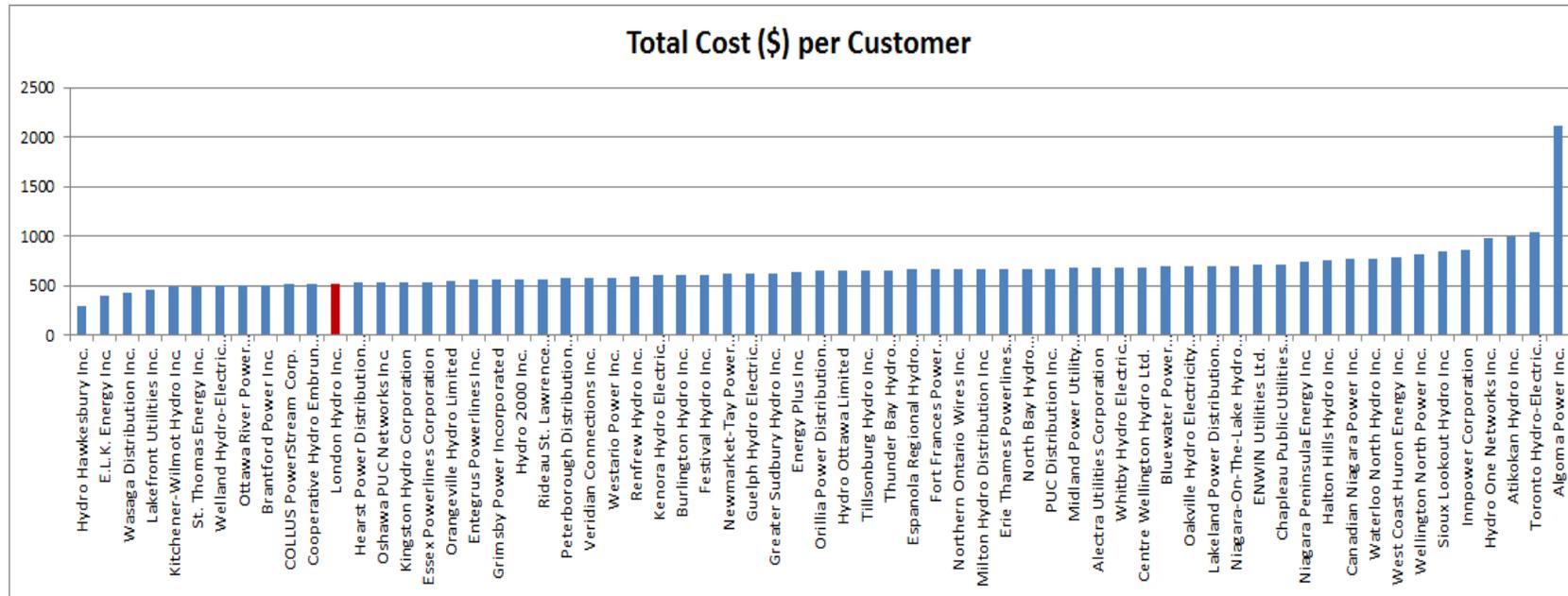
Strategic Priority	Max. Score	Actual Score				Actual Score
		Q1	Q2	Q3	Q4	
Leadership	10	10	10	10	9.5	9.875
Reliability	15	15	15	15	15	15
Customer Care	20	20	20	19.33	18.75	19.52
Financial	5	5	5	4.75	5	4.94
High Performance Team	20	20	20	20	18.86	19.715
Technology	30	30	30	30	30	30
Subtotal	100	100	100	99.08	97.11	99.05
Annual Corporate Score (Max 60%) =						59.4

2018 Scorecard for Strategic Priorities



Additional Goals

1. **5% score for London Hydro's total cost per customer to be in the premier quartile among all Ontario utilities.** *Although it is a lagging KPI and is influenced somewhat by historical performance, we have successfully maintained a better than average position. Thus, the score for this goal is 5%.*



Additional Goals – cont'd

- 2. 5% score for London Hydro for achievement of an annual return on “deemed” equity of at least 8% excluding any mark to market adjustments on swap. *We project to achieve 13%, thus the score for this goal is 5%.***
- 3. 5% score for recognition or confirmation of one industry award and/or creativity/innovation in achieving greater corporate performance. *As noted previously, we have achieved several awards. Thus the score for this goal is 5%.***
- 4. *5% for incremental 3,000 customer sign-ups for paperless billing. To date we have already passed this target as we have signed up over 4,000 customers. Thus the score for this goal is 5%.***

Additional Goals – cont'd

5. **5% score for management of jurisdiction grievance challenges together with 2019 negotiation strategy for competitive landscape in light of Bill 148.** *Significant achievement in settling the jurisdiction grievance + plus developing a bargaining strategy for 2019.*
6. **5% score for OEB approval of Bill 112 business scope opportunities.** *Full approval received without any caveat as well we have added two utilities – one in Ontario and one in Alberta. Thus the score for this goal is 5%.*

In 2018 we got a special recognition for CDM. This achievement is a recognition of the hard work by the CDM team, supported by Finance, Engineering, Marketing and Human Resources. Special recognition for the IT, Finance and Marketing departments for they were instrumental in developing tools/applications, financial settlement and communication.

2019

2019 Scorecard for Strategic Priorities

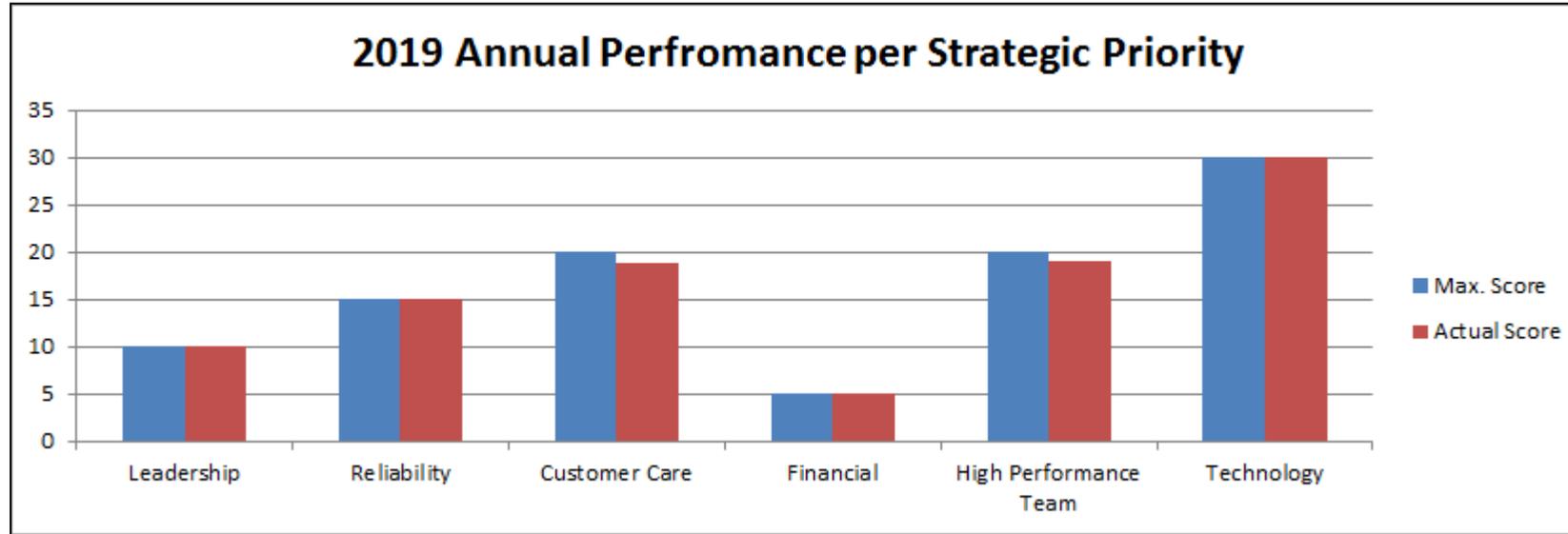
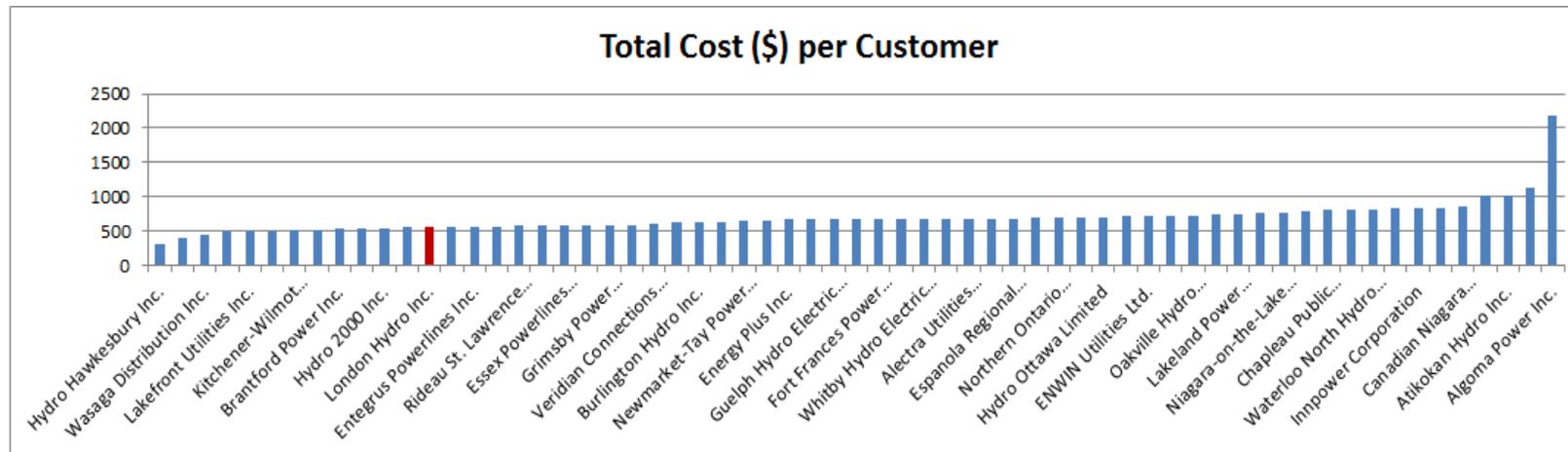


Table 2: 2019 Annual Corporate Performance Projections

Strategic Priorities	Max. Score	Quarterly Score for 2019				Actual Score
		Q1	Q2	Q3	Q4 (proj'd)	
Leadership	10	10	10	10	10	10.00
Reliability	15	N/A	15	15	15	15.00
Customer Care	20	20	20	20	15.2	18.80
Financial	5	N/A	5	5	5	5.00
High Performance Team	20	20	20	16.5	20	19.13
Technology	30	N/A	30	30	30	30.00
Subtotal	100	100	100	96.11	95.20	97.9
Projected Annual Corporate Score (Max. 60)						58.8

Additional Goals

- 1. 5% score for London Hydro's total cost per customer to be in the premier quartile among all Ontario utilities.** *Although it is a lagging KPI and is influenced somewhat by historical performance, we have successfully maintained a better than average position. Thus, the score for this goal is 5%.*



Additional Goals – cont'd

2. **5% score for London Hydro for achievement of an annual return on “deemed” equity of at least 8.5% excluding any mark to market adjustments on swap.** *We project to achieve 8%, thus the score for this goal is 0%. It becomes increasingly difficult to achieve larger RoE as we move away from our last rate base year of 2017 – the current rate base is 20% higher and though the net income is more than the OEB allowed amount for the year, the RoE therefore is much lower.*
3. **5% score for recognition or confirmation of one industry award and/or creativity/innovation in achieving greater corporate performance.** *We have achieved awards. Thus the score for this goal is 5%.*
4. **5% for incremental 5,000 customer sign-ups for paperless billing.** *To date we have already passed this target as we have signed up over 10,000 customers. Thus the score for this goal is 5%.*

Additional Goals – cont'd

5. **5% score for SAIFI and SAIDI to be better than average among Ontario utilities.** *The OEB Published Industry Average SAIFI and SAIDI are 1.48 and 2.59; London Hydro's corresponding stats are 1.13 and 0.89 respectively. Thus the score for this goal is 5%.*

6. **5% score for planning report on opportunities from market renewal and future DER programs.** *Evaluated the Energy Efficiency Auction in the IESO market as well as developed requirements for non-IESO market for DER trading. As well, completed the initial report on becoming a FINO. Thus the score for this goal is 5%.*

2020

Table 1: 2020 Annual Strategic Goals Scorecard

		Table 1: 2020 Annual Strategic Goals Scorecard								Priority Score quarterly average	Priority Score annual average			
		Q1		Q2		Q3		Q4						
Strategic Priorities	No.	2020 Initiatives	Goal	Score		Score		Score	Score					
Financial (20%)	1	Affiliate/HoldCo	Risk Management Plan to City Council	100			Final Draft of Report for City Council Approval	100	Filing Corporate Documents to Government	N/A	90.63	90.63		
	2	Shareholder Declarations					Shareholder Declarations Draft to City Council	100						
	3	Financial Planning		Maintain 'A' Credit Rating	100			Distribution Systems Plan	100					
				CoS Education Session	25			Information Systems Plan	100					
Category Quarterly Score				100		62.5		100		100				
Customer Care (30%)	4	Customer Advisory Group				Market Segmentation Study	35	Customer Advisory Group Planning Report	0	C&I Customer Survey	100	75.42	83.50	
	5	Customer Satisfaction					Residential Customer Satisfaction Survey	100		Trickl v. 2020	100			
										MyLH v. 2020	100			
	6	CRM Initiative		EWRB Reporting Tool for Large Buildings	100			AODA Compliant Website	100		Enterprise CRM Foundation			100
										Connections to Maple Leaf Foods Feeders	100			
Category Quarterly Score				100		35		66.67		100				
High Performance Team (20%)	7	Safety		30 H&S Field Visits	100		30 H&S Field Visits	100		30 H&S Field Visits	100	100.00	100.00	
				Lead Cable Removal Update Report	100		H&S KPIs for Reporting & Analysis using Technology	100			COR Internal Audit Completion			100
	8	Corporate Culture				Completion H&S Renovation	100	Employee Engagement Survey	100	LH Reference Book v.3 Internal Team Capacity Annual Report	N/A			
	9	HR Systems & Processes				Hubble Upgrade (JD Edwards Reporting Tool)	100	Planning Report for HR Needs for Affiliates	100		Labour Relations Strategy			100
								Phase 2 Accounts Payable Automation	100		Targeted Succession Plan	100		
Category Quarterly Score				100		100		100		100				
Technology (30%)	10	Digital Foundation: Micro Services Standards	Cloud Data Optimization	100		Global Identity Management Solution	100			Micro Services Phase I	100	87.41	94.28	
	11	CIS Refresh								CIS Refresh Plan including Requirements	N/A			
	12	AI-based Technologies		MDM/R Upgrade Testing	100						Contact Centre Tech Refresh			100
											White Paper for Outage Predictions			100
	13	New Processes & Protocols for Services to Affiliates						IT Prod Develop. & Support Strategy for Affiliate	20		Cost Recovery Plan between Regulated & Non-Regulated Affiliates			100
							Option Analysis for U/G 4kV Conversion	100			Automated On-Duty Time Analysis			100
							High Voltage Cable Testing	100						BRT 2021 Designs & Budget
	14	Analytical Tools for Engineering & Planning									Downtown Digital Grid			97
											Cyber Security GAP Analysis	100		
15	Increase IT/OT System Resiliency		Data Streaming Framework Phase I	100		OEB Cyber Security Compliance	100	Annual DR Testing	80		Internal Audit of OT			
Category Quarterly Score				100		100		50		99.625				
Annual Score for Strategic Goals										86.97	91.46			

Goal completion score for 2020 is 87% based on quarterly category averages and 91% based on category annual averages.

2020 Corporate Goals

(New) Table 1A: 2020 Corporate Goals						
No.	Goal	Scoring Matrix			Actual (Row) Score - Max 5	Comments
		3	4	5		
1	London Hydro's total cost per customer	Median of the Ontario Utilities	Between median & premier quartile	Premier quartile	5	In premier quartile as per OEB Yearbook
2	Sign-ups for paperless billing	3,000 to 4,999	5,000 to 5,999	≥6,000	5	Paperless sscribers are 69,133 - nearly 50% of residential customer base.
3	SAIFI and SAIDI	Better than Ontario Median	Better than Ontario Average	Premier quartile	4	A separate report on metrics will be presented to the Board for approval
4	OEB Scorecard (SQIs) benchmarks	Par or better in 12 benchmarks	Par or better in 15 benchmarks	Par or better in 20 benchmarks	5	par or better in 20 out of 22 benchmarks, as per OEB Annual Scorecard
5	Awards / Recognition	1 industry award/recognition	2 industry awards/recognition	3 industry awards/recognition	5	Despite COVID-19 challenges, were able to receive several awards & recognitions
6	Strategies for Rate Application	N/A	N/A	Comprehensive report by Q2	5	This will support our CoS rate application decision
		Total Score for Corporate Performance for 2020			29	Maximum Score of 30