

INNPOWER CORPORATION
PERFORMANCE SCORECARD - 2021

Performance Outcomes	Performance Categories	Measures	VoY Δ	2021	2020	2019	2018	2017	Target				
									Industry	Distributor Trend (Syr Avg.)			
Customer Focus Services are provided in a manner that responds to identified customer preferences	Service Quality	Performance Measure Definitions for Service Quality											
		New Residential Services Connected on Time (DSC s7.2)	●	99.50%	100.00%	99.56%	91.84%	93.28%	90%	96.84%	●	On Target	
		Appointments Scheduled (RRR 2.1.4.2)	●	99.91%	99.96%	95.88%	95.25%	97.80%	90%	97.76%	●	Not On Target	
		Scheduled Appointments Met on Time (RRR 2.1.4.3)	●	100.00%	99.51%	98.40%	87.21%	93.50%	90%	95.72%	↕	Increase	
		Reconnections Conducted on Time (DSC s7.10)	●	100.00%	100.00%	100.00%	98.90%	98.47%	85%	99.47%	↕	Decrease	
		Emergency Response (RRR2.1.4.1.8)	●	100.00%	100.00%	97.92%	95.74%	95.65%	80%	97.86%	↔	Steady	
		Emergency Response - Average Time to Respond (mins)	↕	35.25	32.27	48.39	48.53	39.88		41.06			OEB Measures
		Underground Cable Locates	●	99.96%	100.00%	95.88%	89.15%	98.01%	90%	96.60%			Internal Measures
		Telephone Accessibility-Answered within 30 seconds (RRR 2.1.4.5)	●	90.18%	92.53%	90.40%	83.85%	80.23%	65%	87.44%			
		Telephone Accessibility-Abandoned Calls (RRR 2.1.4.6)	●	1.89%	2.51%	2.21%	3.98%	5.55%	10% or less	3.23%			
		Telephone Accessibility - Average Time to Abandon (mins)	↕	0.29	0.28	0.36	0.28	0.34		0.31			
		Telephone Accessibility - Average Time to Answer (sec)	↕	14.05	10.45	13.20	16.10	17.33		14.33			
		Telephone Accessibility - Average Call Length (mins)	↕	3.48	3.14	2.53	2.52	2.56		3.07			
		Customer Move Applications Processed (number of applications) (new)	↕	3234.00	2850.00	2787.00	N/A	N/A		2957.00			
	Customer Satisfaction	Performance Measure Definitions for Customer Satisfaction											
		First Contact Resolution	↕	99.95%	99.95%	99.93%	99.79%	99.40%		99.80%			
		Billing Accuracy	●	99.83%	99.90%	99.88%	99.73%	99.79%	98%	99.83%			
		Biennial Customer Satisfaction Survey Results	↕	B+	A	A	B	B					
		Monthly Customer Satisfaction Survey Results (1 unsatisfied - 5 satisfied) (new)		TBD	N/A	N/A	N/A	N/A					
	Written Response to Inquiries (RRR 2.1.4.7)	●	99.86%	99.46%	99.90%	99.69%	99.46%	80%	99.67%				
	Employee Satisfaction	Performance Measure Definitions for Employee Satisfaction (Internal)											
		Employee Satisfaction Survey Results (new)		72.70%	N/A	N/A	N/A	N/A					
	Engagement	Performance Measure Definitions for Engagement (Internal)											
		All Staff Engagement Activities (number of YTD activities) (new)		23.00	N/A	N/A	N/A	N/A					
		Community Engagement Activities (number of YTD activities) (new)		1.00	N/A	N/A	N/A	N/A					
		Charitable Engagement Activities (number of YTD activities) (new)		3.00	N/A	N/A	N/A	N/A					
		Customer Service Logged Call Data	↕	72,023	87,555	102,697	81,773	47,855		78,381			
		Social Media - Facebook - posts	↕	348	466	429	435	196		375			
		Social Media - Instagram - posts (new)		57	67	55	N/A	N/A					
	Social Media - Twitter - posts (new)		399	631	442	699	N/A						
	IT & Metering	HelpDesk Statistics Logged (number of tickets)	↕	1,245	1,199	957	720	412		907			
		HelpDesk Statistics Outstanding (number of tickets) (new)	↕	143	19	N/A	N/A	N/A		81			
		Meter Changes (number of meters) (new)	↕	369	230	N/A	N/A	N/A		300			
	Human Resources Attendance	Performance Measure Definitions (Internal)											
		Total Days Absent (Management / Union)		34.19/174.89	22.00/248.84	38.64/262.14	52.71/291.61	70.13/294.08		N/A			
		Average Days Absent (Management / Union)		8.99/12.52	6.83/16.18	15.37/26.72	21.25/44.93	29.02/37.26		N/A			
		Total Number of Absentee Occurrences (Mgmt / Union)		13.00/48.00	13.00/55.00	25.00/76.00	24.00/85.00	26.00/88.00		N/A			
		Average Days Absent per Occurrence (Mgmt / Union)		3.44/5.90	2.51/8.47	2.59/8.29	3.61/13.25	5.24/10		N/A			

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									Industry	Distributor Trend (Syr Avg.)
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Performance Measure Definitions for Safety								
		Level of Compliance with Ontario Regulation 22/04		C	C	C	C	C		C
		Public Safety 1	⬇️	83.00%	84.00%	84.00%	85.00%	85.00%		84.20%
	System Reliability	Performance Measure Definitions for System Reliability								
		Average # of Hours that Power to a Customer is Interrupted - SAIDI	⬇️	1.78	1.81	1.52	2.66	1.54		1.86
		Average # of Times that Power to a Customer is Interrupted - SAIFI	⬇️	0.70	1.10	0.61	0.88	1.05		0.87
		Customer Average Interruption Duration Index - Internal	⬇️	2.54	1.65	2.49	3.02	1.45		2.23
	Asset Management	Performance Measure Definitions for Asset Management								
		Distribution System Plan Implementation Progress	⬇️	109%	93%	110%	98%	In Progress		
	Cost Control	Performance Measure Definitions for Cost Control								
Efficiency Assessment		↔️	3.00	3.00	3.00	3.00	3.00	Forecast	3.00	
Total Cost per Customer (OM&A and Capital)			\$897.00	\$852.00	\$847.00	\$834.00	\$857.00	Forecast	\$857.40	
Total Cost per Km of Line			\$12,072.00	\$11,219.00	\$10,844.00	\$17,231.00	\$17,136.00	Forecast	\$13,700.40	
Public Policy Responsiveness Distributors deliver on obligations mandated by government	Connection of Renewable Generation	Performance Measurement Definitions for Connection of Renewable Generation								
		Renewable Generation Connection Impact Assessments Completed on Time	↔️	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	40.00%
		New Micro-embedded Generation Facilities Connected on Time (RRR 2.1.14)	↔️	0.00%	0.00%	0.00%	100.00%	100.00%	100.00%	40.00%
Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable	Financial Ratios	Performance Measurement Definitions for Financial Ratios								
		Liquidity: Current Ratio (Current Assets/Current Liabilities)	⬇️	0.48	0.84	1.06	0.94	0.88		0.84
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	⬇️	1.27	1.42	1.60	1.61	1.78		1.54
		Profitability: Regulated Return on Equity - Deemed (included in rates)	↔️	8.78%	8.78%	8.78%	8.78%	8.78%		8.78%
		Profitability: Regulated Return on Equity - Achieved	⬇️	9.26%	9.69%	10.09%	11.47%	0.94%		8.29%

Notes:

- InnPower Performance Scorecard is a combination of: OEB Scorecard, RRR and SQI Requirements, and InnPower Internal Objectives
- HR Attendance includes short-term disability
- Customer Satisfaction Survey performed September 2021
- Public Safety Customer Survey performed March 2022
- SAIDI and SAIFI adjusted for loss of supply and major events
- All staff engagement activities include:
 1. All Staff IPC Quarterly Meetings / OTOT Monthly Meetings
 2. All Staff Training
 3. Learning Lunches
 4. Team Building Activities
 5. Workplace Parties/Social Gatherings/Sports Events
 6. Special Days (i.e. dress-up/down days, office competitions, etc.)
 7. Recognition Programs
 8. All Staff Fundraising Events
 9. Employee Feedback Surveys