Scorecard - Canadian Niagara Power Inc.

9/3/2026

Performance Outcomes	Performance Categories	Measures		2021	2022	2023	2024	2025	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		91.76%	96.03%	95.80%	97.51%	100.00%		90.00%	
		Scheduled Appointments Met On Time		100.00%	98.61%	100.00%	100.00%	100.00%		90.00%	
		Telephone Calls Answered On Time		81.11%	79.20%	83.84%	80.44%	86.30%		65.00%	
	Customer Satisfaction	First Contact Resolution		99.30%	99.77%	99.54%	99.63%	99.86%			
		Billing Accuracy		99.83%	99.93%	99.95%	99.85%	99.89%		98.00%	
		Customer Satisfaction Survey Results		95%	94%	89%	92%	92%			
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		83.00%	82.00%	82.00%	85.00%	85.00%			
		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	2	0			0
			Rate per 10, 100, 1000 km of line	0.000	0.655	0.000	1.232	0.000			0.264
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted [2]		2.50	1.95	2.25	1.86	2.66			2.76
		Average Number of Times that Power to a Customer is Interrupted [2]		1.78	1.67	2.62	1.66	3.04			2.03
	Asset Management	Distribution System Plan Implementation Progress		Completed	Completed	Completed	Completed	Completed			
	Cost Control	Efficiency Assessment		4	4	4	4	4			
		Total Cost per Customer [3]		$905	$968	$1,134	$1,183	$1,219			
		Total Cost per Km of Line [3]		$17,810	$19,189	$21,458	$22,005	$23,247			
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%		90.00%	
Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)		0.24	0.23	0.21	0.23	0.23			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio		2.69	2.55	2.35	2.07	2.00			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	8.78%	8.66%	8.66%	8.66%	8.66%			
			Achieved	3.47%	8.47%	7.90%	7.53%	7.29%			

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

2025 Scorecard Management Discussion and Analysis (“2025 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 2025 Scorecard MD&A:
Scorecard - Performance Measure Descriptions

Scorecard MD&A - General Overview

In 2025, CNPI continued to meet or exceed the majority of its performance targets.

In 2026, CNPI expects to continue to improve its overall scorecard performance results as compared to previous years. These performance improvements are expected as a result of enhanced system reliability due to CNPI’s investment in its distribution system and continued responsiveness to customer feedback

Service Quality

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

In 2025, CNPI connected 100% of the 277 new eligible low-voltage residential and small business customers within the Ontario Energy Board’s prescribed five-day timeline. Since 2011, CNPI has consistently exceeded the Ontario Energy Board’s performance standard of 90%.

- **Scheduled Appointments Met On Time**

CNPI continues to exceed the Ontario Energy Board standard of meeting customers as requested within the prescribed timelines set out by the Ontario Energy Board. In 2025, CNPI met all its 61 appointments within the OEB-prescribed timeline. Performance in this measure was 100%.

- **Telephone Calls Answered On Time**

In 2025, customer service representatives answered 86.3% of CNPI's 24,345 calls within 30 seconds. This exceeds the Ontario Energy Board's mandated 65% target. CNPI continues to offer and promote various communication channels including customer self-serve portal; webchat function within the website; and social media postings.

Customer Satisfaction

- **First Contact Resolution**

CNPI measured First Contact Resolution by tracking the number of escalated calls as a percentage of total calls taken by the customer contact center. In 2025, 0.14% of calls were escalated, resulting in a first contact resolution of 99.86%.

- **Billing Accuracy**

For 2025, CNPI issued 377,629 invoices, of which 99.89% were considered accurate. This is above the industry target of 98%.

- **Customer Satisfaction Survey Results**

CNPI conducts its customer satisfaction surveys through a third-party survey provider, UtilityPULSE, consistent with many other LDCs in the province. Phone numbers were randomly selected so that 85 per cent of the interviews were conducted with residential customers and 15 per cent with general service customers. CNPI's 2025 satisfaction score is 92%. The Ontario benchmark assessed by UtilityPULSE is 89%.

The survey provides useful information to better meet the needs of CNPI's customers and is incorporated into CNPI's distribution system plan, capital planning and overall company objectives. Credibility and trust ratings have shown notable improvement, boosting sector confidence.

CNPI's communications strategy is guided by customer feedback from its customer satisfaction surveys and data analytics, ensuring customers receive timely, relevant, and accessible information. With affordability at the forefront, CNPI is focused on proactive initiatives to improved access to support programs and resources that help customers better manage their electricity costs.

As part of this strategy, CNPI launched its outage map in December 2024 to provide customers with near real-time outage information. CNPI continues to make investments in its system aimed at maintaining and improving reliability, which are further outlined in the "System Reliability" section below.

Safety

- **Public Safety**

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

The Electrical Safety Authority has developed a survey on public awareness of electrical safety. The Electrical Safety Authority is responsible for developing the survey methodology and questions. The design and scoring are standardized across the province and set by the Electrical Safety Authority. In 2026, CNPI engaged UtilityPulse to complete the survey in relation to "Public Awareness of Electrical Safety". On completion of this survey, UtilityPulse generated a "Public Safety Awareness Index Score" for CNPI. CNPI's score of 85% suggests that members of the public are generally well-informed about the safety hazards associated with electrical distribution systems, but also that further education and engagement would be beneficial. This survey on "Public Awareness of Electrical Safety" is completed on a two-year cycle and will be completed again by CNPI in 2028.

  - **Component B – Compliance with Ontario Regulation 22/04**

This component includes the results of an Annual Audit, Declaration of Compliance, Due Diligence Inspections, Public Safety Concerns and Compliance Investigations. All the elements are evaluated as a whole and determine the status of compliance (Non-Compliant, Needs Improvement, or Compliant).

CNPI's status, as assessed by the ESA is Compliant.

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

"Serious electrical incidents", as defined by Regulation 22/04, make up Component C. The metric details the number of and rate of "serious electrical incidents" occurring on a distributor's assets and is normalized per 10, 100 or 1,000 km of line (10km for total lines under 100km, 1000km for total lines over 1000km, and 100km for all the others).

Based on results provided by ESA, CNPI had zero incidents in 2025. CNPI's website (Safety Section), along with regular social media posts outline public safety requirements for homeowners and others when completing home improvements and other work around their property.

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, which are adjusted for Loss of Supply and Major Event Days, shows an increasing trend. However, the 2025 result of 2.66 compares favourably to CNPI's target of 2.76.

The largest source of customer hours of interruptions in 2025 were adverse weather, foreign interference, and planned outages.

CNPI continues to implement measures to reduce the number and duration of outages. CNPI continues to install additional smart devices (fault indicators and remote controlled reclosers) to help identify the location of the damage faster and reduce patrol time. Additionally, CNPI installed isolation devices, switching devices, fault location and isolation and service restoration (FLISR) to restore a portion of the customers to other feeders. These measures reduce the impact of weather events and other outages to levels that are lower than they otherwise would have been. CNPI continues to complete is annual vegetation management processes, which addresses one third of the distribution system per year (ie: whole system is covered on a three year cycle).

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

The average number of times that power to a customer was interrupted in 2025 was 3.04 times, excluding major events and loss of supply. This number of outages represents an increase over recent performance and compared to CNPI's target of 2.03 outages per customer.

CNPI has deployed several initiatives aimed at reducing the number of electrical service interruptions such as the vegetation management program, cyclical asset preventative maintenance programs and a wildlife protection program.

The most significant causes of customer outages (excluding major events and loss of supply) in 2025 were influenced by two weather events in November and December of that year, which affected a larger number of customers (but did not meet the definition of a Major Event Day). 2025 SAIFI also reflected an increase in planned outages as a result of necessary outages for CNPI's Delta-to-Wye voltage conversion work. CNPI works to minimize the impacts of planned outages, as well as communicating in advance with affected customers. CNPI notes that the relatively strong SAIDI performance in these years indicates that when outages occur, CNPI is able to restore power on a timely basis.

CNPI reviews outage statistics on a monthly basis to identify areas of poor distribution system performance. This process indicates any trends in poor performance and identifies opportunities to improve reliability. CNPI also completes asset condition assessments to identify assets that present a risk of impacting system reliability. CNPI uses reliability indicators and asset condition assessment data as key drivers into the system planning process.

CNPI has undertaken multiple ongoing programs expected to mitigate system reliability risks:

- An annual program for targeted tree trimming beyond the normal 3-year cycle. In some years and for some areas, the tree trimming program expands beyond the basic clearance standard in order to protect reliability.
- CNPI has made significant progress on its Delta Conversion project;
- CNPI has continued its deficiency program for the replacement of aging and defective distribution assets;
- CNPI has built and/or rebuilt 3 stations or substations in the past several years, which enhances reliability.
- CNPI is in the process of purchasing and installing smart switches for its distribution system that will improve reliability.
- CNPI will continue to rebuild the 27.6 kV feeders which will improve the system reliability and reduce the impacts from outages.
- CNPI is planning to deploy an automation scheme at the Gananoque Main Substation which will improve reliability in a contingency situation.

Asset Management

- **Distribution System Plan Implementation Progress**

CNPI completed most planned projects in accordance with its Distribution System Plan, with emphasis on continuing voltage conversion in Fort Erie and Gananoque systems, to improve the safety and reliability of distribution systems. CNPI has also continued to invest in system expansions to accommodate requests for new services, due to new subdivision development above historical levels. All maintenance activity as defined in the Distribution Asset Management Plan was completed in 2025.

Cost Control

- **Efficiency Assessment**

The total costs for Ontario local electricity distribution companies are evaluated by the Pacific Economics Group LLC on behalf of the Ontario Energy Board to produce a single efficiency ranking. The electricity distributors are divided into five groups based on the magnitude of the difference between their respective individual actual and predicted costs. The statistical model developed by Pacific Economics Group to predict a distributor’s costs relies on a data set that includes all distributors in Ontario.

For 2025, CNPI’s efficiency assessment of Group 4 indicates that actual costs are within 10%- 25% of the costs predicted by the statistical model. CNPI’s total costs are reflective of its continued re-investment in its distribution system and improving efficiency in recent years.

- **Total Cost per Customer**

The statistical model developed by Pacific Economics Group (PEG) produces total capital and operating costs for each distributor that are used to compare distributors. This amount is then divided by the total number of customers that CNPI serves to determine Total Cost per Customer. The cost performance result for 2025 is $1,219 per customer, which is a 3% increase over 2024. The 3% year-over-year change in total cost per customer is driven by a 4% increase in the total cost assessed by PEG, offset by modest customer growth of less than 1%. The total cost increase was primarily driven by CNPI's ongoing capital investments to support distribution system reliability, replace aging assets, and requests for new connections to the distribution system.

- **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 total kilometers of line that CNPI operates to serve its customers. CNPI's 2025 result is $23,247 per km of line, a 5.6% increase over 2024.

Connection of Renewable Generation

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

CNPI had 8 new micro-embedded generation facilities that were connected to the distribution system within 5 business days. CNPI met 100% of this target.

Financial Ratios

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

The Scorecard reports the current ratio for CNPI's segmented distribution business as 0.23 for 2025 (2024 - 0.23). CNPI however manages liquidity on a consolidated basis that includes both its transmission and distribution divisions. On this basis, the 2025 current ratio based on CNPI's audited financial statements, adjusted to exclude due to related parties, is 1.39 (2024 - 1.35), which has increased slightly from prior year. Going forward, the liquidity ratio is expected to be maintained at a level greater than 1.00, indicating that CNPI has the ability to pay its short-term debts and financial obligations.

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

The Ontario Energy Board 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. The Scorecard reports the total debt to equity ratio for CNPI's segmented distribution business as 2.00 for 2025 (2024 - 2.07). CNPI however manages its capital structure on a consolidated basis that includes both its transmission and distribution divisions. On this basis, the 2025 debt to equity ratio based on CNPI's audited financial statements, adjusted to include due to related parties, is 1.65 (2024 - 1.64). The leverage ratio is expected to be maintained at a level near the 1.5 deemed capital mix noted above.

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

CNPI's 2025 distribution rates were approved by the Ontario Energy Board as part of its 4th Generation Incentive Rate-Setting application. CNPI's last Cost of Service application was for rates effective January 1, 2022 and this included an expected (deemed) regulatory return on equity of 8.66%. The Ontario Energy Board allows a distributor to earn within +/- 3% of the expected return on equity. Outside of this range, the OEB may require a review of the distributor's over-/under- earning.

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

CNPI's return achieved in 2025 is 7.29% (2024 - 7.53%), which is within the +/- 3% range allowed by the Ontario Energy Board. CNPI's achieved returns are lower in 2025 as compared to 2024 due to a $0.2 million (3.97%) increase in adjusted regulated net income and a $10.5 million (7.30%) increase in rate base. The primary drivers of the increase in rate base resulted from system access capital work, continued execution of the voltage conversion project along with other line rebuild projects, transformer and fleet vehicle purchases, and investment in computer software and hardware, which was offset by amortization expenses.

Note to Readers of 2025 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.