

# Scorecard - Hydro 2000 Inc.

24/09/2014

Performance Outcomes	Performance Categories	Measures	2009	2010	2011	2012	2013	Trend	Target		
									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	100.00%	100.00%	100.00%	100.00%	100.00%	→	90.00%		
		Telephone Calls Answered On Time	99.60%	99.60%	100.00%	98.50%	99.70%	↓	65.00%		
	<b>Customer Satisfaction</b>	First Contact Resolution									
		Billing Accuracy									
		Customer Satisfaction Survey Results									
<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>	Public Safety [measure to be determined]									
	<b>System Reliability</b>	Average Number of Hours that Power to a Customer is Interrupted		4.50	3.24	0.47	0.17	0.02	↓	at least within 0.17 - 4.50	
		Average Number of Times that Power to a Customer is Interrupted		1.17	1.40	0.49	0.09	0.02	↓	at least within 0.09 - 1.40	
	<b>Asset Management</b>	Distribution System Plan Implementation Progress									
	<b>Cost Control</b>	Efficiency Assessment					3	3			
		Total Cost per Customer <sup>1</sup>		\$409	\$429	\$464	\$525	\$531			
		Total Cost per Km of Line <sup>1</sup>		\$22,953	\$24,410	\$26,713	\$30,417	\$30,838			
<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>Conservation &amp; Demand Management</b>	Net Annual Peak Demand Savings (Percent of target achieved) <sup>2</sup>				9.00%	22.00%	17.90%		0.19MW	
		Net Cumulative Energy Savings (Percent of target achieved)				26.00%	70.00%	140.50%		1.04GWh	
	<b>Connection of Renewable Generation</b>	Renewable Generation Connection Impact Assessments Completed On Time									
		New Micro-embedded Generation Facilities Connected On Time						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)		1.99	1.78	1.62	1.55	1.54			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio		0.29	0.26	0.22	0.19	0.12			
		Profitability: Regulatory Deemed (included in rates)				8.57%	9.12%	9.12%			

Return on Equity



Achieved




9.12%

-17.49%

7.40%

**Legend**

 up  
 down

 flat  
 target met  
 target not met

**Notes:**

- 1. These figures were generated by the Board based on the total cost benchmarking analysis conducted by Pacific Economics Group Research, LLC and based on the distributor's annual reported information.
- 2. The Conservation & Demand Management net annual peak demand savings do not include any persisting peak demand savings from the previous years.

### Management Discussion and Analysis for Year 2013

**Service Quality**

Hydro 2000 will continue to offer it's best service to it's customers.

**Customer Satisfaction**

This section will be commented when we will do our customer service survey filling.

**Safety**

This section will be commented when ESA reports is included.

**System Reliability**

Hydro 2000 will continue to have a safe and reliable distribution system.

**Asset Management**

Hydro 2000 is working on its distribution plan that will be included in the next COS.

**Cost Control**

Hydro 2000 will maintain the best service, safe and reliable at the lost cost possible.

**Conservation & Demand Management**

Hydro 2000 will achieve and surpass its targets.

**Connection of Renewable Generation**

Hydro 2000 will maintain and cooperate with generators to maintain its 100% connection rate.

**Financial Ratios**

The direction is working to improve its financial ratios.