

# CORPORATE STRATEGY

## VISION

To work cooperatively as a trusted, quality services and solutions provider; creating value for all stakeholders.

## MISSION

To be a community partner committed to delivering safe and reliable electricity while providing innovative and high-quality services and solutions to our customers.

## VALUES

- **Safety First** ..... Promote the importance of health, safety and wellness
- **Customer Focus** ..... Remain a leader in customer care and service delivery
- **Excellence** ..... Strive for operational and performance excellence
- **Innovation** ..... Continuous improvement of people, processes and technology
- **Sustainability** ..... Protect the environment and meet the needs of present without compromising future generations
- **Committed** ..... Continue long-term commitment to employees and community partnerships

## STRATEGY OVERVIEW

2020-2025

### Strategic Pillars

- What we do

### Strategic Objectives

- What we want to achieve in the next 5 years

### Strategic Initiatives

- How we will achieve our goals



### SMART GROWTH

Grow the core regulated business through mergers, acquisitions, boundary expansion and smart investment. Grow the competitive business and margins

#### Core Business:

- Foster and service economic growth within our communities through competitive rates and value added service delivery - be the "Hometown Utility"
- Modernize the grid & explore and embrace non-poles/wires solutions as an alternative
- Continue to pursue mergers, acquisitions and expansion of service territory to full extent
- Complete transition/integration of Goderich Hydro and ERTH Power. Successful execution of people, process, technology and brand

#### Competitive Business:

- Pursue investment in Distributed Energy Resources (eg. solar generation, energy storage, EV infrastructure) and emerging technologies that bring value to the integrated utility model
- Build on existing competitive high performing business lines with expanded sales and marketing outreach
- Explore CIS/Billing and enhance service offering opportunities

### RISK MANAGEMENT AND CORPORATE SUSTAINABILITY

Improve the company's framework for identifying and mitigating key risks, safety, cyber, succession and talent retention, impending market and technology changes

- Continue to manage risk and ensure measures are in place; keeping in step as conditions change
- Strengthen Cyber Resiliency and Information Security (integrity, confidentiality, availability) against an evolving threat environment
- Attract, retain and develop employees leveraging new technology and progressive work environment
- Strong performance-driven culture
- Build resiliency in succession plans
- ONE-TEAM - embrace the one-team model to leverage the skills and knowledge-base of all employees
- Maintain a positive, value-based work environment, engage staff on company initiatives, open communications, milestone recognition, staff celebrations and acknowledgement of success.
- OEB-ESA Scorecard Results (Strong Performance)
  - > 80% Internal H&S Scorecard Results
  - No Loss Time
- Pursue corporate sustainability initiatives to lessen our impact on the environment

### OPTIMIZING OPERATIONS & INNOVATION TO ENHANCE CUSTOMER EXPERIENCE

Optimize operational efficiencies & drive innovation/grid modernization through process, people & technology; enhancing the customer experience

- Achieve post-merger synergies outlined in the merger business case
- Continue to optimize capital investment, hardening of the asset renew to mitigate severe weather events as a result of climate change
- Maintain or exceed existing customer service levels, system reliability and performance KPI's
- Innovation/Utility Modernization/ Evolution - LDC Automation - Smart switches/real-time information, advanced alerts and outage management notifications
- Enhance the customer experience through evolving technologies that create new innovative touch points such as self-serve experience, social media and advanced notification
- Enable new customer relationships through an increasingly decentralized grid with DER integration, data and new technologies
- Continue to support customer education promoting electrical safety and energy conservation

### MARKET REPUTATION & STRONG COMMUNITY RELATIONS

Maintain strong market reputation and foster positive community and shareholder relationships; while lobbying for positive energy policy

- Corporate Image - (customer satisfaction, customer engagement, brand recognition)
- Service excellence - continue customer charity golf tournament, ERTH Connects User Workshop, identify appropriate benchmarking, customer feedback results, surveys, monitor & report
- Participation on or attendance with industry Councils/boards and Events - EDA, OEN, USF, OEA
- EDA Board Representation
- Advocate for positive, sustainable energy policy
- Continue to foster relations with strategic partners (Communities, Industry, LDCs, GSC, CHEC)
- Maintain positive shareholder relations through information sharing, annual reports, shareholder newsletters and CEO breakfasts
- Participation & Sponsorship in partnership with local associations and community events.