

Key Performance Indicators (KPIs)

Appendix E to the December 31, 2014 quarterly report filed by Hydro includes the 2014 Annual Report on Key Performance Indicators. The KPI results for 2014 and 2013 as compared with prior years are summarized in the following table:

Category/KPI	Measure Definition	Units	2009	2010	2011	2012	Avg. 09-12	2013	Variance from Average	2014	Variance from Average
Reliability											
Generation											
Weighted Capability Factor	Availability of Units for Supply	%	82.0	85.1	83.3	82.9	83.3	75.5	(7.8)	79.7	(3.6)
Weighted DAFOR	Unavailability of Units due to Forced Outage	%	4.50	1.80	2.70	2.30	2.83	12.20	9.38	8.20	5.38
Transmission											
SAIDI	Outage Duration per Delivery Point	Minutes / Point	100.3	173.5	432.0	171.0	219.2	468.5	249.3	458.0	238.8
SAIFI	Number of Outages per Delivery Point	Number / Point	0.90	2.30	1.50	1.90	2.40	3.50	1.10	3.80	1.40
SARI	Outage Duration per Interruption	Minutes / Outage	111.4	75.0	96.0	90.0	93.1	133.9	40.8	121.0	27.9
Distribution											
SAIDI	Average Outage Duration for Customers	Hours / Customer	9.4	6.4	16.3	8.3	10.1	18.6	8.5	19.6	9.5
SAIFI	Number of Outages for Customers	Number / Customer	4.3	3.5	5.7	4.4	4.5	5.7	1.2	6.8	2.3
Under Frequency Load Shedding											
UFLS	Customer Load Interruptions Due to Generator Trip	Number of Events	7	6	3	5	5	7	2	14	9
Operating											
Hydraulic Conversion Factor ¹	Net Generation / 1 Million m ³ Water	GWh / MCM	0.436	0.436	0.434	0.434	0.435	0.432	(0.003)	0.433	(0.002)
Thermal Conversion Factor ²	Net kWh / Barrel No. 6 HFO	kWh / BBL	612	589	603	599	601	595	(6)	584	(17)
Financial (Regulated)											
Controllable Unit Cost ³	Controllable OM&A\$ / Energy Deliveries	\$ / MWh	\$14.91	\$14.25	\$14.96	\$14.93	\$14.76	\$15.53	\$0.77	\$18.09	3.33
Generation Controllable Costs	Generation OM&A\$ / Installed MW	\$ / MW	\$26,138	\$25,465	\$26,169	\$25,131	\$25,726	\$26,774	\$1,048	\$30,013	4,287
	Generation OM&A\$ / New Generation	\$ / GWh	\$8,267	\$5,159	\$7,833	\$7,358	\$7,904	\$7,568	(\$336)	\$8,150	246
Transmission Controllable Costs	Transmission OM&A\$ / 230 KV Exp. Circuit	\$ / Km	\$3,870	\$4,021	\$4,275	\$4,335	\$4,125	\$5,281	\$1,156	\$7,043	2,918
Distribution Controllable Costs	Distribution OM&A\$ / Circuit Km	\$ / Km	\$2,429	\$2,755	\$2,934	\$2,960	\$2,770	\$3,345	\$576	\$3,304	534
Other											
Percent Satisfied Customers ⁴	Satisfaction Rating	Max = 100%	91%	92%	91%	80%	89%	N/A	N/A	84%	(5%)

Notes:

- For the Bay d'Espoir hydroelectric plant.
- For Holyrood thermal plant.
- Energy deliveries have been normalized for weather, customer hydrology, and industrial strikes.
- There was no customer satisfaction survey completed for 2013.

Hydro reports on 16 KPIs covering the following four areas: reliability, operating, financial and customer related.

Category	KPI	Units	2013 Target	2013 Results	Target Achieved	2014 Target	2014 Results	Target Achieved
Reliability	Weighted Capability Factor (WCF)	%	84	75.5	No	84 ¹	79.7	No
	Weighted DAI/OR	%	2.8	12.2	No	2.7	8.2	No
	T-SAIDI	Minutes / Point	203	468.5	No	180 ²	458	No
	T-SAIFI	Number / Point	1.7	3.5	No	1.6	3.8	No
	T-SARI	Minutes / Outage	122	133.9	No	114	121	No
	D-SAIDI	Hours / Customer	5.9	18.6	No	5.9	19.6	No
	D-SAIFI	Number / Customer	3.6	5.7	No	3.6	6.8	No
	Underfrequency Load Shedding	# of events	6	7	No	6	14	No
Operating	Hydraulic CF	GWh / MCM	0.433	0.432	No	0.433	0.433	Yes
	Thermal CF	kWh / BBL	607	595	No	615	584	No
Financial	Controllable Unit Cost	\$/MWh	N/A	\$15.53	N/A	N/A	\$18.09	N/A
	Generation Controllable Costs	\$/MW	N/A	\$26,774	N/A	N/A	\$30,013	N/A
	Generation Output Controllable Cost	\$/GWh	N/A	\$7,568	N/A	N/A	\$8,150	N/A
	Transmission Controllable Cost	\$/Km	N/A	\$5,281	N/A	N/A	\$7,043	N/A
	Distribution Controllable Cost	\$/Km	N/A	\$3,345	N/A	N/A	\$3,304	N/A
Other	Customer Satisfaction (Residential)	Max = 100%	>90%	N/A	N/A	>80%	84%	Yes

Notes:

1. The Weighted Capability Factor target is based on planned annual maintenance outages, an allowance for other short duration maintenance outages and targeted forced duration outages.
2. The transmission and distribution reliability targets shown is for combined planned and unplanned outages.