

Scorecard - Fort Frances Power Corporation

9/29/2016

Performance Outcomes	Performance Categories	Measures	2011	2012	2013	2014	2015	Trend	Target	
									Industry	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	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	94.10%	93.60%	100.00%	94.30%	94.30%		65.00%	
	Customer Satisfaction	First Contact Resolution				98.6%	99.0%			
		Billing Accuracy				99.27%	99.59%		98.00%	
		Customer Satisfaction Survey Results			90%	90%	88.5%			
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					79.35%			
		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	0	0	0	0		0
	Rate per 10, 100, 1000 km of line		0.000	0.000	0.000	0.000	0.000		0.000	
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted ²	0.09	0.30	0.13	1.18	0.33		0.47	
		Average Number of Times that Power to a Customer is Interrupted ²	0.21	0.30	0.30	1.17	0.67		0.46	
	Asset Management	Distribution System Plan Implementation Progress			100%	71.4%	49.8%			
	Cost Control	Efficiency Assessment		4	3	3	3			
		Total Cost per Customer ³	\$628	\$637	\$622	\$638	\$660			
		Total Cost per Km of Line ³	\$32,038	\$32,533	\$30,237	\$31,495	\$32,382			
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).	Conservation & Demand Management	Net Cumulative Energy Savings ⁴					6.37%		4.00 GWh	
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time								
		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)	4.97	2.67	3.38	4.15	5.28			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.00	0.00	0.00	0.00	0.00			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	0.00%	0.00%	0.00%	0.00%	0.00%		
			Achieved	0.48%	-17.20%	14.47%	0.05%	1.88%		

1. Compliance with Ontario Regulation 22/04 assessed: Compliant (C); Needs Improvement (NI); or Non-Compliant (NC).

2. The trend's arrow direction is based on the comparison of the current 5-year rolling average to the fixed 5-year (2010 to 2014) average distributor-specific target on the right. 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.

4. The CDM measure is based on the new 2015-2020 Conservation First Framework. This measure is under review and subject to change in the future.

Legend:

5-year trend

up down flat

Current year

target met target not met

2015 Scorecard Management Discussion and Analysis (“2015 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 2015 Scorecard MD&A:

<http://www.ontarioenergyboard.ca/OEB/ Documents/scorecard/Scorecard Performance Measure Descriptions.pdf>

Scorecard MD&A - General Overview

- The Fort Frances Power Corporation (FFPC) is a municipally owned local distribution company serving the residents and customers of the Town of Fort Frances. FFPC is currently licensed to distribute electricity within the confines of the municipal boundaries of the community. The utility is one of the last local distribution companies in Ontario to operate under the principle of “Power at Cost”, which was the philosophy under which the province was electrified. The residents and small businesses of Fort Frances enjoy the benefits of a 1905 Historic Power Agreement that the utility administers on their behalf, and in order to safeguard this agreement, the utility operates under a rate-minimization model (0% rate-of-return or in other words “Not-for-Profit”) for the sole benefit of the community, for whom it exists.

FFPC’s rate minimization objectives are balancing the necessary distribution system maintenance and reinvestment, with providing customers with a safe and reliable supply of electricity at the lowest possible rates. FFPC’s strategy is to pace distribution system reinvestments according to the rate at which it is deteriorating, so as to maintain its current safe and reliable state perpetually.

For the 2015 calendar year FFPC exceeded all performance targets with the exception of the System Reliability Measure “Average Number of Times that Power to a Customer is Interrupted”. The target for this measure is based on the utility’s 5 year historic average performance, which set the bar very high. Although this measure was not met, the utility’s performance for this metric exceeded its customers’ expectations, as well as outperformed industry.

In 2015 FFPC created a new Technical Customer Service Representative position to support the utilities’ efforts in becoming more customer-centric. The core function of the position is assisting customers with their electrical service needs and to align the utilities’ service offerings to meet those needs. FFPC was able to launch a pilot program, a free-of-charge home energy auditing service, targeting customers with high bill complaints and aimed at empowering customers to make smart energy usage choices to ultimately reduce their hydro bill. The service offering has been well received and the utility is planning on expanding the service offering in 2017 to also include a free-of-charge thermal image profile of customers’ premises, in order to identify opportunities for reducing costly heat-losses, as winters are extremely cold in Northern Ontario.

Service Quality

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

In 2015 FFPC connected 100% of 33 eligible low-voltage residential and small business customers (those utilizing connections under 750 Volts) to its distribution system within the five-day timeline prescribed by the Ontario Energy Board (OEB). FFPC has achieved 100% for this performance metric for the last five years, exceeding the OEB-mandated threshold of 90% in each year. The Town of Fort Frances, which is the utility's service territory, has experienced a gradual year-over-year decline in population from its peak in 1970. The number of annual service removals is currently greater than the number of service connections, which is resulting in a declining customer base.

- **Scheduled Appointments Met On Time**

In 2015 FFPC received 146 appointment requests from its customers to conduct work such as meter reads, service disconnections and reconnections. Customer presence was not requested or required for the vast majority of these requested appointments. Over the last five years FFPC has been able to exceed the industry standard target of meeting 90% of its appointment obligations. FFPC was able to meet all of its scheduled appointments on time throughout the 2015 calendar year. As the utility has a fairly compact service territory, it is able to physically be at any customers premise within 15 minutes of dispatch from its operations centre.

- **Telephone Calls Answered On Time**

During FFPC's regular hours of operation all incoming customer telephone calls are answered in a traditional manner, in that a customer service representative answers and routes all calls, as opposed to incoming calls being routed through an automatic routing service (For service in English Press "1", etc.) before speaking to a customer service representative. The utility has an automatic telephone call routing service available to its customers for afterhours calls, or as a backup in the event that the volume of incoming calls exceed the utility's simultaneous call answering capability. Throughout 2015 FFPC received approximately 750 qualifying telephone calls from customers in regards to their electrical service or other energy related needs. Of these telephone calls, the utility was able to answer approximately 707 of them within 30 seconds. FFPC is planning on upgrading its telephone system to enhance its functionality in 2016. Customer service representatives currently record telephone traffic manually and rely on manual logs to determine service quality levels. The planned system upgrade will allow for the generation of automated statistical reports that will enhance reporting accuracy and significantly reduce the level of effort required to maintain manual logs. The autodialing feature (having the ability to contact a large group of customers automatically to advise of important notices such as an upcoming power interruption) is planned to be deployed in 2017.

Customer Satisfaction

- **First Contact Resolution**

Specific customer satisfaction measurements have not been defined across the industry. The Ontario Energy Board (OEB) has instructed all electricity distributors to review and develop measurements in these areas and begin tracking by July 1, 2014 so that information can be reported as of 2014. The OEB plans to review information provided by electricity distributors over the next few years and implement a commonly defined measure for these areas in the future. As a result, each electricity distributor may have different measurements of performance until such time as the OEB provides specific direction regarding a commonly defined measure.

First Contact Resolution can be measured in a variety of ways and further regulatory guidance is necessary in order to achieve meaningful comparable information across electricity distributors.

The utility devised the methodology that a customer inquiry is resolved at first contact if the inquiry does not need to be escalated from front line staff to upper management for resolution. The measure is calculated by subtracting the number of escalated inquiries from the total number of inquiries and then dividing the difference by the total number of inquiries.

For the 2015 calendar year FFPC's Percent First Contact Resolution was 99%.

- **Billing Accuracy**

Until July 2014 a specific measurement of billing accuracy had previously not been defined across the industry. After consultation with some electricity distributors, the Ontario Energy Board (OEB) has prescribed a measurement of billing accuracy which must be used by all electricity distributors effective October 1, 2014.

Throughout 2015 FFPC issued 44,898 customer bills achieving a billing accuracy level of 99.59%, exceeding the prescribed industry standard of 98%.

The utility has developed and deployed a standalone bill calculator that is used to spot check customer bills being generated from its actual billing system. Any discrepancies found indicate a potential billing problem, and the utility has the ability to not release customer bills until the discrepancy is rectified. The standalone bill calculator has been invaluable for ensuring accurate customer bills.

- **Customer Satisfaction Survey Results**

The Ontario Energy Board (OEB) introduced the Customer Satisfaction Survey Results performance measure beginning in 2013. At a minimum, electricity distributors are required to measure and report a customer satisfaction result at least every other year. At this time the OEB is allowing electricity distributors discretion as to how they implement this measure.

In 2015 FFPC conducted its second extensive bi-annual customer satisfaction survey. The survey specifically asked customers “Overall, how satisfied are you with the services provided by the Fort Frances Power Corporation (FFPC)?” The scoring for this question was a range of 1 to 10, where 1 denoted “Not at all satisfied”, 5 denoted “Neither Satisfied or Dissatisfied”, and 10 denoted “Extremely Satisfied”. The utility polled 100% of its customer base and received responses from 7% of it, which is a large portion of its customer base making the results statistically significant. The utility then took the average score for the results obtained for this question to assess Customer Satisfaction, which resulted in a score of 88.5%.

Safety

- **Public Safety**

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

In spring of 2016 FFPC conducted its first Public Awareness of Electrical Safety survey. The survey was based on a standard question set that was utilized by all utilities to allow for meaningful comparisons across the industry. FFPC’s public scored 79.35% on this survey, which in turn is the utility’s performance score on the scorecard. The survey focused on the following six key areas of public safety and the respective score for each area was:

- | | |
|---|--------------|
| ▪ Likelihood to “call before you dig”: | Score: 78.2% |
| ▪ Impact of touching a power line: | Score: 97.3% |
| ▪ Proximity to overhead power lines: | Score: 45.9% |
| ▪ Danger of tampering with electrical equipment: | Score: 96.3% |
| ▪ Proximity to downed power lines: | Score: 68.7% |
| ▪ Actions taken in vehicle in contact with wires: | Score: 89.7% |

The following table illustrates the level of public knowledge by age demographic:

Age Demographic	% of Survey Respondent	Overall Score
18 - 24	8.9%	65.9%
25 - 34	11.0%	78.5%
35 - 44	17.1%	78.1%
45 - 54	18.5%	80.7%
55 - 64	25.0%	81.2%
65+	19.6%	83.4%

Based on the survey results, FFPC has learned that its largest opportunity for enhancing public knowledge lies in the focus areas of safe proximity to overhead and downed power lines for the 18 to 24 age demographic.

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

Over the last five years, FFPC was found to be in full compliance with Ontario Regulation 22/04 (Electrical Distribution Safety). The regulation establishes safety requirements and objectives for the design, construction, and maintenance of electrical distribution systems owned by licensed distributors. Specifically, the regulation requires the approval of equipment, plans, specifications and inspection of construction before they are put into service.

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

FFPC is pleased to report a long standing accident and injury free history with both the general public and its employees. FFPC believes that all work related injuries can be prevented, and is committed to the safety of the general public and its employees. The five year incident rate history of “0” for the Number of General Public Incidents is a good illustration of the utility’s commitment to safety.

System Reliability

The utility's 2015 Customer Satisfaction Survey indicated that overall customers are very happy with the reliability of their electricity. When asked "Overall, how satisfied are you with the reliability of the electricity being supplied to you, FFPC received an average score of 9.35 out of 10, where 1 denoted "Not at all satisfied", 5 denoted "Neither Satisfied or Dissatisfied", and 10 denoted "Extremely Satisfied". Throughout 2015 customers experienced outages caused by outages scheduled by the utility, loss of transmission supply to the utility, tree contacts with power lines, defective equipment, and foreign interference such as squirrels contacting power lines. The utility is dependent upon its supply of electricity from the Provincial Grid and any outages caused by a "Loss of Supply" are completely out of the control of the utility. Of the 38,380 of customer hours of power interruptions, 96.78% were due to "Loss of Supply". The following table summarizes the impact of outages by standard outage code as defined by the Ontario Energy Board:

OEB Outage Cause Code	Customer Hours of Outage by Cause	% Customer Hours of Power Interruption
0 - Unknown/Other	0	0.00%
1 - Scheduled Outage	18	0.05%
2 - Loss of Supply	37,143	96.78%
3 - Tree Contacts	9	0.02%
4 - Lightning	0	0.00%
5 - Defective Equipment	888	2.31%
6 - Adverse Weather	0	0.00%
7 - Adverse Environment	0	0.00%
8 - Human Element	0	0.00%
9 - Foreign Interference	322	0.84%
Total	38,380	100.00%

Overall FFPC's electrical distribution system performed very well with its reliability outperforming industry.

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

This performance metric compares the performance of FFPC's electrical distribution system relative to itself over the last five years (five year average), and as such is not a comparison relative to other distributors or industry. For 2015 the utility's performance target was 0.47 hours. In 2013, as part of the utility's customer satisfaction survey, customers where asked "How many hours in a year do you expect to be without electricity?". The average response received was 4.4 hours, which in turn FFPC adopted as its internal target for meeting customer expectations. For 2015 FFPC's average number of hours that power to a customer was interrupted was 0.33 hours, which exceeds its OEB target of 0.47 hours, exceeds customers' expectation of 4.4 hours, and outperformed the 4.64 hours reported by industry.

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

This performance metric compares the performance of FFPC's electrical distribution system relative to itself over the last five years (five year average), and as such is not a comparison relative to other distributors or industry. For 2015 the utility's performance target was 0.46 times. In 2013, as part of the utility's customer satisfaction survey, customers were asked "How many unplanned power outages do you expect to happen at your home in a typical year?". The average response received was 2.9 times, which in turn FFPC adopted as its internal target for meeting customer expectations. For 2015 FFPC's average number of times that power to a customer was interrupted was 0.67 times, which was slightly above of the OEB target of 0.46 times, however it greatly exceeded customers' expectation of 2.9 times, and outperformed the 2.15 times reported by industry.

Asset Management

- **Distribution System Plan Implementation Progress**

Distributor system plan implementation progress was a new performance measure instituted by the OEB starting in 2013. Consistent with other new measures, utilities were given an opportunity to define it in the manner that best fits their organization. The Distribution System Plan (DSP) outlines FFPC's forecasted capital expenditures over the next five (5) years that are required to maintain and expand the electrical distribution system, to serve its current and future customers. The "Distribution System Plan Implementation Progress" measure is intended to assess the utility's effectiveness at planning and implementing the DSP. FFPC measures the progress of its DSP implementation as a ratio of the actual total capital expenditures made in a calendar year over the total amount of planned capital expenditures for that calendar year per the DSP. For 2014 the utility's ratio of actual to planned capital expenditures was 49.8%. Actual expenditures were lower than planned due largely to a substantial reduction in the pole replacement program costs due to the inspection cycle finding very few end-of-life poles (the utility did not proceed with changing out "good" poles), the 2016 arrival of fleet vehicles purchased in 2015, and the deferral of a Transformer Barrier project.

Cost Control

There are some unique cost control related aspects for FFPC that need to be taken into consideration when assessing cost control performance measures. The utility is the custodian of a 1905 Historic Power Agreement on behalf of the community whom it serves, as well as it owns and operates a High Voltage Transformer Station that performs a "transmission" function. The administration of both of these additional business aspects are deeply entrenched into the day-to-day operation of the utility, and administrative costs related to running them are currently not segregated from regular distribution related administration expenses. FFPC estimates that on a typical year as much as 10% of its operating costs are related to administering these additional business aspects, however this operating model has resulted in Fort Frances Power Corporations' customers paying among the lowest rates for electricity in Ontario for decades. A face value comparison of FFPC's OM&A costs to industry is misleading, as high OM&A costs do not necessarily equate to high rates for electricity.

The utility is planning to resolve the issue of segregating OM&A costs by working together with the Pacific Economics Group LLC and the Ontario Energy Board to devise a suitable cost splitting mechanism. Once this is implemented FFPC's OM&A cost comparison with industry will be more meaningful and essentially be "apples-to-apples".

- **Efficiency Assessment**

The total costs for Ontario local electrical distribution companies are evaluated by the Pacific Economics Group LLC on behalf of the OEB to produce a single efficiency ranking. Electrical distributors are divided into five groups based on the magnitude of the difference between their respective individual actual and predicted costs. In 2015, for the third year in a row, FFPC was placed in Group 3, where a Group 3 distributor is defined as having actual costs within +/- 10 percent of predicted costs. Group 3 is considered "average efficiency" - in other words FFPC's costs are within the average cost range for distributors in the Province of Ontario. In 2015, 51% (33 out of 71 distributors) of Ontario distributors were ranked as "average efficiency"; 28% were ranked as "more efficient"; and 21% were ranked as "least efficient".

The segregation of OM&A expenses as previously discussed could have a material impact on FFPC's cohort rating and it is anticipated that it could improve the utility's rating from "average efficiency" to "more efficient".

- **Total Cost per Customer**

Total cost per customer is calculated as the sum of FFPC's capital and operating costs and dividing this amount by the total number of customers that the utility serves. FFPC's 2015 cost per customer was \$660, which is up slightly from \$638 in 2014.

FFPC's customer base over which it was able to spread its costs decreased by 0.4% in 2015 from 2014, which put upwards pressure on this measure. Similar to most distributors in the province, FFPC also experienced increases in costs related to delivering quality and reliable services to customers. Province wide programs such as Smart Meters, Time-of-Use Pricing, Renewable Generation (microFIT & FIT Program), Ontario Electricity Support Program, increases in wages and employee benefits, investments into information and technology, and the renewal of the distribution system have all increased operating and capital costs.

To help offset rising costs FFPC has developed a first class asset management process that has enabled considerable cost savings to be recognized through improved oversight of its assets managed, thereby enabling more effective planning and decision making. The asset management process has enabled multiyear data driven planning and decision making. FFPC's planning capabilities have improved significantly through the implementation of a Geographic Information System, which has recently been complimented by formal asset management and capital planning processes. The utility estimates that over the 2014 to 2018 timeframe these innovations will generate \$455,757 in cost savings.

FFPC will continue to look for new innovations that lead to sustainable customer savings in order to continue to mitigate the overall rising costs for electricity for the 20% portion of the bill that FFPC has direct control over.

- **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 kilometers of line that FFPC operates to serve its customers. In 2015 FFPC's rate is \$32,382 per kilometer of line which is up slightly from \$31,495 per kilometer reported in 2014. See the above section for cost drivers and offsetting innovations.

Conservation & Demand Management

- **Net Cumulative Energy Savings**

Over the 2011 to 2014 horizon, FFPC achieved 118.4% of its cumulative energy savings target of 3.64 GWh, realizing 4.31 GWh of energy savings. The overachievement will make it difficult for the utility to achieve its 2015 to 2020 net cumulative energy saving target as much of the “low hanging fruit” has been harvested, such as the 100% conversion of Street Lights to LED technology, which the majority of the province is currently retrofitting with the associated energy savings contributing towards their 2015 to 2020 net cumulative energy savings target. At the end of 2015 the utility was able to achieve 6.37% of its cumulative energy savings target of 4 GWh. FFPC extended offering its customers the full suite of available 2011 to 2014 Independent Electricity System Operator's (former Ontario Power Authority's) conservation programs. The utility also faces the challenge of achieving its cumulative energy savings target without the potential for retrofitting large industrial customers, as the utility does not have any large industrial customers in its customer base.

Connection of Renewable Generation

- **Renewable Generation Connection Impact Assessments Completed on Time**

Electricity distributors are required to conduct Connection Impact Assessments (CIAs) within 60 days of receiving authorization from the Electrical Safety Authority. Throughout 2013 to 2015 FFPC did not receive any large renewable generation applications, and as such did not conduct any Connection Impact Assessments.

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

In 2015, FFPC connected 2 new micro-embedded generation facilities (microFIT projects of less than 10 kW) 100% of time within the prescribed time frame of five business days. The minimum acceptable performance level for this measure is 90% of the time. FFPC has a perfect track record of connecting all of its existing micro-embedded generation facilities within the prescribed timeline.

Financial Ratios

FFPC's operating strategy is unique from most Ontario LDC's, in that it still operates under the "Power at Cost" model, which is the philosophy under which the province was electrified in the early 1900's. In other words, the utility does not make a profit on the 20% of the portion of the bill that it controls. This operating strategy is often also referred to as the "rate-minimization" model, as any profits made are ultimately returned to the consumer through reduced rates. Under this model, FFPC has paid off all of its debt, similar to a homeowner paying off their mortgage, in order to not have to pay interest charges and pass these interest charges on to its customers.

Under the current provincial rate setting framework utilities are allowed to make a return of 9.0% on their equity. This profit is often used to pay dividends to shareholders. FFPC has elected a return on equity of 0%, as it does not intend to make a profit and does not pay dividends to its shareholder. These principals allow for the lowest possible rates for the benefit of consumers.

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

As an indicator of financial health, a current ratio that is greater than 1 is considered good as it indicates that the company can pay its short term debts and financial obligations. Companies with a ratio of greater than 1 are often referred to as being "liquid". The higher the number, the more "liquid" and the larger the margin of safety to cover the company's short-term debts and financial obligations.

FFPC's liquidity ratio increased slightly from 4.15 in 2014 to 5.25 in 2015. The long term objective for FFPC is to keep this ratio well above 1, in order to be able to continue to fund its own capital reinvestments so that its customers do not have to pay interest fees on borrowed money.

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

The OEB 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 (60/40). A debt to equity ratio of more than 1.5 indicates that a distributor is more highly levered than the deemed capital structure. A high debt to equity ratio may indicate that an electricity distributor may have difficulty generating sufficient cash flows to make its debt payments. A debt to equity ratio of less than 1.5 indicates that the distributor is less levered than the deemed capital structure.

As discussed above, FFPC's operating strategy is to minimize consumer rates by avoiding or paying off its debt. As a result of not having any debt, FFPC's five year Total Debt to Equity Ratio is "0" and no associated interest charges were passed on to its customers over this time frame.

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

FFPC's distribution rates were approved by the OEB when the utility rebased its rates under the Renewed Regulatory Framework for Electricity in 2014, and include an expected (deemed) regulatory return on equity of 0%. The elected 0% rate of return supports FFPC's operating model of "Power at Cost". The OEB allows a distributor to earn within +/- 3% of the expected return on equity. When a distributor performs outside of this range, the actual performance may trigger a regulatory review of the distributor's revenues and costs structure by the OEB.

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

FFPC's Regulatory Return on Equity achieved in 2015 was 1.88%, which is well within the +/-3% range allowed by the OEB, and close to its target of 0%. The utility's profitability is also very much in line with its operating strategy.

Note to Readers of 2015 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.